



Brand Performance Check

Schijvens Confectiefabriek Hilvarenbeek B.V.

Publication date: August 2022

This report covers the evaluation period 01-06-2021 to 31-05-2022

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 year's 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 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

Schijvens Confectiefabriek Hilvarenbeek B.V.

Evaluation Period: 01-06-2021 to 31-05-2022

Member company information	
Headquarters:	Hilvarenbeek , Netherlands
Member since:	2010-03-01
Product types:	Workwear
Production in countries where Fair Wear is active:	Bangladesh, China, India, Turkey
Production in other countries:	Morocco, 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	97
Category	Leader

Summary:

Schijvens has shown progress on the advanced results on Fair Wear's performance requirements. The company has monitored 100% of its production volume. The total benchmarking score is 97, which means the brand is again awarded Leader status.

This performance check was a self-assessment verified by Fair Wear as part of a pilot.

Corona Addendum:

As last year, COVID-19 had barely any effect on Schijvens, with its specific customers such as supermarkets and the DIY markets that were not hit by the pandemic. In fact, the member experienced growth in orders.

As none of Schijvens' sourcing countries experienced a lockdown in the past financial year, the member only identified excessive overtime as a pandemic-related risk. Fabrics and trimmings were delayed significantly. To at least reduce transport time, Schijvens placed extra quantities of some orders in Turkey instead of Pakistan. The member started sourcing at two new Turkish locations to not put too much pressure on Schijvens' own factory. These two new suppliers are included in Schijvens' thorough monitoring system.

As its sourcing countries did not have travel restrictions, the brand could continue its monitoring via visits and auditing. The continued implementation of health and safety measures was monitored during visits.

Schijvens can demonstrate that its own Turkish supplier pays the target wage. The member also pays its share of the living wage at a Pakistani and Chinese supplier. All target wages are based on supplier surveys, the result of conversations with management and workers, and compared with different living wage benchmarks. Schijvens evaluates the target wages yearly and adjusts them where needed. In January, Schijvens increased the target wage for Turkey in response to the increase in the legal minimum wage. The member tries to have its customers cover the increased prices, but when there are price agreements that are preventing the member from doing so, it takes the increased labour costs out of its own margin.

Next to its work on living wages, the member actively addresses country-specific risks in Pakistan, India and Turkey, enrolling its suppliers in training to address gender-based violence and social dialogue. Overall, Schijvens has shown advanced progress and is a true sustainability frontrunner in the workwear industry.

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.	75%	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: Schijvens has bought 75% of its production volume from suppliers where it buys at least 10% of production capacity (compared to 68% last year).

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.	6%	Fair Wear provides incentives to clothing brands to consolidate their supplier base, especially at the tail end, as much as possible, and rewards those members who have a small tail end. Shortening the tail end reduces social compliance risks and enhances the impact of efficient use of capital and remediation efforts.	Production location information as provided to Fair Wear.	3	4	0

Comment: In the past financial year, Schijvens bought 5% of its production volume from production locations where it bought less than 2% of its total FOB. It is part of Schijvens' general strategy to increase order volumes where possible.

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.	76%	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: Schijvens bought 76% of its production volume from production locations where it has a business relationship of at least five 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: Schijvens has added two new suppliers in Turkey. Both have sent back the filled-in questionnaire.

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: Schijvens uses the Fair Wear country studies, country-specific guidance documents and Modint's due diligence tool as part of the due diligence process. This is also part of the decision-making process for selecting new production locations. In addition, new sites are asked for existing audit reports and, if these are insufficient, for additional documentation, photos and video of the factory. This information is discussed internally and incorporated in an overview per supplier outlining the improvement points for each production location. New production locations are visited, and improvement points of existing audit reports are discussed. Before production starts, new production locations have to sign the Code of Labour Practices.

The member works with all its suppliers with a two-way Code of Conduct. This document has been created with suppliers and outlines not only what Schijvens expects of the suppliers but also Schijvens' commitments toward the suppliers. The document includes the statement that Schijvens will never negotiate prices below the cost of production. Before new partnerships are established, this is also discussed and signed together.

Schijvens has organised a Fair Wear audit for one of the two new Turkish suppliers. For the other location, the member received an existing audit report.

As none of Schijvens' sourcing countries experienced a lockdown in the past financial year, the member only identified excessive overtime as a pandemic-related risk. Fabrics and trimmings were delayed significantly (see for more information indicator 1.6). The continued implementation of health and safety measures was monitored during visits.

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; CSR elements are included. Usually, the supplier with the best score gets an award during the yearly supplier meeting, including a financial reward. Improvement points are also discussed during the supplier meeting. The brand organised the supplier meeting end of 2021 and handed out the award for best CSR performance. Suppliers that continue to score low and are less motivated to implement improvements will receive fewer orders. The remaining orders are redistributed among suppliers that score well. Hence Schijvens creates a pool of reliable and CSR-oriented suppliers.

Schijvens did not exit any suppliers in 2021/2022. Because of pandemic-related delays in fabric and trimmings, Schijvens placed extra quantities of some orders in Turkey instead of Pakistan, but this did not result in reduced orders in Pakistan.

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

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

Because of the material delays in Asia, Schijvens placed extra quantities of some orders in Turkey instead of Pakistan, to at least reduce transport time. To ensure this would not put too much pressure on Schijvens' own factory, the member started sourcing at two new Turkish locations. In other cases, the member sometimes chose transport by air instead of sea. Power cuts in China affected the Chinese suppliers only moderately. With a few extra days of production time, this did not lead to increased production pressure.

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: An April 2022 audit found excessive overtime at Schijvens' own supplier, though this had decreased considerably in the past. The member added some subcontractors to divide orders, but several factors caused excessive overtime hours. There was a delay in materials, and some orders were shifted from Pakistan to Turkey. The clock-in system had a defect that now has been resolved. Additionally, construction work was being done at the factory, and some workers volunteered to help as they appreciated the extra income. Schijvens will continue to monitor working hours and has hired a local CSR person to follow up on this. Root causes are not yet addressed, though of course, the payment of a target wage is an important factor.

At one of Schijvens' new suppliers in Turkey, the member is also working on reducing overtime hours. For the juvenile workers, the allowed working hours have already been adjusted.

Recommendation: Fair Wear recommends Schijvens to continue its efforts to bring down excessive overtime at its suppliers.

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

Comment: Schijvens is aware of wage levels at its suppliers. In addition, Schijvens uses full open cost price calculations with its customers, showing them exactly how the price they pay relates to wages paid in the factories. In all contracts with its customers, the company clarifies what factors influence the price, i.e. the price of materials, wages, transport costs and the US Dollar exchange rate. If one of these variables changes, Schijvens can clarify to its customers that the product's price changes. In January, the member increased its prices in response to the increased wages in Turkey.

Schijvens explains to its customers that if the payment of higher wages leads to a too high overall price, there are ways to lower that price again, for example, by leaving out a button or pocket somewhere in the design.

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

Comment: At one of its new suppliers, it was found that one employee did not receive the legal minimum wage in the first months of working in the facility. The reason was that the employee had no experience and was hired as a trainee; after three months, he received the minimum wage. Schijvens discussed this immediately during a factory visit, that even though a new employee has no experience, the supplier is required to provide at least the minimum wage at all times. The member plans to organise a Fair Wear monitoring visit to verify remediation.

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: No late payments were identified. 30% of the order is paid in advance and the remaining 70% once goods are shipped.

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

Comment: Schijvens is aware of the wage levels at all its suppliers and calculated the living wage gap to work on closing this gap. All suppliers know Schijvens' living wage journey and the goal to implement better wages at all production facilities. Generally, Schijvens considers the main root cause of wages below living wages in the garment industry to be that it is common practice among brands to pay low prices.

After successfully increasing wages at its own production location in Turkey, Schijvens has continued rolling out its living wage approach in one of the production locations in Pakistan together with another Fair Wear member in this facility. Together they were able to lift the wages of all workers to a living wage.

Schijvens further continued its work to realize a living wage up-charge on the piece price workers receive in one of its Chinese production locations. This work is rolled out to another Pakistani supplier and the supplier in India.

The member participates in Fair Wear's living wage incubator meetings. Schijvens is a signatory of the Living Wage Call to Action established by IDH and Unilever. This initiative is aimed at companies within all different branches developing and scaling up solutions for workers in global supply chains with the ultimate goal of a living wage.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.12 Percentage of production volume from factories owned by the member company (bonus indicator).	21%	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 owns a facility in Turkey, responsible for 21% of Schijvens' FOB.

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

Comment: Schijvens has determined and financed wage increases at three production locations in Turkey, Pakistan and China. The target wages that were used in the previous year were 4931 TRY for Turkey, 24750 PKR for Pakistan and 4200 RMB for China. These are based on the data gathered from factory surveys and compared with different living wage benchmarks. The member has rolled out its living wage project to one supplier in India and one supplier in Pakistan and aims to include all of its suppliers gradually.

Schijvens uses open-cost calculation toward its customers to give insight into the impact of living wages on their prices. The wage increases are financed by incorporating them into the prices to customers. When this is impossible, because the contract including pricing is fixed, Schijvens simply pays the wage increases from its profit. Schijvens acknowledges that (living) wages are not static and continues evaluating selected benchmarks and adapting the living wage estimates as needed.

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.	48%	Fair Wear member companies are challenged to adopt approaches that absorb the extra costs of increasing wages.	Member company's own documentation, evidence of target wage implementation, such as wage reports, factory documentation, communication with factories, etc.	4	6	0

Comment: Schijvens has paid its share for the wage increase at its production location in Turkey, where it sourced 21% of the total FOB in the last financial year. Schijvens adjusted the wage levels in January 2022 in response to the inflation. The company also paid its share for the wage increase at one of the production locations in Pakistan, which was responsible for 24% of Schijvens' total FOB. Schijvens could demonstrate that it pays a living wage up-charge on top of the piece price at one of its Chinese suppliers, which is responsible for approximately 3% of its total FOB. Wage levels are evaluated yearly and have increased every year so far.

Recommendation: Schijvens is encouraged to continue its approach to increasing wages at factory level.

Purchasing Practices

Possible Points: 52

Earned Points: 47

2. Monitoring and Remediation

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

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.1 Specific staff person is designated to follow up on problems identified by monitoring system.	Yes	Followup is a serious part of Fair Wear membership, and cannot be successfully managed on an ad-hoc basis.	Manuals, emails, etc., demonstrating who the designated staff person is.	2	2	-2

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

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

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

Comment: Schijvens shares the audit reports and determines the timeline for CAP follow-up in dialogue with the factory, and uses the Fair Wear recommended timeline as a basis. The determined timeline is documented in the CAP file. In case of urgent findings, Schijvens starts to work with the factory on remediation immediately.

Before audits take place, Schijvens informs the factories they would like worker representation to be involved during the audit and follow-up. Contact details are collected, so where possible there is direct communication, the CAP is also shared in the local language. In China and Pakistan, Schijvens works with agents who are involved in the audits and CAP follow-up as well.

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

Comment: Schijvens has a robust system in place for CAP follow-up. The company follows up on outstanding CAPs at least twice a month. During the annual supplier meeting, CAPs are discussed in a plenary session with all suppliers so that they can learn from each other. In addition, CAPs are also addressed by the CEO and owner during annual visits to suppliers. In these discussions, Schijvens addresses all findings and asks suppliers what they need from Schijvens to perform better. The status of the CAP findings is tracked systematically in the CAP file.

The important issues noted in a recent audit report at Schijvens' own factory have immediately been resolved. The overtime premiums have been corrected, and Schijvens took out a disciplinary regulation. The stairs to the cafeteria posed a risk of injuries, which has also been remediated. Next, Schijvens' approach to reducing excessive overtime is by ensuring a target wage is paid out, which would remove the need for overtime hours. The Fair Wear audit Schijvens organised for one of the new Turkish locations showed a lot of findings. Schijvens' local person has addressed them in a meeting with the factory. Some urgent issues are in the process of remediation, and others have been resolved already. The member will plan a Fair Wear monitoring visit to verify remediation.

Recommendation: Fair Wear recommends Schijvens to conduct a root cause analysis of the issues at its new Turkish supplier, and focus on prevention.

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.	76%	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.	4	4	0

Comment: In the past financial year, Schijvens has visited ten suppliers responsible for 76% of the total FOB.

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 collects existing audit reports for all production locations in countries where Fair Wear does not have a local audit team. Also, existing audit reports are reviewed upfront when new partnerships are established. The member uses Fair Wear's quality assessment tool to assess the quality and asks additional questions to the suppliers when information is incomplete.

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

Comment: Schijvens is aware of Bangladesh's risks and stays up-to-date by using the Fair Wear country study, CSR risk checker and audit reports. Schijvens is a member of the Accord, and fire safety training took place in the factory in Bangladesh where Schijvens sources. An anti-harassment committee was established in this factory as well.

The member is aware of specific risks in Turkey. The company has adopted the Fair Wear guidance as its policy on risks related to Turkish garment factories employing Syrian refugees. Schijvens monitors each factory, including subcontractors, and knows whether there are Syrian workers and whether they have the correct permits. The local colleague is in direct contact with all factories, including subcontractors, to check this continuously and has participated in Fair Wear seminars on this specific topic. To address gender-based violence and living wages in Turkey, Schijvens started collaborating with RVO and other Fair Wear members in 2022. The own factory has been enrolled in Fair Wear's Dialogue WEP.

Schijvens is aware of the risk of forced labour in China and sent out a statement to all Chinese suppliers, making clear this is not in line with Schijvens' values and encouraging their tier one suppliers to convey this message to other suppliers in their chain. Schijvens participated in research on bonded labour, and the study identified a high risk of bonded labour at two of its production locations further down the chain. As this issue is too sensitive to address, the company decided to gradually move its production to other suppliers and countries to reduce the risk.

In countries where freedom of association is restricted, such as the United Arab Emirates, Turkey and China, Schijvens ensures there is a workers committee or worker representative at the factory and the complaints helpline is in place.

The member organised a Violence and Harassment Prevention WEP for its Indian supplier. Schijvens organised training for all suppliers in Pakistan. Schijvens' main two suppliers in India and Pakistan are participating in an anti-harassment programme. Next to that, Schijvens is collaborating with another Fair Wear member in Pakistan to improve literacy among women and support female empowerment.

Schijvens has checked that its suppliers still follow health and safety regulations to limit the spread of COVID-19.

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

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

Where possible, Schijvens always works with other brands, also non-Fair Wear members.

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.: Yes (1)

Comment: Schijvens sources from one location in Portugal and goes well beyond Fair Wear's monitoring requirements. It has requested hours and wage documentation and works on CAP findings. The factory has completed the online factory tool.

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

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

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

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

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

Monitoring and Remediation

Possible Points: 30

Earned Points: 32

3. Complaints Handling

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

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

Comment: Schijvens has a full-time CSR manager whose responsibilities include addressing worker complaints.

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

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

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.3 Degree to which member company has actively raised awareness of the FWF CoLP and complaints hotline.	79%	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.	6	6	0

Comment: Schijvens enrolled eight suppliers, responsible for 79% of its total FOB, in training to raise awareness of Fair Wear's Code of Labour Practices and the complaint helpline. Furthermore, Schijvens hands out the Fair Wear Worker Information Cards (WICs) when visiting factories where they are not already available at the location. Schijvens' suppliers use the Fair Wear Factory Guide to support them in following up on complaints and understanding the importance of such training programmes.

Schijvens also rolled ensured facilities further down the supply chain such as dye houses and spinning mills post a document similar to Fair Wear's worker information sheet, including Schijvens' own complaint email address.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.4 All complaints received from production location workers are addressed in accordance with the FWF Complaints Procedure.	No complaints received	Providing access to remedy when problems arise is a key element of responsible supply chain management. Member company involvement is often essential to resolving issues.	Documentation that member company has completed all required steps in the complaints handling process.	N/A	6	-2

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.5 Cooperation with other customers in addressing worker complaints at shared suppliers.	No complaints or cooperation not possible / necessary	Because most production locations supply several customers with products, involvement of other customers by the Fair Wear member company can be critical in resolving a complaint at a supplier.	Documentation of joint efforts, e.g. emails, sharing of complaint data, etc.	N/A	2	0

Complaints Handling

Possible Points: 9

Earned Points: 9

4. Training and Capacity Building

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

Comment: All staff at Schijvens is made aware of Fair Wear membership; this plays an important role in the company throughout the year. For example, when strategic plans are discussed, their relation to the Fair Wear membership requirements is highlighted. Annually, the CSR responsible person gives a presentation including a review of the latest book year and plans for the upcoming years, including an introduction of the CSR report. Internal working groups at Schijvens with staff from different departments work together on specific topics such as living wage, delivery times and recycling. There is a weekly newsletter which includes CSR highlights and updates.

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

Comment: All staff in direct contact with suppliers are made aware of Fair Wear requirements by attending training/webinars, and when needed, updates are discussed directly as it is a small team. There is a monthly meeting with the management to discuss the status of running topics.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
4.3 All sourcing contractors/agents are informed about FWF's Code of Labour Practices.	Yes + actively support COLP	Agents have the potential to either support or disrupt CoLP implementation. It is the responsibility of member company to ensure agents actively support the implementation of the CoLP.	Correspondence with agents, trainings for agents, Fair Wear audit findings.	2	2	0

Comment: Schijvens works with two agents for its production in Pakistan and China. The agents know of the Fair Wear membership and actively support the Fair Wear CoLP and CAP follow-up. Both agents participate in Schijvens' annual supplier meeting, where Fair Wear membership and CSR topics are discussed. Schijvens also has direct contact with the suppliers sourced via these agents. In Turkey, a local Schijvens colleague who manages the own factory also keeps in close contact with the other Turkish factories.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
4.4 Factory participation in training programmes that support transformative processes related to human rights.	52%	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.	6	6	0

Comment: The member has organised advanced training for two suppliers. Schijvens enrolled one supplier in Pakistan in advanced training via Innovatus. The first two sessions of this training took place. Schijvens is taking into account the factory's needs in developing this training and plans to continue the training programme once the COVID-19 situation has somewhat calmed down. Schijvens considers including topics like discrimination in the factory, gender inequality, gender-based factory, etc. Depending on the situation in the factory, the training will be adapted.

For its Indian supplier, Schijvens organised a Fair Wear WEP Violence and Harassment Prevention in May 2022.

Schijvens' own facility in Turkey participated in the WEP Factory Dialogue in January 2022. The WEP Factory Dialogue was so far not considered a training programme that supports transformative processes. However, for, Schijvens' own supplier Fair Wear has conducted a new pilot of this training, consisting of two sessions. Therefore this now counts under this indicator.

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

Comment: Schijvens still needs to receive reports about the transformative training so that it can start follow-up.

Training and Capacity Building

Possible Points: 11

Earned Points: 11

5. Information Management

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
5.1 Level of effort to identify all production locations.	Advanced	Any improvements to supply chains require member companies to first know all of their production locations.	Supplier information provided by member company. Financial records of previous financial year. Documented efforts by member company to update supplier information from its monitoring activities.	6	6	-2

Comment: Schijvens has full insight into all its production locations. As a member of the Dutch Agreement on Sustainable Textiles, Schijvens is obliged to map its entire supply chain. Schijvens has agreed with all production locations that they cannot subcontract CMT production. Schijvens has contacted all suppliers about subcontractors and what services are outsourced; this information has been included in the Fair Wear database. Audit reports and realistic production capacity are used to double-check the production location and, when necessary, to identify subcontractors. Schijvens' local colleague in Turkey can also directly check capacity at suppliers there, and when travel is possible again, will do this in Pakistan as well.

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 to all relevant staff. This includes information related to COVID-19, such as supplier questionnaires. Schijvens developed working groups in which all departments are represented to discuss strategic topics, such as living wages and delivery times. The social report is also printed in hard copy and distributed among staff and customers.

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: Schijvens communicates about Fair Wear and its Fair Wear membership on its website, in documents shared with customers, tenders and in company presentations. Furthermore, Schijvens always mentions Fair Wear at publicity events.

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: Schijvens discloses all its suppliers on the Fair Wear website and the Open Apparel Registry. Schijvens published its brand performance check report and signed the Transparency Pledge.

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

Comment: Schijvens' social report includes a complete overview of all factories in its supply chain and relevant information per supplier, such as certifications, risks, the occurrence of excessive overtime, etc. This overview includes all tiers of Schijvens' supply chain and is published on the company 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 Fair Wear policies are integrated into the structure of the company.	Meeting minutes, verbal reporting, Powerpoints, etc.	2	2	0

Comment: Schijvens evaluates Fair Wear membership with top management at least every month. The company is involved in initiatives addressing sustainability in the garment supply chain.

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

Evaluation

Possible Points: 2

Earned Points: 2

Recommendations to Fair Wear

Schijvens recommends Fair Wear to go deeper into the supply chain, i.e. beyond tier 1, as a lot of risks can be identified there. In addition, it would be helpful if WEP programmes could easily be used by other organizations in production locations in countries where Fair Wear is not active. Schijvens would like Fair Wear to make it easier for brands to link when producing in a shared factory.

Scoring Overview

Category	Earned	Possible
Purchasing Practices	47	52
Monitoring and Remediation	32	30
Complaints Handling	9	9
Training and Capacity Building	11	11
Information Management	7	7
Transparency	6	6
Evaluation	2	2
Totals:	114	117

Benchmarking Score (earned points divided by possible points)

97

Performance Benchmarking Category

Leader

Brand Performance Check details

Date of Brand Performance Check:

06-07-2022

Conducted by:

Self Assessment verified by Niki Janssen

Interviews with:

Jeske van Korven - CSR manager