



BRAND PERFORMANCE CHECK

Triaz GmbH

this report covers the evaluation period 01-01-2015 to 31-12-2015

ABOUT THE BRAND PERFORMANCE CHECK

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

FWF's Brand Performance Check is a tool to evaluate and report on the activities of FWF's affiliate members. The Checks examine how affiliate management systems support FWF's Code of Labour Practices. They evaluate the parts of affiliate 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 factories, and most factories work for many different brands. This means that in most cases FWF affiliates have influence, but not direct control, over working conditions. As a result, the Brand Performance Checks focus primarily on verifying the efforts of affiliates. Outcomes at the factory level are assessed via audits and complaint reports, however the complexity of the supply chains means that even the best efforts of FWF affiliates cannot guarantee results.

Even if outcomes at the factory level cannot be guaranteed, the importance of good management practices by affiliates cannot be understated. Even one concerned customer at a factory 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 factory 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 affiliate employees who play important roles in the management of supply chains, and a variety of documentation sources, financial records, supplier data. The findings from the Brand Performance Check are summarized and published at www.fairwear.org. The online [Brand Performance Check Guide](#) provides more information about the indicators.

BRAND PERFORMANCE CHECK OVERVIEW

Triaz GmbH

Evaluation Period: 01-01-2015 to 31-12-2015

AFFILIATE INFORMATION	
Headquarters:	Freiburg im Breisgau, Germany
Member since:	01-09-2011
Product types:	Fashion
Production in countries where FWF is active:	Bulgaria, China, India, Macedonia, the former Yugoslav Republic of, Romania, Tunisia, Turkey
Production in other countries:	Bosnia and Herzegovina, Czech Republic, Germany, Poland, Spain, Switzerland, Ukraine
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
All suppliers have been notified of FWF membership?	Yes
SCORING OVERVIEW	
% of own production under monitoring	92%
Benchmarking score	77
Category	Leader

Summary:

Triaz meets most of FWF's requirements and goes beyond. Triaz has audited 92% of its total production volume, which meets FWF's monitoring threshold - 90% at the fourth year of membership.

Triaz has built long term relationship with majority of its suppliers. Suppliers are evaluated regularly on their performance on social compliance. CSR department, buying department and marketing department of Triaz joint efforts to make progress at suppliers on social standards. Triaz provides suppliers with production planning in advance. There is a standard lead time and suppliers do not need to pay penalties in case of delay. Triaz has frequent contacts with suppliers on delivery, quality and social compliance. All issues in the Corrective Action Plans have been discussed with suppliers. Triaz has motivated six suppliers to join FWF's workplace education programme.

Beyond FWF's requirements, Triaz also actively promotes FWF membership with external suppliers. The company has knowledge on all production locations of the external suppliers. Some suppliers of external suppliers are audited.

FWF encourages Triaz to make further efforts to make detailed product costing calculations at two main suppliers (where it has high and/or total leverage) on the basis of existing living wage benchmarks, draw conclusions for its pricing policy and take steps towards the implementation of living wage. Triaz is recommended to assess root causes of excessive overtime at audited factories and take further steps at brand level to reduce the risk of excessive overtime.

PERFORMANCE CATEGORY OVERVIEW

Leader: This category is for affiliates 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 affiliates who are making a serious effort to implement the Code of Labour Practices—the vast majority of FWF affiliates—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 affiliates will receive a 'Good' rating.

Needs Improvement: Affiliates 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. Affiliates 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: Affiliates 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. Affiliates 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
1.1 Percentage of production volume from suppliers where affiliate buys at least 10% of production capacity	66%	Affiliates with less than 10% of a factories' production capacity generally have limited influence on factory managers to make changes.	Supplier information provided by affiliate.	3	4	0
1.2 Percentage of production volume from suppliers where a business relationship has existed for at least five years	81%	Stable business relationships support most aspects of the Code of Labour Practices, and give factories a reason to invest in improving working conditions.	Supplier information provided by affiliate.	4	4	0
1.3 All new suppliers are required to sign and return the Code of Labour Practices before first orders are placed.	Yes	The CoLP is the foundation of all work between factories and brands, and the first step in developing a commitment to improvements.	Signed CoLPs are on file.	2	2	0

Comment: Triaz has five new production locations in Turkey, Germany and Macedonia in 2016. New suppliers need to sign the Code of Labour Practices before any order is placed.

1.4 Company conducts human rights due diligence at all new suppliers before placing orders.	Yes	Due diligence helps to identify, prevent and mitigate potential human rights problems at new suppliers.	Documentation may include pre-audits, existing audits, other types of risk assessments.	4	4	0
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Comment: The most important selection criteria for Triaz to identify a new supplier are: meeting ecological specifications, social compliance, traceability of production locations.

In practice, the main supplier in Turkey was audited. All new suppliers have committed to the Code of Labour Practices. Previous audit reports of the factories have been collected whenever possible.

1.5 Supplier compliance with Code of Labour Practices is evaluated in a systematic manner.	Yes, and performance improvement is rewarded	A systemic approach is required to integrate social compliance into normal business processes, and supports good decisionmaking.	Documentation of systemic approach: rating systems, checklists, databases, etc.	2	2	0
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Comment: Triaz has a system to evaluate the suppliers. Every half year there is an evaluation. Both sourcing department and sustainability department give scores to each supplier. Triaz finds that usually factories performing better at social compliance are also able to provide good quality products. In only very few cases there is a difference between the scores given by sourcing and by sustainability department. In such cases there will be a discussion involving the CEO to decide on follow up steps.

Rewards to suppliers with high ratings are:

- Increasing orders. This might not be possible for all suppliers due to the limitation on styles and product types.
- Prepayment for fabrics.
- Commitment to work with the supplier on long term basis.

1.6 The affiliate's production planning systems support reasonable working hours.	General or ad-hoc system.	Affiliate production planning systems can have a significant impact on the levels of excessive overtime at factories.	Documentation of robust planning systems.	2	4	0
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Recommendation: FWF recommends Triaz to evaluate its strategy to prevent and reduce overtime. Triaz could first discuss with suppliers on the reasons for excessive overtime, and find out ways to prevent overtime at brand level.

Comment: Triaz has a system to forecast production to all suppliers. There is a standard delivery time: 3-5 months for the first order, two for re-orders. In some cases delivery time can be longer.

To prevent overtime and reduce delays, Triaz makes prepayments for buying materials at many suppliers. Triaz also checks the availability of materials before fixing the delivery dates. For basic products, Triaz has tested out ways to spread production evenly through out the year.

In addition, suppliers do not pay any financial deduction if delivery is late. Suppliers need to explain the reasons for delay and work out future plans together with Triaz to prevent delays.

1.7 Degree to which affiliate mitigates root causes of excessive overtime.	Advanced efforts	Some production delays are outside of the control of affiliates; however there are a number of steps that can be taken to address production delays without resorting to excessive overtime.	Documentation of root cause analysis and positive steps taken to manage production delays or improve factory processes.	6	6	0
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Recommendation: Triaz could consider doing a root causes analysis on excessive overtime at one of the suppliers to identify issues that can be changed by the brand. Triaz could use the results to prioritise interventions and support suppliers to reduce overtime.

Comment: During an audit in 2015, a Turkish supplier said that Triaz’s sourcing practice might have contributed to excessive overtime at the factory. Responding to that, Triaz has discussed with the factory and has implemented interventions to address the issue.

Triaz has improved communication with suppliers. When there is a large demand from customers, Triaz would check with the producers before agreeing with the customers on delivery time. The lead time has increased to five months for first time orders. When possible, fabrics are ordered months ahead. For example, Triaz orders two times a year big amount of materials for a Chinese supplier. Triaz makes sure that the materials are available for production so that suppliers can make proper planning.

For basic items, which accounts for 80% of Triaz’s total FOB, the company orders it in low seasons. When there is a demand for special products, Triaz moves the basic products to another time slot to avoid capacity overbook.

1.8 Affiliate’s pricing policy allows for payment of at least the legal minimum wages in production countries.	Country-level policy	The first step towards ensuring the payment of minimum wages - and towards implementation of living wages - is to know the labour costs of garments.	Formal systems to calculate labour costs on per-product or country/city level.	2	4	0
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Recommendation: Triaz is recommended to build up a system to consider wage level when negotiating prices with suppliers. This involves the calculation of labour cost per product. Further more, FWF encourages Triaz to participate in the living wage challenge. In the pilot, FWF and its members will design projects together to gradually increase price through innovative interventions.

Comment: According to Triaz, the company's focus is stable sustainable and healthy economy. Triaz prefers to have open discussions with suppliers on prices instead of offering a fix price. Triaz is aware of minimum wages in the production countries where it works. When wages increase, suppliers discuss with Triaz on increasing prices. Triaz designs products together with the suppliers. When prices are too high, Triaz and suppliers could decide together to reduce costs by changing the designs. It is not likely for Triaz to switch suppliers because of prices. The main reason is that Triaz aims at sustainable development instead of maximizing profits at all cost.

1.9 Affiliate actively responds if suppliers fail to pay legal minimum wages.	Yes	If a supplier fails to pay minimum wage, FWF affiliates are expected to hold management of the supplier accountable for respecting local labour law.	Complaint reports, CAPs, additional emails, FWF audit reports or other documents that show minimum wage issue is reported/resolved.	1	2	-2
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Comment: It was reported in an audit that a supplier in Macedonia paid lower than minimum wage in one month. Triaz reacted immediately and discussed the case with another FWF member who also sources from the same supplier. Both members decided to do the follow up together.

The factory has paid the owed amount to the worker one month after the audit. Both Triaz and the other FWF member have urged the supplier to set up a system to prevent such issue from happening again. The members also have started to gradually reaching living wage level wage levels with the supplier. FWF will organise a verification audit at the factory to check if minimum wages are indeed paid to the workers.

1.10 Evidence of late payments to suppliers by affiliate.	No	Late payments to suppliers can have a negative impact on factories 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 factory and affiliate financial documents.	0	0	-1
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1.11 Degree to which affiliate assesses root causes of wages lower than living wages with suppliers and takes steps towards the implementation of living wages.	Factory-level approach	Sustained progress towards living wages requires adjustments to affiliates' policies.	Documentation of policy assessments and/or concrete progress towards living wages.	4	8	0
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Recommendation: Triaz is recommended to join FWF's living wage challenge. FWF and its members will design pilots together to test out how to use brands' leverage and resources to improve workers' wage level.

Comment: Triaz has worked on wage projects at its main suppliers in China and in Bosnia. In the period of 2014-2015, Triaz has conducted an assessment on wages in Bosnia at a factory where it has 100% leverage. The factory has paid workers higher than minimum wages. Triaz has committed to increase prices to improve workers' wages. However due to the local tax regulation, improving workers' wages means doubling the factory's labour costs. Triaz is still in discussion with the factory on the next steps.

1.12 Affiliate sources from an FWF factory member.	Yes	When possible, FWF encourages affiliates to source from FWF factory members. On account of the small number of factories this is a 'bonus' indicator. Extra points are possible, but the indicator will not negatively affect an affiliate's score.	Supplier information provided by affiliate.	1	1	0
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1.13 Percentage of production volume from factories owned by the affiliate.	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 affiliate's score.	Supplier information provided by affiliate.	N/A	2	0
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PURCHASING PRACTICES

Possible Points: 41

Earned Points: 31

2. MONITORING AND REMEDIATION

BASIC MEASUREMENTS	RESULT	COMMENTS
% of own production under standard monitoring (excluding low-risk countries)	40%	
% of own production in low risk production countries where FWF's Low Risk policy has been implemented	20%	FWF low risk policy should be implemented. 0 = policy is not implemented correctly. N/A = no production in low risk countries.
Total of own production under monitoring	92%	Minimums: 1 year: 40%; 2 years 60%; 3 years+: 90% Measured as a percentage of turnover.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.1 Specific staff person is designated to follow up on problems identified by monitoring system	Yes	Followup is a serious part of FWF membership, and cannot be successfully managed on an ad-hoc basis.	Manuals, emails, etc., demonstrating who the designated staff person is.	2	2	-2
2.2 Degree of progress towards resolution of existing Corrective Action Plans	Intermediate	FWF considers efforts to resolve CAPs to be one of the most important things that affiliates can do towards improving working conditions.	Documentation of remediation and followup actions taken by affiliate.	4	8	-2

Recommendation: Besides directly support factories on remediation, the member company could consider:

- Hire local consultant to assist factory in developing an action plan and to assist factory management in investigating root causes.
- Organise supplier seminars to inform suppliers on requirements of the member.

Comment: Triaz has shared the audit reports with suppliers and discussed follow up steps using the time frame suggested by auditors. Corrective action plans (CAPs) have been discussed with all six audited suppliers in 2015. Triaz has been in regular discussion with suppliers on improvement based on the CAPs via email and phone and on-site visits by purchasing and CSR staff.

According to the follow up reports, issues such as fire prevention and other health and safety are easier for remediation. Issues regarding wages and overtime remain challenges for all audited suppliers.

2.3 Percentage of production volume from suppliers that have been visited by the affiliate in the past financial year	82%	Formal audits should be augmented by annual visits by affiliate staff or local representatives. They reinforce to factory managers that affiliates are serious about implementing the Code of Labour Practices.	Affiliates should document all factory visits with at least the date and name of the visitor.	4	4	0
2.4 Existing audit reports from other sources are collected.	No existing reports/all audits by FWF or FWF affiliate	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.	N/A	3	0

Recommendation: Triaz could use the FWF audit quality checklist to assess the quality of audit reports done by other initiatives. In order to avoid duplicate audits, FWF recognises audits by other initiatives as long as the following requirements are met:

- The audit report was conducted within the last three years.
- The member company could demonstrate that the workers information sheet is posted at the factory.
- The member company has collected the full audit report and assessed the report based on the audit quality checklist. The assessment shows that the report meets FWF's requirements.
- The member company could show that the company has follow up on the corrective action plans of the audit.

Comment: Triaz has collected factory audit reports by other initiatives as part of its due diligence prior to placing orders. These audits have not been counted by FWF towards the monitoring threshold. Triaz prefers to use FWF audit team to conduct audits and follow up on FWF audits.

2.5 Audit Report and Corrective Action Plan (CAP) findings are shared with factory. Improvement timelines are established in a timely manner	Yes	2 part indicator: FWF audit reports were shared and discussed with suppliers within two months of audit receipt AND a reasonable time frame was specified for resolving findings.	Corrective Action Plans, emails; findings of followup audits; brand representative present during audit exit meeting, etc.	2	2	-1
2.6 High risk issues specific to the affiliate's supply chain are identified and addressed by the monitoring system.	Intermediate Capacity	Different countries and products have different risks associated with them; monitoring systems should be adapted to allow appropriate human rights due diligence for the specific risks in each affiliates' supply chain.	Documentation may take many forms; additional research, specific FWF project participation; extra monitoring activities, extra mitigation activities, etc.	3	6	0

Recommendation: FWF suggests that Triaz analyses whether findings from a factory audit could occur at other suppliers as well. This will lead to a preventive approach where issues are addressed in a systematic manner. The analysis should focus on own brand practices as well as regional or country specific issues.

Comment: Triaz has denim designs. The company has made efforts to ensure sand-blasting is not used in any supplier. When the suppliers are located in Turkey, Triaz tries to visit not only the main manufacturers but also the subcontractors whenever they are discovered. In 2015 it has been quite difficult to visit Turkey due to the unstable situation. Yet Triaz was able to gather follow up reports through agents and factories directly through emails. Triaz is aware of the risk due to the refugee situation in Turkey. According to Triaz, the workers information sheet in Syrian language was posted in all Turkish factories.

Triaz considered excessive overtime as the major risk in Chinese factories. This conclusion is consistent to the audit reports of FWF. At Chinese suppliers Triaz has provided sufficient lead time and comprehensive production planning.

2.6a High risk issues specific to Bangladesh are identified and addressed by the monitoring system and remediation activities.	Not sourcing in Bangladesh	Affiliates sourcing in Bangladesh should take additional action to address both building and fire safety and the prevention of violence against women.	Building, electrical and fire safety inspection reports, evidence of cooperation with other customers sourcing at the same factories (Accord signatories and/or FWF affiliates), etc.	N/A	3	0
2.6b High risk issues specific to Myanmar are identified and addressed by the monitoring system and remediation activities.	Not sourcing in Myanmar	Myanmar is still in the process of establishing the legal and civil society infrastructure needed to ensure compliance with labour rights. Extra care must be taken when doing business in Myanmar.	Shared CAPs, Wage Ladders per factory.	N/A	3	0
2.7 Affiliate cooperates with other customers in resolving corrective actions at shared suppliers	Active cooperation	Cooperation between customers increases leverage and chances of successful outcomes. Cooperation also reduces the changes of a factory having to conduct multiple Corrective Action Plans about the same issue with multiple customers.	Shared CAPs, evidence of cooperation with other customers.	2	2	-1
2.8 Monitoring requirements are fulfilled for production in low-risk countries	Yes	Low risk countries are determined by the presence and proper functioning of institutions which can guarantee compliance with basic standards.	Documentation of visits, notification of suppliers of FWF membership; posting of worker information sheets, completed questionnaires.	2	2	0

2.9 External brands resold by the affiliate who have completed and returned the external brand questionnaire. (% of external sales volume)	98%	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.	3	3	0
2.10 External brands resold by affiliates that are members of another credible initiative. (% of external sales volume)	5%	FWF believes affiliates who resell products should be rewarded for choosing to stock external brands who also take their supply chain responsibilities seriously.	External production data in FWF's information management system. Documentation of sales volumes of products made by FWF or FLA members.	0	3	0

MONITORING AND REMEDIATION

Possible Points: 32

Earned Points: 22

Additional comments on Monitoring and Remediation:

External suppliers are very important strategic production partners for Triaz. Triaz has made considerable effort to identify production locations of all external suppliers. Triaz audited a number of factories producing for the external suppliers.

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
3.2 System exists to check that the Worker Information Sheet is posted in factories	Yes	The Worker Information Sheet is a key first step in alerting workers to their rights.	Photos by company staff, audit reports, checklists from factory visits, etc.	2	2	0
3.3 Percentage of FWF-audited factories where at least half of workers are aware of the FWF worker helpline.	65%	The FWF complaints procedure is a crucial element of verification. If factory-based complaint systems do not exist or do not work, the FWF worker helpline allows workers to ask questions about their rights and file complaints. Factory participation in the Workplace Education Programme also count towards this indicator.	Percentage of audited factories where at least 50% of interviewed workers indicate awareness of the FWF complaints mechanism + percentage of factories in WEP programme.	3	4	-2

3.4 All complaints received from factory 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. Affiliate involvement is often essential to resolving issues.	Documentation that affiliate has completed all required steps in the complaints handling process.	N/A	6	-2
3.5 Cooperation with other customers in addressing worker complaints at shared suppliers	No complaints or cooperation not possible / necessary.	Because most factories supply several customers with products, involvement of other customers by the FWF affiliate 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	-2

COMPLAINTS HANDLING

Possible Points: 7

Earned Points: 6

4. TRAINING AND CAPACITY BUILDING

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
4.1 All staff is made aware of FWF membership requirements	Yes	Preventing and remediating problems often requires the involvement of many different departments; making all staff aware of FWF membership requirements helps to support cross-departmental collaboration when needed.	Emails, trainings, presentation, newsletters, etc.	1	1	-1
4.2 Ongoing training in support of FWF requirements is provided to staff in direct contact with suppliers.	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	0

Comment: Triaz has actively participated webinars and the annual conference of FWF in 2015. Triaz staff has frequent contact with FWF and consulted FWF on various topics regarding improving working conditions.

4.3 All sourcing contractors/agents are informed about FWF's Code of Labour Practices.	Yes + actively support COLP	Agents have the potential to either support or disrupt CoLP implementation. It is the responsibility of affiliate to ensure agents actively support the implementation of the CoLP.	Correspondence with agents, trainings for agents, FWF audit findings.	2	2	-2
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Comment: Triaz has a provided continuous trainings to agents and intermediaries on FWF 's requirements. Agents are responsible to follow up on the CAPs and facilitate factory communication.

4.4 Factory participation in Workplace Education Programme (where WEP is offered; by production volume)	81%	Lack of knowledge and skills on best practices related to labour standards is a common issue in factories. Good quality training of workers and managers is a key step towards sustainable improvements.	Documentation of relevant trainings; participation in Workplace Education Programme.	6	6	0
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Comment: Six suppliers located in China, Turkey, Tunisia and Romania have participated in the Workplace Education Programme.

4.5 Factory participation in trainings (where WEP is not offered; by production volume)	0%	In areas where the Workplace Education Programme is not yet offered, affiliates may arrange trainings on their own or work with other training-partners. Trainings must meet FWF quality standards to receive credit for this indicator.	Curricula, other documentation of training content, participation and outcomes.	0	4	0
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Recommendation: FWF recommends affiliates to arrange trainings on their own in areas where the Workplace Education Programme is not yet offered. Trainings must meet FWF quality standards to receive credit for this indicator.

TRAINING AND CAPACITY BUILDING

Possible Points: 15

Earned Points: 11

5. INFORMATION MANAGEMENT

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

Comment: Triaz has demonstrated efforts to identify all production locations of own suppliers. All suppliers have to fill in the questionnaire and report to Triaz if there are subcontractors. Triaz allows for subcontracting but requires suppliers to be transparent and provide Triaz with details of all production locations, such as factory names, addresses, production process, etc.

In addition, Triaz requests external suppliers to share all their production locations. This goes beyond FWF's requirement.

5.2 A system exists to allow purchasing, CSR and other relevant staff to share information with each other about working conditions at suppliers	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
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Comment: There is a system to share information between sustainability department and purchasing department. The purchasing department gathers information on compliance during their visits to factories and shares with sustainability department. The departments discuss performances of individual factories regularly to keep each other updated.

INFORMATION MANAGEMENT

Possible Points: 7

Earned Points: 7

6. TRANSPARENCY

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
6.1 Communication about FWF membership adheres to the FWF communications policy	Yes	FWF membership should be communicated in a clear and accurate manner. FWF guidelines are designed to prevent misleading claims.	Logo is placed on website; other communications in line with policy. Affiliates may lose points if there is evidence that they did not comply with the communications policy.	1	1	-2

6.2 Affiliate engages in advanced reporting activities	Yes	Good reporting by members helps to ensure the transparency of FWF's work and shares best practices with the industry.	Affiliate publishes one or more of the following on their website: Brand Performance Check, Audit Reports, Supplier List.	1	1	0
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Comment: Triaz publishes the brand performance check report on their website.

6.3 Social Report is submitted to FWF and is published on affiliate's website	Published on affiliate's website	The Social Report is an important tool for affiliates to transparently share their efforts with stakeholders.	Report adheres to FWF guidelines for Social Report content.	2	2	-2
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TRANSPARENCY

Possible Points: 4

Earned Points: 4

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: CEO of Triaz is involved in regular meetings to evaluate suppliers' performance in quality, delivery and social compliance. Triaz sees FWF membership as crucial for the company.

7.2 Changes from previous Brand Performance Check implemented by affiliate	No requirements were included in previous Check	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.	Affiliate should show documentation related to the specific requirements made in the previous Brand Performance Check.	N/A	4	-2
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EVALUATION

Possible Points: 2

Earned Points: 2

RECOMMENDATIONS TO FWF

1. Triaz suggests FWF to make WEP available in more countries.
2. Triaz would like to have more support and communication with FWF staff.
3. The audit report of FWF is comprehensive. However it is very heavy, and the CAPs are not easy for factories to handle. It would be good if FWF improves the format of the report and the CAPs.
4. The brand performance check reports have a lot of information. It is difficult for end consumers to read and use it. It would be good if FWF could make a reader-friendly version.
5. The Macedonia audit team could be more supportive. The factory management felt that they were not listened to properly.

SCORING OVERVIEW

CATEGORY	EARNED	POSSIBLE
Purchasing Practices	31	41
Monitoring and Remediation	22	32
Complaints Handling	6	7
Training and Capacity Building	11	15
Information Management	7	7
Transparency	4	4
Evaluation	2	2
Totals:	83	108

BENCHMARKING SCORE (EARNED POINTS DIVIDED BY POSSIBLE POINTS)

77

PERFORMANCE BENCHMARKING CATEGORY

Leader

BRAND PERFORMANCE CHECK DETAILS

Date of Brand Performance Check:

28-07-2016

Conducted by:

Juliette Li

Interviews with:

Ruth Galic □ Disposition textiles

Martina Becker □ Head of disposition textiles

Katharina Hupfer □ CEO and head of purchasing

Barbara Engel □ Head of sustainability department

Heike Gohres □ processing sustainability department

Hannah Leicht □ sustainability department

Audit Summary:

Publication of the audit summary section previously included in Brand Performance Checks has been suspended while Fair Wear Foundation develops a new information system to manage and summarize the data.