



WORK PLAN OF:

FINANCIAL YEAR:

to

CONTENT

Welcome	3
General information	4
Purchasing practices	6
Monitoring and remediation	12
Complaints handling	18
Training and capacity building	19
Information management	22
Transparency	23
Evaluation	24
Budget	25
Review	26

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 and an accountant's statement for the past financial 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 labour 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, the first section 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. 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 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 next financial year in the FWF database. For more information about the database, contact your case manager 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 case manager.

Submission timeline

Submitting a work plan, the projected production location data and an accountant's statement is one of FWF's basic membership requirements. They 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, then it is not possible for FWF to conduct a Brand Performance Check, which is a cornerstone of FWF membership. It is inevitable then, that 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:

Monitoring and remediation:

Complaints handling:

Internal training and capacity building:

Internal communications:

External communications:

Production location data and information management:

Evaluation and social report:

PURCHASING PRACTICES

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

1. Has your company confirmed that each supplier has received the Code of Labour Practices in their local language? **(1.3)**

☐

Yes

☐

No

Have they received a copy of the questionnaire for suppliers, and returned a signed copy to you?

☐

Yes

☐

No

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

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

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 login.

Most garment supply chains have a 'tail' – that is: garment companies source most of their volume from a relatively small number of production locations, and have a long tail of suppliers 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](#).

4. 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.

5. 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.

6. What process or system does your company utilise in order to evaluate compliance of production locations with the FWF Code of Labour Practices? (1.5)

7. 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?

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

☐ Yes ☐ No

FWF is currently developing guidelines for a 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?

Members are required to add all production locations of the next financial year in the FWF database, the online information management system.

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.

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

The number of supplier 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 suppliers 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
China	36	16%	Jackets, knitwear

10. 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.

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

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

13. Please describe the process of how the prices you pay for your products are set.

(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](#).

14. Does your company have insight in the link between your buying prices and wage levels in production locations (1.8)

☐ Yes ☐ No

If yes, for what percentage of FOB?

If no, do you plan to?

☐ Yes ☐ No

15. Will concepts such as increased wages and reducing overtime for workers influence the retail price range for your products? (1.13 and 1.14)

☐ Yes ☐ No

If yes, 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?

If no, why?

MONITORING AND REMEDIATION

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

17. How will you monitor the progress of the CAPs? (2.1 and 2.4)

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

18. 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. For more information on the monitoring thresholds please see the **Brand Performance Check guide**. Here you can also find the **Audit Quality Assessment Tool**.

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.

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

20. 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.

21. 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 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
				<input type="checkbox"/>
				<input type="checkbox"/>
				<input type="checkbox"/>
				<input type="checkbox"/>
				<input type="checkbox"/>
				<input type="checkbox"/>
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				<input type="checkbox"/>
				<input type="checkbox"/>
				<input type="checkbox"/>
				<input type="checkbox"/>
				<input type="checkbox"/>

22. 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.

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 follow this link to the [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 follow this link to the [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 follow this link to the [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 follow these links to the [Risk Assessment Italy 2013](#) and the [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 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](#).

COMPLAINTS HANDLING

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

☐

Yes

☐

No

29. 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)

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 has designed several modules for different countries. You can request a Workplace Education Programme (WEP) through the database. For more on WEPs, please follow this link to the [Workplace Education Programme](#).

30. 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 supplier, 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)

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

31. 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 programme for female garment workers in Cambodia and we signed up for a pilot project with ILO Better Work in Ethiopia.

32. 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.

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

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

34. 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

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

According to FWF procedures, members must at least have information about their FWF membership on their websites and write an annual social report – to be published on their company's website. 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

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

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

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

BUDGET

39. 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 the [FWF Fee Structure](#).

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

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.

REVIEW

40. Dependent on FWF 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

☐

Health and safety

☐

Sourcing practices

☒

Setting up a coherent monitoring system

☒

Complaints handling

☐

Member commitment

☒

Living wages

☐

Country-specific risks

☐

Addressing gender-based violence

In addition to regular case management support, FWF can provide extra support, such as helping to train employees. An additional fee will be charged.

41. Do you have any recommendations or comments for FWF?