



## **Brand Performance Check**

# **Schijvens Confectiefabriek Hilvarenbeek B.V.**

This report covers the evaluation period 01-06-2019 to 31-05-2020

## About the Brand Performance Check

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

Fair Wear's Brand Performance Check is a tool to evaluate and report on the activities of Fair Wear's member companies. The Checks examine how member company management systems support Fair Wear's Code of Labour Practices. They evaluate the parts of member company 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 product locations, and most product locations work for many different brands. This means that in most cases Fair Wear member companies have influence, but not direct control, over working conditions. As a result, the Brand Performance Checks focus primarily on verifying the efforts of member companies. Outcomes at the product location level are assessed via audits and complaint reports, however the complexity of the supply chains means that even the best efforts of Fair Wear member companies cannot guarantee results.

Even if outcomes at the product location level cannot be guaranteed, the importance of good management practices by member companies cannot be understated. Even one concerned customer at a product location 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 product location 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 Fair Wear'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 member company 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

### Schijvens Confectiefabriek Hilvarenbeek B.V.

Evaluation Period: 01-06-2019 to 31-05-2020

Member company information	
Headquarters:	Hilvarenbeek , Netherlands
Member since:	2010-03-01
Product types:	Workwear
Production in countries where Fair Wear is active:	Bangladesh, China, Turkey
Production in other countries:	Morocco, Pakistan, United Arab Emirates
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
Scoring overview	
% of own production under monitoring	100%
Benchmarking score	89
Category	Leader

## **Disclaimer**

*This performance check was conducted amidst the COVID-19 outbreak in 2020. Due to travel restrictions in 2020, the assessment methodology for this check was modified to adapt to an online version.*

*While the performance check does cover all indicators, Fair Wear was not able to cross-check information with the member company's other departments to the extent it would normally do. This may have led to shorter descriptions/comments in the report. We have taken additional measures to ensure the scores are still inclusive and representative of the performance/progress made: more documentation was requested from the member during the preparation phase and other staff members were interviewed to score a specific indicator, where necessary. Furthermore, due to our improved data management system, Fair Wear was able to better track and document progress, mitigating much of the disadvantage of a remote performance check.*

*This modified version was applied consistently to all members' performance checks starting their financial year in 2019 in order to maintain fair and comparable data.*

*Fair Wear will evaluate the members' response to the Corona-crisis in the performance check about the financial year starting in 2020. For members having financial years starting in April or later, parts of their response can already be reflected in the current performance check report, although their overall response will be evaluated in the next performance check.*

## Summary:

Schijvens Confectiefabriek Hilvarenbeek (Hereafter: Schijvens) has shown advanced progress and met most of Fair Wear's performance requirements. Its monitoring threshold of 100%, combined with a benchmark score of 89, means that Fair Wear has awarded Schijvens the 'Leader' rating.

In the past financial year Schijvens successfully increased wages at its production location in Pakistan, based on the same survey-based methodology applied for its production location in Turkey, where the brand had already implemented a wage increase based on the outcomes of a worker survey. Schijvens has also started this process at one of its production locations in China and has explicitly communicated with its entire supplier base, including new suppliers, its intention to raise wages to a living wage level. Fair Wear recommends that Schijvens continues these efforts and continues to collaborate with other brands on this topic. Excessive overtime remains a challenge in Schijvens' supply chain. Schijvens has dedicated an internal working group to further investigate the root causes of this issue.

At its own production facility, Schijvens has increased monitoring on the occurrence of excessive overtime and no longer includes overtime payment in the regular (living) wages. Fair Wear recommends that Schijvens continues discussing the topic of wages and overtime with factory management at all production facilities. The Covid-19 pandemic started in the last quarter of Schijvens' most recent financial year and the company has shown significant efforts to support its suppliers in this crisis.

Schijvens has added several new suppliers to its supplier base in the past financial year. It is recommended to maintain stable relationships as much as possible with these new suppliers. Furthermore, Schijvens is recommended to continue investing in factory training sessions for factory managers, workers and worker representatives.

## Performance Category Overview

**Leader:** This category is for member companies 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 Fair Wear's belief that member companies who are making a serious effort to implement the Code of Labour Practices—the vast majority of Fair Wear member companies—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 member companies will receive a 'Good' rating.

**Needs Improvement:** Member companies 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. Member companies 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:** Member companies 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. Member companies 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
1.1a Percentage of production volume from production locations where member company buys at least 10% of production capacity.	62%	Member companies with less than 10% of a production location's production capacity generally have limited influence on production location managers to make changes.	Supplier information provided by member company.	3	4	0

**Comment:** In the past financial year, Schijvens has bought 62% of its production volume from production locations where it buys at least 10% of production capacity (compared to 67% last year, 77% in the financial year 2017-2018). This decrease is the consequence of certain orders which could not be placed at existing facilities, which meant Schijvens added 4 new suppliers to their supplier base.

**Recommendation:** For a couple of years now, Schijvens shows a decrease in percentage for this indicator and an increase on indicator 1.1b. Although this can be explained, it is recommended that Schijvens is mindful of this trend and keeps trying to consolidate its supplier base as much as possible.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.1b Percentage of production volume from production locations where member company buys less than 2% of its total FOB.	5%	Fair Wear provides incentives to clothing brands to consolidate their supplier base, especially at the tail end, as much as possible, and rewards those members who have a small tail end. Shortening the tail end reduces social compliance risks and enhances the impact of efficient use of capital and remediation efforts.	Production location information as provided to Fair Wear.	3	4	0

**Comment:** In the past financial year, Schijvens bought 5% of its production volume from production locations where it buys less than 2% of its total FOB (compared to 1% last year). This increase is the consequence of certain orders which could not be placed at specialised facilities, where the order volumes were already low, and which now decreased further. Also, Schijvens had to limit production in Chinese facilities which were (partly) not operational due to the Covid-19 pandemic.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.2 Percentage of production volume from production locations where a business relationship has existed for at least five years.	56%	Stable business relationships support most aspects of the Code of Labour Practices, and give production locations a reason to invest in improving working conditions.	Supplier information provided by member company.	3	4	0

**Comment:** This is a decrease compared to last year's 91%. Schijvens started new business relationships with 4 suppliers because of one very large order which could not be placed within the existing supplier base (see also 1.1a and b).

**Recommendation:** Schijvens is advised to ensure stable business relationships also with new suppliers, as it has been doing with existing suppliers.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.3 All (new) production locations are required to sign and return the questionnaire with the Code of Labour Practices before first bulk orders are placed.	Yes	The CoLP is the foundation of all work between production locations and brands, and the first step in developing a commitment to improvements.	Signed CoLPs are on file.	2	2	0

**Comment:** Schijvens asks all suppliers to sign and return the questionnaire before bulk orders are placed. In the past financial year, Schijvens started production at 4 new locations. A large part of Schijven's total production of this financial year was placed at these facilities. The signed questionnaire and photo of the posted Code of Labour Practice was available.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.4 Member company conducts human rights due diligence at all (new) production locations before placing orders.	Advanced	Due diligence helps to identify, prevent and mitigate potential human rights problems at suppliers.	Documentation may include pre-audits, existing audits, other types of risk assessments.	4	4	0

**Comment:** Selection of new production locations happens through agents Schijvens already works with. Schijvens uses the Fair Wear country studies, country specific guidance documents and CSR risk checker as part of the due diligence process, which is also part of the decision-making process related to selecting new production locations. In addition, new locations are asked for existing audit reports. This information is discussed internally and incorporated in an overview per supplier which outlines the points of improvement for each production location. New production locations are visited and improvement points of existing audit reports are discussed.



The production locations with which Schijvens started collaboration the past financial year had been audited by external parties. Schijvens discussed the relevant CAPs with factory managements. At the facilities in Pakistan, where Schijvens was not convinced of the existing audit reports, although they met all Fair Wear's requirements, Schijvens had their auditing partner execute another audit and followed up urgent CAP findings before placing the orders there. In one facility in Turkey, Schijvens found the external audit report's quality was lacking on some basic topics, such as information regarding wages. It was not possible to conduct a Fair Wear audit at this facility because of the Covid-19 crisis. Schijvens already knew the factory but made sure to have the local representative visit the supplier and, building on the existing corrective action plan, created a list of corrective actions which had to be remediated. Special attention was paid to Turkey-specific risks such as the employment of undocumented Syrian refugees. Schijvens also requested proof of payment of legal minimum wage and pictures of OHS findings being remediated. All this was documented in a systematic way which Schijvens could demonstrate during the brand performance check.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.5 Production location compliance with Code of Labour Practices is evaluated in a systematic manner.	Yes, and leads to production decisions	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

**Comment:** Schijvens has a vendor rating system per production location, and CSR elements are included in this. Normally, the supplier with the best score gets an award during the yearly supplier meeting, including a financial reward. Improvement points are also discussed during the supplier meeting. Suppliers that continue to score low and are less motivated to implement improvements, will receive fewer orders. Remaining orders are redistributed among suppliers that score well. Hence Schijvens creates a pool of reliable and CSR oriented suppliers.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.6 The member company's production planning systems support reasonable working hours.	Strong, integrated systems in place.	Member company production planning systems can have a significant impact on the levels of excessive overtime at production locations.	Documentation of robust planning systems.	4	4	0

**Comment:** Schijvens knows the production capacity per production location, as this has been part of the discussions prior to the first (bulk)orders. Delivery times are long and are always decided in dialogue with the suppliers. Furthermore, Schijvens has fully implemented a PLM-program (Product Life cycle Management) that provides bi-weekly factory production updates for all production locations. As a result, Schijvens becomes aware of (potential) delivery delays in an early stage of production and therefore has more time to discuss delivery times with its customers, and adjust timelines where necessary. In addition to these advanced systems, Schijvens is in constant dialogue with each supplier to check in with them about what they need from the company to avoid pressure on their planning that can cause excessive overtime. In their own factory Schijvens has insight in the planning tool and can also move orders around if this is needed to limit overtime.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.7 Degree to which member company mitigates root causes of excessive overtime.	Intermediate efforts	Some production delays are outside of the control of member companies; however there are a number of steps that can be taken to address production delays without resorting to excessive overtime.	Evidence of how member responds to excessive overtime and strategies that help reduce the risk of excessive overtime, such as: root cause analysis, reports, correspondence with factories, etc.	3	6	0

**Comment:** Excessive overtime is a common finding in audits done at Schijvens' production locations and remains a focal point for Schijvens' discussions with its suppliers. One of the root causes in Pakistan is the relationship with the dye houses that often causes delays. Schijvens discusses this continuously with the supplier and the supplier has tried collaboration with different dye houses to improve delays, but it still occurs. Schijvens has decided to take this topic up internally in a working group to further investigate whether it is entirely caused by the relationship with the dye houses or whether other factors play a part. This working group keeps track of the impact of changing dye houses on delays at the factory level. Schijvens finds it is a challenge to effectively work on the issue of excessive overtime when leverage in a factory is quite low. Schijvens does discuss the topic with other customers in factories but has not yet jointly approached factory management about this.

In the company's own factory in Turkey, excessive overtime was occurring on a structural basis even though the basic wages in the factory had been raised to a target wage level. Schijvens tried to incentivise workers not to work overtime by including the overtime wage in the basic wage. However, as the audit in this facility showed a lot of overtime was structurally being worked, this did not have the intended effect. As of January 2020, Schijvens has changed their policy on overtime in this factory. Overtime can now only occur in exceptional cases which have to be discussed with Schijvens beforehand. This overtime is then paid separately from the basic wage. The cost of this premium is also discussed with the customer and if the customer is putting pressure on the company which causes the OT, Schijvens expects the customer to pay for this as well.

**Recommendation:** Fair Wear commends the progress Schijvens shows compared to the previous performance check on this topic. Fair Wear recommends Schijvens to intensify collaboration with other Fair Wear brands working in the same facilities on this topic in order to overcome the fact that sometimes the company has too little leverage to effectively address it alone. Fair Wear also recommends Schijvens to start using the Fair Wear Guidance on Excessive Overtime which was published in June 2020 in their continuous work toward the elimination of excessive overtime from their supply chain.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.8 Member company can demonstrate the link between its buying prices and wage levels in production locations.	Advanced	Understanding the labour component of buying prices is an essential first step for member companies towards ensuring the payment of minimum wages – and towards the implementation of living wages.	Interviews with production staff, documents related to member's pricing policy and system, buying contracts.	4	4	0

**Comment:** Schijvens is aware of wage levels at its suppliers. In addition to this, Schijvens uses full open cost calculation with its customers, showing them exactly how the price they pay relates to wages paid in the factories. In all contracts with its customers the company makes clear what factors influence the price, i.e. price of materials, wages, transport costs and the US Dollar exchange rate. If one of these variables changes, Schijvens is able to clarify to its customers that the price of the product changes. Schijvens also uses this to explain to its customers that if the payment of higher wages leads to a too high overall price, there are ways to lower that price again, for example by leaving out a button or pocket somewhere in the design.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.9 Member company actively responds if production locations fail to pay legal minimum wages and/or fail to provide wage data to verify minimum wage is paid.	Yes	If a supplier fails to pay minimum wage or minimum wage payments cannot be verified, Fair Wear member companies are expected to hold management of the supplier accountable for respecting local labour law. Payment below minimum wage must be remediated urgently.	Complaint reports, CAPs, additional emails, Fair Wear Audit Reports or additional monitoring visits by a Fair Wear auditor, or other documents that show minimum wage issue is reported/resolved.	0	0	-2

**Comment:** In one of the facilities in Pakistan, the audit showed that some piece-rate workers were not earning the legal minimum wage. Schijvens has immediately discussed that this needed to be changed and this has been verified through a follow-up audit. In another facility in Pakistan, also a few people were earning less than legal minimum wage. This has been corrected and verified. The audit report from one of the factories in Turkey did not include any information on the wage data in the factory, but Schijvens made sure this data was gathered separately and is planning to have the information verified.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.10 Evidence of late payments to suppliers by member company.	No	Late payments to suppliers can have a negative impact on production locations 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 production location and member company financial documents.	0	0	-1

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.11 Degree to which member company assesses and responds to root causes for wages that are lower than living wages in production locations.	Advanced	Assessing the root causes for wages lower than living wages will determine what strategies/interventions are needed for increasing wages, which will result in a systemic approach	Evidence of how payment below living wage was addressed, such as: Internal policy and strategy documents, reports, correspondence with factories, etc	6	6	0

**Comment:** After successfully increasing wages at its own production location in Turkey, Schijvens has continued its living wage efforts in one of the production locations in Pakistan together with another customer in this facility. Schijvens has communicated with all its tier one production locations and agents that they are planning to implement living wage there as well, also with factories which were added to the supplier base this financial year. Schijvens has started working on this in one of their Chinese suppliers.

**Recommendation:** Schijvens is encouraged to keep implementing its lessons learned in other production locations and to involve worker representation when researching root causes of why wages are lower than living wage.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.12 Percentage of production volume from factories owned by the member company (bonus indicator).	17%	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 member company's score.	Supplier information provided by member company.	1	2	0

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.13 Member company determines and finances wage increases.	Advanced	Assessing the root causes for wages lower than living wages will determine what strategies/interventions are needed for increasing wages, which will result in a systemic approach.	Evidence of how payment below living wage was addressed, such as: internal policy and strategy documents, reports, correspondence with factories, etc.	6	6	0

**Comment:** Schijvens has determined and financed a wage increase at its production locations in Turkey and in Pakistan. In addition, the company has started a similar project in its production location in China, it has sent out worker surveys to get an idea of a suitable living wage benchmark for this factory. Schijvens plans to do this for all production locations and uses open-cost calculation towards their customers to give insight in the impact of this decision on their prices. As such, Schijvens finances these wage increases by incorporating them in their prices.

**Recommendation:** Schijvens is recommended to take the Fair Wear's recommended living wage estimates into account when researching the suitable living wage benchmarks and to involve workers through worker representation where possible. As it can be challenging to involve workers in China, Schijvens is advised to involve the Fair Wear China team when the company has difficulty to do this.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.14 Percentage of production volume where the member company pays its share of the target wage.	43%	Fair Wear member companies are challenged to adopt approaches that absorb the extra costs of increasing wages.	Member company's own documentation, evidence of target wage implementation, such as wage reports, factory documentation, communication with factories, etc.	4	6	0

**Comment:** Schijvens has paid its share for the wage increase at its production location in Turkey where it sourced 17% of the total FOB in the last financial year. The company also paid its share for the wage increase at one of the production locations in Pakistan, which was responsible for 26% of Schijvens' total FOB. This has been verified. Schijvens is currently starting to roll out their approach in one of the factories in China but is still at the start of the project there.

**Recommendation:** Schijvens is encouraged to roll out their approach to increase wages at factory level to other suppliers, taking into account the recommendations at 1.11 and 1.13.

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## Purchasing Practices

**Possible Points: 52**

**Earned Points: 45**

## 2. Monitoring and Remediation

Basic measurements	Result	Comments
% of production volume where approved member own audit(s) took place.	0%	
% of production volume where approved external audits took place.	69%	
% of production volume where Fair Wear audits took place.	31%	
% of production volume where an audit took place.	100%	
% of production volume where monitoring requirements for low-risk countries are fulfilled.	0%	To be counted towards the monitoring threshold, FWF low-risk policy should be implemented. See indicator 2.9. (N/A = no production in low risk countries.)
Member meets monitoring requirements for tail-end production locations.	Yes	
Total monitoring threshold:	100%	Measured as percentage of production volume (Minimums: 1 year: 40%; 2 years 60%; 3 years+: 80-100%)

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 Fair Wear 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:** Schijvens' has a fulltime CSR manager responsible for follow-up on problems identified by its monitoring system.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.2 Quality of own auditing system meets FWF standards.	Member makes use of FWF audits and/or external audits only	In case Fair Wear teams cannot be used, the member companies' own auditing system must ensure sufficient quality in order for Fair Wear to approve the auditing system.	Information on audit methodology.	N/A	0	-1

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.3 Audit Report and Corrective Action Plan (CAP) findings are shared with factory and worker representation where applicable. Improvement timelines are established in a timely manner.	Yes	2 part indicator: Fair Wear 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

**Comment:** Schijvens has actively taken steps to involve worker representation in the audit process and CAP follow-up in the past financial year. Before audits took place, Schijvens informed the factories they would like worker representation to be involved if possible and contact details were collected for direct communication with the worker representation. The CAP was shared in the local language with the worker representation but Schijvens indicated that it can be difficult to overcome the language barrier when it comes to involving worker representation in CAP follow-up. In China and Pakistan, Schijvens works with agents who are involved in CAP follow-up as well.

Schijvens determines the timeline for CAP follow-up in dialogue with the factory, and uses the Fair Wear recommended timeline as a basis. The determined timeline is documented in the CAP file.

**Recommendation:** Schijvens is recommended to continue this path of involvement of worker representation, and to find a way to mitigate the language barrier where necessary, for example by involving the agents they work with. Especially the involvement of worker representation in the follow-up of audits remains a point of attention. Including workers when following up on audit reports gives them the opportunity to be informed of issues in the factory and have a voice in the prioritization of issues.



Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.4 Degree of progress towards resolution of existing Corrective Action Plans and remediation of identified problems.	Advanced	Fair Wear considers efforts to resolve CAPs to be one of the most important things that member companies can do towards improving working conditions.	CAP-related documentation including status of findings, documentation of remediation and follow up actions taken by member. Reports of quality assessments. Evidence of understanding relevant issues.	8	8	-2

**Comment:** Schijvens follows up on outstanding CAPs at least twice a month. During the annual supplier meeting, CAPs are discussed in a plenary session with all suppliers, so they can learn from each other. In addition, CAPs are also discussed by the CEO and owner during annual visits to suppliers. In these discussions, Schijvens addresses all findings and asks suppliers what they need from Schijvens in order to perform better. The status of the CAP findings is tracked systematically in the CAP file. Contact with the factories generally takes place via phone and e-mail. Additionally, a specific staff member was hired in the past financial year, who will spend extended periods of time in Pakistan and Turkey and as such will be able to visit the factories structurally in the next year.

In Pakistan, Schijvens works in various ways to remediate complex and urgent audit findings, such as the findings of child labour and the employment of workers through agencies which occurred this financial year. Schijvens works directly with a local organisation to create a long-term remediation plan in the factory where a case of child labour was found. The youngest worker which was reported, aged 14, has been dismissed from the factory with maintenance of salary and has returned to school. Schijvens continues to follow this case in order to make sure the child does not return to the factory. Furthermore, Schijvens works together on preventive measures to ensure such risks can be avoided in the future such as training on the risk of child labour. Here Schijvens is also planning to organise training once the Covid-19 situation allows them to do so. Schijvens is in direct contact with the local embassy regarding the employment of workers through agencies, which is common but supposedly not legal in this area. As the legal implications of this practice are not clear, it is not clear to Schijvens how to deal with this situation, but the company is actively trying to find out what it should do. The embassy is in the process of discussing the topic with the local authorities. The factories indicated to step by step decrease hiring employees via agencies to 100% own employees.

Two Fair Wear audits took place in China this financial year. Schijvens indicated that during follow-up in China, transparency and verification of whether CAPs have been remediated can be a challenge. Schijvens is therefore planning to organise follow-up visits to check on certain CAP remediations, especially the ones related to excessive overtime (see also 1.6 and 1.7 for remediation on this topic).

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.5 Percentage of production volume from production locations that have been visited by the member company in the previous financial year.	85%	Formal audits should be augmented by annual visits by member company staff or local representatives. They reinforce to production location managers that member companies are serious about implementing the Code of Labour Practices.	Member companies should document all production location visits with at least the date and name of the visitor.	4	4	0

**Comment:** Schijvens regularly visits all its suppliers, at least once a year. Schijvens has a representative who is based in Turkey and spends longer periods of time in Pakistan who visits facilities there on a regular basis. Schijvens visited suppliers in Pakistan because they were newly added and the company joined the audits that took place there. Visits to the facilities in China did not take place due to Covid-19.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.6 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

**Comment:** Schijvens collected existing audit reports for all production locations in countries where Fair Wear does not have an audit team and for new production locations. The company used the Fair Wear quality assessment tool to assess the quality of the audit and used this assessment to a corrective action plan and actively followed up on it. Where a corrective action plan was drafted but did not meet Fair Wear criteria, Schijvens visited the factory and expanded the CAP on the basis of this visit and dialogue with the supplier. Schijvens established a timeline for corrective actions in this factory and gathered evidence (photos) of remediated findings related to health & safety, such as for example inward turning emergency doors.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.7 Compliance with FWF risk policies.	Advanced result on all relevant policies	Aside from regular monitoring and remediation requirements under Fair Wear membership, countries, specific areas within countries or specific product groups may pose specific risks that require additional steps to address and remediate those risks. Fair Wear requires member companies to be aware of those risks and implement policy requirements as prescribed by Fair Wear.	Policy documents, inspection reports, evidence of cooperation with other customers sourcing at the same factories, reports of meetings with suppliers, reports of additional activities and/or attendance lists as mentioned in policy documents.	6	6	-2
Compliance with FWF enhanced monitoring programme Bangladesh	Advanced			6	6	-2
Compliance with FWF Myanmar policy	Policies are not relevant to the company's supply chain			N/A	6	-2
Compliance with FWF guidance on abrasive blasting	Policies are not relevant to the company's supply chain			N/A	6	-2
Compliance with FWF guidance on risks related to Turkish garment factories employing Syrian refugees	Advanced			6	6	-2
Other risks specific to the member's supply chain are addressed by its monitoring system	Advanced			6	6	-2

**Comment:** Schijvens is aware of the risks in Bangladesh, and stays up-to-date about these risks by using the Fair Wear country study, CSR risk checker and audit reports. Schijvens is a member of the Bangladesh Accord and a fire safety training took place in the factory in Bangladesh where Schijvens sources. An anti-harassment committee was established in this factory as well. Schijvens did a Fair Wear training on the prevention of gender-based violence and harassment in this facility in 2017 and is in the process of continuous follow-up of this training (see also 4.4).

Schijvens is aware of specific risks in Turkey, the company has adopted the Fair Wear guidance as its policy on risks related to Turkish garment factories employing Syrian refugees. Schijvens monitors each factory, including subcontractors, and knows whether there are Syrian workers and whether they have the correct permits. The local representative is in direct contact with all factories, including subcontractors, to check this continuously and has participated in Fair Wear seminars on this specific topic.

Schijvens is aware of the risks in its other production countries, like China and Pakistan for instance. The Fair Wear country study, CSR risk checker, (existing) audit reports are used to get an understanding about the risks and these are part of the discussions with factory management. Schijvens is aware of the risk of forced labour in China and sent out a statement to all Chinese suppliers, making clear this is not in line with Schijvens' values and encouraging their tier 1 suppliers to also convey this message to other suppliers in their chain. This specifically is aimed at suppliers further than tier 1 in the supply chain, even though this is beyond the Fair Wear scope.

The Covid-19 crisis was a part of this financial year for Schijvens and presented specific risks in garment factories all over the world. Schijvens took a proactive role in handling these risks, by sending out supplier questionnaires to all its factories in tier 1 and 2, asking them directly what their needs were, whether they still were able to pay wages for the coming months, whether there were many cancelled orders and asking them how Schijvens might support them. These questionnaires were followed up by individual and regular calls to all suppliers. Schijvens received videos of the health & safety measures which were taken in the factories which included distancing measures, the availability of infrared thermometers and disinfectants at the factory floor. Schijvens also signed the Call to Action on Covid-19.

**Recommendation:** We advise Schijvens to actively follow up on the risk of forced labour in China. The statement that this is not acceptable is a good first step, but as this is a very serious risk, Schijvens is advised to continue communication with the Chinese suppliers about this.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.8 Member company cooperates with other FWF member companies in resolving corrective actions at shared suppliers.	Active cooperation	Cooperation between customers increases leverage and chances of successful outcomes. Cooperation also reduces the chances of a factory having to conduct multiple Corrective Action Plans about the same issue with multiple customers.	Shared CAPs, evidence of cooperation with other customers.	2	2	-1

**Comment:** Schijvens has been actively in contact with other Fair Wear companies to discuss the topic of living wages. Also there was cooperation with other Fair Wear members on CAP follow up and complaints.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.9 Percentage of production volume where monitoring requirements for low-risk countries are fulfilled.	No production in low-risk countries	Low-risk countries are determined by the presence and proper functioning of institutions which can guarantee compliance with national and international standards and laws. Fair Wear has defined minimum monitoring requirements for production locations in low-risk countries.	Documentation of visits, notification of suppliers of Fair Wear membership; posting of worker information sheets, completed questionnaires.	N/A	2	0

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.10 Extra bonus indicator: in case FWF member company conducts full audits at tail-end production locations (when the minimum required monitoring threshold is met).	Yes	Fair Wear encourages its members to monitor 100% of its production locations and rewards those members who conduct full audits above the minimum required monitoring threshold.	Production location information as provided to Fair Wear and recent Audit Reports.	2	2	0

**Comment:** Schijvens conducts full audits at all its production locations.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.11 Questionnaire is sent and information is collected from external brands resold by the member company.	No external brands resold	Fair Wear believes it is important for affiliates that have a retail/wholesale arm to at least know if the brands they resell are members of Fair Wear or a similar organisation, and in which countries those brands produce goods.	Questionnaires are on file.	N/A	2	0

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.12 External brands resold by member companies that are members of another credible initiative (% of external sales volume).	No external brands resold	Fair Wear believes members who resell products should be rewarded for choosing to sell external brands who also take their supply chain responsibilities seriously and are open about in which countries they produce goods.	External production data in Fair Wear's information management system. Documentation of sales volumes of products made by Fair Wear or FLA members.	N/A	3	0

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.13 Questionnaire is sent and information is collected from licensees.	No licensees	Fair Wear believes it is important for member companies to know if the licensee is committed to the implementation of the same labour standards and has a monitoring system in place.	Questionnaires are on file. Contracts with licensees.	N/A	1	0

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## Monitoring and Remediation

**Possible Points: 27**

**Earned Points: 29**

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### 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.	1	
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 Fair Wear 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:** Schijvens' has a fulltime CSR manager whose responsibilities include addressing worker complaints.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.2 Member company has informed factory management and workers about the FWF CoLP and complaints hotline.	Yes	Informing both management and workers about the Fair Wear Code of Labour Practices and complaints hotline is a first step in alerting workers to their rights. The Worker Information Sheet is a tool to do this and should be visibly posted at all production locations.	Photos by company staff, audit reports, checklists from production location visits, etc.	2	2	-2

**Comment:** The Fair Wear Worker Information Sheet is posted in all production locations, photos of this were on file. Schijvens is in continuous dialogue with its suppliers about the Fair Wear CoLP.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.3 Degree to which member company has actively raised awareness of the FWF CoLP and complaints hotline.	55%	After informing workers and management of the Fair Wear CoLP and the complaints hotline, additional awareness raising and training is needed to ensure sustainable improvements and structural worker-management dialogue.	Training reports, Fair Wear's data on factories enrolled in the WEP basic module. For alternative training activities: curriculum, training content, participation and outcomes.	4	6	0

**Comment:** Schijvens organised a WEP Basic Training at one of the production facilities in China this financial year. After this training, the first complaint in this factory was filed, indicating the training was successful in raising awareness of the CoLP and complaints helpline. Furthermore, Schijvens hands out the Fair Wear Worker Information Cards (WICs) when visiting factories where they are not already available at the location. Schijvens' main suppliers have started using the Fair Wear Factory Guide to support them in following up on complaints and understanding the importance of such training programmes. Schijvens had wanted to organise more training programmes on this topic, especially in the factories in Pakistan and China, but this was not possible due to the Covid-19 crisis. As training programmes count for three years for this indicator, also the training sessions which took place at Schijvens' suppliers in Pakistan and Bangladesh in 2018 and in Turkey in 2017 count toward this indicator.

**Recommendation:** Fair Wear recommends Schijvens to actively raise awareness about the Fair Wear Code of Labour Practices and Fair Wear complaint helpline among a larger portion of its suppliers, especially the suppliers which were newly added to the supplier base. Schijvens should ensure good quality systematic training of workers and management on these topics. To this end, Schijvens can either use Fair Wear's WEP Basic module, or implement training related to the Fair Wear CoLP and complaint helpline through third-party training providers or brand staff. Non-Fair Wear training must follow the standards outlined in Fair Wear's guidance and checklist available on the Member Hub.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.4 All complaints received from production location workers are addressed in accordance with the FWF Complaints Procedure.	Yes	Providing access to remedy when problems arise is a key element of responsible supply chain management. Member company involvement is often essential to resolving issues.	Documentation that member company has completed all required steps in the complaints handling process.	3	6	-2



**Comment:** Schijvens received 1 complaint in this financial year which was addressed together with another Fair Wear member sourcing in the same factory. Schijvens supported in the process of remediation and together with the other member drafted the corrective action plan. The other member took the lead in remediation of this complaint which was about the workers not knowing the piece-rate in the factory. Together with the other Fair Wear member, the root cause of this complaint was found and remediated. The root cause of this complaint was lacking worker-management communication. The factory shared the relevant documents to prove the complaint has been solved and a verification audit is scheduled to verify this. As a WEP basic training had already taken place, the brands sourcing at this facility are considering another follow-up training.

**Recommendation:** It is recommended to uncover the root causes of complaints and prevent them from recurring. As such, Fair Wear encourages Schijvens to organise a training specific to this topic and to work together with the factory to create a plan to include the information regarding the piece rates in HR systems.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.5 Cooperation with other customers in addressing worker complaints at shared suppliers.	Active cooperation	Because most production locations supply several customers with products, involvement of other customers by the Fair Wear member company can be critical in resolving a complaint at a supplier.	Documentation of joint efforts, e.g. emails, sharing of complaint data, etc.	2	2	0

**Comment:** As also described under 3.4, Schijvens worked actively with another Fair Wear member to address the one complaint it received. The CAP was jointly created and followed up on.

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## Complaints Handling

**Possible Points: 17**

**Earned Points: 12**

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## 4. Training and Capacity Building

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
4.1 All staff at member company are made aware of FWF membership.	Yes	Preventing and remediating problems often requires the involvement of many different departments; making all staff aware of Fair Wear membership requirements helps to support cross-departmental collaboration when needed.	Emails, trainings, presentation, newsletters, etc.	1	1	0

**Comment:** All staff at Schijvens is made aware of Fair Wear membership, the membership plays an important role in the company throughout the year. For example when strategic plans are discussed, its relation to the FWF membership requirements are highlighted. Internal working groups at Schijvens with staff from different departments work together on specific questions which are relevant to the company. Often, these are also Fair Wear related topics, such as living wage or excessive overtime.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
4.2 All staff in direct contact with suppliers are informed of FWF requirements.	Yes	Sourcing, purchasing and CSR staff at a minimum should possess the knowledge necessary to implement Fair Wear requirements and advocate for change within their organisations.	Fair Wear Seminars or equivalent trainings provided; presentations, curricula, etc.	2	2	-1

**Comment:** All staff in direct contact with suppliers are made aware about FWF requirements by attending trainings/webinars and when needed updates are either discussed directly as it is a small team that sits in the same space. The CSR department has a standing monthly meeting with Schijvens' management to discuss the status of running topics.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
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 member company to ensure agents actively support the implementation of the CoLP.	Correspondence with agents, trainings for agents, Fair Wear audit findings.	2	2	0

**Comment:** Schijvens works with two agents for its production in Pakistan and China. Schijvens' agents are aware of FWF and actively support the FWF CoLP and CAP follow-up. All agents are part of the annual supplier meeting where FWF membership is explained. In Turkey, a local Schijvens representative who manages the factory there, has a role as a kind of agent between Schijvens and other Turkish factories.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
4.4 Factory participation in training programmes that support transformative processes related to human rights.	10%	Complex human rights issues such as freedom of association or gender-based violence require more in-depth trainings that support factory-level transformative processes. Fair Wear has developed several modules, however, other (member-led) programmes may also count.	Training reports, Fair Wear's data on factories enrolled in training programmes. For alternative training activities: curriculum, training content, participation and outcomes.	2	6	0

**Comment:** Schijvens had a WEP Factory Dialogue training take place in its own facility in Turkey, which counted for 18% of the FOB in this financial year. As follow-up on this training it is scheduled to elect a new worker committee, because it became clear from the audit that the previous elections were not supported by all workers. Schijvens indicated these worker communication systems in the factory can still be further professionalised and is open to another session in this factory, however this is currently not being offered by Fair Wear. The WEP Factory Dialogue is not considered a training programme that supports transformative processes. However, it is not a basic training either. Fair Wear therefore has decided to half the FOB of the factories where such training took place to calculate the points.

Besides that, follow-up from the 2017 Violence & Harassment training in Bangladesh took place as well. A worker committee was elected and Schijvens evaluated this training with the supplier this year. Although this training took place in 2017, this follow-up took place in this financial year and therefore is counted towards this indicator.

Schijvens was planning to have Violence & Harassment and female leadership training in Pakistan, but this was not possible due to Covid-19. The company is also in the process of planning an advanced training on the topic of child labour together with a local organisation in Pakistan.

**Recommendation:** Fair Wear recommends members to follow up on the initial Factory Dialogue training by establishing functional worker committees with a step-by-step approach and organise multiple follow-up sessions spread over several months and strengthen herewith internal grievance mechanisms. The training outline should have a worker-centred approach and focus on behavioural and structural change to improve working conditions for the long term, such as gender based violence and worker-management dialogue. To this end, members can make use of Fair Wear’s WEP Communication or Violence and Harassment Prevention modules or implement advanced training through external training providers or brand staff. Non-Fair Wear training must follow the standards outlined in Fair Wear’s guidance and checklist available on the Member Hub.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
4.5 Degree to which member company follows up after a training programme.	Active follow-up	After factory-level training programmes, complementary activities such as remediation and changes on brand level will achieve a lasting impact.	Documentation of discussions with factory management and worker representatives, minutes of regular worker-management dialogue meetings or anti-harassment committees.	2	2	0

**Comment:** Schijvens has visited the factory in Bangladesh where the Violence and Harassment had taken place to receive feedback and create a follow-up plan with the factory. More trainings are planned to take place in this factory. Also, following the training in Turkey, new worker elections are scheduled to take place. Schijvens has regular meetings with management to discuss these topics, but this has been less active in the last months of the financial year due to Covid-19. The local representative in Turkey is in constant contact with the factory in Turkey.

## Training and Capacity Building

**Possible Points: 13**

**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 member companies to first know all of their production locations.	Supplier information provided by member company. Financial records of previous financial year. Documented efforts by member company to update supplier information from its monitoring activities.	6	6	-2

**Comment:** Schijvens has agreed with all production locations that CMT production cannot be subcontracted. Schijvens has contacted all suppliers about subcontractors and what services are outsourced, this information has been included in the Fair Wear database. Audit reports and realistic production capacity are used to double check the production location and when necessary to identify subcontractors. Schijvens has hired a new staff member who spends extended periods of time in Turkey and Pakistan in order to check whether the collected information is correct.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
5.2 CSR and other relevant staff actively share information with each other about working conditions at production locations.	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

**Comment:** All information regarding suppliers is saved on the company server and accessible for all relevant staff. Schijvens developed working groups- in which all departments are represented- to discuss strategic topics, such as living wages and delivery times. The social report is also printed in hard copy and distributed among staff as well as customers.

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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 Degree of member company compliance with FWF Communications Policy.	Minimum communications requirements are met AND no significant problems found	Fair Wear's communications policy exists to ensure transparency for consumers and stakeholders, and to ensure that member communications about Fair Wear are accurate. Members will be held accountable for their own communications as well as the communications behaviour of 3rd-party retailers, resellers and customers.	Fair Wear membership is communicated on member's website; other communications in line with Fair Wear communications policy.	2	2	-3

**Comment:** Schijvens communicates about Fair Wear and its Fair Wear membership on its website, in documents shared with customers, tenders and in company presentations. Furthermore, Schijvens mentioned Fair Wear at publicity events this financial year.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
6.2 Member company engages in advanced reporting activities.	Supplier list is disclosed to the public.	Good reporting by members helps to ensure the transparency of Fair Wear's work and shares best practices with the industry.	Member company publishes one or more of the following on their website: Brand Performance Check, Audit Reports, Supplier List.	2	2	0

**Comment:** On its website Schijvens provides information of its production locations, such as audit results and developments. Also, the performance check is published and Schijvens signed the transparency pledge this financial year.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
6.3 Social Report is submitted to FWF and is published on member company's website.	Complete and accurate report submitted to FWF AND published on member's website.	The social report is an important tool for members to transparently share their efforts with stakeholders. Member companies should not make any claims in their social report that do not correspond with Fair Wear's communication policy.	Social report that is in line with Fair Wear's communication policy.	2	2	-1

**Comment:** Schijvens' social report includes a complete overview of all factories in its supply chain and relevant information per supplier, such as certifications, risks, occurrence of excessive overtime, etc. This overview includes all tiers of Schijvens' supply chain and is published on the company website.

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## **Transparency**

**Possible Points: 6**

**Earned Points: 6**

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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 Fair Wear policies are integrated into the structure of the company.	Meeting minutes, verbal reporting, Powerpoints, etc.	2	2	0

**Comment:** Schijvens regularly evaluates FWF membership with top management (at least on a monthly basis). The company is involved in different initiatives addressing sustainability in the garment supply chain.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
7.2 Level of action/progress made on required changes from previous Brand Performance Check implemented by member company.	No requirements were included in previous Check	In each Brand Performance Check report, Fair Wear may include requirements for changes to management practices. Progress on achieving these requirements is an important part of Fair Wear membership and its process approach.	Member company should show documentation related to the specific requirements made in the previous Brand Performance Check.	N/A	4	-2

## Evaluation

**Possible Points: 2**

**Earned Points: 2**

## Recommendations to Fair Wear

Schijvens is positive that the Fair Wear audit reports have become more on time and more succinct since last year. Schijvens recommends Fair Wear to improve communications around the worker training programmes and the follow-up of these programmes. For example, a short report or summary of key take-aways from a training session would be helpful. Now, brands are fully reliant on the factory's feedback from training sessions when it comes to necessary follow-up. Furthermore, Schijvens would like to have insight into the use of the factory guide by factories, just to know which factories are actively using it. Finally, Schijvens was not involved in 2 complaints which were handled internally in the factory, but they were also not informed about the complaints. Schijvens would like to be informed about complaints also if it is not needed for the company to be involved in remediation.

## Scoring Overview

Category	Earned	Possible
Purchasing Practices	45	52
Monitoring and Remediation	29	27
Complaints Handling	12	17
Training and Capacity Building	9	13
Information Management	7	7
Transparency	6	6
Evaluation	2	2
Totals:	110	124

### Benchmarking Score (earned points divided by possible points)

89

### Performance Benchmarking Category

Leader

## Brand Performance Check details

Date of Brand Performance Check:

17-06-2020

Conducted by:

Paula de Beer

Interviews with:

Jeske van Korven