



# **Brand Performance Check**

**Van Heurck nv**

**Publication date: June 2022**

This report covers the evaluation period 01-02-2021 to 31-01-2022

## 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](http://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

## Van Heurck nv

Evaluation Period: 01-02-2021 to 31-01-2022

Member company information	
Headquarters:	Lier , Belgium
Member since:	2019-06-01
Product types:	Workwear
Production in countries where Fair Wear is active:	Tunisia
Production in other countries:	
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	100%
Benchmarking score	93
Category	Leader

## Summary:

Van Heurck nv (hereafter referred to as Van Heurck) has met most of Fair Wear's performance requirements. With a score of 93, the member is placed in the 'Leader' category. Although the monitoring threshold does not determine the category this year, Van Heurck has fulfilled the monitoring requirements at suppliers responsible for 100% of its production volume.

## **Corona Addendum:**

Despite the COVID-19 crisis in 2021, Van Heurck was able to continue its operations throughout 2021 with only small disruptions. Van Heurck could travel to Tunisia every month and held daily contact with the management of the suppliers. The suppliers did not cope with lockdowns or severe numbers of ill workers.

Van Heurck facilitated early payments, health and safety measures, and extra bonuses to meet the target wage. All workers were obliged to show their vaccination proof, and the planning of the production was adjusted to spread the number of workers having a break. Van Heurck organised one audit at one locations, while the other two locations were audited in 2020. It could follow-up on the CAPs in a timely manner.

Van Heurck used the COVID-19 dossier, local information and the daily contacts with the suppliers to keep itself updated on the situation. The Tunisian management followed the COVID-19 developments daily. The management has strong local networks, hence is fully aware of disruptions or issues from an early stage. The orders follow the availability of the workers, hence some small delays did not cause overtime.

On January 1, 2022, Van Heurck became a member of VP Textile which is the textile division of VP Capital. Van Heurck shares this mother company with two other Fair Wear members. This mother company has a strong focus on sustainability.

Due to the fact that Van Heurck owns the three production locations in Tunisia for 80%, where it sources all of its production, enabled the brand to prioritize sustainability for years. Van Heurck receives the Leader status already in its third year of membership.

## 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.	100%	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:** Van Heurck sources 100% of its production from three production locations.

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:** Van Heurck sources solely and almost equally from three production locations, hence does not have a tail end.

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.	100%	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:** Van Heurck's sourcing strategy set in the mid-1980's and is focused on Tunisia, with the brand sourcing from its first (partially owned) supplier in 1985. At all production locations, including subcontractors, the brand has over five years of business relationship.



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:** All production locations have signed and returned the questionnaire with the Code of Labour Practices, including the three subcontractors.

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.	Advanced	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.	4	4	0

**Comment:** Van Heurck's sourcing strategy was set in the mid-1980's and the brand continues to source from one country, Tunisia, and from three production locations (managed by the same supplier) where it has 80% ownership. Over the years, the brand has made no changes to its factory relations. The capacity currently needed by Van Heurck is sufficiently covered by the three production locations with the possibility to support future growth. The three locations work with three subcontractors. These subcontractors work with the main suppliers for a long time as well. They are aware of the Fair Wear membership, have signed the CoLP as well, and are open to conducting audits, checks, etc. The factory management of the suppliers visits the subcontractors regularly to check and discuss the latest developments and see if they comply with the requirements.

The brand has been working with the factory manager for over 25 years. The factory management team is Tunisian with a solid understanding of local regulations, and risks and keeps the brand updated about developments in the country.

The main office of the three locations uses a document called 'carthography'. This document is based on the UN guiding principles, which include the Fair Wear CoLP. It is leading for the three suppliers to be compliant with the human rights and is actively used to ensure due diligence. The main office in Tunisia engages actively in the local network to comply with human rights, which is part of a global network. The posters with the human rights are posted in Arabic at the locations.

Van Heurck has a system in place, agreed upon orally, not on paper. The purchasing department has meetings with the suppliers three times a week, to discuss new patterns or models, disruptions in the planning, hick-ups, COVID-19 updates, etc. The management of Van Heurck, as well as the CSR manager, has daily contact with the Tunisian suppliers. Van Heurck has very short internal communication lines with its own staff and Tunisian staff, everybody is involved in the process. Both staff from Tunisia as well as from Van Heurck can live track the sourcing of all products in a system, which makes the planning and production very transparent. For short-term issues, the involved colleagues contact each other directly and solve them directly.

In 2021, the brand was able to visit the factory every month. Van Heurck used the country study and COVID-19 dossier for background information. It conducted an audit at one of the locations. Van Heurck had daily contact with the factory management who followed the local and national news on a daily basis, hence were fully up to date on the latest developments and their implications. The brand decided to not develop a risk assessment, as the daily contacts were more adequate.

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, and leads to production decisions	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.	2	2	0

**Comment:** Van Heurck has a short supply chain, three factories in Tunisia (managed by the same supplier) where it has 80% ownership. The managing director of the brand, the CSR manager, the factory management, and the quality manager are involved in reviewing outcomes of the audits, production planning, and issues at the factory. All findings are discussed and addressed on a daily basis.

Van Heurck and its suppliers reacted adequately to the COVID-19 requirements, which were less impactful in comparison with 2020. Key risks were identified and measures were taken. It could spread the workers to comply with social distancing. All workers could show a vaccination-proof and the locations changed the timing of the shifts, to ensure different lunch breaks with fewer workers at the same time.

Van Heurck and the Tunisian locations use a quality system for complaints and issues throughout the supply chain, so also from customers. All staff from Belgium and Tunisia have access to this system. The evaluation of this system is shown in the Social Report. For issues that came out of an audit, Van Heurck uses CAPs.

**Recommendation:** Van Heurck is encouraged to turn the oral strategy into a formal strategy to make more explicit how social compliance and human rights in the supplier rating system in which quality, relationship, price, and planning are assessed. This should make the process even more clear and is a tool for new colleagues starting at Van Heurck.

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:** The production planning is managed jointly by the brand and suppliers. This is done with the support of a sophisticated ERP system that offers real time insights on fabric, component availability/ shipping time, factory capacity, labour minutes per style and lead time. This information is automatically updated and ensures that the factory does not overestimate its capacity to take additional orders that may contribute to excessive overtime. The planning of Van Heurck follows the stock of fabrics and the amount of minutes available, not the other way around.

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:** Fair Wear audits did not indicate issues pertaining to excessive overtime.

The suppliers tracked all minutes of the workers, a normal working week consists of 48 hours. In 2021, there was 0.4% overtime, and no excessive overtime. The planning of the minutes take into account the holidays and days off in Tunisia.

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:** The brand and the supplier work on open costing and price setting on the shared ERP system. Per product, the brand and supplier set up a BOM, a Bill of Material. This gives a detailed overview of the costs of all materials, fabric, and transport. Part of this BOM is the BOL, the Bill of Labor. This shows a precise overview of the number of minutes that is needed to make a specific garment, and the amount Van Heurck pays for that product to the supplier. 60% Of this amount is for the wages of the workers.

Each year, the supplier and Van Heurck determine the price for the supplier, of which 60% is wages. In 2021, the average price for a labour minute was 0.12 euro, in comparison to 0.10 euro in 2020. During the year, the supplier asked for and received an increase, based on a rise in wages in Tunisia.

The extra costs for COVID-19 measures are shown in the BOM overview and are paid by Van Heurck. These costs are separate from the wages and discussions on wages.

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 problems reported/no audits	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.	N/A	0	-2

**Comment:** Van Heurck and the three suppliers put a lot of effort into paying the workers a decent wage. In 2021, there were no issues concerning workers who were paid below the legal minimum wages.

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:** Van Heurck is aware of the supplier's cash flow situation and generally, all invoices are paid on time. The brand paid in advance on some occasions during the year.

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:** Van Heurck and its suppliers work with a system towards living wages. In dialogue with the suppliers, the brand added all kinds of bonuses to the wages, to meet the target wage. All workers who worked a normal amount of time received the bonuses. Van Heurck, together with the suppliers, are increasing this target wage yearly.

In 2021, the wage level was increased in August by Tunisian law. The suppliers asked for a raise in wages, and Van Heurck adjusted its payment to meet this increase.

**Recommendation:** Fair Wear encourages Van Heurck nv to discuss with suppliers about different strategies to work towards higher wages. While bonuses are a way to positively stimulate and reward workers, a living wage is paid regardless of workers performance. Van Heurck is recommended to develop a strategy to structurally raise wages for all workers, going beyond bonuses. A first step could be to do a root cause analysis of why the wages are below living wage. Fair Wear's local staff could offer support in this.

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).	80%	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.	2	2	0

**Comment:** The brand has 80% ownership of its supplier.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.13 Member company determines and finances wage increases.	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.	2	6	0

**Comment:** Van Heurck implemented a bonus system, based on production and quality, with an increase of 5% this year, financed by Van Heurck. This is confirmed in the system, in which an increase in the BOL is shown. With increasing this bonus system, Van Heurck gradually wants to decrease the gap between minimum wages and living wages.

**Recommendation:** Fair Wear recommends Van Heurck to absorb the extra payments in the wages. In this way the workers are not dependent on bonuses, which are more insecure in comparison to wages. A living wage is not a bonus, and Van Heurck should work on strategies to structurally pay a living wage to all workers, regardless of performance.

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.	90%	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.	6	6	0

**Comment:** The legal wage in 2021 was 707 Tunisian Dinar, the living wage was 850 TD. Van Heurck worked with a target wage of 805 TD in 2021, it paid this extra target wage. In the coming years, the suppliers and Van Heurck will increase this target wage each year.

Van Heurck discussed the target wage with the other brands sourcing from the same suppliers. The other member brand agreed to also work with the target wage.

**Recommendation:** Fair Wear encourages Van Heurck to gradually increase the target wages for the coming years.

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## Purchasing Practices

**Possible Points: 46**

**Earned Points: 42**

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## 2. Monitoring and Remediation

Basic measurements	Result	Comments
% of production volume where an audit took place.	100%	
% of production volume where monitoring requirements for low-risk countries are fulfilled.	0%	To be counted towards the monitoring threshold, FWF low-risk policy should be implemented. See indicator 2.9. (N/A = no production in low risk countries.)
Member meets monitoring requirements for tail-end production locations.	N/A	
Requirement(s) for next performance check		
Total monitoring threshold:	100%	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:** For the majority of 2021, the certification and member coordinator at the brand and quality manager at the supplier was designated to follow up on problems identified by the monitoring system. The CSR manager of Van Heurck started in 2021 and took over the responsibility of the certification and member coordinator. Per 1 January 2022, Van Heurck is part of VP Capital, hence increasing its CSR team with a CSR manager of this company. They are overseen by the managing director of the brand and the factory manager.

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.	Yes	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.	2	2	-1

**Comment:** CAPs are shared with factories and improvement timelines are established in a timely manner. The worker representative is present during the audits and training and is involved in resolving the CAPs. Every three years, the production locations have an election to choose a new worker representative.

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.	Intermediate	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.	6	8	-2

**Comment:** Van Heurck has a short supply chain (one supplier company with 3 own production locations in Tunisia) with 80% ownership. Van Heurck and the suppliers have a transparent system in place to follow the progress of the CAPs. The suppliers review and update the brand every six months on the progress of the CAPs. The follow-up and progress of the CAPs have been shared in the Social Report of Van Heurck. For day-day issues, Van Heurck is in almost daily contact with the supplier, which allows for active follow-up on problems reported by the monitoring system.

In 2021, one Fair Wear audit was conducted at one location, while the other two locations were audited in 2020. CAPs were mostly about payment and factory communications. The bonus system, described in indicator 1.13, solved the payment issues, while the offered WEP training were helpful to solve the issue of communications and awareness.

**Recommendation:** Fair Wear encourages Van Heurck to continue strengthening their system to analyse how they might have contributed to findings and what changes they can make in their 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.	100%	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.	4	4	0

**Comment:** Van Heurck was able to visit all three locations every month and had daily contact with the factory management.

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.	Advanced result on all relevant policies	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.	6	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	Advanced			6	6	-2

**Comment:** Van Heurck has a long-term relationship with the management of the suppliers, who hasn't changed since the beginning. Due to its strong local presence and knowledge, the brand did not have a risk assessment. Instead, it held contact on a daily basis, and the staff could travel to Tunisia every month.

A specific high risk in Tunisia is short-term contracts. The managing system of the suppliers shows how many workers work with a short-term contract or with a permanent contract. In 2021, 50% of the workers had a permanent contract. The suppliers aim to have long-term relationships with the workers. It follows the law in Tunisia to give the workers eight times a half-year contract. The number of jobs increased in the last year, hence there was no need to end contracts.

2021 was not highly affected by COVID-19. There were no lockdowns or severe measures to take. Van Heurck and its suppliers had contact on a daily basis. The factories established additional Health & Safety measures such as separating workstations with plexiglass screens, frequent sanitisation, improving ventilation, and keeping workers informed.

Additionally, the factory adjusted production schedules to follow COVID-19 protocols.

The three locations are close to each other, and together, they have enough capacity to spread the workers on the work floor.

**Recommendation:** Fair Wear recommends Van Heurck to evaluate the Tunisian short term contracts-system with the worker representative, to see if it can be improved.

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.	Active cooperation	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.	2	2	-1

**Comment:** Van Heurck holds close cooperation with the other Fair Wear member brand which sources from the same locations. They share all relevant documents, CAPs, audits, split the costs for WEP training, etc. Since 1 January 2022, the two member brands share the same mother company. Together, they have a leverage of 90%.

The other two brands sourcing from the same suppliers are not a member of Fair Wear. They also share some information with each other, but less intensive.

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.	No production in low-risk countries	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.	N/A	2	0

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.	No external brands resold	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.	N/A	2	0

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).	No external brands resold	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.	N/A	3	0

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

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## Monitoring and Remediation

**Possible Points: 25**

**Earned Points: 22**

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### 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:** The CSR manager of Van Heurck, the quality manager of the supplier, the HR manager of the supplier, and the CCE, the Commission Consultative including the worker representative, are designated to follow up on problems reported on the complaints hotline. They are overseen by the managing director of the brand and the factory manager.

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:** The suppliers printed and shared big banners in all locations, including the information on the complaint hotline. Van Heurck spread flyers after the WEP training, with the phone number and e-mail address, and distributed them to all current workers. This flyer is part of the introduction package for new workers.

**Recommendation:** Members are advised to follow Fair Wear's style/size/colour specifications for the Worker Information Sheet. Although the workers might not recognise the new logo, Fair Wear advises informing them about this new logo, as all updated sheets will be with the new logo.

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.	100%	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.	6	6	0

**Comment:** Van Heurck organised the basic WEP training at all three production locations. It developed banners to put in the locations, and distributed flyers, with all information including the complaints hotline phone number and e-mail address.

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

**Comment:** No complaints were received from any production location on the Fair Wear complaints hotline.

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

**Comment:** No complaints were received from any of the production locations on the Fair Wear complaints hotline.



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## Complaints Handling

**Possible Points: 9**

**Earned Points: 9**

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## 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:** At the annual 'recap meeting' the brand discussed the Fair Wear membership, CoLP, and related requirements. The Fair Wear logo is part of the staff email signature as well. Throughout the year, the CSR team keeps the whole team updated in meetings and via mail.

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:** Being a small organisation with its own production locations, information is freely shared between the brand and supplier staff, including on Fair Wear membership. The WEP training was a required session for all management, including the management of the supplying and production departments.

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 to conduct training, this indicator is not applicable in 2021. Van Heurck invested in the basic WEP training. Van Heurck will look into which transformative processes could be best to organise for upcoming year.

**Recommendation:** In 2021, Van Heurck organised the WEP basic training. For 2022, Fair Wear recommends Van Heurck to implement training programmes that support factory-level transformation such as establishing functional internal grievance mechanisms, improving worker-management dialogue and communication skills or addressing gender-based violence. Training assessed under this indicator should go beyond raising awareness and focus on behavioural and structural change to improve working conditions. To this end, Van Heurck nv can make use of Fair Wear's WEP Communication or Violence and Harassment Prevention modules or implement advanced training through external training providers or brand staff. Non-Fair Wear training must follow the standards outlined in Fair Wear's guidance and checklist available on the Member Hub.

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

**Comment:** This indicator shows follow-up of training conducted under indicator 4.4. As there was no training mentioned under 4.4., there is no follow-up.

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## **Training and Capacity Building**

**Possible Points: 3**

**Earned Points: 3**

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## 5. Information Management

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
5.1 Level of effort to identify all production locations.	Advanced	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.	6	6	-2

**Comment:** Van Heurck sources from three production locations owned by the brand. The supplier only outsources support processes to production locations that are selected and directly monitored by the supplier. These subcontractors have been informed of Fair Wear membership requirements.

Van Heurck can follow each product during the CMT process. In this way, Van Heurck knows exactly when and where something is produced, hence giving the brand a full overview of all locations that source for Van Heurck.

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:** Being a small organisation with its own production locations, information is freely shared between the CSR manager at the brand and the quality manager at the supplier. They are overseen by the managing director of the brand and the factory manager. From 1 January 2022, staff from VP Capital and HAVEP have also been included in the team which makes the involved team even bigger.

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## Information Management

**Possible Points: 7**

**Earned Points: 7**

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## 6. Transparency

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
6.1 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:** Van Heurck communicates about Fair Wear through the company website, social report, Brand Performance Report, logos on email signatures, and catalogues, and follows communication guidelines.

Each garment has a QR code that will lead the customer to a page on the website with specific information about that garment. Fair Wear membership is mentioned on this page as well. For next year, Van Heurck will look into on-garment communications.

**Recommendation:** Fair Wear encourages Van Heurck to start using on-garment communications.

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:** Van Heurck has disclosed 100% of factories to other members in FairForce 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 brand has disclosed its suppliers and audit results and the follow-up in its social report. The Brand Performance Check Report of 2020 has also been published.

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## 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:** Each year, Van Heurck organises a recap meeting. During this meeting, the staff mainly discussed the membership of Fair Wear and the requirements and recommendations of the Brand Performance Check of 2020.

During the first two years of its membership, Van Heurck put a lot of effort into informing the staff, including the staff in Tunisia, about the membership. In 2021 the management could have more in-depth communications about the issues and improvements.

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.	100%	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:** Van Heurck had three requirements in the previous Brand Performance Check, on indicator 1.9, 1.11 and indicator 3.3. On all three indicators, Van Heurck made improvements by introducing target wages, distributing flyers and organising basic WEP training. See the relevant indicators for more information.

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## Evaluation

**Possible Points: 6**

**Earned Points: 6**

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## Recommendations to Fair Wear

Van Heurck recommends making the audits of Fair Wear more efficient if the auditor checks different locations with the same owner. Van Heurck sources from three locations in Tunisia, all from the same owner and hence the same administration. The auditor checks the whole administration thoroughly during each check. If the locations are considered the same, the auditor can be more efficient by doing a light check on some parts as they already checked that earlier, so there is more time for the actual check on the work floor.

## Scoring Overview

Category	Earned	Possible
Purchasing Practices	42	46
Monitoring and Remediation	22	25
Complaints Handling	9	9
Training and Capacity Building	3	3
Information Management	7	7
Transparency	6	6
Evaluation	6	6
Totals:	95	102

### Benchmarking Score (earned points divided by possible points)

93

### Performance Benchmarking Category

Leader

## Brand Performance Check details

Date of Brand Performance Check:

07-06-2022

Conducted by:

Femke Blickman

Interviews with:

Dannielli Sloetmaekers - CSR Manager

Abdessalem Ben Abdallah - Quality Manager, Apparel@work

Rissa den Dekker - Sustainability Coordinator, VP Textile