



BRAND PERFORMANCE CHECK

Anna van Toor

PUBLICATION DATE: JULY 2016

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

ABOUT THE BRAND PERFORMANCE CHECK

Fair Wear Foundation believes that improving conditions for apparel factory workers requires change at many levels. Traditional efforts to improve conditions focus primarily on the factory. FWF, however, believes that the management decisions of clothing brands have an enormous influence for good or ill on factory conditions.

FWF's Brand Performance Check is a tool to evaluate and report on the activities of FWF's affiliate members. The Checks examine how affiliate management systems support FWF's Code of Labour Practices. They evaluate the parts of affiliate supply chains where clothing is assembled. This is the most labour intensive part of garment supply chains, and where brands can have the most influence over working conditions.

In most apparel supply chains, clothing brands do not own factories, and most factories work for many different brands. This means that in most cases FWF affiliates have influence, but not direct control, over working conditions. As a result, the Brand Performance Checks focus primarily on verifying the efforts of affiliates. Outcomes at the factory level are assessed via audits and complaint reports, however the complexity of the supply chains means that even the best efforts of FWF affiliates cannot guarantee results.

Even if outcomes at the factory level cannot be guaranteed, the importance of good management practices by affiliates cannot be understated. Even one concerned customer at a factory can have significant positive impacts on a range of issues like health and safety conditions or freedom of association. And if one customer at a factory can demonstrate that improvements are possible, other customers no longer have an excuse not to act. The development and sharing of these types of best practices has long been a core part of FWF's work.

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

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

BRAND PERFORMANCE CHECK OVERVIEW

Anna van Toor

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

AFFILIATE INFORMATION	
Headquarters:	Meerkerk, Netherlands
Member since:	01-02-2013
Product types:	Fashion
Production in countries where FWF is active:	China, India, Tunisia, Turkey
Production in other countries:	Italy, Lithuania, Madagascar, Spain, Pakistan, 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	71%
Benchmarking score	64
Category	Needs Improvement

Summary:

Anna van Toor meets most of FWFs management system requirements, resulting in a benchmark score of 64. This is an improvement compared to last year's brand performance check. In 2015, Anna van Toor improved their follow-up on CAPs. Also, a lot of time was invested in the involvement and knowledge of the production department and of agents. Specifically in Turkey Anna van Toor has cooperated closely with their agents to address issues related to the Syrian refugee crisis. In addition, they shifted production to low-risk countries and continue to work with long-term partners.

In 2015, the monitoring percentage of Anna van Toor was 71 %, which is below the 90 % required for third year members. This means that Anna van Toor is placed in the Needs Improvement category. This drop in monitoring is partly due to a shift in sales resulting in less production with their suppliers under monitoring than they expected. Also, part of the production shifted from audited locations to non-audited locations. In addition, Anna van Toor did not meet all monitoring requirements for low-risk countries, specifically production of ready-made shoes in Italy.

For 2016, Anna van Toor needs to keep a close eye on their monitoring and especially ensure that all monitoring requirements for low-risk countries are fulfilled.

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	51%	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.	3	4	0

Comment: Anna van Toor buys 51 % of its production volume from suppliers where they buy at least 10 % of production capacity.

1.2 Percentage of production volume from suppliers where a business relationship has existed for at least five years	16%	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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Recommendation: FWF recommends Anna van Toor to maintain stable business relationships with suppliers. Long term relationships support most aspects of the Code of Labour Practices, and give factories a reason to invest in improving working conditions.

Comment: Anna van Toor has had a business relationship for at least five years with suppliers that are responsible for 16 % of the production 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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Comment: All new suppliers receive the supplier handbook, which includes the requirements regarding signing and returning the FWF questionnaire and Code of Labour Practice. Whenever a supplier does not immediately returns the questionnaire active follow-up is done via email. In 2015 Anna van Toor selected 8 new suppliers, one had not yet returned the questionnaire at the time of 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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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 Anna van Toor to assess the risks associated with operating in specific production areas. FWF advises to use information from FWF country studies, wage ladders and health and safety guidelines. Anna van Toor can cooperate with local stakeholders to further investigate the situation in a specific country and FWF can offer information on local stakeholders.

Comment: When sourcing new suppliers Anna van Toor uses their agents and the knowledge and connections of existing suppliers to ensure new suppliers uphold similar standards regarding human rights. Agents visit the factories before deciding where to source. Anna van Toor prefers factories that already produce for FWF members. In addition, when possible Anna van Toor collects audit reports from other initiatives.

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

Comment: Anna van Toor has several agents that are the eyes and ears in the production countries. They monitor supplier compliance with the Code of Labour Practices and report to Anna van Toor. Good behaviour is rewarded as much as possible, although there is no official policy in place.

1.6 The affiliate's production planning systems support reasonable working hours.	Strong, integrated systems in place.	Affiliate production planning systems can have a significant impact on the levels of excessive overtime at factories.	Documentation of robust planning systems.	4	4	0
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Recommendation: FWF recommends Anna van Toor to critically evaluate the number of orders/quantities the supplier indicates it can handle. Suppliers might overbook their capacity, leading to a risk of resorting to excessive overtime. FWF recommends the evaluation of capacity to include investigating whether delivery time is based on regular working hours.

Comment: Anna van Toor has monthly orders at their suppliers, which means they spread the pressure they put on production. When they select a new supplier they ask them about their capacity and will not over-ask this capacity. In addition, Anna van Toor indicated that they have been able to decrease the amount of late style changes by requesting for a sample early in the process of production. This way, the styling and product department can base the decision regarding style changes on a sample in the correct print, fabric and fit. This has decreased the amount of late style changes later on in the process, which has been an improvement in planning for both Anna van Toor as their suppliers.

1.7 Degree to which affiliate mitigates root causes of excessive overtime.	Intermediate efforts	Some production delays are outside of the control of affiliates; however there are a number of steps that can be taken to address production delays without resorting to excessive overtime.	Documentation of root cause analysis and positive steps taken to manage production delays or improve factory processes.	3	6	0
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Recommendation: Anna van Toor could discuss with factory management on the causes of excessive overtime and provide support to manage overtime. If necessary, Anna van Toor could hire local experts to analyse root cause of excessive overtime in cooperation with the supplier. FWF could recommend qualified persons upon request.

Comment: As mentioned under 1.6 Anna van Toor has monthly orders and has made internal changes to prevent late style-changes. The company is flexible with delivery times by being able to prioritize certain orders and postpone others in case there is a delay. Given that the majority is produced for own Anna van Toor shops, the company can decide itself what to put in store and when. However, the FWF audit at a Chinese supplier that took place in 2015 showed excessive overtime.

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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Comment: A target price is given by the supplier to Anna van Toor. The price is specified to production costs, without insight into the share that goes to workers. In 2015, Anna van Toor has asked several suppliers to provide more insight how prices are build up, but suppliers were not willing to share this information. In the cases where Anna van Toor also buys the fabric, they can alter the price by making changes in the pattern or material. Anna van Toor has started collecting information in an excel sheet on the minimum wage levels for all production countries, by making use of FWF information. This forms the basis for relating the wage levels to their own pricing system.

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: One audit done in 2015 showed minimum wage problems at a factory. However, this was not the only problem and Anna van Toor's agent responsible for this supplier decided to stop working with the factory after another of its clients pulled out. Anna van Toor was actively involved in addressing the results of this audit.

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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Requirement: Anna van Toor is expected to take an active role in discussing living wages with its suppliers in high-risk production countries. The FWF wage ladder can be used as a tool to implement living wages. Most relevant wage estimates, such as local minimum wage, collective bargaining wage and industrial best practice wages are provided in the wage ladder. The wage ladder is included in FWF's audit reports. It demonstrates the gaps between workers' wages at a factory and living wages demanded by major stakeholders. The wage ladder can be used to document, monitor, negotiate and evaluate the improvements at its suppliers.

Comment: Anna van Toor has decided to address living wage in Portugal, where most of their products are made. There has not yet been active discussion on living wage in high-risk production countries.

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)	29%	
% of own production in low risk production countries where FWF's Low Risk policy has been implemented	42%	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	71%	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: Anna van Toor has identified a specific person to follow-up on problems identified by the monitoring system, together with the production manager shared responsibility to address FWF monitoring requirements.

2.2 Degree of progress towards resolution of existing Corrective Action Plans	Intermediate	FWF considers efforts to resolve CAPs to be one of the most important things that affiliates can do towards improving working conditions.	Documentation of remediation and followup actions taken by affiliate.	4	8	-2
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Recommendation: FWF recommends Anna van Toor to be critical on the responses received from suppliers. A yes or no answer should be supported by evidence or a description of how the issue has been resolved.

Comment: The CAPs are shared and discussed with suppliers. Anna van Toor uses the CAP format to keep track on CAP resolution and highlights what issues they want to have solved first. However, the responses from suppliers have been minimal, providing little insight in the actual remediation.

2.3 Percentage of production volume from suppliers that have been visited by the affiliate in the past financial year	42%	Formal audits should be augmented by annual visits by affiliate staff or local representatives. They reinforce to factory managers that affiliates are serious about implementing the Code of Labour Practices.	Affiliates should document all factory visits with at least the date and name of the visitor.	2	4	0
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Comment: Anna van Toor visited suppliers accounting for 42 % of the 2015 production volume. For suppliers in Portugal and Poland, Anna van Toor uses the FWF check list to do informal audits. This information is shared internally.

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: Audit information from other sources, such as BSCI, is collected. Quality of these reports is not assessed, nor are corrective actions implemented.

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: Audit reports and CAPs are shared with factories in a timely manner.

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: FWF recommends Anna van Toor to look into specific risk related to the production of leather products and the production in Pakistan. In addition, FWF recommends Anna van Toor to organise WEP trainings in China to specifically address issues related to freedom of association.

Comment: Anna van Toor uses information provided by FWF on high-risk issues in their supply chain, such as the possible presence of illegal Syrian refugees in Turkish factories, to inform their agents. In 2015 this has created more transparency between Anna van Toor and their agents.

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: Anna van Toor actively cooperates with other FWF members in resolving corrective actions at shared suppliers.

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 all production in low-risk countries, including ready made shoes, in order for it to be counted towards the monitoring threshold. All production sites in low-risk countries must:

- Be visited annually by Anna van Toor 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: Anna van Toor produces in Portugal, Lithuania and Poland, accounting for 41 % of their production volume in 2015. Employees, agents or other representatives have visited factories and have reported their findings.

Anna van Toor purchases ready made shoes in factories in Italy (accounting for 10 % of their production volume in 2015). Anna van Toor considers this a different product group, because the shoes are not made exclusively for Anna van Toor, only the label is added. Therefore they are not included in their monitoring system and as such are not included in the monitoring threshold. In 2016 Anna van Toor is considering to stop offering shoes with the Anna van Toor label.

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 Anna van Toor have 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)	0%	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: One of the sixty external brands resold by Anna van Toor is a member of another initiative, responsible for less than 1 percent of external sales volume.

MONITORING AND REMEDIATION

Possible Points: 35

Earned Points: 21

3. COMPLAINTS HANDLING

BASIC MEASUREMENTS	RESULT	COMMENTS
Number of worker complaints received since last check	0	At this point, FWF considers a high number of complaints as a positive indicator, as it shows that workers are aware of and making use of the complaints system.
Number of worker complaints in process of being resolved	0	
Number of worker complaints resolved since last check	0	

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
3.1 A specific employee has been designated to address worker complaints	Yes	Followup is a serious part of FWF membership, and cannot be successfully managed on an ad-hoc basis.	Manuals, emails, etc., demonstrating who the designated staff person is.	1	1	-1

Comment: Anna van Toor has designated a specific employee to address worker complaints. This is the same person to follow-up on problems identified by the monitoring system. She works in close cooperation with the production manager.

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 are asked to share evidence of the posted worker information sheets. In addition, agents and employees visiting factories also check that the worker information sheet is posted in factories.

3.3 Percentage of FWF-audited factories where at least half of workers are aware of the FWF worker helpline.	67%	The FWF complaints procedure is a crucial element of verification. If factory-based complaint systems do not exist or do not work, the FWF worker helpline allows workers to ask questions about their rights and file complaints. Factory participation in the Workplace Education Programme also count towards this indicator.	Percentage of audited factories where at least 50% of interviewed workers indicate awareness of the FWF complaints mechanism + percentage of factories in WEP programme.	3	4	-2
3.4 All complaints received from factory workers are addressed in accordance with the FWF Complaints Procedure	No complaints received	Providing access to remedy when problems arise is a key element of responsible supply chain management. Affiliate involvement is often essential to resolving issues.	Documentation that affiliate has completed all required steps in the complaints handling process.	N/A	6	-2
3.5 Cooperation with other customers in addressing worker complaints at shared suppliers	No complaints or cooperation not possible / necessary.	Because most factories supply several customers with products, involvement of other customers by the FWF affiliate can be critical in resolving a complaint at a supplier.	Documentation of joint efforts, e.g. emails, sharing of complaint data, etc.	N/A	2	-2

COMPLAINTS HANDLING

Possible Points: 7

Earned Points: 6

4. TRAINING AND CAPACITY BUILDING

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

Comment: All staff is made aware of FWF membership requirements, through internal communication. New staff is informed about FWF membership during their introduction period.

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: In 2015, a training from FWF for the production department at Anna van Toor was organised. The training focused on the best ways to communicate with manufacturers about labour conditions and how to make improvements in the factories.

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: In 2015, a training was organised for agents by FWF. During this training they were informed about FWF membership requirements and what Anna van Toor expects when they visit factories. Agents are actively involved in supporting CoLP implementation.

4.4 Factory participation in Workplace Education Programme (where WEP is offered; by production volume)	40%	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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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. Anna van Toor should motivate its main supplier(s) to join WEP trainings.

Comment: In 2015, three factories producing for Anna van Toor joined WEP trainings

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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Recommendation: All factory workers should be informed about the labour standards and the process of monitoring and remediation. In order to further communication between employers and workers in the workplace FWF recommends Anna van Toor to ensure suppliers participate in trainings. Trainings must meet FWF quality standards to receive credit for this indicator: top management, supervisors and workers should be included in the trainings, separately. Workplace standards and dispute handling should be included in the training. At least 10-20% of the workforce must be trained, depending on the size of the factory. Worker participations should be balanced and representative.

Comment: Part of the production of Anna van Toor takes place in Pakistan and Madagascar where WEP is not offered.

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	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

Requirement: After the end of each financial year, members must confirm their list of suppliers and provide relevant financial data. A complete suppliers list means all suppliers are included.

Recommendation: FWF recommends Anna van Toor to periodically check with its agents whether all known production locations are still up to date and use the information coming from questionnaire to update supplier data, including subcontractors. In addition, FWF recommends Anna van Toor to require agents to be informed about the production location before the order starts.

Comment: Most production takes place in low-risk countries, where Anna van Toor visits regularly and knows the production locations. From the new suppliers in 2015 one questionnaire was still missing at the time of the brand performance check, which means that for 2015 not all production information is known. Additionally, it turned out that not all production information is up to date because agents shift factories or suppliers use different subcontractors without informing Anna van Toor.

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: Information about suppliers is collected and saved on the server, which is accessible by all relevant employees. In addition, information about audits and follow-up is shared during meetings of the production team.

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

Recommendation: FWF suggests the information on FWF membership is included in the 'About Anna' section rather than the 'News' section. In addition, when communicating about FWF in the seasonal brochure Anna van Toor FWF recommends to include an explanatory text about FWF membership and not only use the logo.

Comment: Anna van Toor communicates about FWF on its website, via social media and in its brochures.

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 Anna van Toor 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 Anna van Toor and FWF's work

Comment: Anna van Toor does not publish the brand performance check report or audit or supplier information.

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: In preparation of the annual brand performance check Anna van Toor evaluates FWF membership, with involvement of top management.

7.2 Changes from previous Brand Performance Check implemented by affiliate	66%	In each Brand Performance Check report, FWF may include requirements for changes to management practices. Progress on achieving these requirements is an important part of FWF membership and its process approach.	Affiliate should show documentation related to the specific requirements made in the previous Brand Performance Check.	4	4	-2
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Comment: Anna van Toor improved its approach of sharing CAPs and audit reports with suppliers and its follow-up.

EVALUATION

Possible Points: 6

Earned Points: 6

RECOMMENDATIONS TO FWF

Anna van Toor would like FWF:

- to be more active in providing support of effective remediation of severe audit findings.
- to put forward guidance for its members on how to deal with the Dutch textile covenant.
- to not base its brand performance check on only one moment in time. Rather Anna van Toor would like to have a pre-assessment after which the brand has some time to address remaining issues.
- to provide more personal guidance, not just sending newsletters with changes in policies and formats. Anna van Toor would like to have regular telephone meetings to be updated on changes, to be able to prepare for it.
- to change the name of the Needs improvement category. Currently a brand can be placed in the needs improvement category based on unfortunate circumstances, while the brand is actually showing progress. The category as it is called now disregards the progress. Brands that have experienced unfortunate circumstances but show progress should be allowed to be in the good category with an additional remark about the circumstances. Needs improvement should be reserved for brands that have a lot to improve.

SCORING OVERVIEW

CATEGORY	EARNED	POSSIBLE
Purchasing Practices	24	40
Monitoring and Remediation	21	35
Complaints Handling	6	7
Training and Capacity Building	9	15
Information Management	4	7
Transparency	3	4
Evaluation	6	6
Totals:	73	114

BENCHMARKING SCORE (EARNED POINTS DIVIDED BY POSSIBLE POINTS)

64

PERFORMANCE BENCHMARKING CATEGORY

Needs Improvement

BRAND PERFORMANCE CHECK DETAILS

Date of Brand Performance Check:

05-07-2016

Conducted by:

Anne van Lakerveld, Annabel Meurs

Interviews with:

Jan Paul van Toor (Director)

Chantelle van Toor (Production and Design Manager)

Karin Hooimeijer (Product Manager)

Lisette van Toor (Communication)

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.