



BRAND PERFORMANCE CHECK

Schijvens Confectiefabriek Hilvarenbeek B.V.

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this report covers the evaluation period 01-06-2016 to 31-05-2017

ABOUT THE BRAND PERFORMANCE CHECK

Fair Wear Foundation 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. FWF, however, believes that the management decisions of clothing brands have an enormous influence for good or ill on product location conditions.

FWF's Brand Performance Check is a tool to evaluate and report on the activities of FWF's member companies. The Checks examine how member company management systems support FWF'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 FWF 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 FWF 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 FWF's work.

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

This report is based on interviews with 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

Schijvens Confectiefabriek Hilvarenbeek B.V.

Evaluation Period: 01-06-2016 to 31-05-2017

MEMBER COMPANY INFORMATION	
Headquarters:	Hilvarenbeek, Netherlands
Member since:	01-03-2010
Product types:	Workwear
Production in countries where FWF is active:	Bangladesh, China, India, Turkey
Production in other countries:	Egypt, Pakistan, Portugal, 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	75
Category	Leader

Summary:

Schijvens Confectiefabriek Hilvarenbeek has shown progress and met most of FWF's performance requirements. Its monitoring threshold of 100% is impressive. This monitoring percentage, combined with a benchmark score of 75, means that FWF has awarded Schijvens the 'Leader' rating.

In the past financial year, Schijvens put effort into maintaining its required monitoring threshold by making use of FWF audits where possible and external audits otherwise. Schijvens also ensured active follow-up for all of its audits, for example by sharing audit findings and CAPs during a plenary session at their annual supplier meeting. In addition, Schijvens has addressed the topic of living wage by developing a living wage tool and experimenting with labour minute costing methodology at one of their production locations in Turkey. Schijvens also uses open costing towards its customers to explain how the prices are build up and that a change in price influences the wages workers get. This process contributes to customer awareness about wage levels in production locations.

The topic of excessive overtime remains a top-priority for the company. FWF encourages Schijvens to continue its efforts to discuss and address root causes of excessive overtime. In addition, FWF recommends to start discussing the possibility to include other (non-FWF member) customers at production locations to address this topic. Finally, FWF also encourages Schijvens to continue its WEP training sessions as well as its efforts in linking its tendering process with production costs and workers' wages.

Score: 75, Percentage under monitoring: 100%, Category: Leader

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 FWF's belief that member companies who are making a serious effort to implement the Code of Labour Practices—the vast majority of FWF 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.	65%	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 bought 65% of its production from production locations where it buys at least 10% of production capacity. The company mainly sources from four factories located in Turkey, China and Pakistan.

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.	7%	FWF 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 FWF.	3	4	0

Comment: In the past financial year, Schijvens bought 7% of its production from six production locations where it buys less than 2% 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.	41%	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.	2	4	0

Comment: In the past financial year, 41 % of Schijvens' production volume came from production locations where a business relationship has existed for at least five years. The company invest in building a business relationship and organises a yearly suppliers meeting for its production partners. However, non-compliance with Schijvens CSR policy can lead to termination of the business relationship.

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 two new locations. For both locations the signed questionnaire and photo of the posted Code of Labour Practice were 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 new 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 or via existing contacts in countries Schijvens already sources. Schijvens uses an analysis of all FWF audits to identify major risks in countries it sources and this is 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 and are required to fill out the Higg Index self-assessment. This information is discussed internally and incorporated in an overview per supplier which outlines the points for improvement for each production location.

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. Each year the supplier with the best score gets an award, including a financial reward. Suppliers that continue to score low and do not align their practices with Schijvens' expectations are slowly phased out. 'Left over' orders are redistributed among suppliers that score well. In this way Schijvens creates a pool of reliable and CSR oriented suppliers.

During the last supplier meeting CAPs and the results of the vendor rating were discussed in a plenary session with all suppliers, so they could learn from each other and Schijvens was able to check certain responses.

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 production capacity per production location, as this has been part of the discussions prior to the start of orders. During the 6-month production window, Schijvens has fully implemented a PLM-program (Product Lifecycle Management), that provides bi-weekly factory production updates for all production locations. In this way, Schijvens becomes aware of (potential) delivery delays much earlier and therefore has more time to discuss delivery times with its customers. Within three years, late delivery has been reduced significantly and the amount of articles being flown in has also been significantly reduced. Late delivery is also part of the vendor system and remains high priority for Schijvens in communication with suppliers.

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 finding in most audits done at Schijvens' production locations. Throughout the year, and specifically during the annual supplier meeting, this topic is discussed with suppliers. Schijvens has identified two main root causes. One is related to hick-ups in communication between Schijvens and its production locations. Production locations find it difficult to indicate they experience delays and inform Schijvens when it is already too late. Over the past years Schijvens has improved its overall relationship with its suppliers, which has improved communication. Another reason has been delays in fabric supplies. Therefore Schijvens has decided to preorder fabric and store fabric at its production locations, that way fabric is always available once the order needs to start. In addition, from this year onward Schijvens is looking into the possibility to use recycled materials, which means they are getting a closer relationship with their fabric suppliers allowing them to have better insight in the production process.

Reducing excessive remains high priority for Schijvens for the coming year.

Recommendation: FWF recommends Schijvens to continue its efforts to discuss and address root causes of excessive overtime. In addition, FWF recommends to start discussing the possibility to include other customers at production locations to address this topic.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.8 Member company's pricing policy allows for payment of at least the legal minimum wages in production countries.	Style-level policy	The first step towards ensuring the payment of minimum wages - and towards implementation of living wages - is to know the labour costs of garments.	Formal systems to calculate labour costs on per-product or country/city level.	4	4	0

Comment: Schijvens is aware of wage levels on a country basis. In addition to this, it started to integrate wage levels at its production locations into its tendering process, showing customers 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 changes Schijvens is able to clarify to its customers that the price of the product changes. Schijvens also uses this open costing towards its customers to explain the difference with competitors.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.9 Member company actively responds if suppliers fail to pay legal minimum wages.	No data available	If a supplier fails to pay minimum wage, FWF member companies are expected to hold management of the supplier accountable for respecting local labour law.	Complaint reports, CAPs, additional emails, FWF audit reports or other documents that show minimum wage issue is reported/resolved.	N/A	2	-2

Comment: During a number of audits in China the FWF audit team was unable to verify production locations paid at least the legal minimum wage. FWF requires its members to respond to this finding as if suppliers fail to pay legal minimum wages. Schijvens contacted its agent immediately and discussed the topic. Over the months following the audit Schijvens has had regular contact with the supplier to try to resolve the issue.

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 root causes of wages lower than living wages with suppliers and takes steps towards the implementation of living wages.	Production location level approach	Sustained progress towards living wages requires adjustments to member companies' policies.	Documentation of policy assessments and/or concrete progress towards living wages.	4	8	0

Comment: In the past financial year Schijvens has focused its attention regarding living wages on one of its production locations in Turkey. This production location allowed the company to get insight in determining a living wage benchmark and experiment with the labour minute costing methodology. During the next financial year Schijvens plans to use its knowledge for other production locations. In addition, the company has developed a living wage tool, which allows its production locations to determine the region specific living wage levels through worker involvement. This tool will be implemented the coming year(s).

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).	13%	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

Comment: Schijvens has an 80% share of one of its production locations.

PURCHASING PRACTICES

Possible Points: 44

Earned Points: 32

2. MONITORING AND REMEDIATION

BASIC MEASUREMENTS	RESULT	COMMENTS
% of own production under standard monitoring (excluding low-risk countries)	99%	
% of production volume where monitoring requirements for low-risk countries are fulfilled	1%	FWF low risk policy should be implemented. 0 = policy is not implemented correctly. N/A = no production in low risk countries.
Meets monitoring requirements for tail-end production locations.	Yes	
Total of own production under monitoring	100%	Minimums: 1 year: 40%; 2 years 60%; 3 years+: 80-100% Measured as a percentage of turnover.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.1 Specific staff person is designated to follow up on problems identified by monitoring system	Yes	Followup is a serious part of FWF membership, and cannot be successfully managed on an ad-hoc basis.	Manuals, emails, etc., demonstrating who the designated staff person is.	2	2	-2

Comment: Schijvens has identified a specific person from the purchasing department 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 FWF teams cannot be used, the member companies' own auditing system must ensure sufficient quality in order for FWF 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: FWF audit reports were shared and discussed with suppliers within two months of audit receipt AND a reasonable time frame was specified for resolving findings.	Corrective Action Plans, emails; findings of followup audits; brand representative present during audit exit meeting, etc.	2	2	-1

Comment: Audit Reports and Corrective Action Plans (CAP) are shared with the agent and often also directly with the factory. Improvement timelines are established in a timely manner.

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.	Intermediate	FWF 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.	6	8	-2

Comment: In the past financial year Schijvens had FWF audits at almost all production locations. In general, Schijvens follows up on outstanding CAPs at least twice a month. During the last supplier meeting CAPs were discussed in a plenary session with all suppliers, so they could learn from each other and Schijvens was able to check certain responses. In addition, CAPs are also discussed during annual visits to suppliers. In these discussion Schijvens addresses all findings and asks suppliers what they need from Schijvens in order to perform better.

Recommendation: FWF recommends Schijvens to continue its in-depth discussion of the CAPs and start addressing the root causes of certain findings, such as overtime and freedom of association.

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.	37%	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.	2	4	0

Comment: Schijvens visited 37% of its production volume in the past financial year.

In addition, Schijvens organises a supplier meeting each year where all suppliers and agents come together. Last year this was in Turkey.

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 FWF does not have an audit team. The company used the FWF quality assessment tool to draft a corrective action plan and actively followed up on it.

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 FWF membership, countries, specific areas within countries or specific product groups may pose specific risks that require additional steps to address and remediate those risks. FWF requires member companies to be aware of those risks and implement policy requirements as prescribed by FWF.	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

Comment: Schijvens has two production locations in Bangladesh, both locations have been audited in the past financial year and have participated in the fire and building safety training.

Schijvens also produces in Turkey, where high-risk situations exist around Syrian refugees. Schijvens keeps updated through FWF on this topic. To monitor this Schijvens visits the production locations multiple times per year and is in close contact with the production locations.

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 actively cooperates with other FWF members in follow-up of audit results at two different production locations.

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.	50-100%	Low-risk countries are determined by the presence and proper functioning of institutions which can guarantee compliance with national and international standards and laws.	Documentation of visits, notification of suppliers of FWF membership; posting of worker information sheets, completed questionnaires.	1	2	0

Comment: Schijvens produces in one factory in Portugal. For this production location all low-risk monitoring requirements have been met.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.10 Extra bonus indicator: in case FWF member company conducts full audits above the minimum required monitoring threshold.	90%+	FWF encourages all of its members to audit/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 FWF and recent Audit Reports.	3	3	0

Comment: Schijvens has audited 99% of its production volume and fulfilled the monitoring requirements for the 1% of its production that takes place in a low risk country.

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	FWF believes it is important for affiliates that have a retail/wholesale arm to at least know if the brands they resell are members of FWF or a similar organisation, and in which countries those brands produce goods.	Questionnaires are on file.	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	FWF 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 FWF's information management system. Documentation of sales volumes of products made by FWF 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	FWF 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: 32

Earned Points: 27

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	0	

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

Comment: Schijvens has designated an employee from the purchasing department to address worker complaints. This is the same person that follows up on regular monitoring.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
3.2 System is in place to check that the Worker Information Sheet is posted in factories.	Yes	The Worker Information Sheet is a key first step in alerting workers to their rights.	Photos by company staff, audit reports, checklists from production location visits, etc.	2	2	0

Comment: Each supplier has shared a picture of the Code of Labour Practice posted in their factory. FWF audits verify if the CoLP is clearly visible in the factory. Schijvens also asks external auditors to double check this when auditing factories in countries where FWF is not active. Additionally, whenever someone from Schijvens visits a factory this is checked.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
3.3 Percentage of FWF-audited production locations where at least half of workers are aware of the FWF worker helpline.	27%	The FWF complaints procedure is a crucial element of verification. If production location based complaint systems do not exist or do not work, the FWF worker helpline allows workers to ask questions about their rights and file complaints. Production location participation in the Workplace Education Programme also count towards this indicator.	Percentage of audited production locations where at least 50% of interviewed workers indicate awareness of the FWF complaints mechanism + percentage of production locations in WEP programme.	2	4	0

Comment: 27% of Schijvens' production locations that were audited had workers that were aware of FWF and its helpline, because they had WEP training sessions.

Recommendation: FWF recommends Schijvens to enroll more of its production locations in WEP trainings to increase worker's awareness of the FWF worker helpline

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: In the past financial year FWF received one complaint for one of Schijvens' production locations related to payment of overtime. Schijvens addressed this complaint in accordance with the FWF Complaints Procedure and in close cooperation with another FWF member. Because Schijvens is reducing production at this location the company has not taken preventive steps.

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 FWF 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: Schijvens has cooperated actively with other customers in addressing worker complaints.

COMPLAINTS HANDLING

Possible Points: 15

Earned Points: 10

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 FWF membership requirements helps to support cross-departmental collaboration when needed.	Emails, trainings, presentation, newsletters, etc.	1	1	-1

Comment: All staff at Schijvens is made aware of FWF membership. For example when strategic plans are discussed, its relation to the FWF membership requirements are highlighted. In the last financial year, Schijvens published a magazine for its employees and some of its production locations, which also highlights its commitment to Fair Wear Foundation.

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 FWF requirements and advocate for change within their organisations.	FWF Seminars or equivalent trainings provided; presentations, curricula, etc.	2	2	-1

Comment: Schijvens has ensured that staff receives ongoing training and attends FWF events on a regular basis.

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, FWF audit findings.	2	2	0

Comment: 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. During the last meeting all CAPs were discussed during a plenary meeting.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
4.4 Production location participation in Workplace Education Programme (where WEP is offered; by production volume)	27%	Lack of knowledge and skills on best practices related to labour standards is a common issue in production locations. Good quality training of workers and managers is a key step towards sustainable improvements.	Documentation of relevant trainings; participation in Workplace Education Programme.	4	6	0

Comment: Three factories participated in the WEP trainings. They account for 27% of Schijvens' production volume in countries where WEP is offered.

Recommendation: FWF recommends Schijvens to enroll more of its production locations in WEP trainings, specifically in China.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
4.5 Production location participation in trainings (where WEP is not offered; by production volume)	0%	In areas where the Workplace Education Programme is not yet offered, member companies may arrange trainings on their own or work with other training-partners. Trainings must meet FWF quality standards to receive credit for this indicator.	Curricula, other documentation of training content, participation and outcomes.	0	4	0

Comment: Production locations in countries where WEP is not offered have not received a training related to worker rights.

Recommendation: FWF recommends Schijvens to look into possibilities to have its production locations in countries where WEP is not offered to receive training offered by different organisations.

TRAINING AND CAPACITY BUILDING

Possible Points: 15

Earned Points: 9

5. INFORMATION MANAGEMENT

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
5.1 Level of effort to identify all production locations	Intermediate	Any improvements to supply chains require 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: 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 FWF database. Different audits indicated other subcontractors were used for embroidery and printing. This information has not been checked with production locations.

Recommendation: FWF recommends Schijvens to check information provided by audit reports regarding subcontractors, checking the information against the available machines and orders placed at the specific production location.

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.

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	FWF's communications policy exists to ensure transparency for consumers and stakeholders, and to ensure that member communications about FWF are accurate. Members will be held accountable for their own communications as well as the communications behaviour of 3rd-party retailers, resellers and customers.	FWF membership is communicated on member's website; other communications in line with FWF communications policy.	2	2	-3

Comment: Schijvens communicates about FWF and its FWF membership on the website, in documents shared with customers, tenders and in company presentations.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
6.2 Member company engages in advanced reporting activities	Production locations are disclosed to the public	Good reporting by members helps to ensure the transparency of FWF'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 an overview of its different production locations, indicating their approximate location and some information on audit results and developments.

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 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 FWF's communication policy.	Social report that is in line with FWF's communication policy.	2	2	-1

Comment: Schijvens publishes its social report on its website.

TRANSPARENCY

Possible Points: 6

Earned Points: 6

7. EVALUATION

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
7.1 Systemic annual evaluation of FWF membership is conducted with involvement of top management	Yes	An annual evaluation involving top management ensures that FWF policies are integrated into the structure of the company.	Meeting minutes, verbal reporting, Powerpoints, etc.	2	2	0

Comment: Schijvens regularly evaluates FWF membership with top management. The company is involved in different initiatives addressing sustainability in the garment supply chain. For Schijvens, the added value of FWF is the fact that the organisation provides third party verification on the brand and on the factory level

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.	100%	In each Brand Performance Check report, FWF may include requirements for changes to management practices. Progress on achieving these requirements is an important part of FWF membership and its process approach.	Member company should show documentation related to the specific requirements made in the previous Brand Performance Check.	4	4	-2

Comment: Last year's brand performance check required Schijvens to enroll more of its production locations in WEP trainings. First steps towards enrolling more production locations have been taken in the past financial year.

EVALUATION

Possible Points: 6

Earned Points: 6

RECOMMENDATIONS TO FWF

Schijvens would like to extend its monitoring activities to also include fabric production. The company would like to use FWF audit teams as much as possible to identify issues related to social standards.

Schijvens recommends FWF to improve its website, to ensure brands to be able to find information easier.

SCORING OVERVIEW

CATEGORY	EARNED	POSSIBLE
Purchasing Practices	32	44
Monitoring and Remediation	27	32
Complaints Handling	10	15
Training and Capacity Building	9	15
Information Management	4	7
Transparency	6	6
Evaluation	6	6
Totals:	94	125

BENCHMARKING SCORE (EARNED POINTS DIVIDED BY POSSIBLE POINTS)

75

PERFORMANCE BENCHMARKING CATEGORY

Leader

BRAND PERFORMANCE CHECK DETAILS

Date of Brand Performance Check:

22-08-2017

Conducted by:

Anne van Lakerveld, Sharon Hesp

Interviews with:

Jeske van Korven, Assistant Buyer

Jaap Rijnsdorp, Buying Manager

Shirley Schijvens, Owner