



Brand Performance Check

Bestex Fabricage BV

Publication date: September 2020

This report covers the evaluation period 01-01-2019 to 31-12-2019

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. The online [Brand Performance Check Guide](#) provides more information about the indicators.

Brand Performance Check Overview

Bestex Fabricage BV

Evaluation Period: 01-01-2019 to 31-12-2019

Member company information	
Headquarters:	Geffen , Netherlands
Member since:	2014-08-31
Product types:	Workwear
Production in countries where Fair Wear is active:	China
Production in other countries:	-
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	50
Category	Good

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:

Bestex has met most of Fair Wear's performance requirements and surpasses Fair Wear's monitoring threshold for members after three years of membership by monitoring 100% of its production. The member brand's total benchmarking score of 50 is just enough to be placed in the 'Good' category.

Bestex works with one supplier, located in China, with which it has a long-term and stable working relationship. It has direct contact with the owner of its supplier and discusses social compliance during the bi-annual trade fair. In 2019, conversations about the follow up on the Fair Wear audit took place and email correspondence could be shown related to several CAP issues. This resulted in the remediation of multiple audit findings in 2019, although the status of several findings could not be verified.

Furthermore, Bestex discusses planning and order placements openly with its supplier, which is a good step towards establishing reasonable working hours at its supplier. Excessive overtime, social security and living wages are recurring issues at its supplier; Bestex is encouraged to analyse the root causes (with support of a third party) and establish a joined action plan with its supplier to address those issues. Fair Wear recommends Bestex and its supplier to join country-specific webinars to learn about country-specific risks and guidance related to China.

As Bestex is a small company, there is less need for formal processes. However, Fair Wear requires Bestex to conduct due diligence at its supplier and implement a formal process to evaluate the risks of labour violations. A factory visit is highly recommended in this process. In order to verify the remediation of audit findings, Bestex must start collecting evidence on the remediated issues. This contributes to external verification and internal consistency. Bestex could show it had several discussions on social compliance with its supplier, Bestex is encouraged to continue with this and document the discussions in a factory report.

Moreover, Bestex is required to actively raise awareness about the Fair Wear Code of Labour Practices and Fair Wear complaints helpline at its supplier e.g. by conducting a Fair Wear WEP basic training. After this, Bestex is encouraged to improve factory dialogue processes by organising, for instance, an ILO SCORE training programme at its supplier.

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.	100%	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.	4	4	0

Comment: Bestex sources from one factory located in China and its orders accounted for more than 10% of the suppliers' production capacity in 2019. The remainder of its orders is external production placed at other European brands.

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.	0%	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.	4	4	0

Comment: In 2019, Bestex had only one production location responsible for 100% of its total FOB.

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.	100%	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.	4	4	0

Comment: Bestex has a business relationship of more than five years with its supplier.

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: Bestex has the signed questionnaire of its supplier on file.

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.	Insufficient	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.	0	4	0

Comment: In 2019, Bestex did not start working with any new suppliers. Bestex is looking into possibilities to expand its production to one new production location. Before starting a new relationship Bestex discusses labour issues in the first meeting. If a supplier is not open for such a meeting they will not start a business relationship. There is not a formal written procedure in place to evaluate the risks of labour violations in the production locations, all is done verbally.

With its current supplier, Bestex continued to have discussions on human rights due diligence on an ad hoc basis with the factory owner. The Corrective Action Plans of the Fair Wear audit formed the basis of these discussions. Bestex has not visited the new production side of its supplier, which was built in 2013. However, It has seen photo's and video's of the supplier, showing a relatively modern factory. All garment is transported via conveyor belts. Furthermore, the quality of the stitching shows that modern machines are used in the factory. The member stresses that its relationship with the supplier is based on mutual trust.

During the Brand Performance Check, Bestex showed to be aware of most country-specific risks in China. Further explanation under indicator 2.7, about country-specific risks.

Requirement: A formal process should exist to evaluate the risks of labour violations in the production areas the member is operating. This evaluation should influence the decision on whether to place orders, how to prevent and mitigate risks, and what remediation steps may be necessary.

Recommendation: Fair Wear recommends Bestex to assess the risks associated with operating in specific production areas. Fair Wear advises to use information from Fair Wear country studies and wage ladders and use the Fair Wear Health and Safety guidelines. The member can cooperate with local stakeholders to further investigate the situation in a specific country, particularly with regards to overtime, wages and freedom of association. Fair Wear can offer information on local stakeholders.

Fair Wear advises Bestex to start documenting the conversations with its (potential) suppliers. A factory report template with structured questions connected to the CoLP elements could support these conversations and documentation process.

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	A systemic approach is required to integrate social compliance into normal business processes, and supports good decisionmaking.	Documentation of systemic approach: rating systems, checklists, databases, etc.	1	2	0

Comment: Bestex monitors its suppliers' compliance with the FWF Code of Labour Practices (CoLP) based on biannual Fair Wear audits and the implementation of the Corrective Action Plan. Non-compliance issues are discussed biannually with the factory owner in person during the trade fair and with Bestex' contact person via email and phone throughout the year. Bestex could show email correspondence with its supplier but there are no factory reports with clear notes or summaries to evaluate its suppliers' compliance and progress over the years on Fair Wear's CoLP. Bestex promises its supplier to increase orders only when the supplier continuously works on improving its compliance with the CoLP.

Recommendation: Bestex is encouraged to develop an evaluation/grading system for its supplier where compliance with labour standards is a criterion for future order placement. Part of the system can be to create an incentive for rewarding its supplier for realised improvements in working conditions. Furthermore, Fair Wear advises Bestex to start making a factory report with notes of discussions about CoLP compliance.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.6 The member company's production planning systems support reasonable working hours.	General or ad-hoc system.	Member company production planning systems can have a significant impact on the levels of excessive overtime at production locations.	Documentation of robust planning systems.	2	4	0

Comment: Bestex has a production cycle of about 90 production days from order placement to warehouse delivery. A few extra weeks are calculated into this cycle to make sure that the client receives delivery of the items at the promised time and does not get adjusted due to unexpected delays in production, customs or transport. For each order, delivery deadlines are determined in cooperation with the supplier. In case the supplier does not have enough capacity for Bestex' order, this is discussed openly and Bestex tries to place the orders a few weeks later if possible. The supplier also informs Bestex when it has room for more orders, which are then placed by Bestex if possible.

The production cycle is arranged in such a way that every three weeks, a delivery takes place. Furthermore, Bestex keeps a large stock in The Netherlands which relieves the pressure from the supplier to rush orders.

Bestex' products have not changed over the years. This limits the chance of last-minute design changes that could put extra pressure on the supplier. Bestex only experiences delivery delays occasionally due to delays in transportation, not due delays at the supplier.

Recommendation: Fair Wear recommends Bestex to read Fair Wear's guidance on excessive overtime to get a better understanding of how production planning systems could positively support reasonable working hours. The Guidance is available on Fair Wear's Member Hub: <https://members.fairwear.org/resources/excessive%20overtime/g3>

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: The audit counting to this performance year showed that (excessive) overtime remains occurring on a regular basis. Bestex discussed this issue with its contact person at the supplier via email and on the phone. The supplier explained that excessive overtime occurs because workers want to work more than the legal working hours. The piece-rate payment system might stimulate this.

As a result of the discussions on the excessive overtime, Bestex' contact person promised to make sure that working hours will stay within the legal limits. This is a good step, but the effectiveness of this promise could not be verified by for instance time records. Neither a follow-up audit could confirm that overtime hours decreased last year.

Recommendation: Bestex should keep up the conversation with factory management to discuss the root causes of excessive overtime and provide support to manage overtime. Next to this, Fair Wear recommends Bestex to request attendance records in order to verify the effectiveness of its discussions with the supplier. If necessary, Bestex could hire local experts to analyse the root cause of excessive overtime in cooperation with the supplier. Fair Wear could recommend qualified persons upon request.

Next to the above steps, Fair Wear recommends Bestex to carry out an audit to verify if overtime hours have been dropped.

Furthermore, Fair Wear recommends cooperating with other customers at the factory to increase leverage when trying to mitigate excessive overtime hours.

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.	Intermediate	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.	2	4	0

Comment: Bestex has regular discussions with its supplier related to the pricing of various articles of its collection. It does not know the exact labour component of the buying prices for each product. Its supplier is reluctant to share this information with Bestex.

Bestex is getting slowly more insight into the labour costs component, by receiving payslips of workers. The supplier indicated that the labour costs are on average about 60% of the buying price. This is an improvement compared to the previous Brand Performance Check. Bestex could not show documents in which they have linked their prices to the wages paid in the factory.

Bestex provides its supplier with a prepayment so the supplier can pay worker'wages on time.

Requirement: Bestex needs to demonstrate an understanding of the link between buying prices and wage levels, to ensure its pricing allows for the payment of the legal minimum wage.

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

FWF recommends Bestex to expand its knowledge of cost break downs of all product groups. A next step would be to calculate the labour minute costs of its products to be able to calculate the exact costs of labour and link this to its own buying prices. The first priority would be to make sure this level of transparency can be achieved with its suppliers.

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.	No problems reported/no audits	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.	N/A	0	-2

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.	Insufficient	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	0	6	0

Comment: The audit counted to this performance year indicated that workers receive wages below the living wage estimates in Fair Wear's wage ladder. Bestex discussed wage levels with the factory owner. Bestex's leverage within the factory is relatively small and makes it hard to convince factory management to provide a total insight into the labour costs.

Requirement: Bestex must assess the root causes of wages that are lower than living wages, taking into account its leverage and effect of its own pricing policy. Bestex is expected to take an active role in discussing living wages with its suppliers. The Fair Wear wage ladder can be used as a tool to implement living wages, to document, monitor, negotiate and evaluate the improvements at its suppliers.

Recommendation: It is advised that the outcomes of the root cause analysis are discussed internally and with top management, to form a basis for an embedded strategy.

Fair Wear encourages Bestex to involve worker representatives and local organisations in assessing root causes of wages lower than living wages.

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).	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 member company's score.	Supplier information provided by member company.	N/A	2	0

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.13 Member company determines and finances wage increases.	None	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.	0	6	0

Comment: Bestex has no insight yet in the gap between current wages and living wage benchmarks. The company indicates that it has no room for further price increase as it cannot increase the price for its clients in order to stay competitive. Therefore, productivity needs to increase in the factory in order to increase wages, according to Bestex. There is no clear plan or strategy to work towards a certain target wage or living wage benchmark yet.

Requirement: Bestex should analyse what is needed to increase wages and develop a strategy to finance the costs of wage increases.

Recommendation: To support companies in analysing the wage gap, Fair Wear has developed a calculation model that estimates the effect on FOB and retail prices under different pricing models. Bestex is recommended to use this model, its Brand Liaison can provide support if needed.

In determining what is needed and how wages should be increased, it is recommended to involve worker representation.

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.	0%	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.	0	6	0

Comment: Bestex has not yet agreed on target wages with its supplier.

Requirement: Bestex is expected to begin setting a target wage for its supplier.

Purchasing Practices

Possible Points: 52

Earned Points: 22

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.	0%	
% of production volume where Fair Wear audits took place.	100%	
% 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	
Requirement(s) for next performance check		
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: The owner of the brand and its external financial adviser are the designated persons to follow up on problems identified by the 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: Bestex has shared the audit report and CAP findings with its supplier and discussed CAP progress with its supplier.

Recommendation: In case worker representation is applicable in the factory, the CAP should be shared with worker representatives and they should be involved in setting the time frame for realising improvements.

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.	Basic	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.	4	8	-2

Comment: In 2019, Bestex worked on the follow up of the Corrective Action Plan (CAP) of the audit that took place in March 2018. Bestex discussed the audit findings with its contact person at the supplier and asked for updates regularly, email correspondence confirms this.

During the Brand Performance Check, Bestex shared the CAP with an extra column added by the supplier with updates on the findings. For most of the findings, the supplier indicated that the issues are remediated. This includes some health and safety issues like the certification of the first aid officer and new fire extinguishers. Also for the more complicated findings like excessive overtime, wages below a living wage, payment of statutory leave, and worker representatives, the supplier indicated that these issues are solved. A recent BSCI audit indicated that excessive overtime and social security are still pending as open issues.

Furthermore, the contact person at the factory shared with Bestex that the workers are trained on the Fair Wear CoLP. Bestex could not show any details of the training set up, the number of participants, and/or the effectiveness of the training. Bestex could only prove the remediation of two of the CAP findings with a picture. These findings are related to the missing Worker Information Sheet and incorrectly stored stock. Bestex stresses that its working relationship with its supplier is based on mutual trust, and therefore it assumes that the other issues are indeed solved as indicated by its contact person.

Recommendation: Fair Wear recommends Bestex to only close issues when verification can be provided by showing proof (pictures, documentation) or by on-site visits of Bestex, by including worker representation, or an independent third party. Especially recurring issues that are connected to more structural problems, like payment below living wages and excessive overtime need strong attention and monitoring of Bestex. Fair Wear advises Bestex to analyse the root causes (with support of a third party) related to excessive overtime, wages lower than living wages and social security arrangements.

Fair Wear encourages Bestex to continue strengthening their system to analyse how they might have contributed to findings and what changes they can make in their purchasing practices.

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.	0%	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.	0	4	0

Comment: In the last few years, the owner and the financial adviser were not able to visit the factory due to health conditions. The company has not visited the in 2013 newly build factory of its supplier yet.

Requirement: Annual visits should be made for production sites if the circumstances allow international travelling (including subcontractors and production locations in low-risk countries).

Recommendation: Regular visits provide opportunities to discuss problems and corrective actions in the period between formal audits. FWF has developed a Health & Safety Guide that can be used during these visits.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.6 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

Comment: In 2019, Bestex received a BSCI audit report of its supplier. However, Bestex did not assess the quality of the report, nor did it follow up directly on this audit as its supplier is bi-annually audited by Fair Wear.

Recommendation: FWF recommends Bestex to use the Audit Quality Assessment Tool and immediately discuss with the supplier what information is missing, collect that information and follow up on the issues with the supplier.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.7 Compliance with FWF risk policies.	Average score depending on the number of applicable policies and results	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.	3	6	-2
Compliance with FWF enhanced monitoring programme Bangladesh	Policies are not relevant to the company's supply chain			N/A	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	Policies are not relevant to the company's supply chain			N/A	6	-2
Other risks specific to the member's supply chain are addressed by its monitoring system	Intermediate			3	6	-2

Comment: Bestex acknowledges the risk of excessive overtime, freedom of association, issues around social insurances in China and mostly the government influence on factory decisions.

Bestex tries to mitigate the risk of excessive overtime at its Chinese supplier by working with relatively long lead times, communicating openly with the supplier about capacity problems, and keeping an extensive stock in The Netherlands in order to deal with last-minute changes in demand and supply.

Bestex tries to discuss freedom of association with its supplier but indicated that this issue is still rather sensitive and therefore difficult to discuss openly. With the factory management slowly being transferred to the son of the owner, Bestex hopes to be able to have a more open discussion on sensitive issues in the future as the younger generation might be more willing to talk about these issues.

Recommendation: Bestex has made steps to identify country-specific risks and started to discuss them with its supplier. Bestex can broaden this knowledge by participating in country-specific training and/or webinars. Furthermore, Bestex can encourage its supplier to also participate in webinars on high-risk issues in order to gain more guidance on how to mitigate risks and on additional measures to integrate into their monitoring systems.

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.	No CAPs active, no shared production locations or refusal of other company to cooperate	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.	N/A	2	-1

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
Member undertakes additional activities to monitor suppliers.	No			0	1	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: Bestex only sources at one supplier, which was audited in 2018 and counts to this performance review.

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.	Yes, and member has collected necessary information	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.	2	2	0

Comment: Bestex shared the Fair Wear questionnaire with its external producers and collected the necessary information.

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).	91%	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.	3	3	0

Comment: Bestex sells the products of three external brands. Two of these brands are Fair Wear members. These two Fair Wear members account for 91% of Bestex sales volume from external brands.

Bestex actively tries to convince the non-Fair Wear external producer to become an Fair Wear member as it prefers to only buy from external brands that are Fair Wear member.

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

Monitoring and Remediation

Possible Points: 31

Earned Points: 19

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 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: The owner and the financial advisor would be directly involved in addressing worker complaints but the company has not received any worker complaints until now.

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: Bestex could show a picture from the posted Worker Information Sheet at its supplier.

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.	0%	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.	0	6	0

Comment: Bestex has not organised a WEP basic training session at its supplier. As part of the CAP follow up, factory management has organised a training at its supplier. The quality of this training could not be assessed during the brand performance check due to a lack of information and can therefore not count towards this indicator.

Requirement: Fair Wear requires Bestex to actively raise awareness about the FWF Code of Labour Practices and FWF complaint helpline. Bestex should ensure good quality systematic training of workers and management on these topics. To this end, Bestex can either use Fair Wear's Workplace Education Programme (WEP) basic module or implement training related to the FWF CoLP and complaint helpline through service providers or brand staff by using beforehand Fair Wear's guidance on external training and the training checklist for indicator 3.3 to comply with Fair Wear's quality standards. Fair Wear's guidance on external training and the checklist can be found 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.	No complaints received	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.	N/A	6	-2

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.5 Cooperation with other customers in addressing worker complaints at shared suppliers.	No complaints or cooperation not possible / necessary	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.	N/A	2	0

Complaints Handling

Possible Points: 9

Earned Points: 3

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: The owner informs its staff personally about Fair Wear membership.

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: Due to the size of the company, all staff (owner and financial adviser) that are in direct contact with suppliers are informed about Fair Wear requirements.

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.	Member does not use agents/contractors	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.	N/A	2	0

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.	0%	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.	0	6	0

Comment: Bestex' supplier did not participate in an advanced training program in the last three years.

Recommendation: Fair Wear recommends Bestex to implement training programmes that support factory-level transformation such as establishing functional internal grievance mechanisms, improving worker-management dialogue and communication skills or addressing gender-based violence. Training assessed under this indicator should go beyond raising awareness and focus on behavioural change and long-term structures to improve working conditions. Fair Wear guidance on good quality training is available on the Member Hub.

ILO Score offers an interesting programme on worker cooperation, human resource management and quality management for Bestex' supplier in China. The programme is carried out in China: <https://www.ilo.org/empent/Projects/score/lang--en/index.htm>

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
4.5 Degree to which member company follows up after a training programme.	No training programmes have been conducted or member produces solely in low-risk countries	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.	N/A	2	0

Training and Capacity Building

Possible Points: 9

Earned Points: 3

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 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.	3	6	-2

Comment: Bestex only works with one supplier. During the Fair Wear audit in March 2018, it was found that Bestex' supplier works with subcontractors for printing and embroidery processes. Bestex followed up on this finding with factory management by email. As Bestex does not buy any garment with print or embroidery, these subcontractors are not used for Bestex' production.

Since Bestex has not visited the new factory of its supplier yet, it bases its idea about the factory capacity and possible subcontracting on the information provided by the factory owner and Fair Wear audits. Furthermore, Bestex double checks its products on quality and packaging consistency to see if parts of the production were subcontracted. Based on this check, subcontracting does not appear to happen.

Recommendation: Fair Wear recommends Bestex to plan a factory visit, when possible, at moments when their production takes place to verify whether their production takes place at the beforehand agreed production location. During the factory visits, they can check for instance through existing machinery, production lines if the factory has the capacity to produce their products.

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: The brand owner, financial adviser and salesperson are sharing available information through ad hoc meetings. Bestex could not share any notes or summaries of these meetings.

Recommendation: As Bestex is a small company, there is less need for formal processes. However, Fair Wear recommends that the company keeps track of certain discussions and decisions, for example, those related to CAP follow-up. This contributes to external verification and internal consistency.

Information Management

Possible Points: 7

Earned Points: 4

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: Bestex communicates about Fair Wear on its website and in its brochures and does this according to communications requirements. No significant problems were found. In 2019 a new website will be launched where the brand will provide more information on FWF membership.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
6.2 Member company engages in advanced reporting activities.	Published Brand Performance Checks, audit reports, and/or other efforts lead to increased transparency.	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.	1	2	0

Comment: Bestex has published the brand performance check on its website.

Recommendation: FWF recommends Bestex to publish audit reports and supplier information on its website. Good reporting by members helps to ensure the transparency of the member and FWF's work.

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: Bestex submitted the Social Report 2019 to Fair Wear and has published it on its website.

Transparency

Possible Points: 6

Earned Points: 5

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: The owner is directly involved and evaluates FWF membership with its financial adviser.

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.	31%	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.	2	4	-2

- Comment:** - 3.3 Bestex should actively raise awareness of the Fair Wear CoLP and complaints helpline by e.g. carrying out a Fair Wear WEP basic training -> no progress made in 2019.
- 2.5 Regular visits should be made for production sites (including subcontractors and production locations in low-risk countries) -> no progress was made in 2019.
 - 2.3 Bestex should share audit Report and Corrective Action Plan (CAP) findings with factory and worker representation where applicable. Improvement timelines are established in a timely manner. -> Full progress was made in 2019.
 - 1.4 Bestex should create a formal process to evaluate the risks of labour violations in the production areas the member is operating. This evaluation should influence the decision on whether to place orders, how to prevent and mitigate risks, and what remediation steps may be necessary -> no progress was made in 2019.
 - 1.8 Bestex needs to demonstrate an understanding of the link between buying prices and wage levels, to ensure its pricing allows for the payment of the legal minimum wage. -> Bestex has gotten a bit more insight into the labour costs of its supplier, factory management sent several wage payslips. -> Some progress was made. More steps are needed to fully count towards this indicator.
 - 1.13 Bestex should analyse what is needed to increase wages and develop a strategy to finance the costs of wage increases -> no progress made in 2019.
 - 1.14 Percentage of production volume where the member company pays its share of the target wage. Bestex is expected to begin setting a target wage for its supplier -> no progress made in 2019.
 - 6.3 Social Report is submitted to Fair Wear and is published on member company's website -> Full progress was made in 2019.

Requirement: It is required to work towards remediation of previous requirements from the last Brand Performance Check. Further engagement needs to be taken with regard to the following requirements mentioned in the last Brand Performance Check.

Evaluation

Possible Points: 6

Earned Points: 4

Recommendations to Fair Wear

Bestex recommends FWF to adjust its requirements to the member company size and CSR resources.

Scoring Overview

Category	Earned	Possible
Purchasing Practices	22	52
Monitoring and Remediation	19	31
Complaints Handling	3	9
Training and Capacity Building	3	9
Information Management	4	7
Transparency	5	6
Evaluation	4	6
Totals:	60	120

Benchmarking Score (earned points divided by possible points)

50

Performance Benchmarking Category

Good

Brand Performance Check details

Date of Brand Performance Check:

13-07-2020

Conducted by:

Rosan van Wolveren

Interviews with:

Patrick Bekkers, Owner/Director

Mart van der Pas, Financial advisor