



## BRAND PERFORMANCE CHECK

---

Bestex Fabricage BV

PUBLICATION DATE: AUGUST 2019

this report covers the evaluation period 01-01-2018 to 31-12-2018

## ABOUT THE BRAND PERFORMANCE CHECK

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

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

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

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

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

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

## BRAND PERFORMANCE CHECK OVERVIEW

Bestex Fabricage BV

Evaluation Period: 01-01-2018 to 31-12-2018

MEMBER COMPANY INFORMATION	
Headquarters:	Geffen, Netherlands
Member since:	01-09-2014
Product types:	Workwear
Production in countries where FWF is active:	China
Production in other countries:	
BASIC REQUIREMENTS	
Workplan and projected production location data for upcoming year have been submitted?	Yes
Actual production location data for evaluation period was submitted?	Yes
Membership fee has been paid?	Yes
SCORING OVERVIEW	
% of own production under monitoring	100%
Benchmarking score	45
Category	Needs Improvement

## Summary:

Bestex has shown insufficient progress in performance indicators. The brand's total benchmarking score of 45 is below the required 50 points, therefore Bestex is placed in the 'Needs Improvements' category. It monitored 100% of its total purchasing volume, which is above the 80% required by members after three years of membership.

Bestex only works with one supplier, located in China, with which it has a long-term and stable working relationship. It has direct contact with the owner of its supplier and discusses social compliance during the bi-annual trade fair. In 2018, conversations about the follow up on the FWF audit took place. This resulted in the remediation of most of the audit findings in 2018, although this could not yet be verified by Bestex. Furthermore, Bestex discusses planning and order placements openly with its supplier, which is a good step towards establishing reasonable working hours at its supplier. Apart from their own production in China, Bestex sells clothing of other European brands. Two of these brands are also FWF members, accounting for 91% of the total volume of external brands sold by Bestex in 2018.

FWF requires Bestex to conduct due diligence at its supplier and implement a formal process to evaluate the risks of labour violations. A factory visit is highly recommended in this process. In order to verify the remediation of audit findings, Bestex must start collecting evidence on the remediated issues. It is also recommended to start documenting discussions on social compliance with the supplier. Moreover, Bestex is required to actively raise awareness about the FWF Code of Labour Practices and FWF complaints hotline at its supplier. FWF encourages Bestex to work more actively towards implementing a living wage at its supplier. The first step in this process is getting insight into the link between buying prices and wages through open costing. Then, Bestex should define a target wage together with its supplier and start implementing measures to close this gap.

## PERFORMANCE CATEGORY OVERVIEW

**Leader:** This category is for member companies who are doing exceptionally well, and are operating at an advanced level. Leaders show best practices in complex areas such as living wages and freedom of association.

**Good:** It is FWF's belief that member companies who are making a serious effort to implement the Code of Labour Practices—the vast majority of FWF member companies—are 'doing good' and deserve to be recognized as such. They are also doing more than the average clothing company, and have allowed their internal processes to be examined and publicly reported on by an independent NGO. The majority of member companies will receive a 'Good' rating.

**Needs Improvement:** Member companies are most likely to find themselves in this category when major unexpected problems have arisen, or if they are unable or unwilling to seriously work towards CoLP implementation. Member companies may be in this category for one year only after which they should either move up to Good, or will be moved to suspended.

**Suspended:** Member companies who either fail to meet one of the Basic Requirements, have had major internal changes which means membership must be put on hold for a maximum of one year, or have been in Needs Improvement for more than one year. Member companies may remain in this category for one year maximum, after which termination proceedings will come into force.

Categories are calculated based on a combination of benchmarking score and the percentage of own production under monitoring. The specific requirements for each category are outlined in the Brand Performance Check Guide.

## 1. PURCHASING PRACTICES

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.1a Percentage of production volume from production locations where member company buys at least 10% of production capacity.	100%	Member companies with less than 10% of a production location's production capacity generally have limited influence on production location managers to make changes.	Supplier information provided by member company.	4	4	0

Comment: Bestex sources from one factory located in China and its orders accounted for more than 10% of the suppliers' production capacity in 2018. The remainder of its orders is external production placed at other European brands.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.1b Percentage of production volume from production locations where member company buys less than 2% of its total FOB.	0%	FWF provides incentives to clothing brands to consolidate their supplier base, especially at the tail end, as much as possible, and rewards those members who have a small tail end. Shortening the tail end reduces social compliance risks and enhances the impact of efficient use of capital and remediation efforts.	Production location information as provided to FWF.	4	4	0

Comment: In 2018, Bestex had only one production location responsible for 100% of its total FOB.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.2 Percentage of production volume from production locations where a business relationship has existed for at least five years.	100%	Stable business relationships support most aspects of the Code of Labour Practices, and give production locations a reason to invest in improving working conditions.	Supplier information provided by member company.	4	4	0

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

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.3 All (new) production locations are required to sign and return the questionnaire with the Code of Labour Practices before first bulk orders are placed.	Yes	The CoLP is the foundation of all work between production locations and brands, and the first step in developing a commitment to improvements.	Signed CoLPs are on file.	2	2	0

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

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.4 Member company conducts human rights due diligence at all (new) production locations before placing orders.	Insufficient	Due diligence helps to identify, prevent and mitigate potential human rights problems at suppliers.	Documentation may include pre-audits, existing audits, other types of risk assessments.	0	4	0

Comment: In 2018, Bestex did not start working with any new suppliers.

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

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

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

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.5 Production location compliance with Code of Labour Practices is evaluated in a systematic manner.	Yes	A systemic approach is required to integrate social compliance into normal business processes, and supports good decisionmaking.	Documentation of systemic approach: rating systems, checklists, databases, etc.	1	2	0

**Comment:** Bestex' monitoring of its supplier's compliance with the FWF Code of Labour Practices (CoLP) is based on biannual FWF audits and the implementation of the Corrective Action Plan. Non-compliance issues are discussed with the factory owner in person biannually during the trade fair and with Bestex' contact person via email and phone throughout the year. Bestex does not have any notes or summaries of these discussions and/or email conversations. Bestex promises its supplier to increase orders only when the supplier continuously works on improving its compliance with the CoLP.

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

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.6 The member company's production planning systems support reasonable working hours.	General or ad-hoc system.	Member company production planning systems can have a significant impact on the levels of excessive overtime at production locations.	Documentation of robust planning systems.	2	4	0



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

The production cycle is arranged in such a way that every three weeks, a delivery takes place. Furthermore, Bestex keeps a large stock in The Netherlands which relieves the pressure from the supplier to rush orders. Bestex' products have not changed over the years. This limits the chance of last-minute design changes that could put extra pressure on the supplier. Bestex only experiences delivery delays occasionally due to delays in transportation, not due delays at the supplier.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.7 Degree to which member company mitigates root causes of excessive overtime.	Intermediate efforts	Some production delays are outside of the control of member companies; however there are a number of steps that can be taken to address production delays without resorting to excessive overtime.	Evidence of how member responds to excessive overtime and strategies that help reduce the risk of excessive overtime, such as: root cause analysis, reports, correspondence with factories, etc.	3	6	0

**Comment:** The 2018 audit at Bestex' supplier showed that (excessive) overtime remains occurring on a regular basis. Bestex discussed this issue with its contact person at the supplier via email and on the phone. The supplier explained that excessive overtime occurs because workers want to work more than the legal working hours. The piece rate payment system might stimulate this.

As a result of the discussions on the excessive overtime, Bestex' contact person promised to make sure that working hours will stay within the legal limits. This is a good step, but the effectiveness of this promise could not be verified during the Brand Performance Check as Bestex has not requested attendance records yet.

**Recommendation:** Bestex could further discuss with factory management on the causes of excessive overtime and provide support to manage overtime. In addition, FWF recommends Bestex to request attendance records in order to verify the effectiveness of its discussions with the supplier. If necessary, Bestex could hire local experts to analyse root cause of excessive overtime in cooperation with the supplier. FWF could recommend qualified persons upon request.

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

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.8 Member company can demonstrate the link between its buying prices and wage levels in production locations.	Insufficient	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.	0	4	0

**Comment:** Bestex has regular discussions with its supplier related to the pricing of various articles of its collection. It does not know the exact labour component of the buying prices for each product. The supplier indicated that this is on average about 60% of the buying price.

In 2018, Bestex increased its prices with 3% to cover for the increased environmental and waste taxes in China. As Bestex needs to stay competitive, it could not increase its selling prices, hence margins decreased in 2018. As a matter of compensation, the supplier suggested that Bestex could limit its pre-payment period. However, Bestex did not agree as the company finds it crucial to work with an extensive pre-payment period so that the supplier can pay all wages in time.

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

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

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

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.9 Member company actively responds if production locations fail to pay legal minimum wages and/or fail to provide wage data to verify minimum wage is paid.	No problems reported/no audits	If a supplier fails to pay minimum wage or minimum wage payments cannot be verified, FWF 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, FWF Audit Reports or additional monitoring visits by a FWF auditor, or other documents that show minimum wage issue is reported/resolved.	N/A	0	-2

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.10 Evidence of late payments to suppliers by member company.	No	Late payments to suppliers can have a negative impact on production locations and their ability to pay workers on time. Most garment workers have minimal savings, and even a brief delay in payments can cause serious problems.	Based on a complaint or audit report; review of production location and member company financial documents.	0	0	-1

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.11 Degree to which member company assesses and responds to root causes for wages that are lower than living wages in production locations.	Insufficient	Assessing the root causes for wages lower than living wages will determine what strategies/interventions are needed for increasing wages, which will result in a systemic approach	Evidence of how payment below living wage was addressed, such as: Internal policy and strategy documents, reports, correspondence with factories, etc	0	6	0

**Comment:** Bestex discussed wage levels with the factory owner. The owner indicated to be willing to work towards living wages at the factory. However, there is no clear plan or strategy to do so and no agreed living wage benchmark yet.

As a response to the audit finding on wages below a living wage benchmark, and follow up discussions with Bestex, factory management said that wages increased with 8% in 2018. As Bestex did not request any payslips yet, this could not be verified during the Brand Performance Check.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.12 Percentage of production volume from factories owned by the member company (bonus indicator).	None	Owning a supplier increases the accountability and reduces the risk of unexpected CoLP violations. Given these advantages, this is a bonus indicator. Extra points are possible, but the indicator will not negatively affect an member company's score.	Supplier information provided by member company.	N/A	2	0

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.13 Member company determines and finances wage increases	None	Assessing the root causes for wages lower than living wages will determine what strategies/interventions are needed for increasing wages, which will result in a systemic approach.	Evidence of how payment below living wage was addressed, such as: internal policy and strategy documents, reports, correspondence with factories, etc.	0	4	0

**Comment:** Bestex has no insight yet in the gap between current wages and living wage benchmarks. The company indicates that it has no room for further price increase as it cannot increase the price for its clients in order to stay competitive. Therefore, productivity needs to increase in the factory in order to increase wages, according to Bestex.

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

**Recommendation:** To support companies in analysing the wage gap, FWF has developed a calculation model that estimates the effect on FOB and retail prices under different pricing models.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.14 Percentage of production volume where the member company pays its share of the target wage	0%	FWF member companies are challenged to adopt approaches that absorb the extra costs of increasing wages.	Member company's own documentation, evidence of target wage implementation, such as wage reports, factory documentation, communication with factories, etc.	0	3	0

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

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

---

## PURCHASING PRACTICES

Possible Points: 47

Earned Points: 20

---

## 2. MONITORING AND REMEDIATION

BASIC MEASUREMENTS	RESULT	COMMENTS
% of own production under standard monitoring (excluding low-risk countries)	100%	
% of production volume where monitoring requirements for low-risk countries are fulfilled	0%	To be counted towards the monitoring threshold. FWF low-risk policy should be implemented. See indicator 2.9. (N/A = no production in low risk countries.)
Meets monitoring requirements for tail-end production locations.	Yes	
Requirement(s) for next performance check		
Total of own production under monitoring	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 FWF membership, and cannot be successfully managed on an ad-hoc basis.	Manuals, emails, etc., demonstrating who the designated staff person is.	2	2	-2

Comment: The owner of the brand and its external financial adviser are the designated persons to follow up on problems identified by the monitoring system.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.2 Quality of own auditing system meets FWF standards.	Member makes use of FWF audits and/or external audits only	In case FWF teams cannot be used, the member companies' own auditing system must ensure sufficient quality in order for FWF to approve the auditing system.	Information on audit methodology.	N/A	0	-1

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.3 Audit Report and Corrective Action Plan (CAP) findings are shared with factory and worker representation where applicable. Improvement timelines are established in a timely manner.	No	2 part indicator: FWF audit reports were shared and discussed with suppliers within two months of audit receipt AND a reasonable time frame was specified for resolving findings.	Corrective Action Plans, emails; findings of followup audits; brand representative present during audit exit meeting, etc.	-1	2	-1

**Comment:** Bestex' supplier was audited by FWF in March 2018. Bestex thought FWF would share the audit report with the supplier, and it only found out that the supplier did not receive the report when checking on the follow up late 2018. Because of this misunderstanding, the supplier only received the report in November 2018.

Bestex did not assess whether worker representatives could be involved in the audit process.

**Requirement:** Bestex is required to share and discuss the audit report and CAP findings with the factory within two months. A reasonable time frame should be specified for resolving findings. In case worker representation is applicable the CAP should be shared with worker representative as well as involved in setting the timeframe for realising improvements.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.4 Degree of progress towards resolution of existing Corrective Action Plans and remediation of identified problems.	Basic	FWF considers efforts to resolve CAPs to be one of the most important things that member companies can do towards improving working conditions.	CAP-related documentation including status of findings, documentation of remediation and follow up actions taken by member. Reports of quality assessments. Evidence of understanding relevant issues.	4	8	-2



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

During the Brand Performance Check, Bestex shared the CAP with an extra column added by the supplier with updates on the findings. For most of the findings, the supplier indicated that the issues are remediated. This includes some health and safety issues like the certification of the first aid officer and new fire extinguishers. Also for the more complicated findings like excessive overtime, wages below a living wage, payment of statutory leave, and worker representatives, the supplier indicated that these issues are solved. Furthermore, the contact person at the factory shared with Bestex that the workers are trained on the FWF CoLP. Bestex could not show any details of the training set up, the number of participants, and/or the effectiveness of the training. Bestex could only prove the remediation of two of the CAP findings with a picture. These findings are related to the missing Worker Information Sheet and incorrectly stored stock. Bestex stresses that its working relationship with its supplier is based on mutual trust, and therefore it assumes that the other issues are indeed solved as indicated by its contact person.

**Recommendation:** FWF recommends Bestex to only close issues when verification can be provided by showing proof (pictures, documentation) or by on-site visits of Bestex, by including worker representation, or an independent third party.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.5 Percentage of production volume from production locations that have been visited by the member company in the previous financial year.	0%	Formal audits should be augmented by annual visits by member company staff or local representatives. They reinforce to production location managers that member companies are serious about implementing the Code of Labour Practices.	Member companies should document all production location visits with at least the date and name of the visitor.	0	4	0

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

**Requirement:** Annual visits should be made for production sites (including subcontractors and production locations in low-risk countries).

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

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.6 Existing audit reports from other sources are collected.	Yes	Existing reports form a basis for understanding the issues and strengths of a supplier, and reduces duplicative work.	Audit reports are on file; evidence of followup on prior CAPs. Reports of quality assessments.	1	3	0

**Comment:** In 2017, Bestex received a BSCI audit report of its supplier. However, Bestex did not assess the quality of the report, nor did it follow up directly on this audit as its supplier is bi-annually audited by FWF.

**Recommendation:** FWF recommends Bestex to use the Audit Quality Assessment Tool and immediately discuss with the supplier what information is missing and how to collect that information.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.7 Compliance with FWF risk policies.	Average score depending on the number of applicable policies and results	Aside from regular monitoring and remediation requirements under FWF membership, countries, specific areas within countries or specific product groups may pose specific risks that require additional steps to address and remediate those risks. FWF requires member companies to be aware of those risks and implement policy requirements as prescribed by FWF.	Policy documents, inspection reports, evidence of cooperation with other customers sourcing at the same factories, reports of meetings with suppliers, reports of additional activities and/or attendance lists as mentioned in policy documents.	3	6	-2
Compliance with FWF enhanced monitoring programme Bangladesh	Policies are not relevant to the company's supply chain			N/A	6	-2
Compliance with FWF Myanmar policy	Policies are not relevant to the company's supply chain			N/A	6	-2
Compliance with FWF guidance on abrasive blasting	Policies are not relevant to the company's supply chain			N/A	6	-2
Compliance with FWF guidance on risks related to Turkish garment factories employing Syrian refugees	Policies are not relevant to the company's supply chain			N/A	6	-2
Other risks specific to the member's supply chain are addressed by its monitoring system	Intermediate			3	6	-2

**Comment:** Bestex tries to mitigate the risk of excessive overtime at its Chinese supplier by working with relatively long lead times, communicating openly with the supplier about capacity problems, and keeping an extensive stock in The Netherlands in order to deal with last-minute changes in demand and supply. Bestex tries to discuss freedom of association with its supplier but indicated that this issue is still rather sensitive and therefore difficult to discuss openly. With the factory management slowly being transferred to the son of the owner, Bestex hopes to be able to have a more open discussion on sensitive issues in the future as the younger generation might be more willing to talk about these issues.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.8 Member company cooperates with other FWF member companies in resolving corrective actions at shared suppliers.	No CAPs active, no shared production locations or refusal of other company to cooperate	Cooperation between customers increases leverage and chances of successful outcomes. Cooperation also reduces the chances of a factory having to conduct multiple Corrective Action Plans about the same issue with multiple customers.	Shared CAPs, evidence of cooperation with other customers.	N/A	2	-1

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.9 Percentage of production volume where monitoring requirements for low-risk countries are fulfilled.	No production in low-risk countries	Low-risk countries are determined by the presence and proper functioning of institutions which can guarantee compliance with national and international standards and laws. FWF has defined minimum monitoring requirements for production locations in low-risk countries.	Documentation of visits, notification of suppliers of FWF membership; posting of worker information sheets, completed questionnaires.	N/A	3	0

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.10 Extra bonus indicator: in case FWF member company conducts full audits at tail-end production locations (when the minimum required monitoring threshold is met).	Yes	FWF 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 FWF and recent Audit Reports.	2	2	0

Comment: Bestex only sources at one supplier, which was audits in 2018.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.11 Questionnaire is sent and information is collected from external brands resold by the member company.	Yes	FWF believes it is important for affiliates that have a retail/wholesale arm to at least know if the brands they resell are members of FWF or a similar organisation, and in which countries those brands produce goods.	Questionnaires are on file.	1	2	0

Comment: Bestex shared the FWF questionnaire with its external producers but did not receive any information back yet.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.12 External brands resold by member companies that are members of another credible initiative (% of external sales volume).	91%	FWF believes members who resell products should be rewarded for choosing to sell external brands who also take their supply chain responsibilities seriously and are open about in which countries they produce goods.	External production data in FWF's information management system. Documentation of sales volumes of products made by FWF or FLA members.	3	3	0

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

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

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.13 Questionnaire is sent and information is collected from licensees.	No licensees	FWF believes it is important for member companies to know if the licensee is committed to the implementation of the same labour standards and has a monitoring system in place.	Questionnaires are on file. Contracts with licensees.	N/A	1	0

---

## MONITORING AND REMEDIATION

Possible Points: 32

Earned Points: 15

---

### 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 FWF membership, and cannot be successfully managed on an ad-hoc basis.	Manuals, emails, etc., demonstrating who the designated staff person is.	1	1	-1

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

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
3.2 Member company has informed factory management and workers about the FWF CoLP and complaints hotline.	Yes	Informing both management and workers about the FWF Code of Labour Practices and complaints hotline is a first step in alerting workers to their rights. The Worker Information Sheet is a tool to do this and should be visibly posted at all production locations.	Photos by company staff, audit reports, checklists from production location visits, etc.	2	2	-2

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

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
3.3 Degree to which member company has actively raised awareness of the FWF CoLP and complaints hotline.	0%	After informing workers and management of the FWF CoLP and the complaints hotline, additional awareness raising and training is needed to ensure sustainable improvements and structural worker-management dialogue.	Training reports, FWF's data on factories enrolled in the WEP basic module. For alternative training activities: curriculum, training content, participation and outcomes.	0	6	0

**Comment:** As part of the CAP follow up, training was performed at Bestex' supplier. The quality of this training could be assessed during the brand performance check due to a lack of information and can therefore not count towards this indicator.

**Requirement:** FWF requires Bestex to actively raise awareness about the FWF Code of Labour Practices and FWF complaint hotline. Bestex should ensure good quality systematic training of workers and management on these topics. To this end, Bestex can either use FWF's Workplace Education Programme (WEP) basic module or implement training related to the FWF CoLP and complaint hotline through service providers or brand staff. FWF's guidance on training quality standards is available on the Member Hub.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
3.4 All complaints received from production location workers are addressed in accordance with the FWF Complaints Procedure	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 FWF member company can be critical in resolving a complaint at a supplier.	Documentation of joint efforts, e.g. emails, sharing of complaint data, etc.	N/A	2	0

## COMPLAINTS HANDLING

Possible Points: 9

Earned Points: 3

## 4. TRAINING AND CAPACITY BUILDING

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
4.1 All staff at member company are made aware of FWF membership.	Yes	Preventing and remediating problems often requires the involvement of many different departments; making all staff aware of FWF membership requirements helps to support cross-departmental collaboration when needed.	Emails, trainings, presentation, newsletters, etc.	1	1	0

Comment: The owner informs its staff personally about FWF membership.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
4.2 All staff in direct contact with suppliers are informed of FWF requirements.	Yes	Sourcing, purchasing and CSR staff at a minimum should possess the knowledge necessary to implement FWF requirements and advocate for change within their organisations.	FWF Seminars or equivalent trainings provided; presentations, curricula, etc.	2	2	-1

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

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
4.3 All sourcing contractors/agents are informed about FWF's Code of Labour Practices.	Member does not use agents/contractors	Agents have the potential to either support or disrupt CoLP implementation. It is the responsibility of member company to ensure agents actively support the implementation of the CoLP.	Correspondence with agents, trainings for agents, FWF audit findings.	N/A	2	0

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
4.4 Factory participation in training programmes that support transformative processes related to human rights.	0%	Complex human rights issues such as freedom of association or gender-based violence require more in-depth trainings that support factory-level transformative processes. FWF has developed several modules, however, other (member-led) programmes may also count.	Training reports, FWF's data on factories enrolled in training programmes. For alternative training activities: curriculum, training content, participation and outcomes.	0	6	0

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

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

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
4.5 Degree to which member company follows up after a training programme.	No training programmes have been conducted or member produces solely in low-risk countries	After factory-level training programmes, complementary activities such as remediation and changes on brand level will achieve a lasting impact.	Documentation of discussions with factory management and worker representatives, minutes of regular worker-management dialogue meetings or anti-harassment committees.	N/A	2	0

## TRAINING AND CAPACITY BUILDING

Possible Points: 9

Earned Points: 3

## 5. INFORMATION MANAGEMENT

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
5.1 Level of effort to identify all production locations	Intermediate	Any improvements to supply chains require member companies to first know all of their production locations.	Supplier information provided by member company. Financial records of previous financial year. Documented efforts by member company to update supplier information from its monitoring activities.	3	6	-2

**Comment:** Bestex only works with one supplier. During the FWF audit in March 2018, it was found that Bestex' supplier works with subcontractors for printing and embroidery processes. As Bestex does not buy any garment with print or embroidery, these subcontractors are not used for Bestex' production. Since Bestex has not visited the new factory of its supplier yet, it bases its idea about the factory capacity and possible subcontracting on the information provided by the factory owner and FWF audits. Furthermore, Bestex double checks its produce on quality and packaging consistency to see if parts of the production were subcontracted. Based on this check, subcontracting does not appear to happen.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
5.2 CSR and other relevant staff actively share information with each other about working conditions at production locations.	Yes	CSR, purchasing and other staff who interact with suppliers need to be able to share information in order to establish a coherent and effective strategy for improvements.	Internal information system; status CAPs, reports of meetings of purchasing/CSR; systematic way of storing information.	1	1	-1

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

---

## INFORMATION MANAGEMENT

Possible Points: 7

Earned Points: 4

---

## 6. TRANSPARENCY

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
6.1 Degree of member company compliance with FWF Communications Policy.	Minimum communications requirements are met AND no significant problems found	FWF's communications policy exists to ensure transparency for consumers and stakeholders, and to ensure that member communications about FWF are accurate. Members will be held accountable for their own communications as well as the communications behaviour of 3rd-party retailers, resellers and customers.	FWF membership is communicated on member's website; other communications in line with FWF communications policy.	2	2	-3

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

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
6.2 Member company engages in advanced reporting activities	No	Good reporting by members helps to ensure the transparency of FWF's work and shares best practices with the industry.	Member company publishes one or more of the following on their website: Brand Performance Check, Audit Reports, Supplier List.	0	2	0

**Recommendation:** FWF recommends Bestex to publish one or more of the following reports on its website: brand performance check, audit reports, supplier information. Good reporting by members helps to ensure the transparency of the member and FWF's work.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
6.3 Social Report is submitted to FWF and is published on member company's website	Complete and accurate report submitted to FWF	The social report is an important tool for members to transparently share their efforts with stakeholders. Member companies should not make any claims in their social report that do not correspond with FWF's communication policy.	Social report that is in line with FWF's communication policy.	1	2	-1

Comment: Bestex submitted the Social Report 2018 to FWF.

Requirement: FWF approach requires transparency on member companies work towards social standards. The social report needs to be submitted to FWF and published on Member company's website.

---

## TRANSPARENCY

Possible Points: 6

Earned Points: 3



## 7. EVALUATION

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

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

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
7.2 Level of action/progress made on required changes from previous Brand Performance Check implemented by member company.	40%	In each Brand Performance Check report, FWF may include requirements for changes to management practices. Progress on achieving these requirements is an important part of FWF membership and its process approach.	Member company should show documentation related to the specific requirements made in the previous Brand Performance Check.	2	4	-2

**Comment:** - 1.4: A formal process should exist to evaluate the risks of labour violations in the production areas the member is operating> No progress made in 2018.

- 1.7: Bestex should investigate to what extent its current buying practices influence the working hours at supplier level. A root cause analysis of excessive overtime should be done> Bestex discussed the overtime issue with its supplier, who promised improvements, however, this is not verified by Bestex yet.

- 1.11: Bestex must take adequate steps to move towards living wages as estimated by local stakeholder> Bestex discussed the issue with its supplier and the supplier raised wages with 8% but this was not verified yet and there is no plan or strategy to work towards living wages.

- 2.5: Annual visits should be made for production sites (including subcontractors and production locations in low-risk countries)> No progress made in 2018.

- 3.3: Bestex should have a routine to ensure the worker information sheet with complaints handlers contact details is posted in a place freely accessible to workers> Bestex could show a picture of the posted worker information sheet.

- 6.3: The social report needs to be published on Member company's website> no progress on this in 2018 due to the delay in Bestex' new website.

---

## EVALUATION

Possible Points: 6

Earned Points: 4

## RECOMMENDATIONS TO FWF

- Bestex would like FWF to communicate more in Dutch and have more Dutch publications and communication materials available.
- Bestex recommends FWF to adjust its requirements to the member company size and CSR resources.
- Bestex suggests FWF could stimulate more peer to peer learning among members with a similar size. This could include studying a best practice of a larger brand and translating this to the smaller brands' day to day work.
- Bestex would like to see more positive communication about brands that fall in the lowest Brand Performance Check category.

## SCORING OVERVIEW

CATEGORY	EARNED	POSSIBLE
Purchasing Practices	20	47
Monitoring and Remediation	15	32
Complaints Handling	3	9
Training and Capacity Building	3	9
Information Management	4	7
Transparency	3	6
Evaluation	4	6
Totals:	52	116

### BENCHMARKING SCORE (EARNED POINTS DIVIDED BY POSSIBLE POINTS)

45

### PERFORMANCE BENCHMARKING CATEGORY

Needs Improvement

## BRAND PERFORMANCE CHECK DETAILS

Date of Brand Performance Check:

28-06-2019

Conducted by:

Linda van IJendoorn

Interviews with:

Patrick Bekkers, Owner/Director

Mart van der Pas, Financial advisor