



# WORK PLAN

OF

FINANCIAL YEAR:  
MM YYYY TO MM YYYY

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. The work plan provides you with a clear idea of what actions your company will need to take in the upcoming year to further improve labour conditions in the production locations that you source from. The work plan also allows FWF to assess whether your company allocates the necessary time and resources to fulfil its requirements.

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

After the introductory questions, the rest of the work plan will closely mirror FWF's Brand Performance Check. It is useful to have the latest **Brand Performance Indicator 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 supplier list with all production locations should be prepared together with the work plan. FWF uses a web-based information system for managing production locations data. Member companies are expected to update their list of production locations by indicating the active production locations for the upcoming financial year. For more information, contact your case manager or the helpdesk at [helpdesk@fairwear.org](mailto:helpdesk@fairwear.org)

## Submission timeline:

This work plan together with the production locations for upcoming financial year is due a minimum of **60 days before the end of your financial year**. The work plan and the production location data will have to be approved by FWF.

## 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** (i.e. 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 upcoming year.

Throughout the work plan template you will see several yellow boxes with an explanation of concepts or topics. Some have links to extra information.

# GENERAL INFORMATION

## CONTACT DETAILS:

FWF contact person at company:      Phone number:      Email:

City and country of company headquarters:

Start date of membership:

FWF category:      Annual turnover: in millions

Number of all production locations (incl. subcontractors):

See page 10-12 of the Brand Performance Check guide for an explanation of FWF's scope.

FWF considers the term 'supplier' or 'production location' to cover a range of businesses involved in the creation of garments, shoes and other textile/leather goods. In this work plan, we will use production locations or suppliers to refer to the place of production.

## RESPONSIBILITIES

Name and position of person responsible within the company.

This overview is related to the topics covered in the Brand Performance Check.

FWF work plan

Sourcing practice

Monitoring and implementation of corrective action plans

Complaints procedure

Internal training and capacity building

External communications

Production location data and information management

Evaluation and social report

# REVIEW OF LAST YEAR

1. What requirements did FWF make to your company in the last Brand Performance Check?
  
2. What recommendations did FWF make to your company in the last Brand Performance Check?
  
3. What steps does your company plan to take in order to implement these requirements and recommendations?
  
4. What requirements and recommendations has your company chosen **not** to act upon? For what reasons?

# PURCHASING PRACTICE

The following questions are derived from the  
Brand Performance Check guide 2016

## SOURCING POLICY

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

6. What percentage of your company's production volume will come from production locations where you have a relationship that is longer than five years? (1.2) best estimate

%

7. What steps will your company take to further integrate labour standards in the selection process of new suppliers? (1.4) for example: will your company investigate past audits, complaints or existing code of conduct of a potential factory

8. Do you have plans to change production locations or countries in the next year? (1.2)

Yes

No

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

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

Country	# of production locations	% of total FOB estimate	Product category
China	18	32	Jeans, knitwear, winter jackets

**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.

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

Members are required to add all production locations of the coming financial year in the online information management system. The list should include all the suppliers that the member expects to work with. Exact FOB percentages are not required at this point of time. Estimated FOB amounts should be entered.



## EXTERNAL PRODUCTION

11. How will your company ensure that the external brands that you purchase from monitor labour conditions in their supply chain?

External production refers to finished goods which are purchased by member companies from other brands for the purpose of resale in a retail or wholesale (web)shop owned by the member.

## PRODUCTION PLANNING

12. How will your company try to ensure that its production planning system supports reasonable hours of work? (1.7) (1.8) (1.9) (1.11)

## PRICING

13. Does your company work with an open costing system? (1.7) (1.8)

Yes  
No  
If yes, for what percentage of FOB?  
%

Under an open costing approach the buyer (brand) and seller (factory) agree on those costs which are chargeable, and the margin that the supplier can add to these costs. The level of transparency in open costing can vary from disclosing only the total cost of working minutes to detailed work plans discussed with the buyer on manufacturing process steps, and related efficiency factors.  
To read more follow this link: [labour minute costing](#)

If no, do you plan to?

14. Does your company know the labour costs per item? (1.7) (1.8)

Yes

No

If yes, for what percentage of FOB?

%

For more information on  
labour-costs per item follow  
this link:  
[labour minute costing](#)

If no, do you plan to take this approach?

Yes

No

15. What steps will your company take to improve your pricing strategy, with regard to living wages, increased legal minimum wages and reasonable hours of work? (1.7) (1.8) (1.9) (1.11)

16. How will these concepts influence the retail price range for your products? (1.7) (1.8) (1.9) (1.11)

# MONITORING AND REMEDIATION

## 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 monitoring thresholds follow this link:  
[Monitoring thresholds for FWF member companies](#)

17. Which suppliers will your company need to audit in order to reach the threshold? In the table below please list the factory ID number, the name of the supplier, the country in which it is located, the preferred month for conducting the audit and tick if you would like FWF to do the audit. (2.5)

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

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.

Factory ID	Name of factory	Country	Month of audit	FWF audit
95137	Star Shine Designs	China	August	

Factory ID                      Name of factory                      Country                      Month of audit                      FWF audit

18. Why have you selected these specific production locations to audit? (2.3) (2.4) (2.5)

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

Yes

No

For more information on third-party audits, follow this link to the [Audit Quality Assessment Tool](#)

If yes, what are your plans regarding follow-up?

### EXECUTION OF CORRECTIVE ACTION PLANS (CAPs)

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

20. What findings from previous audits are you planning to address and how? (2.3) (2.4)

21. How will you monitor the progress of the CAPs? For example: on-site visits, follow-up audits, photographic proof (2.1) (2.6)

22. What steps will your company take to integrate the follow-up on CAPs in purchasing decision-making? (2.2) (2.3)

## HIGH RISK CASES

23. 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:  
[Bangladesh enhanced monitoring programme](#)

24. 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:  
[Myanmar enhanced monitoring programme](#)

25. 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 information:  
[FWF guide to Sumangali](#)

26. If your company currently sources from a region with high migration 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 and Italy FWF asks its members to take extra precautions when sourcing garment products from these regions. For more information:  
[Risk assessment Italy 2013](#)  
[Risks related to Turkish garment production locations employing Syrian refugees](#)

27. If your company is aware of other specific risks in your supply chain, what additional activities or precautions will your company take in the upcoming year regarding sourcing and monitoring? (2.7)

#### **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 hand-sewing, buttoning, craft work such as embroidery or other embellishments and inspecting, finishing and packing.

Please refer to [FWF Guidance on home-based work](#).

#### **Abrasive blasting**

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:

[FWF guidelines on abrasive blasting](#)

## COMPLAINTS HANDLING

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

Yes

No

# TRAINING AND CAPACITY BUILDING

## WORKPLACE EDUCATION PROGRAMME

29. Which of your company's production locations will participate in the FWF's Workplace Education Programme (WEP)? Please list the factory ID number, the name of the supplier, the country in which it is located, and the preferred month for conducting the WEP. (4.4)

If you have more than ten trainings planned, please attach an Excel or similar document outlining your WEP plans for the upcoming year.

As of 2017, FWF offers WEP training in Bangladesh, Bulgaria, China, India, Indonesia, Macedonia, Myanmar, Romania, Tunisia, Turkey and Vietnam.

Factory ID	Name of Factory	Country	Month of the WEP
95137	Star Shine Designs	China	August

30. 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. (4.5) for example: last year we began a management training program for female garment workers and we signed up for a pilot project with ILO Better Work

31. How will your company increase workers' awareness of the complaints handling system? (3.3)

## TRAINING

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

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

Marketing, sales and design

Production and sourcing

Production and sourcing

Management team or Board members

Agents

In this work plan, agents refer to third-party contractors. They may work exclusively for your brand or be hired on a temporary basis. They work as intermediaries, having no ownership of the production locations themselves.

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



# TRANSPARENCY

## MARKETING AND COMMUNICATION

33. How will the general public be informed about your company's FWF membership? Please consider the following questions:

- What mediums of communication will you use?
- What information will be shared?
- How often will information be shared? (6.1) (6.2)

According to FWF procedures, members must at least keep information about their FWF membership on their websites and write an annual social report, to be published on the company's website. For this question, please describe any other communications and reporting activities, which your company intends to carry out.

## EVALUATION

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

# BUDGET

This is your company's proposed budget for the upcoming year. If unsure, please use your best estimates. Follow the link for [FWF's fee structure](#)

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 (please specify)	€
<b>TOTAL</b>	<b>€</b>

Notes on budget: optional: please feel free to include any additional information that you feel is relevant

FAIR  
WEAR  
FOUNDATION