



## **Brand Performance Check**

**Schijvens Confectiefabriek  
Hilvarenbeek B.V.**

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This report covers the evaluation period 01-06-2022 to 31-05-2023

## About the Brand Performance Check

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

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

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

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

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

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

# Scoring overview

Total score: 170

Possible score: 194

Benchmarking Score: 88

Performance Benchmarking Category: Leader



## Summary:

Schijvens has shown advanced results on performance indicators and has made exceptional progress. With a total benchmarking score of 88, the member is placed firmly in the Leader category.

Schijvens conducts risk scoping for all sourcing countries and includes all eight labour standards. The member company systematically identifies human rights risks for each production location. Schijvens aims to enrol all its suppliers in full assessments. Based on the risk assessment, the member company has developed an action plan for most of its suppliers. Having identified safety risks for its suppliers in Pakistan, Schijvens was keen to sign the International Accord when it extended its operations to Pakistan in 2023. As the member is active in countries where gender is a high risk, Schijvens has put in a lot of effort in developing a women empowerment programme in Pakistan to create more equal working conditions and job opportunities.

Schijvens shows it takes its commitment to living wages seriously and is steadily rolling out its living wage costing to other suppliers. The supplier contract, created in cooperation with its suppliers, isolates the price increase for a living wage from the margin for the buyer and agent to prevent price escalation.

Schijvens has done a lot of work to ensure its practices align with the OECD guidelines on Human Rights Due Diligence (HRDD) and seems well-placed to improve its practices and work on further implementing mitigative and preventive measures in the coming years.

In 2023, Fair Wear implemented a new performance check methodology aligned with the OECD guidelines on HRDD. This new methodology raises the bar and includes some new indicators, which may result in a lower score for member brands. Because this is a transition year, Fair Wear lowered the scoring threshold.

## 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.

# Company Profile Schijvens Confectiefabriek Hilvarenbeek B.V.

## Member company information

Member since: 1 Jan 2010

Product types: Workwear

Percentage of CMT production versus support processes 100%

Percentage of FOB purchased through own or joint venture production 10.02%

Percentage of FOB purchased directly 81%

Percentage of FOB purchased through agents or intermediaries 81%

Percentage of turnover of external brands resold 0%

FLA Member No

Member of other MSI's/Organisations Agreement on Sustainable Garment and Textile, International Accord,

Number of complaints received last financial year 0

## Basic requirements

Definitive production location data has been submitted for the financial year under review? Yes

Work Plan and projected production location data have been submitted for the current financial year? Yes

## Production countries, including number of production locations and total production volume.

Production Country	Number of production locations	Percentage of production volume
Pakistan	7	36.67%
Türkiye	4	20.95%
China	17	19.05%
North Macedonia	7	12.49%
India	2	5.24%
Morocco	2	2.97%
Portugal	5	2.6%
United Arab Emirates	1	0.02%

# Layer 1 Foundational system's criteria

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**Possible Points: 8**

**Earned Points: 8**

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1.1 Member company has a Responsible Business Conduct policy adopted by top management.: Yes

1.2 All member company staff are made aware of Fair Wear's membership requirements.: Yes

1.3 All staff who have direct contact with suppliers are trained to support the implementation of Fair Wear requirements.:  
Yes

1.4 A specific staff person(s) is designated to follow up on problems identified by the monitoring system, including complaints handling. The staff person(s) must have the necessary competence, knowledge, experience, and resources.:  
Yes

1.5 Member company has a system in place to identify all production locations, including a policy for unauthorised subcontracting.: Yes

1.6 Member company discloses internally through Fair Wear's information management system, in line with Fair Wear's Transparency Policy.: Yes

**Comment:** Schijvens Confectiefabriek Hilvarenbeek B.V. discloses 100% of production locations internally through Fair Wear's information management system.

1.7 Member company discloses externally on Fair Wear's transparency portal, in line with Fair Wear's Transparency Policy.: Yes



**Comment:** Schijvens Confectiefabriek Hilvarenbeek B.V. discloses 100% of production locations externally on Fair Wear's transparency portal.

**1.8 Member complies with the basic requirements of Fair Wear's communication policy.:** Yes

## Layer 2 Human rights due diligence, including sourcing strategy and responsible purchasing practices.

**Possible Points: 90**

**Earned Points: 78**

### Indicators on Sourcing strategy

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.1 Member company's sourcing strategy is focused on increasing influence to meaningfully and effectively improve working conditions.	Intermediate	Fair Wear expects members to adjust their sourcing strategy to increase their influence over working conditions. Members should aim to keep the number of production locations at a level that allows for the effective implementation of responsible business practices.	Strategy document; consolidation plans, examples of implementation.	4	6	0

**Comment:** Schijvens has a sourcing strategy that describes the member's aim to keep a consolidated supply chain and long partnerships to address working conditions. Although the strategy does not mention cooperation with other brands as a means to increase leverage, the member shows it cooperates intensively with other brands.

The member has 33 active suppliers. 61% of the production volume comes from suppliers where the member has at least 10% leverage at suppliers. Only 4% of the production volume comes from suppliers where Schijvens buys less than 2% of its total FOB and has less than 10% leverage.

**Recommendation:** Schijvens could include in its sourcing strategy an ambition to increase influence on suppliers by cooperating with other buyers.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.2 Member company's sourcing strategy is focused on building long-term relationships.	Basic	Stable business relationships underpin the implementation of the Code of Labour Practices and give factories a reason to invest in improving working conditions.	Strategy documents; % of FOB from suppliers where a business relationship has existed for more than five years; Examples of contracts outlining a commitment to long-term relationship; Evidence of shared forecasting.	2	6	0

**Comment:** 57% Of the member's total FOB volume comes from suppliers with whom Schijvens has a business relationship for at least five years. Due to significant growth, the member company has added several partners to its supplier base. The member does not commit to long-term contracts. However, Schijvens has clients whose collections stay the same for multiple years, and therefore aims for lifelong commitments with all its suppliers.

**Recommendation:** Fair Wear recommends Schijvens to commit to long-term contracts with its regular partners.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.3 Member company conducts a risk scoping exercise as part of its sourcing strategy.	Intermediate	Human rights due diligence, according to the OECD guidelines, requires companies to undertake a scoping exercise to identify and mitigate potential human rights risks in supply chains of potential business partners.	HRDD policy; Sourcing strategy linked to results of scoping exercise; HRDD processes, including specific responsibilities of different departments; Use of country studies; Analysis of business and sourcing model risks; Use of licensees and/or design collaborations.	4	6	-2

**Comment:** Schijvens conducts risk scoping on sourcing country level, and the member has assessed the impact and prevalence of the risks correctly. The member company uses Fair Wear's country studies and other due diligence tools as a basis for country information. Input from workers, suppliers, and stakeholders is included in the risk scoping, as information also comes from Fair Wear's full assessments and an auditing organisation using Fair Wear's methodology, including worker interviews. The risk scoping includes a gender lens, though not yet for each labour standard. When, in 2023, the International Accord extended its operations to Pakistan, Schijvens immediately signed it as a way to manage health and safety risks at its Pakistani suppliers. Schijvens assessed all risk factors such as sector, business model, sourcing model and product level risks.

In exceptional cases, an identified risk leads to different sourcing decisions. One client required organic cotton for its order, and Schijvens asked one of its Chinese suppliers if this could be arranged. The supplier advised against it because the risks of forced labour would be too high. The member company will, therefore, look at other countries to source organic cotton.

Schijvens' sourcing strategy does not mention a preference for countries where workers can freely form or join a trade union and/or bargain collectively.

**Recommendation:** Fair Wear recommends Schijvens to include a gender lens for all labour standards in its risk scoping. Fair Wear strongly recommends Schijvens to adjust its sourcing based on the results of its risk scoping and identify countries where it does not want to grow or start sourcing based on identified high risks.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.4 Member company engages in dialogue with factory management about Fair Wear membership requirements before finalising the first purchase order.	Advanced	Sourcing dialogues aim to increase transparency between the member and the potential supplier, which can benefit improvements efforts going forward.	Process outline to select new factories; Material used in sourcing dialogue; Documents for sharing commitment towards social compliance; Meeting reports; On-site visits; Reviews of suppliers' policies.	4	4	0

**Comment:** It is the standard process for Schijvens to inform new suppliers about Fair Wear membership by sending its two-way Code of Conduct and a supplier questionnaire that needs to be signed. This process has been followed for all new suppliers added last year. When the brand cannot visit the suppliers immediately, it will schedule a call to discuss Fair Wear requirements.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.5 Member company collects the necessary human rights information to inform sourcing decisions before finalising the first purchase order.	Intermediate	Human rights due diligence processes are necessary to identify and mitigate potential human rights risks in supply chains. Specific risks per factory need to be considered as part of the decision to start cooperation and/or place purchasing orders.	Questionnaire with CoLP, reviewing and collecting existing external information, evidence of investigating operational-level grievance system, union and independent worker committee presence, collective bargaining agreements, engaging in conversations with other customers and other stakeholders, including workers.	4	6	0

**Comment:** Schijvens collects human rights information of potential new suppliers by collecting self-assessments, existing audit reports and the current status of CAPs. When existing assessment reports do not provide sufficient information, additional documentation about wages and working hours is requested. During visits, Schijvens discusses outstanding improvement points of existing audit reports and checks how the internal grievance mechanism functions. During the factory tour, Schijvens pays particular attention to how workers respond when management walks through production lines. This scrutiny has previously dissuaded Schijvens from onboarding certain suppliers. Visiting staff observed tension between workers and factory management, which was affirmed in meetings where it became apparent that management lacked concern for the well-being of the workforce. Schijvens is not yet collecting worker/stakeholder input before finalising the first order and finds it difficult to contact worker representatives because of the language barrier.

After onboarding, Schijvens organised full assessments of Fair Wear for three of the six new production locations. When Schijvens visited the three new locations in North Macedonia producing for the client it took over, it became clear only one supplier was interested in working on labour rights. Therefore, Schijvens will only continue with this facility and has already scheduled a full Fair Wear assessment.

The member's sourcing strategy does not mention a preference for suppliers where workers can form or join a trade union and/or bargain collectively. The company does not collect information from workers or stakeholders to inform the sourcing decision.

**Recommendation:** Fair Wear encourages the member to collect worker and stakeholder input before placing the first order.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.6 Member actively ensures awareness of the Fair Wear CoLP, the complaints helpline, and social dialogue mechanisms within the first year of starting business.	Advanced	This indicator focuses on the preliminary mitigation of risks by actively raising awareness about the Fair Wear Code of Labour Practices and complaints helpline. Discussing Fair Wear's CoLP with management and workers is a key step towards ensuring sustainable improvements in working conditions and developing social dialogue at the supplier level.	Evidence of social dialogue awareness raised through earlier training/onboarding programmes, onboarding materials, information sessions on the factory grievance system and complaints helpline, use of Fair Wear factory guide, awareness-raising videos, and the CoLP.	6	6	0

**Comment:** The member company has shared information about Fair Wear's CoLP and the complaints helpline within the first year of doing business with its six new suppliers. The Worker Information Sheet has been posted at all factories. During visits to the new locations, Schijvens handed out Worker Information Cards.

The member has planned onboarding training for its two new suppliers in China within the first year of business, which will be carried out in early 2024. Schijvens also planned onboarding training for the North Macedonian supplier with which it will continue. The member company is looking for an organisation to organise onboarding training at its new Portuguese facility.

## Indicators on Identifying continuous human rights risks



Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.7 Member company has a system to continuously monitor human rights risks in its supply chain.	Advanced	Members are expected to regularly evaluate risk in a systematic manner. The system used to identify human rights risks determines the accuracy of the risks identified and, as such, the possibilities for mitigation and remediation.	Use of risk policies, country studies, audit reports, other sources used, how often information is updated.	6	6	0

**Comment:** Schijvens systematically identifies human rights risks in its supply chain and has assessed the risks for each production location using Fair Wear's member hub. In its risk assessment, it may lower the likelihood of risks for which audits did not identify non-compliances. However, Schijvens does not reduce the likelihood of these risks to the lowest level to ensure it does not lose sight of them.

The member company aims to enrol all its production locations in full assessments. It has done so for all but four suppliers (two of these locations are being exited, and for the other two Schijvens plans assessments). Where Fair Wear is active, these will be Fair Wear assessments. In other countries, Schijvens works with an organisation that adopted the Fair Wear methodology. In this way, worker and stakeholder input is included in the monitoring. As a result of the risk assessment, Schijvens is now looking for an organisation that can conduct assessments at its Portuguese facilities following the same inclusive approach.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.8 Member company's continuous monitoring of human rights risks includes an assessment of freedom of association (FoA).	Advanced	Freedom of association and collective bargaining are 'enabling rights.' When these rights are respected, they pave the way for garment workers and their employers to address and implement the other standards in Fair Wear's Code of Labour Practices - often without brand intervention.	Use of supplier questionnaire to inform decision-making, collected country information, and analyses.	6	6	0

**Comment:** Schijvens has mapped the risks to Freedom of Association (FoA) in all its sourcing countries and can explain the main risks per country, including the risks to women workers. In Türkiye, for instance, the facilities are located in free trade zones where unions are not allowed. Schijvens uses this country information to understand the risks at its suppliers and inform itself how to engage with its suppliers on this topic.

The member has supplier-level monitoring in place to assess and understand the risk at suppliers. It knows from each supplier if there are worker representatives and whether they have been freely elected. The member company also requests meeting minutes to understand the topics discussed. Schijvens always invites worker representatives to open and exit meetings of audits.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.9 Member company includes a gender analysis throughout their continuous monitoring of human rights risks, to foster a better understanding of gendered implications.	Intermediate	Investing in gender equality creates a ripple effect of positive societal outcomes. Members must apply gender analyses to their supply chain to better address inequalities, violence, and harassment.	Evidence of use of the gender mapping tools and knowledge of country-specific fact sheets.	4	6	0

**Comment:** Schijvens has included gender in its risk scoping and shows it understands the gender risks for its sourcing countries. Additionally, Schijvens started collecting data on the gender composition of the workforce and management per factory. The member has yet to analyse the collected gender-disaggregated data at the factory and country levels, but has already implemented many follow-up actions (see indicator 3.3).

**Recommendation:** Schijvens is recommended to collect more gender data per factory, related to every labour standard. For instance, it can check if relevant policies (such as maternity leave) are in place and properly implemented.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.10 Member company considers a production location's human rights performance in its purchasing decisions.	Advanced	Systematic evaluation is part of continuous human rights monitoring. A systematic approach to evaluating production location performance is necessary to integrate social compliance into normal business processes and to support good decision-making.	Supplier evaluation format, meeting notes on supplier evaluation shared with the factory, processes outlining purchasing decisions, link to responsible exit strategy.	4	4	0

**Comment:** Schijvens has a vendor rating system per production location, and 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 in a way that enables peer-to-peer learning. Suppliers that continue to score low and are less motivated to implement improvements will receive fewer orders. Schijvens also asks its suppliers to rate them as buyer, and discusses feedback during the annual supplier meeting.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.11 Member company prevents and responds to unauthorised or unknown production and/or subcontracting.	Advanced	Subcontracting can decrease transparency in the supply chain and has been demonstrated to increase the risk of human rights violations. Therefore, when operating in higher-risk contexts where it is likely subcontracting occurs, the member company should increase due diligence measures to mitigate these risks.	Production location data provided to Fair Wear, financial records from the previous financial year, evidence of member systems and efforts to identify all production locations (e.g., interviews with factory managers, factory audit data, web shop and catalogue products, etc.), licensee contracts and agreements with design collaborators.	4	4	0

**Comment:** Schijvens uses the outcomes of its human rights monitoring to respond to unauthorised subcontracting. There is no evidence of missing first-tier locations in the database. The member company has enrolled production locations that make up for 86% of the total FOB volume, in full assessments to verify there is no unauthorised subcontracting. Schijvens' local colleague in Türkiye and the local Quality Controllers in Pakistan and India visit production lines to check if all needed production processes take place in-house.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.12 Member company extends its due diligence approach to homeworkers.	Advanced	Homeworkers should be viewed as an intrinsic part of the workforce, entitled to receive equal treatment and have equal access to the same labour rights, and therefore should be formalised to achieve good employment terms and conditions.	Supplier policies, evidence of supplier and/or intermediaries' terms of employment, wage-slips from homeworkers.	4	4	0

**Comment:** Schijvens' audits do not identify that homeworkers are used and therefore assumes that there is no increased risk of homeworkers. The member has also asked its suppliers about the use of homeworkers. Next to that, Schijvens analyses if the production planning of its suppliers is realistic to identify potential risks. The embroidery of logos is done at its own Turkish facility and in embroidery units in India. The in-line inspections of the quality controllers are also a means to check on possible homeworkers.

## Indicators on Responsible purchasing practices

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.13 Member company's written contracts with suppliers support the implementation of Fair Wear's Code of Labour Practices and human rights due diligence, emphasising fair payment terms.	Advanced	Written, binding agreements between brands and suppliers, which support the Fair Wears CoLP and human rights due diligence, are crucial to ensuring fairness in implementing decent work across the supply chain.	Suppliers' codes of conduct, contracts, agreements, purchasing terms and conditions, or supplier manuals.	4	4	0

**Comment:** Schijvens has created its supplier contract in cooperation with its suppliers. The contract stipulates that 30% of the order is paid in advance and 70% once the goods are loaded on the vessel. The agreement further defines that Schijvens has the right to charge the supplier a discount in case of delivery delays after ten days, and more after 21 days. As with the rest of the contract, the decision on the timeline and the percentual discount has been created together with suppliers. The late delivery discount will only be applied when the supplier is at fault. If the delay is caused by late fabric delivery, the brand, or external issues, no discount will be charged. Schijvens also rewards suppliers for staying below the 11 delay days. The contract includes a clause on damages. This clause does not specify that proof of fault is needed before damages can be claimed on the supplier and could be improved further.

In addition, the contract lays down expectations for open-cost price calculations. To prevent price escalation over the price increase needed to cost for a living wage, the contract stipulates that Schijvens and its agents do not charge a margin over this increase.

**Recommendation:** Fair Wear recommends that Schijvens' contract includes that 'proof of fault by the supplier' is needed before it claims damages. When reviewing its contracts with suppliers, Schijvens could use the principles mentioned in the Common Framework of Responsible Purchasing Practices (CFRPP) and can look at the Supplier Model Contract Clauses.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.14 Member company has formally integrated responsible business practices and possible impacts on human rights violations in their decision-making processes.	Advanced	Corporate Social Responsibility (CSR), purchasing, and other staff that interact with suppliers must be able to share information to establish a coherent and effective strategy for improvements. This indicator examines how this policy and Fair Wear membership requirements are embedded within the member company.	Internal information systems, status Corrective Action Plans, sourcing score- cards, KPIs listed for different departments that support CSR efforts, reports from meetings from purchasing and/or CSR staff, and a systematic manner of storing information.	6	6	0

**Comment:** There is an active interchange of information between CSR and other departments to enable coherent and responsible business practices. The member includes responsible business practices in job role competencies. For instance, the buyer's job description mentions compliance with responsible sourcing practices and the development and implementation of the two-way Code of Conduct. The new buyer that Schijvens appointed has been trained on open-costing by the company.

**Recommendation:** Fair Wear recommends Schijvens to include even more specific indicators and ambitions related to responsible business practices, such as working with open costing, costing for living wage.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.15 Member company's purchasing practices support reasonable working hours.	Advanced	Members' purchasing practices can significantly impact the levels of excessive overtime at factories.	Proof that planning systems have been shared with production locations, examples of production capacity knowledge that is integrated into planning, timely approval of samples, and proof that management oversight is in place to prevent late production changes.	6	6	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 based on the proposal of the suppliers, with extra time factored in by Schijvens. Fabric and trim suppliers inform Schijvens when they need to have received the order to ensure the material is delivered on time to the CMT suppliers. Furthermore, Schijvens has fully implemented a PLM programme (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 the early stages 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 to its other Turkish suppliers if needed to relieve production pressure. Schijvens evaluates all orders with suppliers to learn what could be further improved. One of the feedback points brought in by suppliers was to reduce the time before samples are approved. This was already on Schijvens' radar, and it has increased purchasing capacity to improve on this point.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.16 Member company can demonstrate the link between its buying prices and wage levels at 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, cost sheets including labour minutes.	6	6	0

**Comment:** Schijvens requires all its suppliers to work with open costing and, therefore, has advanced insight into the labour component of its prices. Schijvens uses full open-cost price calculations with its customers, showing them exactly how its price 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 will change. In 2023, Schijvens adjusted its pricing in response to the minimum wage increases in Pakistan and Türkiye.



Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.17 All sourcing intermediaries play an active role in upholding Fair Wear's Code of Labour Practices and ensure transparency about where production takes place.	Advanced	Intermediaries have the potential to either support or disrupt CoLP implementation. It is members' responsibility to ensure production relation intermediaries actively support the implementation of the CoLP.	Correspondence with intermediaries, trainings for intermediaries, communication on Fair Wear audit findings, etc.	4	4	0

**Comment:** Schijvens works with three agents for its production in Pakistan, China and North Macedonia. The agents know of the Fair Wear membership and actively support the Fair Wear CoLP and CAP follow-up by, for instance, checking remediation on health and safety issues when in the factory. All agents participate in Schijvens' annual supplier meeting, where CSR topics are discussed. Schijvens also informs its agents about the outcome of the vendor rating.

## Layer 3 Prevention, mitigation and remediation

**Possible Points: 86**

**Earned Points: 76**

### Indicators on the quality and coherence of a members' prevention and remediation system

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.1 Member company integrates outcomes of human rights risk identification (layer 2) into prioritisation and follow-up programmes according to the risk profile.	Advanced	Based on the risk assessment outcomes, a factory risk profile can be determined with accompanying intervention strategies, including improvement and prevention programmes.	Overview of supplier base with accompanying risk profile and follow-up programmes.	6	6	0

**Comment:** Based on the risk identification as described in chapter two, Schijvens has linked factory risks to appropriate follow-up for factories covering 87% of FOB. Schijvens could show that it prioritises actions that match the highest identified risks, including training on rights awareness and targeted action on social dialogue. In Pakistan and India where gender is one of the higher risks, Schijvens is carrying out and developing programmes to empower women and creating equal opportunities in employment. However, the actions are not always specific and can be made more SMART.

**Recommendation:** Fair Wear recommends the member to further improve its action plans.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.2 Member company's improvement and prevention programmes include a gender lens.	Intermediate	The prevention and improvement programmes should ensure equitable outcomes. Thus, a gender lens should be incorporated in all programmes regardless of whether or not the programme is specifically about gender.	Proof of incorporation of the gender lens in follow up programmes, including stakeholder input.	4	6	0

**Comment:** Schijvens included a gender lens in the action plans of all suppliers. To date, it focuses primarily on its suppliers in Pakistan and India. The gender action plans for the other suppliers are still a bit abstract. In Pakistan and India, Schijvens enrolled two suppliers in Fair Wear's Violence and Harassment Prevention Programme. Next to that, the member focuses on creating equal job opportunities for women. In Pakistan, Schijvens set up a women's empowerment programme funded by partners such as RVO. Together with another Fair Wear member, Zeeman, it enrolls one shared supplier, one Schijvens supplier and one of Zeeman in this programme. Unskilled women are taught sewing skills but also learn about personal skills such as finance. As Schijvens discovered that mothers-in-law are often adamant about their daughter-in-law staying at home, they are also involved in the programme. Once women are trained, they will start a new workplace with these women, first focusing on easy products like t-shirts. The long-term programme will, over the years, train the women to improve their skills and train new unskilled women. Being part of the programme, the suppliers also initiated the provision of sanitary pads for their workers. Next to this programme, the Pakistani suppliers arrange transport for women workers so they can safely commute home after overtime hours.

The programme in Pakistan inspired Schijvens' Indian supplier to work on gender and empower women as well. Together with Schijvens, the supplier is starting to work on women's empowerment.

**Recommendation:** The member is encouraged to draft more concrete actions to improve gender issues at the other suppliers where gender has been identified as a high risk.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.3 Member company's improvement and prevention programmes include steps to encourage freedom of association and effective social dialogue.	Intermediate	Freedom of Association and Collective Bargaining are enabling rights. Therefore, ensuring they are prioritised in improvement and prevention programmes can help support improvements in all other areas.	Available prevention and improvement programmes, including stakeholder input.	4	6	0

**Comment:** Schijvens included steps to encourage FoA and effective social dialogue in its action plans. So far the member has focused its efforts on preventative steps, and the member systematically assesses the functioning of worker committees and the understanding of social dialogue and FoA amongst the workers in its supply chain. To increase awareness, it has enrolled eight suppliers over the past three financial years in WEP Basic training, from Fair Wear or another organisation following Fair Wear's methodology. Schijvens also enrolled its own Turkish supplier in Fair Wear's Factory Dialogue module. Additionally, Schijvens talks with factories to increase awareness amongst management about the importance of having worker representatives being freely elected in stead of appointed. Schijvens also requests insight into meeting minutes to understand what is being discussed.

**Recommendation:** Fair Wear recommends Schijvens to be more comprehensive and include more specific steps to promote FoA and effective social dialogue. Fair Wear recommends Schijvens to apply a gender lens and ensure its steps to promote FoA and effective social dialogue address the specific risks for female workers.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.4 Member company actively supports operational-level internal grievance mechanism.	Advanced	Fair Wear's complaints helpline is a safety net in case local grievance mechanisms do not provide access to remedy. Members are expected to actively support and monitor the effectiveness of operational-level grievance mechanisms as part of regular contact with their suppliers.	Communication with suppliers, responses to grievances, minutes of internal worker committees, evidence of democratically elected worker representation, evidence of handled grievance, review of factory policies, and proof of effective social dialogue.	6	6	0

**Comment:** Suppliers' internal grievance mechanisms are assessed at the start of the business relationship. They are monitored during visits by checking the accessibility of the complaint box and looking into complaint logs. Where Schijvens concludes the grievance mechanism is not effective, it suggests how factories can improve, which is later validated with full assessments. Next to that, Schijvens has organised training for eight suppliers, which included information about the internal grievance mechanisms and Fair Wear's grievance mechanism.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.5 Member company collaborates with other Fair Wear members or customers of the production location.	Advanced	Cooperation between Fair Wear members increases leverage and the chances of successful outcomes. Cooperation also reduces the chances of a factory needing to conduct multiple improvement programmes about the same issue with multiple customers.	Communication between different companies.	6	6	0

**Comment:** Schijvens cooperates with other Fair Wear members at its shared suppliers, responding to CAPs and complaints. Sometimes, this cooperation also includes buyers who are not members of Fair Wear. The member company also cooperates in taking preventive measures, such as jointly organising training modules and setting up a programme to improve gender and living wages at its Pakistani suppliers with Zeeman and the living wage project in Türkiye with other Fair Wear members. Non-Fair Wear members regularly approach Schijvens to learn from their experience regarding sustainability.

### Indicators on implementation: improvement and prevention

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.6 Degree of progress towards implementation of improvement programme per relevant factory.	74%	Fair Wear expects members to show progress towards the implementation of improvement programmes. Members are expected to be actively involved in the examination and remediation of any factory-specific problem.	Progress reports on improvement programmes.	6	6	-2

**Comment:** During the performance check, the member could demonstrate with a sample that more than two-thirds of the CAP issues requiring improvement actions have been followed up. These issues include more complex and structural topics such as setting up a wage comparison system, paying overtime premiums, and complying with requirements when dismissing workers.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.7 Degree of progress towards implementation of prevention programme.	Intermediate progress	Fair Wear expects members to show progress towards the implementation of prevention programmes. With this indicator, Fair Wear assesses the degree of progress based on the percentage of actions addressed within the set timeframe.	Update on prevention programmes.	4	6	-2

**Comment:** Schijvens has identified the root causes of the CAP issues and discussed these with its suppliers. The member has started implementing preventive and mitigative actions to address some of these root causes. One recurring issue in China is that not all workers are covered by social insurance. Schijvens has discussed root causes with its suppliers and is planning training to raise awareness. The first preventative action for many root causes is awareness raising. With many of its factories enrolled in training and other training modules being planned, Schijvens is making steady progress in addressing the identified root causes.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.8 Member company validates risk profile and maintains regular dialogue with factories where no improvement or prevention programme is needed.	No factories in the respective risk profile	When no improvement or prevention programme is needed, Fair Wear expect its member companies to actively monitor the risk profile and continue to mitigate risks and prevent human rights abuses.	Use of Fair Wear workers awareness digital tool to promote access to remedy. Evidence of data collected, worker interviews, monitoring documentation tracking status quo.	N/A	6	0

**Comment:** Schijvens does not have suppliers where improvement or prevention steps are not needed.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.9 Degree to which member company mitigates root causes of excessive overtime.	Intermediate	Member companies should identify excessive overtime caused by the internal processes and take preventive measures. In addition, members should assess ways to reduce the risk of external delays.	This indicator rewards self-identification of efforts to prevent excessive overtime. Therefore, member companies may present a wide range of evidence of production delays and how the risk of excessive overtime was addressed, such as: reports, correspondence with factories, collaboration with other customers of the factory, use of Fair Wear tools, etc.	4	6	0

**Comment:** In the previous year, four reports of the total four full assessments conducted by Fair Wear mention excessive overtime. Findings range from weekly excessive overtime hours and too many consecutive working days to incomplete time records for a factory that Schijvens added in 2023 to its supplier base. As for all CAP findings, Schijvens analyses the root causes of these findings. According to the member, the root causes are the factory's production planning and taking up more orders than can be produced within legal working hours. The new Chinese factory that, according to the audit, did not have a correct timekeeping system, has set up a new system and informed workers how to use it correctly.



While the yearly overtime hours at the own supplier have been reduced by almost 1700 hours, the work on reducing excessive at the other suppliers is still ongoing.

**Recommendation:** Fair Wear strongly recommends Schijvens to continue addressing excessive overtime at its own supplier and other suppliers where excessive overtime is a recurring issue.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.10 Member company adequately responds if production locations fail to pay legal wage requirements and/or fail to provide wage data to verify that legal wage requirements are paid.	Advanced	Fair Wear members are expected to actively verify that all workers receive legal minimum wage. If a supplier does not meet the legal wage requirements or is unable to show they do, Fair Wear member companies are expected to hold the management at the production location accountable for respecting local labour law.	Complaint reports, CAPs, additional emails, Fair Wear Audit Reports or additional monitoring visits by a Fair Wear auditor, or other documents that show the legal wage issue is reported/resolved.	4	4	-2

**Comment:** In the previous year, all four Fair Wear assessments included findings regarding non-payment of legal minimum wage/ legally required wage elements. These range from non-payment of statutory leaves and wage systems that do not ensure a legal minimum wage for piece-rate workers in China to double bookkeeping at a Turkish supplier that pays part of wages and bonuses in cash. The member company stopped with the Turkish supplier as the supplier was unwilling to work on improving labour rights. Another supplier ceased operations (see indicator 3.17). Schijvens only received the report of the third audit after the closure of the previous financial year; therefore, follow-up will be assessed in the following performance check.

The fourth audit identified that the new Chinese supplier did not have a system to ensure that piece-rate workers earn at least legal minimum wage. This has now been resolved, and the member received evidence.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.11 Degree to which member company assesses and responds to root causes of wages 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.	Member companies may present a wide range of evidence of how payment below living wage was addressed, such as: internal policy and strategy documents, reports, wage data/wage ladders, gap analysis, 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 it. All suppliers know Schijvens' living wage journey and the goal of implementing better wages at all production facilities. Generally, Schijvens considers the main root cause of wages below living wages to be the low prices paid by brands. After increasing wages at its own production location in Türkiye, Schijvens has continued rolling out its living wage approach to a Chinese supplier and to one of the production locations in Pakistan. Schijvens is setting up a new workplace together with its Indian supplier, who was inspired by the example in Pakistan. Schijvens will be the only client and cost for a living wage in this facility.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.12 Member company determines and finances wage increases.	Advanced	Member companies should have strategies in place to contribute to and finance wage increases in their production locations.	Analysis of wage gap, strategy on paper, demonstrated roll out process.	6	6	0

**Comment:** Schijvens has determined and financed wage increases at three production locations in Türkiye, Pakistan and China. The target wages are based on the data gathered from factory surveys and compared with different living wage benchmarks. The member is rolling out its living wage project to one supplier in India, another supplier in Pakistan and a new supplier in Türkiye and aims to include all its suppliers gradually.

Schijvens uses open-cost calculations for 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. Where customers refuse to pay higher pricing to enable a living wage, Schijvens will cover this from its margin. Schijvens continues to evaluate selected benchmarks and adapt living wage estimates as needed.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.13 Percentage of production volume where the member company pays its share of the living wage estimate.	37%	Fair Wear requires its member companies to act to ensure a living wage is paid in their production locations to each worker.	Member company's own documentation such as reports, factory documentation, evidence of Collective Bargaining Agreement (CBA) payment, communication with factories, etc.	4	6	0

**Comment:** Schijvens uses fact-based costing to ensure its prices cover its share of the living wage estimate at three suppliers, making up 37% of the total FOB. This amounts to 59% of all pieces being produced for Schijvens.

At its own Turkish supplier workers at least received 10500 Turkish Lira since January 2023. This is based on the living wage benchmark provided by Wageindicator for the region where the factory is located. Schijvens reviews this annually and also when minimum wages increase, as it did in Türkiye twice in 2023.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.14 Member addresses grievances received through Fair Wear's helpline in accordance with the Fair Wear Complaints Procedure.	No complaints received	Members are expected to actively support the operational-level grievance mechanisms as part of regular contact with their suppliers. The complaints procedure provides a framework for member brands, emphasising the responsibility towards workers within their supply chain.	Overview of supporting activities, overview of grievances received and addressed, etc.	N/A	4	-2

**Comment:** Schijvens received no complaints in the past financial year.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.15 Degree to which member company implements training appropriate to the improvement or prevention programme.	Intermediate	Training programmes can play an important role in improving working conditions, especially for more complex issues, such as freedom of association or gender-based violence, where factory-level transformation is needed.	Links between the risk profile and training programme, documentation from discussions with management and workers on training needs, etc.	4	6	0

**Comment:** Schijvens has CAP findings where training is a recommended follow-up action for six factories. Schijvens has enrolled three of these factories in training to address the CAP findings. One supplier stopped operations shortly after the audit, and training for the two remaining suppliers is scheduled for early 2024. Next to that, the member company has also enrolled other suppliers in training due to its risk assessment.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.16 Degree to which member company follows up after a training programme.	Advanced	Training is a crucial tool to support transformative processes but complementary activities such as remediation and changes at the brand level are needed to achieve lasting impact	Evidence of engagement with factory management regarding training outcomes, documentation on follow-up activities, and proof of integration into further monitoring and risk profiling efforts.	6	6	0

**Comment:** Many training modules are still ongoing, and Schijvens still needs to receive all training reports. During one training in Pakistan, workers raised some grievances, and to investigate further the member company planned a full assessment. Since this one did not identify those issues, Schijvens plans another training to check whether the same grievances would come up. The member has not yet been able to use the results of the training as input for its human rights risk monitoring.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.17 The member company's human rights risk monitoring system includes a responsible exit strategy.	Intermediate	Withdrawing from a non-compliant supplier should only be the last resort when no more impact can be gained from other strategies. Fair Wear members must follow the steps as laid out in the responsible exit strategy.	Exit strategy policy, examples of supplier communications.	2	4	0

**Comment:** In the past financial year, the member stopped with its Bangladeshi supplier, where it had negligible leverage. Next to that, it is exiting two North Macedonian suppliers. As described in chapter two, Schijvens made clear from the start that it would only continue with one of the three North Macedonian suppliers. Schijvens is also exiting two Turkish suppliers where it has negligible leverage because of quality issues and no motivation to improve labour rights. Schijvens always ensures its exit is announced in advance and has not yet exited a supplier where it has significant leverage.

One of the Chinese suppliers where Schijvens had 15% leverage stopped production entirely. While Schijvens contacted the supplier that it should pay all dismissed workers what they are due, the member company did not request evidence of this. Schijvens included its exit strategy in its supplier contracts but does not provide much information about what it considers a responsible exit.

**Recommendation:** Schijvens is strongly recommended to ask for proof that workers receive what they are due when a supplier stops operations. The member company could include more details about the responsible exit strategy as part of its suppliers' agreement or contract.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.18 Member company's measures, business practices and/or improvement programmes go beyond the indicators or scope.	Intermediate	Fair Wear would like to reward and encourage members who go beyond the Fair Wear policy or scope requirements. For example, innovative projects that result in advanced remediation strategies, pilot participation, and/or going beyond tier 2.	Overview of Human Right risk monitoring, remediation and prevention activities and processes.	4	6	0

**Comment:** Schijvens undertakes activities related to human rights that go beyond Fair Wear's scope and identifies risks further down its supply chain. The member company organises full assessments for the dye houses and ensures workers in the second tier also have access to a grievance mechanism. It has shown to follow up on a CAP from a dye house and received evidence of many improvements in health and safety findings.

## Layer 4 External communication, outreach, learning, and evaluation

**Possible Points: 18**

**Earned Points: 16**

### Indicators related to communication

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
4.1 Member company actively communicates about Fair Wear membership and its human rights due diligence efforts.	Advanced	Fair Wear membership includes the need for a brand to show its efforts, progress, and results. Fair Wear members have the tools and targeted content to showcase accountability and inform customers, consumers, and retailers. The more brands communicate about their sustainability work, the greater the overall impact of the work of the Fair Wear member community.	Member website, sales brochures, and other communication materials.	4	4	0

**Comment:** Schijvens communicates accurately about Fair Wear membership on its website. The member also uses other channels to inform customers and stakeholders about Fair Wear membership. By giving lectures and presentations about living wages and sustainable entrepreneurship, and being featured on prime-time television, Schijvens very actively spreads the Fair Wear message.



Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
4.2 Member company sells external brands with a Human Rights Due Diligence system (if applicable).	No reselling of external brands	Some member companies resell other brands, which Fair Wear refers to as 'external production'. These members are expected to investigate the Human Rights Due Diligence system of these other brands, including production locations and the availability of monitoring information.	External production data in Fair Wear's information management system, collected information about other brands' human rights due diligence systems, and evidence of external brands being part of other multi-stakeholder initiatives that verify their responsible business conduct.	N/A	4	0

**Comment:** Schijvens does not sell external brands.

## Indicators related to brand and supply chain transparency

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
4.3 Social report is submitted to Fair Wear and is published on the member company's website.	Intermediate	The social report is an important tool for member companies to share their efforts with stakeholders transparently. The social report explicitly refers to the workplan and the yearly progress related to the brands goals identified in the workplan.	Social report.	2	4	0

**Comment:** Schijvens has submitted its social report after the deadlines because of maternity leave. Fair Wear has approved the social report. The member company has also published the report on its website.

**Recommendation:** Fair Wear recommends Schijvens to deliver the social report on time.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
4.4 Member company engages in advanced reporting activities.	Advanced	Good reporting by members helps ensure the transparency of Fair Wear's work and helps share best practices within the industry. This indicator reviews transparency efforts reported beyond (or included in) the social report.	Brand Performance Check, audit reports, information about innovative projects, specific factory compliance data, disclosed production locations (list tier 2 and beyond), disclosure of production locations, alignment with the Transparency Pledge.	4	4	0

**Comment:** Schijvens publishes its complete factory list on its website and Open Supply Hub, and includes its risk scoping and detailed remediation points per labour standard in the social report. The member company also includes an overview of the existence of trade unions and worker representatives at its suppliers.

**Recommendation:** Schijvens is advised to include the detailed remediation points per supplier.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
4.5 Member company has a system to track implementation and validate results.	Advanced	Progress must be checked against goals. Members are expected to have a system in place to track implementation and validate the progress made.	Documentation of top management involvement in systematic annual evaluation includes meeting minutes, verbal reporting, PowerPoint presentations, etc. Evidence of worker/supplier feedback.	6	6	0

**Comment:** Schijvens has a system to track progress and check if implemented measures have effectively prevented and remediated human rights violations. If that is not the case, the member adapts its approach, for instance, by offering specific training. The information used for this evaluation comes from full assessments that include worker and stakeholder input. Management is involved in the evaluation.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
4.6 Level of action/progress made on requirements from previous Brand Performance Check.	No requirements were included in the previous Brand Performance 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 should show documentation related to the specific requirements made in the previous Brand Performance Check.	N/A	4	-2

**Comment:** In the previous performance check, no requirements were included.



## 5 Appreciation chapter

5.1 Member company publicly responded to problems/allegations raised by consumers, the media, or NGOs.: Yes

**Comments:** Schijvens responds to requests from organisations such as Clean Clothes Campaign and has provided information for their Fashion Checker.

5.2 Member company actively participated in lobby and advocacy efforts to facilitate an enabling environment in production clusters.: Yes

**Comments:** Schijvens participated in several initiatives for industry-level bargaining on wages and has actively participated in lobby efforts for sustainability legislation.

5.3 Member company actively contributed to industry outreach, visibility, and learning in its main selling markets.: Yes

**Comments:** Schijvens took on a speaker role at industry events and for students where it talks about sustainability and its work on living wages.

## Recommendations to Fair Wear

Fair Wear is recommended to include action points for the member and factory in training reports. It is unclear for members what the status is of advanced training and Schijvens requests Fair Wear to improve this process. Communications is advised to ensure the correct logo of Schijvens is included in Fair Wear materials. Schijvens would like to urge Fair Wear to speed up the further development of the risk assessment tool and recommends that the risks scoping tool can be expanded by members themselves. Schijvens recommends Fair Wear to expand to other important sourcing countries, such as Pakistan, Portugal and Morocco and extend its scope beyond tier 1. The member would like to have more learnings throughout the year for members and more training and tools for factories (also for follow-up after training by FW, for example, support with internal training factories).

# Brand Performance Check details

Date of Brand Performance Check: **23-01-2024**

Conducted by: **Niki Janssen**

Interviews with: **Jeske van Korven, CSR manager**

**Trix van Halder, CSR**

**Shirley Schijvens, Commercial Director**

**Jaap Rijnsdorp, CEO**

**Stein Duecer, Purchasing**