



## BRAND PERFORMANCE CHECK

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Triaz GmbH

PUBLICATION DATE: NOVEMBER 2014

this report covers the evaluation period 01-01-2013 to 31-12-2013

## ABOUT THE BRAND PERFORMANCE CHECK

Fair Wear Foundation believes that improving conditions for apparel factory workers requires change at multiple levels. Traditional efforts to improve conditions focus primarily on the factory. FWF, however, believes that the management decisions of the 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.

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.

Improvement of supply chains is a step-by-step process, through which affiliates must address many different issues. FWF affiliates vary greatly in management structures, and have different strengths. The Performance Benchmarking system is designed to reflect these differences, and the many different ways that a company can support better working conditions.

During the Brand Performance Check, FWF staff speak to various employees at the affiliate who have important roles to play in the management of supply chains. FWF verifies the actions of affiliates based on several sources including documentation of activities, financial records, the affiliate's supplier register and staff interviews. Following the Brand Performance Check, FWF summarizes findings in this report, which is made public via [www.fairwear.org](http://www.fairwear.org). The [Brand Performance Check Guide](#) provides more information about the indicators and is available for download.

# BRAND PERFORMANCE CHECK OVERVIEW

Triaz GmbH

Evaluation Period: 01-01-2013 to 31-12-2013

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, Romania, Tunisia, Turkey, Ukraine
Production in other countries:	Bosnia and Herzegovina, Croatia, Czech Republic, Germany, Latvia, Spain
BASIC REQUIREMENTS	
Workplan for this evaluation period was submitted?	Yes
Actual supplier register for this evaluation period has been submitted?	Yes
Membership fee has been paid?	Yes
All suppliers have been notified of FWF membership?	Yes
SCORING OVERVIEW	
% of own production under monitoring	91%
Benchmarking score	72
Category	Good

## Summary:

Triaz meets most of FWF's management system requirements and goes beyond some of them. With over 90% of their supplier base under monitoring, Triaz has exceeded the required level of monitoring for the second year of membership.

In 2013, Triaz began to implement several internal systems which support implementation of FWF membership requirements across the whole company. Triaz includes social compliance as an element in its evaluation of suppliers. At the moment Triaz is developing a supplier rating system, in which social standards is one of the rating criteria. Besides its own suppliers, Triaz is also actively promoting FWF requirements with external suppliers. Worker complaints received in 2013 were handled quickly and appropriately by Triaz. Triaz works to raise awareness of social standards among their customers.

Audit reports indicated that workers in the audited factories were not aware of the FWF Code of Labour Practices. Triaz is therefore recommended to promote Workplace Education Programme training among its suppliers in the coming year. In relation to overtime, it is advised to identify strategies to minimise the risk of sourcing practices leading to excessive overtime and evaluate the impact of Triaz's new way of planning on reducing excessive overtime at suppliers of basic wear.

## PERFORMANCE CATEGORY OVERVIEW

**Leader:** This category is for affiliates who are doing exceptionally well, and are operating at an advanced level.

**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	77%	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.	4	4	0

Comment: Triaz has good leverage at most of its production sites.

1.2 Percentage of production volume from suppliers where a business relationship has existed for at least five years	96%	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
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Comment: Triaz has a long-lasting supplier business relationship (more than five years) at most of its production locations.

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
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Comment: Two new suppliers started cooperation with Triaz in 2013. Both suppliers will be used for Triaz's brand Vivanda where the goal is to have more own suppliers and less external suppliers in the future. In general Triaz has a long lasting relationship with its suppliers and does not seek frequently for new suppliers.

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:** In general production sites of new suppliers are either visited or suppliers come to the main office of Triaz before production starts.

In any case, Triaz shares FWF information in written and requests the supplier to fill in the questionnaire on social standards and to sign the Code of Labour Practice (CoLP) before first orders are placed. There are three sheets a supplier has to sign before production can take place at a new site: purchasing conditions, article pass and FWF requirements (questionnaire).

Additionally, production sites have to answer whether the production is done in-house or subcontracted. In case production is subcontracted the production site has to claim what production processes are concerned, they need to name the subcontractors and also name contact details. The subcontractors also have to agree to the FWF Code of Labour Practice.

The questionnaire also includes information about existing audit reports of social and organic compliance which in case they exist are requested and filed before starting to work with the production site.

1.5 Supplier 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
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**Comment:** Since end of 2013, Triaz is developing a rating system incl. evaluation of supplier compliance. Each supplier is evaluated in detail on social standards, e.g. transparency disclosing production sites (e.g. agents and external suppliers), whether they are audited/trained and how well they perform with regard to implementation of CAPs. The supplier evaluation is under development in 2014 and will be ready to be used end of 2014. At the moment, a decision is not yet taken on how much weight social standards will have in relation to other topics related to suppliers (like price, style, delivery, etc.). Within the evaluation of social standards, the implementation of CAPs weights the most. Social standards will be criterion for exclusion. In case suppliers are not willing to sign the CoLP or follow up on CAPs, the suppliers are not rated. Suppliers are given a warning and if no steps are taken, business relationship is terminated. This has happened in 2013 with two suppliers.

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 a pro-active production planning system: The production planning system should be designed to reduce/prevent excessive overtime at a systematic level. Strong integrated systems should e.g. help to limit the effects of peaks in demand. FWF recommends to evaluate the impact of the new way of sourcing basic wear on working hours and see what components can be translated to sourcing fashion garments.

**Comment:** Delivery times in general are three months for the first order, two for re-orders. Triaz considers the availability of the material in the market before fixing delivery dates. Delivery delays are accepted regularly without any deduction. Once a style is set, the supplier receives all information on how to produce the article. In 2013 Triaz has started changing their planning systems. Since autumn the company plans in fabric delivery for basic wear (which is 80% of all textile products Triaz sells). They combine fabric orders to have bigger volume of a certain colour/material, partly pre-finance the fabric and inform the supplier in a way that 3 months are given for CMT for sure. This gives the supplier the flexibility to produce in low season and to plan production well in time. Suppliers are explained the new way of sourcing during personal visits. Triaz admits that this new way of sourcing is not yet possible for fashion garments.

1.7 Degree to which affiliate mitigates root causes of excessive overtime.	Intermediate 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.	3	6	0
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**Recommendation:** It is recommended that the affiliate conducts a brand level research on the contributing factories of overtime in production factories that have found practicing excessive overtime especially now using a new way of planning at the suppliers of basic wear. The affiliate should identify strategies to minimise the impact of its sourcing practice on excessive OT at the factories.

**Comment:** In 2013, FWF conducted two audits at production sites of Triaz. At one site overtime was an issue mainly because the supplier has not been transparent about overtime records. Triaz has followed up ensuring that they now have a working time record system. The audit report of the other production site did not indicate overtime.

In case overtime is found, it is the purchasing department to investigate why overtime occurred. Most of the times it was fabric delay. Purchasing together with the CSR staff are now more involved into the production chain sourcing partly material in bigger amounts and at an earlier stage.

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:** FWF encourages Triaz to have proper style calculations at the end of 2014 to be used as a base for calculation of products also at other suppliers (aside the three core suppliers).

**Comment:** The price itself is calculated by each supplier for each article. The purchasing staff checks the price given by the supplier and usually agrees to the suppliers' offer but does not know the calculation of each style in depths. For Triaz a stable relationship with the supplier is more important than the best price. Many suppliers receive pre-payments to finance the material. Triaz has made an overview including country level data with details on minimum wages and living wage estimates. Triaz started end of 2013/beginning of 2014 to investigate in style calculations with three core suppliers.

1.9 Affiliate actively responds if suppliers fail to pay legal minimum wages.	No minimum wage problems reported	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.	2	2	-2
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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:** FWF encourages the affiliate to assess the hypothetical cost effects of increasing wages towards benchmarks that are included in the wage ladder. To support companies in this process FWF has developed a calculation model that estimates the effect on FOB and retail prices under different pricing models. FWF can be of help upon request.

**Comment:** All FWF audit reports of 2013 show that minimum wages are paid but are below estimates of living wage by local stakeholders. Payment of living wage has been addressed explicitly with factory management using the FWF wage ladder made for the audit reports.

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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**Comment:** One factory of an external supplier of Triaz is a FWF factory member.

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: 29

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## 2. MONITORING AND REMEDIATION

BASIC MEASUREMENTS	RESULT	COMMENTS
% of own production under standard monitoring (excluding low-risk countries)	69%	
% of own production in low risk production countries where FWF's Low Risk policy has been implemented	22%	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	91%	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

Comment: Triaz has designated staff to follow up on problems identified by the monitoring system.

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
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Recommendation: Besides doing audits once in 3 years, the affiliate 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.

**Comment:** All corrective actions have been discussed with the supplier and a time frame set with factory management. The correction of findings is regularly checked via email and phone and personal visits at the production site by either personal for social standards or head of purchasing. To follow up more intensively on CAPs, Triaz has promoted joining the FWF Workplace Education Programme well. Further they have prepared and shared a document for self-evaluation of compliance with suppliers which is mainly used for preparation of audits.

2.3 Percentage of production volume from suppliers that have been visited by the affiliate in the past financial year	75%	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
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**Comment:** Existing suppliers are visited on a yearly basis by the head of purchasing and also social standards responsible. Suppliers are on top regularly invited to Triaz in Freiburg, Germany.

2.4 Existing audit reports from other sources are collected.	Yes and quality assessed	Existing reports form a basis for understanding the issues and strengths of a supplier, and reduces duplicative work.	Audit reports are on file; evidence of followup on prior CAPs. Reports of quality assessments.	2	3	0
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**Recommendation:** FWF recommends Triaz to also use existing audit reports for own suppliers. To add FWF requirements to reports in case details of the FWF CoLP are missing and to follow up those with the suppliers.

**Comment:** Existing audit reports have been collected from all suppliers. The FWF audit quality assessment tool helped to evaluate the quality of other organization's audits but is not used to check all audit reports as Triaz has a good understanding of when a report is of a certain quality and when not. Until now, Triaz did not find one audit report which is of same quality as those of FWF but used findings mentioned in existing audit reports to work towards remediation together with the external suppliers especially.

2.5 Audit Report and Corrective Action Plan (CAP) findings are shared with factory. Improvement timelines are established in a timely manner	Yes	FWF audit reports should be shared and discussed with suppliers within two months of audit receipt. Timely sharing of information and agreement on corrective actions is essential for improvement. A reasonable time frame should be specified for resolving findings.	Corrective Action Plans, emails; findings of followup audits; brand representative present during audit exit meeting, etc.	2	2	-1
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Comment: Audit reports are shared with factory management after the report is received from FWF. Together with the supplier Triaz establishes improvement timelines in a timely manner and re-checks with FWF audit teams in case issues in the audit report or CAP are not clear.

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
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Recommendation: FWF suggests that the affiliate 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 (such as fire safety or gender discrimination).

Comment: Triaz has a clear position and written agreement with suppliers to not use sandblasting in jeans-production. Not using the technique of sandblasting is checked with each article pass for jeans where the supplier has to sign that sandblasting is not used during production process. Triaz is working to find a way on how to get further insights to the making of jeans for further prevention possibilities.

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
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Comment: Triaz welcomes to share working experience and audit reports with other customers no matter whether the other is FWF affiliate or not. This does count with regard to social standards as well as e.g. sourcing efficiency of material.

Triaz has experienced coordination problems with another FWF affiliate in 2013, with regard to joint follow up of CAPs and complaints.

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
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Comment: Triaz makes no differentiation with regard to the production country when it comes to sharing information about FWF and also signing the CoLP.

2.9 External brands resold by the affiliate who have completed and returned the external brand questionnaire. (% of external sales volume)	100%	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
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Comment: Roughly 60% of the textiles sold at Triaz come from external suppliers. External suppliers (products where other brands labels are used) have to sign the questionnaire on social standards. Triaz designated staff for social standards had a personal talk on social standards with each of the external supplier. Further, existing audit reports on social standards have been requested. External suppliers have to be as transparent with regard to production site information and data just like own suppliers (which is even more than FWF requires).

2.10 External brands resold by affiliates that are members of another credible initiative. (% of external sales volume)	8%	FWF believes affiliates who resell products should be rewarded for choosing to stock external brands who also take their supply chain responsibilities seriously.	Supplier register; Documentation of sales volumes of products made by FWF or FLA members.	0	3	0
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Comment: Triaz sources at several of FWF affiliates, one external supplier is member of Fair Labour Association (FLA). Knowing that all of them make only a small amount of purchasing volume, Triaz has started to audit production sites of external suppliers in addition to own suppliers in 2013/14. In addition, Triaz promotes their external suppliers actively to become member of FWF.

## MONITORING AND REMEDIATION

Possible Points: 35

Earned Points: 24

### Additional comments on Monitoring and Remediation:

Triaz has developed a self-assessment for suppliers on social standards. This is among others used to raise the awareness of the supplier on social standards.

### 3. COMPLAINTS HANDLING

BASIC MEASUREMENTS	RESULT	COMMENTS
Number of worker complaints received since last check	1	At this point, FWF considers a high number of complaints as a positive indicator, as it shows that workers are aware of and making use of the complaints system.
Number of worker complaints in process of being resolved	0	
Number of worker complaints resolved since last check	1	

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
3.1 A specific employee has been designated to address worker complaints	Yes	Followup is a serious part of 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: Triaz has a designated person to handle complaints of workers. There is an internal procedure on paper on how to handle complaints.

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
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Comment: Whether the Code of Labour Practice is hung up at the production sites is checked by requesting pictures of the hung up document and during regular visits by staff, intermediaries or agents. Checks include whether the information sheet for workers contain the correct complaints handler phone numbers.

3.3 Percentage of FWF-audited factories where at least half of workers are aware of the FWF worker helpline.	0%	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.	-2	4	-2
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**Requirement:** It is important that the affiliate informs the factory managers about the existence of the hotline. The factory managers are the key actors in informing workers about their rights.

**Recommendation:** As Triaz works with several agents, it is recommended to include agents in making the workers aware of the FWF worker helpline.

**Comment:** FWF conducted two audits at production sites of Triaz in 2013. Both audit reports indicated that the workers are not aware of the FWF CoLP partly because the CoLP was not displayed.

3.4 All complaints received from factory workers are addressed in accordance with the FWF Complaints Procedure	Yes	Providing access to remedy when problems arise is a key element of responsible supply chain management. Affiliate involvement is often essential to resolving issues.	Documentation that affiliate has completed all required steps in the complaints handling process.	3	6	-2
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**Recommendation:** FWF recommends to conduct a root causes analysis to prevent the problems from recurring.

**Comment:** The complaint received from factory workers has been addressed in accordance with the FWF Complaints Procedure.

3.5 Cooperation with other customers in addressing worker complaints at shared suppliers	Active cooperation	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.	2	2	-2
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Comment: The complaint from 2013 came from a production site shared with one other FWF affiliates. Triaz has taken the lead for following up the complaint.

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## COMPLAINTS HANDLING

Possible Points: 15

Earned Points: 6

## 4. TRAINING AND CAPACITY BUILDING

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
4.1 All staff 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

Comment: In 2013, Triaz has set up regular meetings with purchasing staff. Those meetings are every three months and explicitly address social standards at the production sites.

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
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Comment: Staff in direct contact with suppliers is updated frequently and in detail again at least once per season. CSR and purchasers are working closely together to follow up on corrective action plans at the suppliers.

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: Agents and intermediaries have been systematically informed about FWF and the plan of Triaz to join FWF well before the company actually became a FWF affiliate. All of them have been informed in written and during personal meetings. One training was given to Triaz biggest agency in Turkey with special focus on social standards. Agents are responsible to help Triaz with factory communication, filling in the questionnaire and implementation of corrective actions due to audits or complaints.

4.4 Factory participation in Workplace Education Programme (where WEP is offered; by production volume)	85%	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:** Three production sites of Triaz joined the Workplace Education Programme since 2012. The factories production is in China and in Turkey. After the trainings in Turkey, the worker representatives were democratically elected and functionality of the committee was followed up and assisted by FWF. In China, factory management and workers were trained on grievance mechanisms.

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 and update supplier information.	Advanced	Any improvements to supply chains require affiliates to first know all of their suppliers and 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 a designated person who is responsible for the supplier register. The supplier register submitted is well ordered and contains detailed information on all suppliers.

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: Information regarding code compliance is integrated in the overall assessment of the supplier. CSR works closely together with purchasing staff.

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## INFORMATION MANAGEMENT

Possible Points: 7

Earned Points: 7

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## 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

**Comment:** Triaz has informed the public about its FWF membership online at their websites and in their catalogues.

In 2013, Triaz produced a banner including FWF which has been displayed at the Heldenmarkt in five different cities of Germany, at the WearFair in Linz and KarmaKonsum Conference in Frankfurt.

Newsletters to customers included details related to social standards. Social media such as facebook is included in communication about FWF matters.

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
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 brands to transparently share their efforts with stakeholders.	Report adheres to FWF guidelines for Social Report content.	2	2	-2

Comment: The Social Report is well structured and gives information in a transparent manner. The Social Report is submitted to FWF and is published on Triaz's website.

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## TRANSPARENCY

Possible Points: 4

Earned Points: 4

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## 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: Top management is involved in the meetings every three months where the status of implementation of social standards per supplier are discussed in detail.

Triaz sees FWF membership as crucial for the company. There is no additional meeting where the membership itself is evaluated.

7.2 Percentage of required changes from previous Brand Performance Check implemented by affiliate	100%	In each Brand Performance Check report, FWF may include requirements for changes to management practices. Adherence to these requirements is an important part of FWF membership.	Affiliate should show documentation related to the specific requirements made in the previous Brand Performance Check.	8	8	-4
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Comment: Two requirements have been in the previous Brand Performance Check. Both requirements have been taken up, partly already implemented, partly started and under development in 2013/14.

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## EVALUATION

Possible Points: 10

Earned Points: 10

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## RECOMMENDATIONS TO FWF

Triaz is putting lots of work into having external suppliers integrated in the FWF requirements just as own suppliers. They would appreciate FWF to develop the requirements on external suppliers more and to integrated that in scorings in a Brand Performance Check.

TRIAZ would like FWF to be more supportive on how the organization can develop WEP in other countries than China, Bangladesh, India and Turkey

Triaz asks FWF to have a clear low-risk policy and also high requirements for production in low-risk countries.

Triaz sees a high importance to work on social standards along the whole supply chain and would appreciate steps from FWF to achieve this in the long run.

FWF offers two communication brochures in German which FWF affiliates can use communicating FWF to customers. While Triaz sees one of the brochures as too complicated and too expensive, the FWF affiliate sees the other as not enough to well inform customers. Triaz would appreciate communication material in German balanced between the two options available for now.

## SCORING OVERVIEW

CATEGORY	EARNED	POSSIBLE
Purchasing Practices	29	41
Monitoring and Remediation	24	35
Complaints Handling	6	15
Training and Capacity Building	11	15
Information Management	7	7
Transparency	4	4
Evaluation	10	10
Totals:	91	127

BENCHMARKING SCORE (EARNED POINTS ÷ POSSIBLE POINTS)

72

PERFORMANCE BENCHMARKING CATEGORY

Good

## BRAND PERFORMANCE CHECK DETAILS

Date of Brand Performance Check:

16-06-2014

Conducted by:

Stefanie Santila Karl and Ruth Vermeulen

Interviews with:

Barbara Engel (PR & Sustainability Management Textiles)

Hannah Leicht (Assistance Sustainability Management Textiles)

Katharina Hupfer (Brand Manager Waschbaer, member of Board and Head of Purchasing Triaz Group)

Martina Becker (Head of Re-Buying)

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. Future Brand Performance Checks will include improved usability and transparency for audit data.