



WORK PLAN OF:

FINANCIAL YEAR:

to

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WELCOME

Each year Fair Wear Foundation (FWF) requires you to write a work plan before the start of your financial year. Without a work plan—and the accompanying production location data for the next year—your company cannot be effective in improving working conditions in your supply chain. The work plan provides you with a clear idea of what actions your company will need to take in the next year to further improve working conditions in the production locations that you source from. The work plan also allows FWF to provide independent verification and to assess whether your company allocates the necessary time and resources to fulfil its requirements.

The work plan primarily defines future plans. However, for second year members and beyond, the first section also asks you to reflect on the past. Please review your Brand Performance Check and active Corrective Action Plans (CAPs). This will help you evaluate your current situation and determine what your company should focus on in the next year.

After the introductory questions, the rest of the work plan will closely mirror the FWF Brand Performance Check indicators. It is useful to have the latest [Brand Performance Check guide](#) with you. Beside many of the questions you will see the indicator guide number in red. Use this to refer to the specific indicator in the guide.

A projected production location list with all production locations should be prepared together with the work plan. FWF uses a web-based information system for managing production location data. Member companies are expected to update their list of production locations by indicating the active production locations for the next financial year in the FWF database. For more information about the database, contact your Brand Liaison or the helpdesk at helpdesk@fairwear.org.

Throughout the work plan template, you will see several yellow boxes with an explanation of concepts or topics. Some have links to extra information. If you have any questions or concerns with filling out the work plan, please contact your Brand Liaison.

Submission timeline

Submitting a work plan and the projected production location data is one of FWF's basic membership requirements. The work plan and the production location data are due a minimum of **60 days before the end of your financial year**. The work plan, including the production location data, has to be approved by FWF. If a member brand does not meet this basic requirement by the start of its financial year, then it is not possible for FWF to conduct a Brand Performance Check, which is a cornerstone of FWF membership. This will lead to suspended status, and may eventually lead to termination of FWF membership.

Best estimate

Please answer the questions to the best of your ability. If you are unsure about the current situation, please give your **best estimate or use the most recent data** (e.g. number of production locations from the previous year).

Confidential

Everything included in this work plan is kept **strictly confidential**. It will only be seen by Fair Wear Foundation staff. Its sole purpose is to aid your company in making the desired changes in the next year.

GENERAL INFORMATION

FWF contact person at company:

Email:

Phone number:

City of company headquarters:

Country of company headquarters:

Start date of membership:

Annual turnover:

In millions. In Euros.

Number of all production
locations (including all subcontractors):

*See the section 'Scope of FWF membership'
in the [Brand Performance Check guide](#).*

FWF uses 'supplier' or 'production location'
to refer to the factories and locations where
products are actually produced.

Name and position of person responsible for the following activities within your company:
This overview is related to the topics covered in the [Brand Performance Check guide](#).

FWF work plan:

Purchasing practices, including price setting and costing policy:

Monitoring and remediation:

Complaints handling:

Internal training and capacity building:

Internal communications:

External communications:

Production location data and information management:

Evaluation and social report:

REVIEW OF LAST YEAR

First year members and members who have not yet had a Brand Performance Check, can skip questions 1 and 2 (Review of last year) and begin on question 3 (Purchasing practices).

1. What steps will your company take in order to implement the requirements and recommendations from your last Brand Performance Check?



2. What requirements and recommendations from your last Brand Performance Check has your company chosen not to act upon? For what reasons?

PURCHASING PRACTICES

The following questions are derived from the [Brand Performance Check guide](#).

FWF requires each of its member companies to inform their suppliers of their FWF membership by sending the FWF Code of Labour Practices and the questionnaire for suppliers. Both of these can be accessed through the [Member Hub](#).

3. Have all your production locations received and signed the questionnaire with the Code of Labour Practices? (1.3)

Yes

No

4. What steps will your company take to increase your leverage in the production locations from which you source? (1.1a)

For example: working with other brands, long term relationships, sharing responsibilities or being a premium brand, etc.

Most garment supply chains have a 'tail' – that is: companies source most of their volume from a relatively small number of production locations, and have a long tail of production locations where they only source a small amount of orders. FWF encourages a 'short tail' and a stable, consolidated supply chain. At the same time, FWF's monitoring thresholds do reflect the business reality that in some cases, the burden of auditing these very small production locations is very high, relative to the potential for change. For more information on how your company should address your tail end, please see the [Brand Performance Check guide](#).

5. What steps will your company take to consolidate your supply chain and reduce the length of the tail end? (1.1b)

Garment workers often face low wages and lack of meaningful opportunities to participate in social dialogue. To guide you in your due diligence process on gender, living wages and social dialogue, FWF has developed several resources and tools. Please follow this [link](#) for more information.

6. How does your company work on building long term relationships and how is this embedded in your sourcing policy? (1.2)

7. What is your company's due diligence process when considering production locations? (1.4)

For example: selection criteria for new production locations, investigating past audits, complaints or codes of conduct, inspecting locations, reviewing FWF guidelines to assess possible risks, etc.

8. How is social compliance included in your company's overall supplier performance evaluation? (1.5)

For example: rating systems, checklists, databases, written exit strategy, etc.



Brands have an important role in mitigating risks. If you are interested in what your brand can do to address gender inequality, violence and harassment, or gender discrimination in your supply chain, see [FWF's Gender Tools & Resources](#) or join one of our [webinars](#).

9. Do you have plans to change production countries in the next year?

Yes

No

If so, why is your company planning on switching production countries in the next year?

10. Do you have plans to change production locations within a particular country in the next year?

Yes

No



FWF has developed guidelines for a responsible exit strategy, including steps that need to be taken when ending a business relationship. To learn more, please follow this link to the [Responsible Exit Strategy](#).

If so, please list the production locations that your company plans to end the business relationship with.

Why is your company planning on switching production locations in the next year?

FOB is the acronym for 'Freight on Board' or 'Free on Board'. It indicates the price a brand pays for a garment once it has been loaded on a ship for export. This is a common payment arrangement for the garment industry, and is one type of documentation used by FWF in assessing monitoring systems.

11. Indication of products and order volumes per country: please use as many as necessary.

The number of production location locations should match the answer you gave in the section on basic information. If your company sources from more than 13 different countries, please attach an excel or similar document outlining your production and order volumes per country. This list should include all the production locations that you expect to work with. Please use a rough estimate for your FOB amounts.

	Country	# Of Production Locations	% Of Total FOB Estimate	Product Category
e.g.	China	36	16%	Jackets, knitwear

12. What are your company's requirements when you choose to purchase goods from an external brand for resale? (2.11)

Please consider everything, including quality, speed of delivery, CSR history, communication, etc.



External production describes finished, branded goods that are purchased by member companies from other brands, for resale in a retail or wholesale (web)shop owned by the member.

13. How will your company ensure that the external brands you sell are monitoring the labour conditions in their supply chain? (2.12)

14. How will your company try to ensure that your production planning system supports reasonable hours of work? (1.6 and 1.7)

(Take note of the link between the excessive overtime and the increased risk of violence and harassment.)



15. Please describe the process of how the prices you pay for your products are set. (1.8)

(e.g. prices are quoted by factory/agent, prices are based on labour minute calculations, prices are based on retail prices for specific products, etc.)



Transparent costing—the first step towards ensuring the payment of minimum wages—and towards the implementation of living wages—is to know the labour cost component of the price a brand pays to manufacture its garments. A mature pricing system allows the member to know labour costs at a style level. Knowing real costs—commonly a calculation of cost per minutes X minutes per piece, allows member companies to ensure that enough is being paid to the production location to at least cover minimum wage payments. This information also forms the basis for discussion on movement towards living wages. No knowledge of the labour cost component of prices paid, i.e. ‘lump sum’ costing of styles, makes the meaningful assessment of minimum wage payments impossible. To read more about transparent costing and labour minute costing, follow this link to the [Labour Minute Costing Guidelines](#).

16. Does your company have insight in the link between your buying prices and labour costs in production locations? (1.8)

Yes

No

If no, do you plan to?

Yes

No

17. What is your company’s strategy to increase wage levels in production locations and how will you absorb the higher costs? (1.13 and 1.14)



MONITORING AND REMEDIATION

18. What findings from previous FWF audits is your company planning to address? (2.4)



19. How does your company support remediation and improvement of CAPs? (2.1 and 2.4)

For example: on-site visits, follow-up audits, photographic proof, etc.



20. Have your production locations been audited by other organisations? (2.6)

Yes

No

If yes, what is your company's plan regarding follow-up of these audits?

Audits by other organisations may be accepted for the monitoring threshold, under certain conditions. In 2017, FWF and ILO Better Work (BW) entered into a collaboration with the objective to reduce duplicate audits in shared factories. FWF encourages members to purchase BW reports at a discounted rate. To learn more, please follow this link to [FWF's collaboration with ILO Better Work](#).



Any system used to monitor progress on Corrective Action Plans (CAP) is accepted as long as it works and is being used. Many companies use the CAP excel sheet that FWF provides, but others, especially larger companies, develop their own data system to monitor the status of CAPs.

21. What steps will your company take to integrate the follow-up of CAPs in purchase decision-making? (2.4)

22. Is your company willing to cooperate with other brands in resolving CAPs at shared production locations? (2.8)

Yes

No

MONITORING THRESHOLD

FWF member companies are required to achieve monitoring targets in incremental stages each year. The monitoring thresholds, as seen below, differ for the first, second and subsequent years of membership. For more information on the monitoring thresholds please see the

[Brand Performance Check guide.](#)



FWF currently offers audits in Bangladesh, Bulgaria, China, India, Indonesia, Macedonia, Myanmar, Romania, Tunisia, Turkey and Vietnam. Each FWF audit is valid for three years.

23. Which production locations will your company need to audit in order to reach the monitoring threshold? In the table below, please list the factory ID number, the name of the production location, the country in which it is located, the preferred month for conducting the audit and if you would like FWF to do the audit.

If you have more than 13 audits planned, please attach an Excel or similar document outlining your auditing plans for the next year.

Factory ID	Name of Factory	Country	Month of Audit	FWF Audit
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24. In addition to meeting your company's monitoring threshold, are there any particular reasons why you have selected these specific production locations to audit?

Several countries or regions pose higher occupational risks. In addition, some activities also are more dangerous for workers. Please review the guides below. If your company sources from one of the following countries or regions, or has other specific elevated risks in your supply chain, please explain what your company will do to address these risks.

25. If your company has production locations in Bangladesh, what additional activities or precautions will your company take in the upcoming year regarding sourcing and monitoring in this country? (2.7)

Due to specific risk factors, FWF requires its members to take extra steps when sourcing garment products from Bangladesh. For more information follow this link to the [Bangladesh Enhanced Monitoring Programme](#).

26. If your company has production locations in Myanmar, what additional activities or precautions will your company take in the upcoming year regarding sourcing and monitoring in this country? (2.7)

Due to specific risk factors, FWF requires its members to take extra steps when sourcing garment products from Myanmar. For more information follow this link to the [Myanmar Enhanced Monitoring Programme](#).

27. If your company has production locations in Tamil Nadu, India, what additional activities or precautions will your company take in the upcoming year regarding sourcing and monitoring in this country? (2.7)



Due to specific risk factors in the Tamil Nadu region of India, FWF asks its members to take extra precautions when sourcing garment products from India. For more formation follow this link to the [FWF Guide to Sumangali](#).

28. If your company currently sources from a region with high migration and subcontracting such as Turkey or Italy, what additional activities or precautions will your company take in the upcoming year regarding sourcing and monitoring? (2.7)

Due to specific risk factors in Turkey, FWF asks its members to take extra precautions when sourcing garment products from this region. For more information follow this link to [Risks related to Turkish Garment Production Locations Employing Syrian Refugees](#).

29. What steps will your company take to identify other specific risks in your supply chain and what additional activities or precautions will be taken in the upcoming year, regarding sourcing and monitoring? (2.7)

(Short-term contract issue in Tunisia, subcontracting and migrant workers in Italy, restricted Freedom of Association and excessive overtime in China and Vietnam, Sumangali in India, and gender based violence and Violence and Harassment in your supply chain.

HOMEWORKERS

Homeworking refers both to individuals or family groups working together in their own home or groups of workers who come together in informal workshops, often home-based. Homework is common in the garment industry and includes the assembly of cut pieces, machine and handsewing, buttoning, craft work such as embroidery or other embellishments and inspecting, finishing and packing.

For more information, please refer to the [FWF Guidance on Home-Based Work](#).

ABRASIVE BLASTING

Abrasive sandblasting is a serious health hazard for workers in the garment industry. FWF has a ban on sandblasting and therefore requires its members to phase out sandblasting if they currently use it.

For more information, please refer to the [FWF Guidelines on Abrasive Blasting](#).

CHILD LABOUR

Child labour is a risk factor in many countries and regions around the world. FWF has developed a policy for the prevention of child labour. The policy also outlines the steps FWF requires its brands to take in cases where child labour has been found in their supply chain. To learn more, please follow this

link to the [FWF Child Labour Policy](#).

ITALY

Considering the nature of the Italian garment industry with different levels of subcontractors, migrant workers and irregular employment, workers' rights are at risk. Most migrant workers end up working at subcontractor locations with irregular employment contracts and potential labour rights violations such as excessive overtime hours and low wages. For more information, please refer to the

[FWF risk assessment Italy](#).

COMPLAINTS HANDLING

30. Is your company willing to cooperate with other brands in addressing workers complaints at shared production locations? (3.5)

Yes

No

31. In addition to ensuring that the FWF Code of Labour Practices is posted in each factory, how will your company increase workers' and management's awareness of the complaints handling system? (3.3)

32. How will your company ensure the FWF complaints procedure is adequately implemented? (3.4)

33. Are there any open or unresolved complaints that you will need to work on this year? (3.4)

[FWF's complaints procedure](#) gives workers access to remedy in the case of grievances. It allows workers and their representatives, including trade unions and civil society organizations, to present complaints about working conditions and violations of the FWF Code of Labour Practices at factories.

TRAINING AND CAPACITY BUILDING

To support brands and factories in fulfilling their basic responsibility to inform workers about their rights and access to grievance systems, FWF designed the WEP Basic module. The WEP Basic is now available in Bulgaria, China, Macedonia, Myanmar, Romania, Tunisia, Turkey and Vietnam.

FWF has also designed several training modules aimed at supporting brands and factories in tackling country-specific challenges, such as: the WEP violence prevention capacity building (Bangladesh and India), the WEP Communication (Indonesia, Vietnam, Myanmar) and the WEP Basic with an added focus on risks related to Syrian refugee workers in Turkey. For more on WEPs, please follow this link to the [Workplace Education Programme](#).

34. Which of your company's production locations will participate in a FWF WEP in the next year? Please list the factory ID number, the name of the production location, the country in which it is located, and the preferred month for conducting the WEP.

If you have more than eight trainings planned, please attach an excel or similar document outlining your WEP plans for the next year. (3.3 and 4.4)

Factory ID	Name of Factory	Country	Type of WEP	Month of WEP
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FWF wants to stimulate members to train as many suppliers as possible, which might include member brands using trainings by third parties or developing its own training programmes. Therefore, FWF has set up basic criteria which should be followed by brands when organising a training. For more information, please refer to [Counting alternative forms of factory-level training.](#)

35. Will your company organise any factory trainings related to FWF policies, human rights risks, etc. provided by other organisations or initiatives in any countries worldwide? Please indicate which programme and in which country. (4.4)

For example: last year we began a management training programme for female garment workers in Cambodia, we enrolled factories in the WEP Violence prevention capacity building or communication module, and we signed up for a pilot project with ILO Better Work in Ethiopia.

36. If yes, what is your company's plan regarding follow-up of the above training? (4.5)

For example: organising further management-worker dialogue activities, ensuring peer to peer education and/or analysing brand practices to support follow up.

37. How will you increase knowledge among your company's staff of your FWF membership and related requirements? Please address as many on the following list that apply to your company. (4.1, 4.2 and 4.3)

For example: monthly newsletter, blog or website posts, staff meetings, sales meetings, board meetings, management meetings, seminars and external trainings, internal memos, posters, announcements new staff, training manual, CSR manual, CSR training, etc.

Marketing, sales and design:



Production and sourcing:

Management team or board members:

Agents:



Of these, who will visit the production locations on a regular basis?



INFORMATION MANAGEMENT

At the end of each financial year, members must confirm their list of production locations and provide relevant financial data in the FWF database.

For all factories, members must provide:

- Factory name, address and contact information
- Year business relationship began
- Number of workers
- Production process

For all Main CMT factories, CMT subcontractors, and subcontractors with direct business relationships, the record must also include:

- Value of production (ex. FOB figures)
- Percentage of factory's production capacity used by member (i.e. estimated leverage)

38. What steps will your company take to identify all production locations, including subcontractors? (5.1)

For example: visits, subcontractor policy, data management system, etc.

39. What is your company's system for ensuring all staff who are in contact with production locations are effectively informed about labour rights and working conditions? (4.2 and 5.2)

TRANSPARENCY

40. How will the general public be informed about your company's FWF membership?
Please consider the following questions: (6.1 and 6.2)

As a minimum, FWF members must have information about their FWF membership on their website and write an annual Social Report – to be published on their company's website. Starting financial year 2019, FWF expects member brands to be transparent about their production locations (main suppliers and subcontractors) and CSR information to each other via the internal FWF database. For more information, please download the [Transparency Policy](#). For this question, please describe any other communication and reporting activities that your company intends to carry out.

What mediums of communication will you use?

What information will be shared?

How often will information be shared?

FWF's communications policy exists to ensure transparency for consumers and stakeholders, and to ensure that member communications about FWF are accurate. To learn more, follow this link to the [FWF Communications Policy](#).

EVALUATION

41. Who will review this work plan to make sure it is feasible, effective, complete and in line with available resources? (7.1)

42. How is your company planning on evaluating your FWF membership progress? (7.1 and 7.2)

43. Who will be involved in this evaluation process? (7.1)

44. Is there anything else you would like to add that was not covered by the questions in this workplan?

BUDGET

45. This is your company's proposed budget for the upcoming year. If unsure, please use your best estimates.

Some of these costs are directly related to your FWF membership, such as the membership fee, audits and trainings. Other costs are peripheral; they could include costs – such as those associated with setting up a new database, training for internal staff or extra travel costs for CSR staff.

Follow this link for more information on [FWF Membership Costs](#).

FWF annual membership fee	€
FWF audits	€
Other organisation audits	€
FWF WEP training	€
Factory trainings by other organisations	€
Internal staff training	€
Travel	€
Internal management system	€
FWF seminar	€
Marketing	€
Staff time / CSR	€
Contingency cost	€
Other	€
TOTAL	€

This overview is designed to support you in getting a realistic idea of what is needed to fulfill requirements for FWF membership.

Notes on budget:

Optional: please feel free to include any additional information that you feel is relevant.

MEMBER LEARNING

46. Dependent on capacity, FWF can possibly provide extra workshops and trainings on a range of topics. Please indicate which topics your company would like FWF to possibly conduct workshops on.

Working with FWF and CoLP

Communications

Setting up a coherent monitoring system

Sourcing practices

Gender

Complaints handling

Country-specific risks

Living wages

Sourcing agents/
intermediaries on CoLP