



Brand Performance Check

Anchor Workwear BV

Publication date: July 2022

This report covers the evaluation period 01-01-2021 to 31-12-2021

About the Brand Performance Check

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

Fair Wear's Brand Performance Check is a tool to evaluate and report on the activities of Fair Wear's member companies. The Checks examine how member company management systems support Fair Wear's Code of Labour Practices. They evaluate the parts of member company supply chains where clothing is assembled. This is the most labour intensive part of garment supply chains, and where brands can have the most influence over working conditions.

In most apparel supply chains, clothing brands do not own product locations, and most product locations work for many different brands. This means that in most cases Fair Wear member companies have influence, but not direct control, over working conditions. As a result, the Brand Performance Checks focus primarily on verifying the efforts of member companies. Outcomes at the product location level are assessed via audits and complaint reports, however the complexity of the supply chains means that even the best efforts of Fair Wear member companies cannot guarantee results.

Even if outcomes at the product location level cannot be guaranteed, the importance of good management practices by member companies cannot be understated. Even one concerned customer at a product location 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 product location 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 Fair Wear's work.

The Brand Performance Check system is designed to accommodate the range of structures and strengths that different companies have, and reflects the different ways that brands can support better working conditions.

This report is based on interviews with member company employees who play important roles in the management of supply chains, and a variety of documentation sources, financial records, supplier data. The findings from the Brand Performance Check are summarized and published at www.fairwear.org. The online [Brand Performance Check Guide](#) provides more information about the indicators.

This year's report covers the response of our members and the impact on their supply chain due to the COVID-19 pandemic which started in 2020. The COVID-19 pandemic limited the brands' ability to visit and audit factories. To ensure the monitoring of working conditions throughout the pandemic, Fair Wear and its member brands made use of additional monitoring tools, such as complaints reports, surveys, and the consultation of local stakeholders. These sources may not provide as detailed insights as audit reports. To assess outcomes at production location level, we have included all available types of evidence to provide an accurate overview of the brands' management systems and their efforts to improve working conditions. Nevertheless, brands should resume verifying working conditions through audits when the situation allows for.

Brand Performance Check Overview

Anchor Workwear BV

Evaluation Period: 01-01-2021 to 31-12-2021

Member company information	
Headquarters:	Bergen op Zoom , Netherlands
Member since:	2013-07-01
Product types:	Workwear
Production in countries where Fair Wear is active:	Bulgaria, Viet Nam
Production in other countries:	Netherlands
Basic requirements	
Workplan and projected production location data for upcoming year have been submitted?	Yes
Actual production location data for evaluation period was submitted?	Yes
Membership fee has been paid?	Yes
Scoring overview	
% of own production under monitoring	0%
Benchmarking score	66
Category	Good

Summary:

Anchor Workwear has met most of Fair Wear's performance requirements. With a benchmarking score of 66, Anchor Workwear is placed in the 'Good' category. Due to COVID-19, the audits planned for 2021 did not take place. Therefore the monitoring threshold for Anchor Workwear is 0%.

Corona Addendum:

In 2021, Anchor Workwear was not heavily affected by the COVID-19 pandemic. Orders continued to come in, and the company experienced higher turnover than in previous years.

The main impact of COVID-19 was the lockdown in Vietnam, where 62% of the brand's FOB is produced. The company closely monitored the situation and followed Fair Wear guidance related to 3-on-site regulations and the wage regulations. For the Vietnamese production location where Anchor Workwear has 100% leverage, the company ensured all workers received minimum wage for the period the factory was closed. This was calculated as an additional contribution on top of governmental support. For the other Vietnamese factory, Anchor Workwear ensured the 3-on-site regulations were followed properly and checked on workers' well-being. The company has not yet discussed the wage situation of the workers during this period, especially for workers who decided not to continue to work. Due to the lockdown and reduced capacity, Anchor Workwear had to postpone some production, using its stocks to fulfil customer requests. For one order, the company decided to shift production from Vietnam to a new production location in China. This was done after discussions with the Vietnamese production location and agreeing to continued orders for the future.

For its Bulgarian production location, Anchor Workwear monitored the COVID-19 situation. The country nor the factory experienced a lockdown. Some workers were infected or had to quarantine at a certain point, but this did not affect production.

Although Anchor Workwear addressed problems as they arose, the company does not have a structured and systematic approach to monitoring human rights risks in its production countries. Fair Wear recommends the company to take a more structured approach to ensure it is able to mitigate any risks before problems arise.

Performance Category Overview

Leader: This category is for member companies who are doing exceptionally well, and are operating at an advanced level. Leaders show best practices in complex areas such as living wages and freedom of association.

Good: It is Fair Wear's belief that member companies who are making a serious effort to implement the Code of Labour Practices—the vast majority of Fair Wear member companies—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 member companies will receive a 'Good' rating.

Needs Improvement: Member companies 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. Member companies 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: Member companies 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. Member companies 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
1.1a Percentage of production volume from production locations where member company buys at least 10% of production capacity.	94%	Member companies with less than 10% of a production location's production capacity generally have limited influence on production location managers to make changes.	Supplier information provided by member company.	4	4	0

Comment: Anchor Workwear works with two main production locations, one in Bulgaria and one in Vietnam, where it buys 100% of the production capacity of the production location. The brand formally owns the production location in Bulgaria and is connected strongly to the supplier in Vietnam through family ties. At one other production location in Vietnam, Anchor Workwear buys more than 20% of the production capacity. In Bulgaria it works with two smaller production locations as well. In the Netherlands it works with a small workshop below its office for sampling and small changes.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.1b Percentage of production volume from production locations where member company buys less than 2% of its total FOB.	0%	Fair Wear provides incentives to clothing brands to consolidate their supplier base, especially at the tail end, as much as possible, and rewards those members who have a small tail end. Shortening the tail end reduces social compliance risks and enhances the impact of efficient use of capital and remediation efforts.	Production location information as provided to Fair Wear.	4	4	0

Comment: Anchor Workwear has a small workshop in its office in the Netherlands for sampling and small changes where it produces less than 2% of total FOB.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.2 Percentage of production volume from production locations where a business relationship has existed for at least five years.	97%	Stable business relationships support most aspects of the Code of Labour Practices, and give production locations a reason to invest in improving working conditions.	Supplier information provided by member company.	4	4	0

Comment: Anchor Workwear has a steady and long-term relationship with its suppliers.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.3 All (new) production locations are required to sign and return the questionnaire with the Code of Labour Practices before first bulk orders are placed.	Yes	The CoLP is the foundation of all work between production locations and brands, and the first step in developing a commitment to improvements.	Signed CoLPs are on file.	2	2	0

Comment: Anchor Workwear started working with one new production location in 2021. The signed questionnaire was on file.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.4 Member company conducts human rights due diligence at all (new) production locations before placing orders.	Intermediate	Due diligence helps to identify, prevent and mitigate potential human rights problems at suppliers.	Documentation may include pre-audits, existing audits, other types of risk assessments.	2	4	0

Comment: Anchor Workwear is dedicated to maintaining and growing long business relationships and is reluctant to source at new suppliers. In 2021, it had to search for alternative production.

In Bulgaria, Anchor had more orders than its own production location could make, so the company reached out to a production location they had done business with before to produce some of the orders. In addition, they were approached by a new production location. With this production location Anchor discussed the Fair Wear Questionnaire and Code of Labour Practices and requested information on wages.

In Vietnam, due to the lockdown, Anchor had to find an alternative production location for part of the order. It found a production location in China, where Anchor had bought materials earlier, who could make the order. With this production location, Anchor discussed its Fair Wear membership and asked for information on human rights. The production location was SA8000 certified and Anchor discussed the audit results prior to placing the order.

Although Anchor Workwear is aware of general risks, it does not have a system in place to formally assess the human rights risks at its suppliers. At existing production locations, risks are usually assessed through visits of Anchor Workwear's management to the suppliers. In 2021, this was not possible due to the travel restrictions of COVID-19. Instead, Anchor Workwear kept in daily contact with its suppliers through Skype, especially with its two main production locations where they hold 100% leverage in Bulgaria and Vietnam. Anchor Workwear relies on information given by the suppliers to identify potential human rights' risks. This is done daily while being in contact with management, during visits Anchor Workwear's management also speaks to workers. In 2021, this was not possible.

In 2021, Vietnam was in a lockdown. To keep up to date on the situation and gather information on how to best support its main production location, Anchor Workwear participated in Fair Wear webinars and reached out to the Fair Wear country manager for more information for the specific region Anchor's production location is situated in. It also used this information to check-in with its other production location in Vietnam to monitor the situation.

Recommendation: Fair Wear recommends Anchor Workwear to clearly define preventive actions for identified risks and connect them to sourcing decisions. This also includes strategies to tackle structural risks such as low wage levels in the country, limited freedom of association and restricted civil society that are beyond the brand's individual sphere of influence. Fair Wear advises to use information from Fair Wear country studies and wage ladders and use the Fair Wear Health and Safety guidelines. Anchor Workwear can use the CSR Risk Check (<https://www.mvorisicochecker.nl/en/risk-check>) to further assess the risks in (potential new) sourcing countries. For gender risk assessments, Anchor Workwear can use the gender-toolkit that has fact-sheets per country, supplier checklists and a model policy on Sexual Harassment. Anchor Workwear can cooperate with local stakeholders to further investigate the situation in a specific country.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.5 Production location 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

Comment: Anchor Workwear has two main production locations that it ensures to work at full capacity (not more, not less), any additional orders are placed at a few back-up production locations where Anchor Workwear has had a long business relationship. The company does not actively evaluate its suppliers, but uses Fair Wear audits' Corrective Action Plans (CAPs) as a way to track the progress of production locations on labour conditions. It continues to work with a production location on a CAP until every point is addressed.

In 2021, it had to shift one order from Vietnam to China due to the lockdown in Vietnam. It discussed the implications with the production location, and ensured it kept the other forecasted orders at the Vietnamese production location. In addition, it agreed on a minimum number of sewing minutes at this Vietnamese production location to ensure it could continue business. In the end, the order at the Chinese factory could only be produced in early 2022.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.6 The member company's production planning systems support reasonable working hours.	Strong, integrated systems in place.	Member company production planning systems can have a significant impact on the levels of excessive overtime at production locations.	Documentation of robust planning systems.	4	4	0

Comment: Anchor Workwear has regular contact with its suppliers about their production planning. It knows the production capacity of its main suppliers and knows the standard minutes needed per style at two of its major suppliers, for the third supplier it has agreed on a number of labour minutes the supplier can achieve.

Anchor Workwear is able to plan the number of production minutes per supplier based on the available capacity within the factories. Given the high leverage and long term business relationships at production locations owned by Anchor Workwear, the factories are able to accurately plan orders, taking the production capacity of the respective supplier into account. Production is planned in 4-week blocks at each of its production locations, taking available capacity into account. The production process from material to end product is clear for persons in the office and working directly with the factories. If at an early stage in the process extra time is needed, Anchor Workwear's clients are informed about delays.

Following the lockdown in Vietnam, and some COVID-19 related absenteeism in Bulgaria, Anchor Workwear experienced production delays. Fortunately, it was able to cover outstanding orders with products in stock and did not have to change its production planning process.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.7 Degree to which member company mitigates root causes of excessive overtime.	No production problems /delays have been documented.	Some production delays are outside of the control of member companies; however there are a number of steps that can be taken to address production delays without resorting to excessive overtime.	Evidence of how member responds to excessive overtime and strategies that help reduce the risk of excessive overtime, such as: root cause analysis, reports, correspondence with factories, etc.	N/A	6	0

Comment: Due to COVID-19, Anchor Workwear experienced some production delays. However, due to its transparent production planning, insight into available sewing minutes and available stock, it did not have to ask workers in production locations to work additional hours.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.8 Member company can demonstrate the link between its buying prices and wage levels in production locations.	Advanced	Understanding the labour component of buying prices is an essential first step for member companies towards ensuring the payment of minimum wages – and towards the implementation of living wages.	Interviews with production staff, documents related to member's pricing policy and system, buying contracts.	4	4	0

Comment: For its two main production locations responsible for 71% of FOB, Anchor Workwear has direct insight into operating costs, labour costs and minutes per item, which is updated annually. The price per minute is updated when labour costs rise. The brand is able to link the prices it pays to the wages workers get. The company has not yet used this information to calculate how it contributes to higher wages at their production locations.

Any additional costs due to COVID-19, related to Health and Safety measures, were paid by Anchor Workwear.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.9 Member company actively responds if production locations fail to pay legal minimum wages and/or fail to provide wage data to verify minimum wage is paid.	No	If a supplier fails to pay minimum wage or minimum wage payments cannot be verified, Fair Wear member companies are expected to hold management of the supplier accountable for respecting local labour law. Payment below minimum wage must be remediated urgently.	Complaint reports, CAPs, additional emails, Fair Wear Audit Reports or additional monitoring visits by a Fair Wear auditor, or other documents that show minimum wage issue is reported/resolved.	-2	0	-2

Comment: Anchor Workwear works with two production locations in Vietnam. For its main production location, it closely followed the impact of the lockdown in 2021 and ensured people were paid legal minimum wage throughout the period, by transferring additional funds to complement the governmental contribution. At this location it was not possible to do three on-site, because it could not offer workers besides a place to work, a place to eat and sleep. So all workers were at home during the lockdown. Its other Vietnamese production location did have three on-site, and approximately half of the workers continued to work during the lockdown. Anchor Workwear checked with that production location whether workers that did not work received the governmental support. The company did not check whether the production location made sure workers received at least legal minimum wages.

Requirement: Please note that following Fair Wear's policy for repeated non-compliance in Fair Wear's Brand Performance Checks, members that receive an insufficient or -2 score on this indicator for the second year in a row, will be placed in the 'Needs Improvement' category.

In the context of COVID-19, the member is expected to do its own analysis of the risks related to non-payment of minimum wage in its sourcing countries, and connect the risk (for example, long-term factory closure in a country) to its own suppliers. When suppliers indicate no problem in paying legal minimum wages while it is a high-risk area, the member is expected to request evidence of wages paid.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.10 Evidence of late payments to suppliers by member company.	No	Late payments to suppliers can have a negative impact on production locations 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 production location and member company financial documents.	0	0	-1

Comment: In 2021, Anchor Workwear paid all invoices on time.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.11 Degree to which member company assesses and responds to root causes for wages that are lower than living wages in production locations.	Intermediate	Assessing the root causes for wages lower than living wages will determine what strategies/interventions are needed for increasing wages, which will result in a systemic approach	Evidence of how payment below living wage was addressed, such as: Internal policy and strategy documents, reports, correspondence with factories, etc	4	6	0

Comment: Anchor Workwear has been gathering information on living wages in the past financial year to start discussing root causes with its production locations. It realises that wages is one of the main human rights risks in its supply chain and is looking into ways of addressing the topic while maintaining its business relationship with its customers.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.12 Percentage of production volume from factories owned by the member company (bonus indicator).	32%	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 member company's score.	Supplier information provided by member company.	1	2	0

Comment: Anchor Workwear owns one of its production facilities based in Bulgaria, responsible for 32% of its total FOB.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.13 Member company determines and finances wage increases.	None	Assessing the root causes for wages lower than living wages will determine what strategies/interventions are needed for increasing wages, which will result in a systemic approach.	Evidence of how payment below living wage was addressed, such as: internal policy and strategy documents, reports, correspondence with factories, etc.	0	6	0

Comment: Wages in Anchor Workwear's production locations are relatively high. 2018 audits showed that in Bulgaria, half of the production workers earn above a local living wage estimate and in Vietnam workers earn above the Global Living Wage Coalition estimate for rural Vietnam. Anchor Workwear has calculated what price increase is needed to reach the next living wage estimate, Asian Floor wage, for its production location in Vietnam. Anchor Workwear concluded that the gap to the Asian Floor wage estimate is too big to be covered.

Anchor Workwear has not determined how they could increase the wages of all workers at the production location in Bulgaria towards the living wage estimate and has not set a target wage. At the moment, factory management suggests wage increases, which are determined by input from workers and also incorporate inflation. The increase is financed fully by Anchor Workwear.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.14 Percentage of production volume where the member company pays its share of the target wage.	0%	Fair Wear member companies are challenged to adopt approaches that absorb the extra costs of increasing wages.	Member company's own documentation, evidence of target wage implementation, such as wage reports, factory documentation, communication with factories, etc.	0	6	0

Comment: Anchor Workwear has not implemented a target wage and the current wages are below the Fair Wear recommended living wage estimates.

Purchasing Practices

Possible Points: 46

Earned Points: 28

2. Monitoring and Remediation

Basic measurements	Result	Comments
% of production volume where an audit took place.	0%	
% of production volume where monitoring requirements for low-risk countries are fulfilled.		
Member meets monitoring requirements for tail-end production locations.	No (implementation will be assessed next performance check)	FWF members must meet tail-end monitoring requirements. Implementation will be assessed during next Brand Performance check.
Requirement(s) for next performance check		
Total monitoring threshold:	0%	Measured as percentage of production volume (Minimums: 1 year: 40%; 2 years 60%; 3 years+: 80-100%)

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 Fair Wear 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: Anchor Workwear's head of operations and management is in charge of responding and following up on any problems identified within their suppliers, supported by the purchasing manager for production in Vietnam.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.2 Quality of own auditing system meets FWF standards.	Member makes use of FWF audits and/or external audits only	In case Fair Wear teams cannot be used, the member companies' own auditing system must ensure sufficient quality in order for Fair Wear to approve the auditing system.	Information on audit methodology.	N/A	0	-1

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.3 Audit Report and Corrective Action Plan (CAP) findings are shared with factory and worker representation where applicable. Improvement timelines are established in a timely manner.	No Corrective Action Plans were active during the previous year	2 part indicator: Fair Wear audit reports were shared and discussed with suppliers within two months of audit receipt AND a reasonable time frame was specified for resolving findings.	Corrective Action Plans, emails; findings of followup audits; brand representative present during audit exit meeting, etc.	N/A	2	-1

Comment: Anchor planned to do audits in 2021 in its main production locations, but due to COVID-19, it was not possible.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.4 Degree of progress towards resolution of existing Corrective Action Plans and remediation of identified problems.	Basic	Fair Wear considers efforts to resolve CAPs to be one of the most important things that member companies can do towards improving working conditions.	CAP-related documentation including status of findings, documentation of remediation and follow up actions taken by member. Reports of quality assessments. Evidence of understanding relevant issues.	4	8	-2

Comment: Anchor Workwear continued to address open points from the 2018 CAP for its main Vietnamese production location. It asked for support from its other Vietnamese production locations, which had more experience with addressing social compliance issues. In addition, it took the information provided by Fair Wear on the situation following the lockdown to address possible risks, specifically regarding three on-site and wages.

Recommendation: Fair Wear encourages Anchor Workwear to continue strengthening its system to analyse how it might have contributed to findings and what changes it can make in its purchasing practices.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.5 Percentage of production volume from production locations that have been visited by the member company in the previous financial year.	not applicable	Due to the Covid-19 pandemic, brands could often not visit their suppliers from March - December 2020. For consistency purposes, we therefore decided to score all our member brands N/A on visiting suppliers over the year 2020.	Member companies should document all production location visits with at least the date and name of the visitor.	N/A	4	0

Comment: As travel was restricted due to the COVID-19 pandemic, this indicator is not applicable in 2021.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.6 Existing audit reports from other sources are collected.	No existing reports/all audits by FWF or FWF member company	Existing reports form a basis for understanding the issues and strengths of a supplier, and reduces duplicative work.	Audit reports are on file; evidence of followup on prior CAPs. Reports of quality assessments.	N/A	3	0

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.7 Compliance with FWF risk policies.	Average score depending on the number of applicable policies and results	Aside from regular monitoring and remediation requirements under Fair Wear membership, countries, specific areas within countries or specific product groups may pose specific risks that require additional steps to address and remediate those risks. Fair Wear requires member companies to be aware of those risks and implement policy requirements as prescribed by Fair Wear.	Policy documents, inspection reports, evidence of cooperation with other customers sourcing at the same factories, reports of meetings with suppliers, reports of additional activities and/or attendance lists as mentioned in policy documents.	3	6	-2
Compliance with FWF enhanced monitoring programme Bangladesh	Policies are not relevant to the company's supply chain			N/A	6	-2
Compliance with FWF Myanmar policy	Policies are not relevant to the company's supply chain			N/A	6	-2
Compliance with FWF guidance on abrasive blasting	Policies are not relevant to the company's supply chain			N/A	6	-2
Compliance with FWF guidance on risks related to Turkish garment factories employing Syrian refugees	Policies are not relevant to the company's supply chain			N/A	6	-2
Other risks specific to the member's supply chain are addressed by its monitoring system	Intermediate			3	6	-2

Comment: Anchor Workwear does not source in Bangladesh, Myanmar or Turkey and does not use sandblasting for its products.

For its production countries, Bulgaria and Vietnam, it has read the country studies to become aware of the general risks and is in close contact to monitor whatever is going on. Because of the relationship of Anchor Workwear with its production locations (wholly owned, high leverage, long-term relationships), the company does not see these risks materialise. For Vietnam it closely followed the Fair Wear guidance regarding three on-site and also received additional support to address risks at its main production location. The company does not have a formal system to assess and monitor human rights risks, but closely follow Fair Wear audits and CAPs and its regular calls to keep track of the situation in its production locations.

Recommendation: Knowing the country specific risks facilitates the starting point for discussing this with suppliers.

Member companies can agree on additional commitments that are required to mitigate risks. Anchor Workwear BV can provide additional measures for support and integrate that in the monitoring system.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.8 Member company cooperates with other FWF member companies in resolving corrective actions at shared suppliers.	No CAPs active, no shared production locations or refusal of other company to cooperate	Cooperation between customers increases leverage and chances of successful outcomes. Cooperation also reduces the chances 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.	N/A	2	-1

Comment: No shared production locations.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.9 Percentage of production volume where monitoring requirements for low-risk countries are fulfilled.	100%	Low-risk countries are determined by the presence and proper functioning of institutions which can guarantee compliance with national and international standards and laws. Fair Wear has defined minimum monitoring requirements for production locations in low-risk countries.	Documentation of visits, notification of suppliers of Fair Wear membership; posting of worker information sheets, completed questionnaires.	2	2	0

Member undertakes additional activities to monitor suppliers.: No (o)

Comment: Anchor Workwear has a workshop within its office in the Netherlands, where monitoring requirements for low-risk countries are fulfilled, but no additional activities to monitor have taken place.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.10 Extra bonus indicator: in case FWF member company conducts full audits at tail-end production locations (when the minimum required monitoring threshold is met).	No	Fair Wear encourages its members to monitor 100% of its production locations and rewards those members who conduct full audits above the minimum required monitoring threshold.	Production location information as provided to Fair Wear and recent Audit Reports.	N/A	2	0

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.11 Questionnaire is sent and information is collected from external brands resold by the member company.	Yes, and member has collected necessary information	Fair Wear believes it is important for affiliates that have a retail/wholesale arm to at least know if the brands they resell are members of Fair Wear or a similar organisation, and in which countries those brands produce goods.	Questionnaires are on file.	2	2	0

Comment: Anchor Workwear has one external brand, it has signed and returned the questionnaire and shared additional information about its approach to social compliance.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.12 External brands resold by member companies that are members of another credible initiative (% of external sales volume).	0%	Fair Wear believes members who resell products should be rewarded for choosing to sell external brands who also take their supply chain responsibilities seriously and are open about in which countries they produce goods.	External production data in Fair Wear's information management system. Documentation of sales volumes of products made by Fair Wear or FLA members.	0	3	0

Comment: The external brand Anchor Workwear sells is not a member of another credible initiative.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.13 Questionnaire is sent and information is collected from licensees.	No licensees	Fair Wear believes it is important for member companies to know if the licensee is committed to the implementation of the same labour standards and has a monitoring system in place.	Questionnaires are on file. Contracts with licensees.	N/A	1	0

Monitoring and Remediation

Possible Points: 24

Earned Points: 13

3. Complaints Handling

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

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.1 A specific employee has been designated to address worker complaints.	Yes	Followup is a serious part of Fair Wear 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: Anchor Workwear's head of operations and management is in charge of responding on worker complaints, supported by the purchasing manager for production in Vietnam.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.2 Member company has informed factory management and workers about the FWF CoLP and complaints hotline.	Yes	Informing both management and workers about the Fair Wear Code of Labour Practices and complaints hotline is a first step in alerting workers to their rights. The Worker Information Sheet is a tool to do this and should be visibly posted at all production locations.	Photos by company staff, audit reports, checklists from production location visits, etc.	2	2	-2

Comment: Anchor Workwear usually visits its suppliers annually and during these visits, it verifies whether the Worker Information Sheets are posted. This was not possible in 2020 and 2021 but was facilitated on Skype instead.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.3 Degree to which member company has actively raised awareness of the FWF CoLP and complaints hotline.	All production in low-risk countries/training not possible	After informing workers and management of the Fair Wear CoLP and the complaints hotline, additional awareness raising and training is needed to ensure sustainable improvements and structural worker-management dialogue.	Training reports, Fair Wear's data on factories enrolled in the WEP basic module. For alternative training activities: curriculum, training content, participation and outcomes.	N/A	6	0

Comment: Because of travel restrictions in 2021 that limited the possibility of conducting training, this indicator is not applicable in 2021.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.4 All complaints received from production location workers are addressed in accordance with the FWF Complaints Procedure.	No complaints received	Providing access to remedy when problems arise is a key element of responsible supply chain management. Member company involvement is often essential to resolving issues.	Documentation that member company has completed all required steps in the complaints handling process.	N/A	6	-2

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.5 Cooperation with other customers in addressing worker complaints at shared suppliers.	No complaints or cooperation not possible / necessary	Because most production locations supply several customers with products, involvement of other customers by the Fair Wear member company can be critical in resolving a complaint at a supplier.	Documentation of joint efforts, e.g. emails, sharing of complaint data, etc.	N/A	2	0

Complaints Handling

Possible Points: 3

Earned Points: 3

4. Training and Capacity Building

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
4.1 All staff at member company are made aware of FWF membership.	Yes	Preventing and remediating problems often requires the involvement of many different departments; making all staff aware of Fair Wear membership requirements helps to support cross-departmental collaboration when needed.	Emails, trainings, presentation, newsletters, etc.	1	1	0

Comment: Anchor Workwear is a small company with seven people. During the monthly staff meeting, everyone is updated on Fair Wear membership.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
4.2 All staff in direct contact with suppliers are informed of FWF requirements.	Yes	Sourcing, purchasing and CSR staff at a minimum should possess the knowledge necessary to implement Fair Wear requirements and advocate for change within their organisations.	Fair Wear Seminars or equivalent trainings provided; presentations, curricula, etc.	2	2	-1

Comment: Anchor Workwear's head of operations and management and the purchasing manager are in direct contact with suppliers and are aware of Fair Wear requirements. Others in direct contact are also aware of the Fair Wear requirements.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
4.3 All sourcing contractors/agents are informed about FWF's Code of Labour Practices.	Member does not use agents/contractors	Agents have the potential to either support or disrupt CoLP implementation. It is the responsibility of member company to ensure agents actively support the implementation of the CoLP.	Correspondence with agents, trainings for agents, Fair Wear audit findings.	N/A	2	0

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
4.4 Factory participation in training programmes that support transformative processes related to human rights.	All production in low-risk countries/training not possible	Complex human rights issues such as freedom of association or gender-based violence require more in-depth trainings that support factory-level transformative processes. Fair Wear has developed several modules, however, other (member-led) programmes may also count.	Training reports, Fair Wear's data on factories enrolled in training programmes. For alternative training activities: curriculum, training content, participation and outcomes.	N/A	6	0

Comment: Because of travel restrictions in 2021 that limited the possibility of conducting training, this indicator is not applicable in 2021.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
4.5 Degree to which member company follows up after a training programme.	No training programmes have been conducted or member produces solely in low-risk countries	After factory-level training programmes, complementary activities such as remediation and changes on brand level will achieve a lasting impact.	Documentation of discussions with factory management and worker representatives, minutes of regular worker-management dialogue meetings or anti-harassment committees.	N/A	2	0

Training and Capacity Building

Possible Points: 3

Earned Points: 3

5. Information Management

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
5.1 Level of effort to identify all production locations.	Intermediate	Any improvements to supply chains require member companies to first know all of their production locations.	Supplier information provided by member company. Financial records of previous financial year. Documented efforts by member company to update supplier information from its monitoring activities.	3	6	-2

Comment: Most of Anchor Workwear's production takes place at its own production location in Bulgaria or at the production location in Vietnam where it has 100% leverage. Anchor Workwear knows the capacity minutes and has insight into whether subcontractors need to be used. With its other Vietnamese production location, it has been discussed several times that subcontractors should not be used for Anchor Workwear's production. During production this has been checked and it has been verified that this is not the case.

In 2021, Anchor Workwear continued production at a Bulgarian production location it had last used in 2016. It asked the production to fill out the questionnaire again and it turned out that previously the production location had used subcontractors for (part of) Anchor's production. The company has discussed this with the production location and has agreed this will not happen without Anchor's explicit consent.

Recommendation: Fair Wear recommends Anchor to set up an agreement with suppliers stating that outsourcing can only be done prior to orders with explicit agreement from Anchor and only at locations approved by the member.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
5.2 CSR and other relevant staff actively share information with each other about working conditions at production locations.	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

Comment: Anchor Workwear's head of operations and management and its purchasing manager are the ones in direct contact with suppliers and regularly update each other on working conditions at production locations.

Information Management

Possible Points: 7

Earned Points: 4

6. Transparency

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
6.1 Degree of member company compliance with FWF Communications Policy.	Minimum communications requirements are met AND no significant problems found	Fair Wear's communications policy exists to ensure transparency for consumers and stakeholders, and to ensure that member communications about Fair Wear are accurate. Members will be held accountable for their own communications as well as the communications behaviour of 3rd-party retailers, resellers and customers.	Fair Wear membership is communicated on member's website; other communications in line with Fair Wear communications policy.	2	2	-3

Comment: Anchor Workwear communicates about Fair Wear on its website and the logo is included in the email signature of its employees.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
6.2 Member company engages in advanced reporting activities.	Supplier list is disclosed to the public.	Good reporting by members helps to ensure the transparency of Fair Wear's work and shares best practices with the industry.	Member company publishes one or more of the following on their website: Brand Performance Check, Audit Reports, Supplier List.	2	2	0

Comment: Anchor Workwear publishes the Brand Performance Check on the website. The brand discloses factories responsible for 93% of FOB internally and on the Fair Wear website.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
6.3 Social Report is submitted to FWF and is published on member company's website.	Complete and accurate report submitted to FWF AND published on member's website.	The social report is an important tool for members to transparently share their efforts with stakeholders. Member companies should not make any claims in their social report that do not correspond with Fair Wear's communication policy.	Social report that is in line with Fair Wear's communication policy.	2	2	-1

Comment: The social report of 2021 is published on Anchor Workwear's website.

Transparency

Possible Points: 6

Earned Points: 6

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 Fair Wear policies are integrated into the structure of the company.	Meeting minutes, verbal reporting, Powerpoints, etc.	2	2	0

Comment: Top management is responsible for Fair Wear membership. Results of the Brand Performance Check, audits, complaints are discussed by the management team. The reasons for becoming a Fair Wear member were to show external verification of Anchor Workwear's efforts to improve labour conditions.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
7.2 Level of action/progress made on required changes from previous Brand Performance Check implemented by member company.	50%	In each Brand Performance Check report, Fair Wear may include requirements for changes to management practices. Progress on achieving these requirements is an important part of Fair Wear membership and its process approach.	Member company should show documentation related to the specific requirements made in the previous Brand Performance Check.	4	4	-2

Comment: Anchor Workwear started to follow up on requirements included in last year's performance check regarding human rights risks and supplier evaluation and living wages. As such it met the requirement of 7.2 during last year's performance check. Anchor Workwear did not yet address the requirement regarding determining and financing wage increases.

Evaluation

Possible Points: 6

Earned Points: 6

Recommendations to Fair Wear

Anchor Workwear would like Fair Wear to provide more specific and practical information. At the moment the brand does not use the resources provided because it is too much information.

Anchor Workwear recommends the CAPs for audits in Vietnam to also be provided in Vietnamese.

Scoring Overview

Category	Earned	Possible
Purchasing Practices	28	46
Monitoring and Remediation	13	24
Complaints Handling	3	3
Training and Capacity Building	3	3
Information Management	4	7
Transparency	6	6
Evaluation	6	6
Totals:	63	95

Benchmarking Score (earned points divided by possible points)

66

Performance Benchmarking Category

Good

Brand Performance Check details

Date of Brand Performance Check:

13-06-2022

Conducted by:

Anne van Lakerveld

Interviews with:

Ben Huijbers

Lan Janssen