



Brand Performance Check

Workfashion

Publication date: July 2021

This report covers the evaluation period 01-01-2020 to 31-12-2020

About the Brand Performance Check

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

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

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

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

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

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

This years' report covers the response of our members and the impact on their supply chain due to the Covid-19 pandemic which started in 2020. The outbreak of the Covid-19 pandemic limited the brands' ability to visit and audit factories. To ensure the monitoring of working conditions throughout the pandemic, Fair Wear and its member brands made use of additional monitoring tools, such as complaints reports, surveys, and the consultation of local stakeholders. These sources may not provide as detailed insights as audit reports. To assess outcomes at production location level, we have included all available types of evidence to provide an accurate overview of the brands' management systems and their efforts to improve working conditions. Nevertheless, brands should resume verifying working conditions through audits when the situation allows for.

Brand Performance Check Overview

Workfashion

Evaluation Period: 01-01-2020 to 31-12-2020

Member company information	
Headquarters:	Hagendorn , Switzerland
Member since:	2015-01-31
Product types:	Workwear
Production in countries where Fair Wear is active:	China, North Macedonia, Turkey
Production in other countries:	Serbia, Switzerland
Basic requirements	
Workplan and projected production location data for upcoming year have been submitted?	Yes
Actual production location data for evaluation period was submitted?	Yes
Membership fee has been paid?	Yes
Scoring overview	
% of own production under monitoring	83%
Benchmarking score	75
Category	Leader

Summary:

Workfashion met most of Fair Wear's performance requirements. Although the monitoring threshold does not determine the category this year, Workfashion has fulfilled the monitoring requirements at suppliers responsible for 83% of its production volume. Combined with a benchmark score of 75, the monitoring percentage means that Fair Wear has awarded Workfashion the 'Leader' category

Corona Addendum:

The pandemic has had a significant impact on Workfashions operations as several projects were reduced or discontinued, and the brand went on a 50% furlough for April and May. The transportation got stuck at the borders and there were production delays. Due to the travel restrictions, the current CEO who started last year could not visit any of the factories yet.

From the start of the pandemic, the brand has kept itself informed by reading Fair Wear guidance and following the news on the developments in its production countries. The highest risks identified for all its production countries were factory closures, loss in workers' income, production/transport delays and Occupational Health & Safety (OHS) issues. For its prioritisation the brand focused on the factories where it has most leverage and production volume.

To relate the risks to its own production locations, the brand created a supplier survey. The survey consisted of questions related to general situations, OHS, and wages/lay-offs. Moreover, Workfashion used the survey to offer its (financial) support to the factories. When the CSR manager learned that the situation in North Macedonia, Serbia and Turkey deteriorated, it sent the supplier survey again to all suppliers except for the suppliers in China. From the responses of the factories, the brand could conclude that they had taken the correct OHS measures and that they were able to continue paying wages. None of the factories made use of the support offered by the brand. The risk of loss in income during factory lockdowns in Turkey and China was considerably high. Workfashion did commission audits at most of its production locations in these countries, and there were no findings related to the non-payment of wages during factory lockdowns. From most of its factories in Serbia, North Macedonia and Turkey the brand received proof that wages were paid. From its factories in China it did not. The brand did not include worker representation to verify the responses of the factories.

The CSR manager was in regular contact with the suppliers during 2020. In North Macedonia, local technicians also supported the CSR manager. Generally, it was felt that it was most challenging to remain in close contact with the Chinese factories. From dialogue with the suppliers, the brand learned that some faced issues with production or transportation delays. Workfashion responded to those issues by adapting its production planning, accepting late deliveries, and informing its customers. Overall, its customers accepted the changes and did not put more pressure on the business.

Workfashion was able to stick to its normal payment terms with all its suppliers, despite the negative impact of the corona pandemic. It did not cancel or reduce any of its planned orders. The brand experienced some liquidity issues at the beginning of the pandemic as the fabric was just financed, and the company was waiting for its customers' payment. In consultation with its factories, it has delayed some of its payments.

Overall, we can conclude that Workfashion was able to identify the main risks related to COVID-19 for its production locations and countries. Moreover, the brand remained in regular contact with the majority of its production locations, offered its support and did not take unilateral decisions. Fair Wear recommends Workfashion to include a country prioritisation in its COVID-19 risk assessment. The prioritisation will help the brand identify that the risk of an issue is higher in certain countries and therefore requires additional verification efforts.

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.	79%	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: In 2020, 79 % of the production volume from Workfashion came from locations where the company bought at least 10 % of the production volume of the factory. In total it concerns six production locations. Compared to last year, Workfashion has increased its leverage significantly (with 15%) at one production location in Turkey.

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%	Fair Wear provides incentives to clothing brands to consolidate their supplier base, especially at the tail end, as much as possible, and rewards those members who have a small tail end. Shortening the tail end reduces social compliance risks and enhances the impact of efficient use of capital and remediation efforts.	Production location information as provided to Fair Wear.	3	4	0

Comment: Just like last year, seven percent of Workfashion's production volume comes from production locations where the company buys less than two percent of its total FOB, in total it concerns 10 locations. In 2020, Workfashion has further developed its strategy to consolidate its supply chain. As a result of the strategy the brand has decided it will gradually move out of China as sourcing country to produce everything in Europe.

Recommendation: Fair Wear recommends Workfashion to continue with its plans to consolidate its supply base by limiting the number of production locations in its 'tail end'. To achieve this, Workfashion should determine whether production locations where they buy less than 2% of their FOB are of strategic relevance. Shortening the tail will reduce the social compliance risks the member is exposed to and will allow the member to improve working conditions in a more efficient and effective way. It is advised to describe the process of consolidation in a sourcing strategy that is agreed upon with top management/sourcing staff.

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.	77%	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: It is Workfashion's company vision to maintain long-term relations with its production partners. It is considered as the basis to improve performance and transparency. In 2020, it sourced 77 % of its FOB at locations where a business relation existed for at least 5 years.

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: In 2020, the company started production with one new subcontractor. The new subcontractor was added because the previous subcontractor used by the main supplier was sold to a new owner. Due to quality issues, the cooperation with the new subcontractor was not continued after the first bulk order. The CSR manager could not prove during the brand performance check that it has tried to retrieve the signed CoLP and proof of WIS. However, it has not been able to get the documentation from the production location. When the cooperation ended later in the year it was difficult for the CSR manager to get the information.

Recommendation: While temporary cooperations as discussed in the comment can happen, Fair Wear recommends Workfashion to always ensure that the signed CoLP and proof of WIS are received before the first bulk production.

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

Comment: In 2020, Workfashion added one new subcontractor. The new subcontractor was needed because the usual subcontractor used by the main supplier was sold to a new owner. As a standard practice, the CSR manager has send the CoLP and WIS to the factory management. In normal circumstances the factory would also be visited but this was not possible because of the spread of the corona virus. For capacity reasons, Workfashion restarted collaboration (temporarily) with a factory it worked with previously. The collaboration was restarted even though it was ended some years ago due to communication issues and issues that were reported by the local technicians.

Workfashion has created a risk assessment for its production countries based on information from Fair Wear and other credible initiatives such as Transparency Index and the World Bank, the risk assessment is repeated every two years. The risk profiling of its production countries has led the company to decide to move out of China and focus its production more on Europe and especially North Macedonia. Workfashion also has a risk-assessment on supplier level, the risk assessment is used to inform sourcing and top management about the performance of the suppliers and to steer buying decisions.

Throughout the corona pandemic, the brand has kept itself informed by reading FW guidance and following the news on developments in its production countries. The highest risks identified for all its production countries were factory closures, loss in income of workers, production / transport delays and, Occupational Health & Safety(OHS) issues. Workfashion did not make a prioritisation in terms of risks and its sourcing countries.

To relate the issues to its own production locations the brand created a supplier survey. The survey consisted out of questions related to OHS and wages. Moreover, Workfashion used the survey to offer its (financial)support to the factories. When the CSR manager learned that the situation in North-Macedonia and Turkey deteriorated, the supplier survey was sent once more to all suppliers except for the ones in China. From the responses of the factories, the brand could conclude that they had taken the correct OHS measures and that they were able to continue paying wages. The brand did not reach out to worker representation to verify the responses of the factories. None of the factories made use of the support offered by the brand.

The CSR manager had regular contact with the majority of the production locations. In North Macedonia, where the brand has most of its production volume (about 80%), the CSR manager was also supported by its local technicians. In Turkey and Serbia, the brand conducted two Fair Wear audits and an external audit to monitor working conditions. Generally, it was felt that it was most difficult to remain in close contact with the Chinese factories, the brand therefore commissioned external audits for two of its production locations there.

Recommendation: Fair Wear recommends Workfashion to ensure that the supplier platform cannot select and place production at new production locations before Workfashion has completed the human rights due diligence process, this includes partners that are only used temporarily. Fair Wear recommends to put this agreement with the intermediary platform in writing.

Furthermore, Fair Wear recommends Workfashion to develop a responsible sourcing strategy towards the selection of new production locations and to include the weight of social compliance performance in the selection of new or already known locations.

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: Workfashion developed a systematic way of evaluating its suppliers. Each supplier is given points in the range between 1-6 (highest) for each specific part like production samples, quality, on-time delivery, factory management and CSR. The evaluation of CSR includes progress on CAPs and third party audit reports (if available). Production facilities are rated based on the scores achieved in the latest audit reports by Fair Wear (North Macedonia and Turkey) and Amfori BSCI (China and Serbia). The criteria are in line with the eight labour practices in the FW Code of Labour Practices (CoLPs). The evaluation is not actively shared with the suppliers. The evaluation of the suppliers, together with the overall feeling about the collaboration with the factory are used to steer purchasing decisions. For example, in 2020 the brand decided to increase its production at a factory in North Macedonia that showed willingness to progress on CAP issues.

At the start of the pandemic, the brand experienced that production slowed down at most of its production locations because of decreased production capacity. This happened simultaneously with the lock-downs in most European countries and including Switzerland, which meant demand was also lower at that time. Throughout the pandemic, Workfashion remained in regular dialogue with its production locations through email and video calls. From the conversations, the brand learned that many of its production partners had transportation delays. The brand accepted those without charging additional costs. In response to other production delays due to lower capacity, the brand responded by being flexible with the deliveries. The brand did not cancel or reduce any of its planned orders.

Recommendation: Fair Wear recommends Workfashion to share and discuss the outcome of the supplier evaluation with all its suppliers. Furthermore, Fair Wear recommends Workfashion to consider how it can stimulate progress on social issues, for example by offering price increases, bonuses or financial support to resolve issues.

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: As mentioned, most of Workfashion's production volume comes from North Macedonia. There, Workfashion works closely together with its suppliers in planning production. The brand knows the total production capacity of the factories and the standard minutes per style required. Production is planned with suppliers on a bi-weekly basis. Workfashion delivers the fabric to the factories and regularly monitors production planning through its quality manager. To manufacture the NOS (Never out of Stock) range the company makes targeted use of free capacity so as to spread orders more smoothly throughout the year and utilize low season, which helps to prevent pressure in peak season that may contribute to excessive overtime

In Turkey, Serbia and China, Workfashion has a lower leverage and knowledge of the production capacity, it produces ready-made garments and discusses planning, lead-times and possible delays with the factories.

Workfashion has lead times of 10-20 weeks for European production partners and 14-26 weeks for Asian suppliers. The delivery time depends on the type of product and the available production capacity of suppliers.

Because of COVID-19 many of the production facilities faced material, production and transport delays. Workfashion responded by changing its production planning and informing its customers. Overall, its customers accepted the changes and did not put more pressure on the business.

Recommendation: Fair Wear recommends Workfashion to learn more about the standard minute per style and how the production of its products impacts the total production capacity of the factories in Turkey, Serbia and China.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.7 Degree to which member company mitigates root causes of excessive overtime.	Advanced 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.	6	6	0

Comment: At the end of 2019, Workfashion received two audits with findings on excessive overtime and inconsistent time records. The brand could show it has actively followed up on the findings with the factories in 2020. The next factory audit(s) will verify whether the issues have been solved completely.

In addition, Workfashion received a complaint related to overtime from one of its suppliers in North Macedonia. Through the media, it was noted that the factory was operating while it was a public holiday. While Workfashion had no production at the factory, the CSR manager actively followed up with the factory. Later it was found out that the factory had a permit to operate on that day and the workers received a surplus on their salary for working on a public holiday.

At the end of 2020, there was an audit at one of Workfashion's Turkish factories which contained a finding related to inconsistent time records. Follow up of that will be reviewed in next year's Brand Performance Check.

The impact of COVID-19, especially at the start of the pandemic, was significant on Workfashions's customers and production facilities. The brand tried to keep as much as possible to its normal way of working, supporting its facilities by accepting flexible delivery terms to prevent overtime. The brand is aware of the production capacity of most of its factories and moved orders to other locations when maximum capacity was obtained.

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

Comment: In North Macedonia and Serbia, Workfashion works with minutes based costing per style. The prices per style are first discussed, then tested in the production and the final price is based on those results negotiated with the supplier. To support this design and development process, Workfashion has set up a subsidiary factory in North Macedonia. In 2020, Workfashion took part in the living wage incubator 2.0 and two of its factories in North Macedonia were introduced to the FWF's Labour Minute Costing Calculator. The brand now has full insight into the link between its buying prices and wage levels at those factories (together they represent 50 % of the brand's FOB).

In Turkey and China, Workfashion is aware of minimum wage levels of the countries. Part of its pricing policy is to calculate prices based on an estimation of wages and productivity, which offers a range to accept a price offer from a supplier. In general, the brand works with suppliers to agree on reasonable prices. Workfashion takes inflation and rise of legal minimum wage into consideration when setting prices.

Recommendation: Workfashion is encouraged to roll out its approach at the two Macedonian factories to its other production locations in North Macedonia and Serbia.

Furthermore, Workfashion could provide its other suppliers (in Turkey) who don't use open costing, training on product costing and how to quote prices including direct and indirect labour costs.

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

Comment: Workfashion actively responds when issues regarding minimum wages are found.

During the brand performance check, the brand could show it has successfully remediated a legal minimum wage finding from an audit from December 2019. In 2020, there were two audits at factories in Turkey that included findings on issues regarding minimum wage. One audit was executed at a shared factory and together with another FW member and factory management, Workfashion is working on remediation. Progress shall be evaluated in the next year as the audit was executed in December 2020.

Workfashion asked via its supplier survey whether the factories were able to continue paying wages. From the responses of the factories, the brand concluded its factories did not face difficulties with that. In China, Serbia and Turkey, the brand also conducted audits at the majority of the production locations, none of the audits had findings related to payment of wages caused by COVID-19. Workfashion did not take additional steps to verify whether wages were actually paid at the rest of its production locations.

Requirement: During COVID-19 the member is expected to thoroughly check with its suppliers whether they foresee any issues with payment of wages.

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

Comment: Workfashion was able to stick to its normal payment terms with all its suppliers despite the negative impact of the corona pandemic. The brand did experience some liquidity issues in the beginning of the pandemic, as fabric was just financed and the company was waiting for payment of its customers. In consultation with its factories, it had therefore delayed some of its payment. At Workfashion, change in payment terms is discussed with suppliers by the sourcing department. Communication is mainly through Skype or by phone. As such, the brand could not show evidential proof of the dialogue that has taken place with suppliers.

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.	Intermediate	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	4	6	0

Comment: In 2020, the CSR manager has written a thesis on the topic of living wages, this has greatly supported the company to move forward with this topic. As part of the thesis, root causes for wages below living wages have also been investigated. One of the main root causes defined by Workfashion is that the price of products does not allow for the payment of a living wage, another root cause mentioned is the poor economic development of the region/country.

Efforts in this area are currently mainly focused upon the production facilities in North Macedonia, the topic of living wage has been discussed with two of its suppliers in North Macedonia (the two suppliers that were also introduced to FWF's Labour Minute Costing Calculator. From the first discussions it seems factory management is not very motivated to work on the topic so the main efforts would need to come from Workfashion.

Recommendation: Fair Wear encourages Workfashion to discuss with suppliers about different strategies to work towards higher wages and to understand where the hesitation of suppliers is coming from. It is advised to start with suppliers where the member is responsible for a large percentage of production and long term business relationship.

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).	9%	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: Workfashion owns a small in-house production facility located on the company's premises in Switzerland as well as its own subsidiary factory in North Macedonia.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.13 Member company determines and finances wage increases.	Intermediate	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.	2	6	0

Comment: The CSR manager has proposed a target wage for the two production locations that have participated in the pilot (see 1.11). To define where the money can come from to finance the costs for payment of living wage, the CSR manager has created several different models. One of the models suggests to incorporate the costs in the price to the consumer. The proposal is yet to be agreed upon with top management at Workfashion.

Requirement: In case Workfashion buys exclusively at a production location or owns a production location, the member company has full influence over the wages and should be able to cost for a living wage.

Recommendation: We strongly recommend members to integrate the financing of wage increases in its own systems, herewith committing to a long term process that leads to sustainable implementation of living wages.

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.	5%	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.	2	6	0

Comment: In the Workfashion subsidiary factory in North Macedonia, Workfashion set and implemented a target wage of 50 % above legal minimum wage to serve as a benchmark for its other production facilities. The subsidiary factory has a workforce between 25-50 workers, small series of mass production are produced there. This production amounts in 2020 to five percent of Workfashion's total production volume. Payment of target wage is yet to be implemented at the other production locations.

Requirement: Workfashion is expected to begin setting a target wage for its production locations.

Recommendation: Once agreed upon with top management, Workfashion is encouraged to roll out its approach on target and living wage to its other suppliers.

Purchasing Practices

Possible Points: 52

Earned Points: 42

2. Monitoring and Remediation

Basic measurements	Result	Comments
% of production volume where an audit took place.	79%	
% of production volume where monitoring requirements for low-risk countries are fulfilled.	3.9%	To be counted towards the monitoring threshold, FWF low-risk policy should be implemented. See indicator 2.9. (N/A = no production in low risk countries.)
Member meets monitoring requirements for tail-end production locations.	Yes	
Total monitoring threshold:	83%	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 CSR manager of workfashion is responsible for following up on issues deriving from its monitoring system.

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

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.3 Audit Report and Corrective Action Plan (CAP) findings are shared with factory and worker representation where applicable. Improvement timelines are established in a timely manner.	Yes	2 part indicator: Fair Wear audit reports were shared and discussed with suppliers within two months of audit receipt AND a reasonable time frame was specified for resolving findings.	Corrective Action Plans, emails; findings of followup audits; brand representative present during audit exit meeting, etc.	2	2	-1

Comment: Whenever the CSR manager at Workfashion receives a new audit report, it is promptly shared with factory management followed up by a constructive discussion about the findings. The CSR manager indicates which are the most important issues for Workfashion and tries to stick as much as possible to the timelines indicated in the CAP for each issue. For its Macedonian suppliers, Workfashion also shares the audit results with worker representatives. So far it is felt that the worker representation is generally not capacitated well enough to give input and dialogue with them is difficult, this is a point that Workfashion would like to work on in the next years.

Recommendation: In capacitating worker representation at its Macedonian factories, Workfashion can make use of Fair Wear guidance on this topic. Fair Wear local team can also be and the brand could consider involving its local technicians in North Macedonia.

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	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.	6	8	-2

Comment: In 2020, Workfashion received two FW audits reports from its main suppliers in Turkey. Main issues mentioned are concerning Health & Safety, wages and legal issues. Both audits were executed in December so the follow up will be assessed in the next brand performance check. The brand also had two FW audits in end of 2019, during the brand performance check progress could be shown on topics of working hours and freedom of association.

The brand also commissioned four external audits in 2020, main issues were related to working hours, payslips and contracts. Workfashion could show progress on the CAP issues related to contracts & payslips.

One of the audits done in 2020 contained a finding related to COVID-19, the issue was that factory management had not requested a PCR-test on time for one of the workers that had symptoms. Workfashion could show it has rapidly followed up on the issue with factory management. From the supplier survey that Workfashion sent to its factories, the brand learned that many factories had production and or transport delays. The brand supported its factories by being flexible with delivery terms and accepting late deliveries.

Recommendation: Fair Wear recommends Workfashion to continue with its plans to gradually ensure factories establish independent worker representation. It is advised to include worker representation in the remediation process. Either to engage workers in identifying and implementing improvements or to verify realised improvements.

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.	not applicable	Due to the Covid-19 pandemic, brands could often not visit their suppliers from March - December 2020. For consistency purposes, we therefore decided to score all our member brands N/A on visiting suppliers over the year 2020.	Member companies should document all production location visits with at least the date and name of the visitor.	N/A	4	0

Comment: As travel was restricted due to the COVID-19, this indicator is not applicable in 2020 for all Fair Wear members.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.6 Existing audit reports from other sources are collected.	Yes and quality assessed	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.	2	3	0

Comment: Workfashion commissioned two Amfori BSCI audits at its Chinese suppliers, one in Turkey and one in Serbia. It has followed up on CAP findings but did not assess the quality of the report through the Audit Quality Assessment Tool.

Recommendation: Fair Wear recommends Workfashion to assess the quality of the external audit report and immediately discuss with the supplier what information is missing and how to collect that information.

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	Intermediate			3	6	-2
Other risks specific to the member's supply chain are addressed by its monitoring system	Intermediate			3	6	-2

Comment: Turkey

Workfashion sourced from two main suppliers in Turkey and made use of one subcontractor in 2020, the cooperation with the subcontractor was also ended in 2020 (see indicator 1.3). One of the main suppliers is shared with another FW member. The brand works directly with its main suppliers and was, for obvious reasons, not able to visit the facilities in 2020. Workfashion has audited both of its main suppliers and had planned to audit its subcontractor as well but since the collaboration stopped after the first bulk order, the audit has not taken place. At both main suppliers, the WIS is posted in both Turkish and Arabic. Together with the other FW member sourcing, a WEP training on migrant and refugees workers was planned for one of the suppliers. As trainings were not possible, it has been postponed until 2021. After the trainings have taken place, the brands are planning to support the factory with setting up a policy regarding Syrian refugees.

China

Workfashion has decided to move out of China as sourcing country due to the country specific risks. In the mean time, the brand made efforts to minimise subcontracting by means of auditing but it did not make efforts to reduce excessive overtime or mitigate the risk of forced labour.

North Macedonia

Workfashion has most of its production volume (80 %) in North Macedonia and considers the country as preferred production country. Compared to Turkey and China, the company considers that there are less risks of labour rights violations. The risk of corruption and payment below living wage are defined as the main risks for North Macedonia. To remediate the issue of payment below living wages, Workfashion's efforts on this topic are focused upon its partners in this country (see living wage indicators). Other risks identified for North Macedonia are excessive overtime and Freedom of Association. Workfashion closely monitors its production locations in North Macedonia and works closely together with the locations for the production planning. That way, it is assured that excessive overtime does not take place. To work on the topic of Freedom of Association, Workfashion has set the goal to have functional worker representatives in all its factories in North Macedonia by the end of 2022.

COVID-19

In terms of risks related to COVID-19, the brand identified OHS issues, loss of wages and production and delivery delays as main issues. The brand identified those issues by reading and watching FW guidance and reading the (local) news, it has related the risks to its production locations by means of a supplier survey. The survey contained questions about the general situation at the factory, OHS measures, payment of wages to workers and whether the factory had to lay off workers. The brand also used the survey to offer its (financial) support to the factories if needed. When the brand was notified that the situation in North-Macedonia had deteriorated, it followed up by re-sending the questionnaire once more to gain more information about the situation at the factories. From the responses of the factories, the brand concluded that the correct OHS measures were taken and that none of the factories communicated to have difficulties in payment of wages. To verify whether workers wages have been paid, Workfashion received proof of payments from most of its factories in Serbia, North Macedonia and Turkey. From its factories in China it did not receive proof of information. The brand did not include worker representation to verify the responses of the factories.

Throughout the year, the brand remained in regular contact with the factories to monitor the situation. In North Macedonia the CSR manager was supported by the local technicians. Workfashion did not make a prioritisation to remediate issues but responded on an ad-hoc basis. For example, from dialogue with the suppliers the brand learned that some faced production / transportation delays. The brand remediated to those issues by being flexible in terms of deliveries and it did not penalise factories for late deliveries.

Workfashion also commissioned four audits in 2020 and one audit contained a finding related to COVID-19. During the brand performance check, the brand could show it had reacted quickly to the finding, see 2.4.

Recommendation: Fair Wear members should ensure that all suppliers have a policy in place on the registering of Syrian refugee workers. See for an example/draft policy the Fair Wear Guidance for members: Risks related to Turkish garment factories employing Syrian refugees

We ask Workfashion to make a clear statement to its suppliers that, as a brand, it does not want to be involved with any forced labour in its supply chains, including subcontractors.

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: Workfashion actively cooperates with another FW member in CAP follow up and monitoring working conditions at a shared factory where both brands source from.

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.	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. 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.	2	2	0

Member undertakes additional activities to monitor suppliers.: No (o)

Comment: Workfashion sources from three suppliers in Switzerland. The company collected signed questionnaires and checked if the FWF Code of Labour Practices is posted. All suppliers are visited on a regular basis.

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: Workfashion commissioned external audits at two tail-end suppliers in China in 2020.

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	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.	1	2	0

Comment: Workfashion has a significant number of external producers. The company collected the questionnaire from most of the brands but did not receive it back from all brands.

Recommendation: Fair Wear members are encouraged to actively follow up with external producers on the Fair Wear questionnaire for external production.

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).	31%	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.	2	3	0

Comment: Almost a third of the external brands (31%) is a member of the Fair Labour Association or Fair Wear.

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: 24

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.	0	
Number of worker complaints resolved since last check.	1	

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.1 A specific employee has been designated to address worker complaints.	Yes	Followup is a serious part of Fair Wear membership, and cannot be successfully managed on an ad-hoc basis.	Manuals, emails, etc., demonstrating who the designated staff person is.	1	1	-1

Comment: The CSR manager has the responsibility to follow up on complaints. In North Macedonia the CSR manager is supported by the local technicians and by the Export manager who is also the manager of one of the production locations.

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: Workfashion has informed factory management and workers about FW CoLP and complaint helpline. During visits, workfashion checks whether the Worker Information Sheet is posted.

Recommendation: As an additional measure, Workfashion could hand out the Worker Information Cards (WIC) available on the Fair Wear memberhub during factory visits. Or, Workfashion could ask factory to hand them out together with the payslips.

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: In 2020, Workfashion had requested a WEP basic training for one of its suppliers in North Macedonia. Unfortunately, the training could not take place in 2020 due to the spread of the corona virus. Because of the world wide travel restrictions, the company has not been able to initiate other activities to train suppliers and workers on the FW CoLP and complaint helpline. The brand did make plans for a training at one of its Turkish suppliers for the next year, together with another FW member sourcing there. Workfashion was aware of the FW COVID-19 videos available for Macedonia and Turkey but has not shared it with its factories. The main reason is that the CSR manager felt there was a high level of tension coming from factory management on absence of workers. The brand did not want to create more tension by sharing the videos.

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

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

Comment: In 2020, Workfashion received one complaint from one of its production locations in Macedonia. During the brand performance check, the brand could show that it has actively followed up to resolve the complaint as quickly as possible (see 1.7). In solving the complaint, the brand experienced some delay as it took some time to get response from the Fair Wear complaint handler.

Recommendation: When a complainant reaches out to the Fair Wear complaint helpline, it demonstrates that the internal grievance mechanisms in the factory may not function well or, its function may not be clear to all workers. As preventive steps for the future, Workfashion is recommended to discuss the current grievance mechanism with the factory. In addition, based on the type of complaint a focused training could be given.

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: 15

Earned Points: 6

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: Workfashion has created an introduction program for new staff starting in the company, CSR and Fair Wear membership are included to ensure all new employees understand the mission and vision of the company in terms of sustainability. Moreover, all staff is informed through internal newsletters and the internal communication platform where, for instance, information about the brand performance check and social report can be found.

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

Comment: All staff that is in direct contact with suppliers, such as sourcing, distribution and top management, have regular meetings during which CSR topics are discussed as well. In addition, the CSR manager informs relevant staff about audits results and CAP findings. In 2020, the brand made a risk assessment of its suppliers which was shared with sourcing and top management. The risk assessment served as input for the future plans of the companies' supply chain management.

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

Comment: Workfashion does not place any orders through agents but cooperates directly with the manufacturers.

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: No transformative trainings were conducted in 2020 or previous years.

Recommendation: Fair Wear recommends members 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. To this end, members can make use of Fair Wear's Workplace Education Programme communication or violence prevention.

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

Comment: Workfashion has identified all direct suppliers and its subcontractors in North Macedonia, Serbia, Turkey and China. The brand has explicitly requested the locations in China and Turkey not to use subcontractors.

In North Macedonia, Workfashion knows the production capacity of four of its main suppliers good for nearly 70 % of its total placed FOB. Workfashion is (nearly) the only client at these locations and the locations are visited regularly by staff of Workfashion and the local technicians. As such, the brand knows exactly which subcontractors are used for production.

In Turkey, Workfashion works with two main suppliers and one subcontractor. The two main suppliers have been audited in 2020 and no use of unauthorised subcontracting was found. The subcontractor was also supposed to be audited but since the collaboration ended after the first production the audit was not conducted.

In China, Workfashion has only a small share of its production volume and relatively low leverage (<2%) over its suppliers. In 2020, the brand has commissioned external audits at two production locations. No unauthorised subcontracting was detected. The brand did not take additional steps to know whether subcontracting takes place at its factories in China.

Recommendation: Workfashion is advised to include a clause in its business agreements with factories on the use of subcontractors stating clearly that when subcontractors are used, they are included in the monitoring system and information is shared on the subcontracted production process.

Furthermore, Fair Wear recommends Workfashion to integrate systematic periodical checks with its local technicians whether all known production locations are still up to date and use the information coming from questionnaires to update supplier data, including subcontractors.

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: CSR, sourcing and top management have regular meetings during which CSR topics including audit results are discussed. When there are specific issues related to a certain production location, the CSR manager sits together with the people involved.

Information Management

Possible Points: 7

Earned Points: 7

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: Workfashion communicates about Fair Wear through the companies website, social report, newsletter, printed communication, email signatures and it also makes use of the Fair Wear on-garment communication possibilities.

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

Comment: Workfashion publishes the Brand Performance Check reports and discloses its production through its social report. The brand has also disclosed through the Fair Wear transparency tool, both on the Fair Wear website and in FairForce with other members. Workfashion discloses production locations that represent together 88 % of its production volume.

Recommendation: Fair Wear recommends member brand to disclose all production locations to other members in Fair Force

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

Recommendation: Fair Wear recommends Workfashion to include more information about the impact of COVID-19 on its supply chain in its social report.

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

Comment: Workfashion annually evaluates all management processes, which includes FW membership.

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.	60%	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.	4	4	-2

Comment: Last year, Workfashion received requirements on the living wage indicators (1.8, 1.11, 1.13 and 1.14) and on the indicator related to FW risk policies (2.7). The brand could show progress on all requirements. In regards to the living wage indicators, the requirements on indicator 1.13 and 1.14 remain valid as the brand is yet to establish a target wage (and the payment of that) agreed upon with its management.

Evaluation

Possible Points: 6

Earned Points: 6

Recommendations to Fair Wear

Workfashion recommends Fair Wear to improve its complaint handling procedure to ensure quick follow up of brand feedback and to offer more different kind of WEP trainings for factories.

It also recommends FW to ensure good guidance and supervision when brands and factories start with the implementation of the Labour Minute Costing Tool, to ensure all required data is filled in correctly.

FW is recommended to organise events such as The Industry We Want event more frequently so that different stakeholders can come together to define and work on the strategy for the industry. Furthermore, FW should consider having more regular exchange on a management level with its partners to make sure everyone is on the right track, to be more efficient and to have more exchange on strategic matters.

Lastly, Workfashion recommends Fair Wear to create a better FW testimonial and to provide a template for the Leader logo that can easily be adopted by the leader brands.

Scoring Overview

Category	Earned	Possible
Purchasing Practices	42	52
Monitoring and Remediation	24	31
Complaints Handling	6	15
Training and Capacity Building	3	9
Information Management	7	7
Transparency	6	6
Evaluation	6	6
Totals:	94	126

Benchmarking Score (earned points divided by possible points)

75

Performance Benchmarking Category

Leader

Brand Performance Check details

Date of Brand Performance Check:

07-06-2021

Conducted by:

Annemiek Smits

Interviews with:

Claudio Juen - CSR manager

Thomas Kehrli - CEO

Nicole Amber - Marketing & Graphic

Antonio de la Chica - Sourcing