



BRAND PERFORMANCE CHECK

workfashion.com ag

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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

workfashion.com ag

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

AFFILIATE INFORMATION	
Headquarters:	Hagendorn, Switzerland
Member since:	01-02-2015
Product types:	Workwear
Production in countries where FWF is active:	China, Macedonia, the former Yugoslav Republic of, Turkey
Production in other countries:	Bosnia and Herzegovina, Switzerland
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	82%
Benchmarking score	59
Category	Good

Summary:

workfashion.com meets most of FWF's management system requirements and goes beyond some of them. workfashion.com has a relatively small number of suppliers. It sources 80% of its 2015 FOB volume from three suppliers in Macedonia. In addition, it enjoys stable business relations exceeding five years with suppliers accounting for 79% of workfashion.com's 2015 purchasing volume. This, in addition to its high leverage at suppliers gives the company a strong basis for effectively improving working conditions.

workfashion.com has monitored 82% of its 2015 purchasing volume and therefore meets FWF's 40% monitoring threshold required of brands in its first year of membership. Combined with a benchmarking score of 59, FWF places workfashion.com in the Good category. In 2015 workfashion.com did not fully meet FWF's requirements for Low Risk Countries, as it failed to visit all suppliers in Low-Risk countries.

workfashion.com systematically works towards resolution of corrective actions with all of its suppliers. After audits, remediation steps were taken and follow up is being closely monitored. In this regard, it is particularly helpful that the CEO is raising the importance of systematic CAP follow-up directly with owners/directors of its suppliers.

When workfashion.com is able to determine the labour costs per product, it should have a better understanding whether workfashion.com FOB prices support payment of living wages. This could then form the basis for discussion with management at suppliers where workfashion.com has high leverage, to move towards payment of living wages. workfashion.com can take further steps towards analysing the root causes of excessive overtime and how this relates to its own buying practices. Finally, workfashion.com is expected to enroll more of its suppliers in FWF Workplace Education Programme in 2016.

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	86%	Affiliates with less than 10% of a factories' production capacity generally have limited influence on factory managers to make changes.	Supplier information provided by affiliate.	4	4	0

Comment: In 2015, 80 percent of workfashion.com's purchasing volume came from 4 suppliers in Macedonia where workfashion.com is responsible for more than 10 % of the respective suppliers' production capacity. workfashion.com is purposely consolidating its supplier base as a means to expand control over its supply chains. It aims to develop long-term partnerships with its suppliers. At the same, some degree of diversification remains necessary to manage business risks.

1.2 Percentage of production volume from suppliers where a business relationship has existed for at least five years	79%	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: workfashion.com enjoys a long-term business relations exceeding five years with the majority of its suppliers. Combined these suppliers account for 79 % of workfashion.com's purchasing volume.

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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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: Conducting pre-audits or analysing existing audit reports can be a way to assess the level of working conditions before deciding to start or continue the business relationship.

Comment: New suppliers are always visited before orders are placed. workfashion.com will assess a factory based on how things are organized in the factory and, most importantly, the willingness of management to improve. Audit reports and certificates are also requested, but generally status of CAPs are not discussed to gauge a new supplier's commitment towards continuous improvement.

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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Comment: workfashion.com maintains a good overview of existing audits and certificates of its suppliers. However, it does not rate and compare suppliers based on their status of compliance with the FWF COLP.

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: workfashion.com sends the planning to its suppliers in a timely manner and asks these to confirm their agreement. At one supplier in Macedonia, where workfashion.com has 100% leverage, no overtime occurs. Two other suppliers in Macedonia consistently do overtime and work on Saturdays. workfashion.com generally guarantees these suppliers a fixed order value per month. Stock orders are placed used to compensate in case the total of customer-orders are lower in a certain month.

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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Recommendation: workfashion.com could discuss with factory management on the causes of excessive overtime and provide support to manage overtime. If necessary, workfashion.com could hire local experts to analyse root cause of excessive overtime in cooperation with the supplier. This could be combined with a root cause analysis on living wages, which is closely linked to excessive overtime. workfashion.com could first start supporting factories where it has a higher leverage and a stable working relation such as the suppliers in Macedonia.

Comment: workfashion.com is aware that excessive overtime occurs in workfashion.com's supply chains. Based on its experience in the industry, workfashion.com has a good understanding of the causes of overtime at garment factories in general. However, workfashion.com is yet to investigate the root causes of excessive overtime specifically at its own 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: 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: One of workfashion.com's suppliers, where it has 100% leverage, has shifted for a piece-rate system to a time-rate system. Based on this, the supplier indicated that it will increase wages with 5%. At other suppliers in Macedonia, workfashion.com guarantees to buy at least a certain percentage of the production capacity and a certain order value per month, which provides some degree of financial stability for suppliers concerned. workfashion.com has an understanding of the price per minute in Macedonia. However, it has not investigated whether this minute price suffices for its supplier to pay at least minimum wages. It relies on the FWF audits for this information.

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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Comment: During a FWF audit at a supplier of workfashion.com in Macedonia it was found that some workers earn wages below the legal minimum wages. workfashion.com followed up and data suggests that workers now earn at least legal minimum wages.

1.10 Evidence of late payments to suppliers by affiliate.	No	Late payments to suppliers can have a negative impact on factories and their ability to pay workers on time. Most garment workers have minimal savings, and even a brief delay in payments can cause serious problems.	Based on a complaint or audit report; review of factory and affiliate financial documents.	0	0	-1
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1.11 Degree to which affiliate assesses root causes of wages lower than living wages with suppliers and takes steps towards the implementation of living wages.	Factory-level approach	Sustained progress towards living wages requires adjustments to affiliates' policies.	Documentation of policy assessments and/or concrete progress towards living wages.	4	8	0
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Recommendation: FWF encourages workfashion.com to discuss with suppliers where it enjoys a long term business relation and high leverage, about possibilities to work towards higher benchmarks. FWF has developed experience with approaches (labour minute costing) 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.

FWF advises companies to avoid the concept of a one-time charitable contribution, and strongly recommends member companies commit to a long term process that leads to sustainable implementation of living wages.

Comment: workfashion.com enjoys long-term relations suppliers accounting for 79% percent of its 2015 purchasing volume. It also guarantees a stable order value per month, providing a certain financial stability, which would help suppliers to increase wages. One supplier, where workfashion.com has 100% leverage, piloted a change from piece-rate payment to time-rate payment of workers. The intention is to reduce pressure in the factory and ensure stable wage levels, which are annually increased.

1.12 Affiliate sources from an FWF factory member.	No	When possible, FWF encourages affiliates to source from FWF factory members. On account of the small number of factories this is a 'bonus' indicator. Extra points are possible, but the indicator will not negatively affect an affiliate's score.	Supplier information provided by affiliate.	N/A	1	0
1.13 Percentage of production volume from factories owned by the affiliate.	5%	Owning a supplier increases the accountability and reduces the risk of unexpected CoLP violations. Given these advantages, this is a bonus indicator. Extra points are possible, but the indicator will not negatively affect an affiliate's score.	Supplier information provided by affiliate.	1	2	0

Comment: workfashion.com has some production at the company's headquarters in Switzerland.

PURCHASING PRACTICES

Possible Points: 42

Earned Points: 25

2. MONITORING AND REMEDIATION

BASIC MEASUREMENTS	RESULT	COMMENTS
% of own production under standard monitoring (excluding low-risk countries)	77%	
% of own production in low risk production countries where FWF's Low Risk policy has been implemented	5%	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	82%	Minimums: 1 year: 40%; 2 years 60%; 3 years+: 90% Measured as a percentage of turnover.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.1 Specific staff person is designated to follow up on problems identified by monitoring system	Yes	Followup is a serious part of FWF membership, and cannot be successfully managed on an ad-hoc basis.	Manuals, emails, etc., demonstrating who the designated staff person is.	2	2	-2
2.2 Degree of progress towards resolution of existing Corrective Action Plans	Intermediate	FWF considers efforts to resolve CAPs to be one of the most important things that affiliates can do towards improving working conditions.	Documentation of remediation and followup actions taken by affiliate.	4	8	-2

Comment: workfashion.com keeps track of progress on all CAPs from FWF audits. Staff of workfashion.com took part in FWF audits to underscore the importance, raise awareness and encourage factories to make improvements. Besides the Sustainability Manager, the CEO and Sourcing Manager of workfashion.com systematically raise urgent CAP findings at the highest level with workfashion.com suppliers. The status of findings is monitored in a systematic approach with efforts that are coordinated between different staff that have influence over supply chain conditions. Proof of remediation work is collected by workfashion.com. Documents and pictures are filed in the CAP and the status of findings monitored during visits. workfashion.com's suppliers had made significant improvements on occupational health and safety. But issues regarding overtime and wages are more complicated and require more time and sustained efforts.

2.3 Percentage of production volume from suppliers that have been visited by the affiliate in the past financial year	94%	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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2.4 Existing audit reports from other sources are collected.	Yes	Existing reports form a basis for understanding the issues and strengths of a supplier, and reduces duplicative work.	Audit reports are on file; evidence of followup on prior CAPs. Reports of quality assessments.	1	3	0
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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: workfashion.com systematically collects third-party audit reports of its suppliers, aided also by BSCI membership.

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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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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Comment: workfashion.com shared the FWF guidance note on Syrian refugees with its suppliers in Turkey. It also followed up on the new legal minimum wages and is collecting wage information on a monthly basis from its supplier in Turkey, which suggests wages were raised as per relevant legislation. However, workfashion.com's monitoring system did not pick up on the unauthorized subcontracting to home workers for washing by a Turkish supplier, which carries high risk of CoLP violations.

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
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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: workfashion.com has actively cooperated with other FWF members sourcing at a joint supplier in Turkey.

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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Requirement: Monitoring requirements need to be fulfilled for production in low-risk countries in order for it to be counted towards the monitoring threshold. All production sites in low-risk countries must:

- Be visited annually by affiliate representatives;
- Be informed of FWF membership and return the completed CoLP questionnaire before production orders are placed;
- Be aware of specific risks identified by FWF;
- Have the FWF Worker Information Sheet posted in local languages.

Comment: workfashion.com has two suppliers in Low Risk Countries. One, representing 4.5 % of 2015 purchasing volume, concerns own production at workfashion.com's headquarters in Switzerland. The second producer (1.4%), also in Switzerland, however, was not visited during 2015 and monitoring requirements for this producer were therefore not fully met.

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: workfashion.com has a large number of external producers. It has requested and received the external brand questionnaires of external brands concerned.

2.10 External brands resold by affiliates that are members of another credible initiative. (% of external sales volume)	23%	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.	0	3	0
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Comment: workfashion.com orders products from seven external producers that are FWF member companies. It tries to increase the percentage sourced from FWF members or other credible initiatives when possible in order to have better assurances as to the working conditions under which products are made.

MONITORING AND REMEDIATION

Possible Points: 35

Earned Points: 23

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: The worker information sheet is sent to all the suppliers. During visits it is always checked whether the sheet is posted at a place accessible for all workers.

3.3 Percentage of FWF-audited factories where at least half of workers are aware of the FWF worker helpline.	25%	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: workfashion.com 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, workfashion.com can use the worker information cards available for download on FWF's website and distribute these during visits.

Comment: At one (out of four audited) suppliers, specific training was organized to build the awareness of workers on the FWF CoLP.

3.4 All complaints received from factory workers are addressed in accordance with the FWF Complaints Procedure	No complaints received	Providing access to remedy when problems arise is a key element of responsible supply chain management. Affiliate involvement is often essential to resolving issues.	Documentation that affiliate has completed all required steps in the complaints handling process.	N/A	6	-2
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3.5 Cooperation with other customers in addressing worker complaints at shared suppliers	No complaints or cooperation not possible / necessary.	Because most factories supply several customers with products, involvement of other customers by the FWF affiliate can be critical in resolving a complaint at a supplier.	Documentation of joint efforts, e.g. emails, sharing of complaint data, etc.	N/A	2	-2
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COMPLAINTS HANDLING

Possible Points: 7

Earned Points: 5

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: workfashion.com Sustainability Manager is responsible to ensure all staff of workfashion.com is aware of FWF membership requirements. All new staff is required to receive a detailed briefing from the Sustainability Manager. In addition, staff was informed through a presentation by FWF staff. The newsletter, which is sent to both customers and employees, also reports on the company's sustainability-related activities. Staff awareness was further strengthened by a joint viewing of the movie "The True Cost".

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 staff that is in direct contact with suppliers receives briefings of the Sustainability Manager when needed. An internal wiki page was created to document, inter alia, sustainability related issues.

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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Comment: workfashion.com does not use agents. However, it does use an export-import partner in Macedonia which mostly facilitates the paperwork pertaining to the movements of goods to and from Macedonia. The partner is fully aware and supports FWF membership requirements.

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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Recommendation: In order to ensure awareness and enhance understanding of the relevant labour standards, grievance mechanisms and the importance of a good mechanism for communication between employers and workers in the workplace, FWF developed the Workplace Education Programme. workfashion.com should motivate its main suppliers to join WEP trainings.

Comment: No WEPs were implemented at workfashion.com's suppliers by end of 2015. For 2016, however, several WEPs were planned.

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: workfashion.com is using suppliers in Bulgaria and Bosnia, where FWF is not (yet) offering the WEP. No alternative trainings have been arranged by workfashion.com.

TRAINING AND CAPACITY BUILDING

Possible Points: 13

Earned Points: 3

Additional comments on Training and Capacity Building:

workfashion.com has encouraged several of its suppliers to complete the FWF Factory Guide, an online tool to train management of factories about labour standards.

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: workfashion.com signs contracts with its suppliers that stipulate that subcontracting is not allowed. Due to frequent visits to the suppliers in Macedonia, workfashion.com is very confident that no subcontractors are being used there. For Turkey it is less sure, which is confirmed by a FWF audit which indicated that homeworkers were used for cleaning after embroidery. This was not communicated to workfashion.com before.

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: workfashion.com has created an internal Wiki page, which systematically lists all relevant information related to Workfashion suppliers.

INFORMATION MANAGEMENT

Possible Points: 7

Earned Points: 4

6. TRANSPARENCY

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
6.1 Communication about FWF membership adheres to the FWF communications policy	Yes	FWF membership should be communicated in a clear and accurate manner. FWF guidelines are designed to prevent misleading claims.	Logo is placed on website; other communications in line with policy. Affiliates may lose points if there is evidence that they did not comply with the communications policy.	1	1	-2

Comment: workfashion.com communicates about FWF through the company website, social report, newsletter and various blogs, e.g. on supplier visits to participate in audits or WEPs. Membership is described in correct wording. It also displays the Fair Wear formula animated movie on its website.

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 workfashion.com 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 the affiliate and FWF's work.

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

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: workfashion.com has ample experience with different initiatives focussing on social compliance, such as BSCI and SA 8000. It has consciously taken the decision to become FWF member in 2015 in order to take the next step in increasing control of its supply chains. In line with ISO 9000, workfashion.com annually evaluates all management processes, which includes FWF membership.

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 workfashion.com.

EVALUATION

Possible Points: 2

Earned Points: 2

RECOMMENDATIONS TO FWF

- 1) In order to comply easier with FWF communication guidelines, it would be helpful if the FWF logo includes the phrase "member of " and indicates the website address under the logo.
- 2) FWF should ensure that FWF audit reports are recognized by other initiatives focussing on social compliance, such as BSCI and OekoTex.
- 3) External producers receive insufficient weight in the brand performance check system.
- 4) Planning of audits and WEPs and delivery of reports take too much time.

SCORING OVERVIEW

CATEGORY	EARNED	POSSIBLE
Purchasing Practices	25	42
Monitoring and Remediation	23	35
Complaints Handling	5	7
Training and Capacity Building	3	13
Information Management	4	7
Transparency	3	4
Evaluation	2	2
Totals:	65	110

BENCHMARKING SCORE (EARNED POINTS DIVIDED BY POSSIBLE POINTS)

59

PERFORMANCE BENCHMARKING CATEGORY

Good

BRAND PERFORMANCE CHECK DETAILS

Date of Brand Performance Check:

23-05-2016

Conducted by:

Koen Oosterom

Interviews with:

Mr. Alfred Beerli - CEO (and responsible for sales)

Ms. Flavia Jecklin - Projects and Sustainability

Mr. Peter van London - COO

Ms. Marisa Thoma - Marketing

Mr. Thomas Burkard - CFO

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.