



manual for ambassadors of
Fair Wear Foundation
March 2011



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1. Introduction

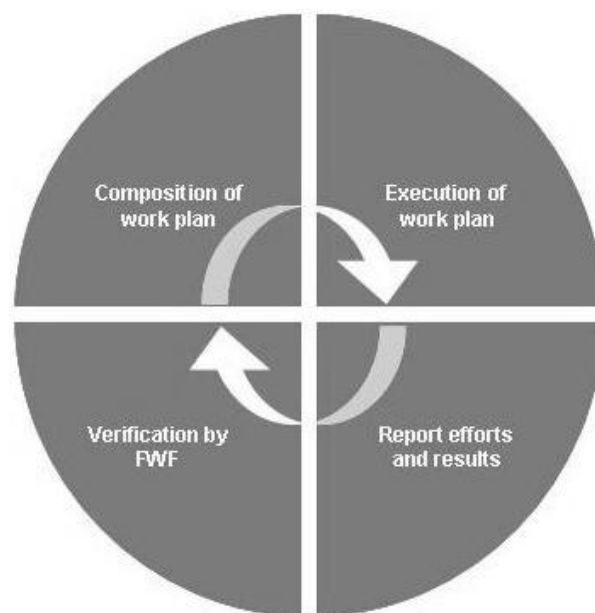
Good labour conditions are Fair Wear Foundation's mission. In branches of industry of which the main manufacturing process is sewing – and particularly in low-wage countries – FWF joins forces with business associations, trade unions and NGO's. By supporting companies in their implementation of the Code of Labour Practices, FWF and its affiliates and ambassadors work side by side to improve labour conditions, step-by-step.

There are two distinct kinds of members. FWF affiliates do direct business with suppliers or agents in production countries, and have direct influence on the conditions in the factories. FWF ambassadors contribute to better labour conditions through their choice of suppliers – they have no, or hardly any, direct influence on the conditions in the factories. When a company approaches FWF, FWF decides in which category that company belongs.

By becoming an ambassador of Fair Wear Foundation, a company commits itself to implementing the Code of Labour Practices throughout its supply chain. In addition, the ambassador submits to independent, multi-stakeholder verification by FWF. A membership fee is paid by the company, in return for which FWF conducts verification activities and provides practical support, facilitating the company's implementation of the Code of Labour Practices. FWF also provides support to its ambassadors regarding their communication about their efforts to improve labour conditions in their supply chain.

When companies join FWF, they have had widely different experience of working with codes of conduct. Some have already developed various tools to implement the code; others are at the beginning of this process. This manual is intended to provide the latter with a clear and complete method of working, while providing the former with additional suggestions and alternatives to their existing methods.

Although, for the sake of transparency and accountability, a certain degree of uniformity in the approach of FWF ambassadors is helpful, FWF does not believe in a one-size-fits-all approach and does therefore not prescribe a specific management system to implement the Code of Labour Practices. FWF will approve other working methods than those described in this manual, as long as they render the same or better results.



FWF annual planning cycle

Activity	Planning	Dates
Work Plan FWF ambassadors are expected to develop a system that enables them to successfully improve labour conditions in their supply chain. This system is described in the annual work plan , which includes an updated supplier register and accountant's statement . The work plan is submitted to FWF.	Ambassador receives format work plan and format social report	1 August
	Ambassador submits final work plan	31 December
Social Report At the end of the cycle, FWF ambassadors report about their activities and results in their social report. The social report is submitted to FWF and published by both FWF and the ambassador.	Ambassador submits final social report	15 March

In drafting the work plan and social report, ambassadors are invited to make use of the expertise of FWF. In the time between receiving the formats and the final deadlines for the work plan and social report respectively, ambassadors can ask their contact person at FWF to give feedback on drafts of both documents. A timely submission of a draft will ensure that FWF is able to provide such feedback.

FWF conducts the following activities on behalf of its affiliates and ambassadors:

- Commissioning and updating country studies regarding the countries of production, identifying the main problems in the area of labour practices.
- Provide feedback on work plans, supplier registers, social reports.
- Training of specialised FWF teams in the production countries, which carry out factory audits. These teams can be contracted by FWF affiliates to carry out audits. They comply with FWF quality requirements and have a better price-quality ratio than the services offered by commercial audit companies.
- Carrying out factory audits to verify the implementation of the Code of Labour Practices by FWF affiliates.
- Carrying out management system audits (MSAs) at FWF affiliates and ambassadors. During an MSA, FWF assesses the effectiveness of the company's system for implementing the Code of Labour Practices in their supply chain.
- FWF has a complaints procedure which it implements in the factories that supply its affiliates. The procedure enables workers or their representatives to make a complaint to FWF about working conditions and the way the Code of Labour Practices is implemented in the factory. The procedure is also accessible for the manufacturer, trade unions and NGOs.



- Establishing and maintaining a contact network with a wide range of organisations in production countries. FWF shares experiences regarding implementation of its Code of Labour Practices and outcomes of its verification activities with stakeholders in production countries and with organisations, which endorse the objectives of the foundation.
- FWF continues to develop its policies and tools, in close cooperation with civil society organisations which operate in our field of action. FWF is in particular seeking cooperation with similar multi-stakeholder initiatives such as the Fair Labor Association, the Ethical Trading Initiative, Social Accountability International and the Worker Rights Consortium. With these latter organisations, FWF has come together in the Jo-In Forum.
- Communication activities: FWF informs the general public about its affiliates and ambassadors and what FWF membership implies. FWF also supports communication activities of affiliates and ambassadors, e.g. through providing text and logo and acquisition materials (flyers).
- Capacity building & additional support: on request of the FWF ambassador (and for an additional fee), FWF can provide support, (help) train employees or assist in other activities towards implementing an efficient management system.
- FWF organises an annual members' day each spring, during which all members are invited to meet and share their experiences.

This manual provides FWF ambassadors with practical tips and check-lists to help them develop a system to implement the Code of Labour Practices, to formulate goals and activities in the annual work plan and to report about the achieved results in the social report. The manual is an integral part of the contract between FWF and its ambassador. For more information on FWF verification activities, see the FWF website.

2. Becoming an ambassador of Fair Wear Foundation

The steps towards becoming an FWF ambassador are:

1. Draw up a work plan (including a complete supplier register)
2. Sign the FWF Code of Labour Practices & contract
3. Communicate FWF membership to suppliers and the public
4. Pay the annual membership fee
5. Start implementing the activities described in the work plan.

2.1. Work plan

Before a company can become an ambassador of FWF, it must have drawn up its first annual work plan (including a complete supplier register). The annual work plan is a central tool in the working relationship between FWF and its ambassadors. The ambassadors' work plans are treated confidentially by FWF and are not made public – though of course the FWF ambassadors themselves are free to publish them if they wish to do so.

If a company joins FWF in the course of the second semester, the first work plan shall cover the rest of the current year as well as the following calendar year.

For further details on the work plan see Chapter 3.

2.2. Signing the Code of Labour Practices

Once the final work plan, including the supplier register, has been submitted to and approved by FWF, a company can officially join FWF by signing an agreement which includes the Code of Labour Practices. The agreement is signed by the CEO of the new ambassador and by the director of FWF .

2.3. Communicate FWF Membership

When a company becomes ambassador of FWF, it is obliged to make its FWF membership public. It must do so at least by informing on its website. There is also the possibility of issuing a press release, informing in company newsletters, putting the FWF logo on letter heads, business cards etc. For further details regarding external communication by FWF ambassadors, see section 3.4 Transparency.

FWF also informs the public about new ambassadors at least on its website and in its newsletter. FWF posts its ambassadors' logos and offers each ambassador one page on the FWF website.

2.4. Membership fee

Ambassadors pay the membership fee per calendar year upon receipt of the invoice by FWF. The membership fee for FWF ambassadors is a fixed amount, which is published yearly.

2.5. Membership quality assurance

Ambassadors who fail to meet the requirements of FWF membership put the credibility of FWF's claim at risk.



When companies use their FWF ambassadorship to win a tender, they are required to execute the order exclusively with suppliers affiliated to FWF or initiatives with the same quality (See 3.4 Transparency). In case FWF finds that the ambassador misuses its FWF membership to win a tender, FWF will contact the procuring party.

If one ambassador misuses its FWF membership, fails to achieve sufficient results towards the improvement of labour conditions in its supply chain, or fails to comply with the FWF (management system) requirements, this reflects badly on all other ambassadors and FWF's claim in the market.

When this occurs, FWF implements a number of steps to get the ambassador back on track. Only if attempts at resolving the lapse in compliance with FWF requirements remain fruitless, will steps be taken to end affiliation. This can take the form of (temporary) suspension if there are circumstances which have caused the ambassador to put their activities on hold. If there is no perspective of substantial improvement, the board of FWF will decide to terminate ambassadorship.

3. Management system requirements to implement the Code of Labour Practices

FWF has formulated a number of requirements with regard to the management system of its ambassadors that enable the effective implementation of the Code of Labour Practices along their supply chain. In this chapter, the management system requirements will each be described briefly. The subsequent sections follow the order of the management system requirements, as does the work plan. This manual gives guidelines on how to implement the requirement. The grey text boxes provide information for the annual work plan or other relevant documents.

The management system requirements for FWF ambassadors are:

1. Sourcing policy
 - 1.1. The ambassador works towards a supplier base that is made up exclusively of companies with a verified responsible sourcing system, such as FWF affiliates or suppliers who work with comparable initiatives such as FLA.
 - 1.2. The ambassador cooperates actively with FWF in the process of encouraging its suppliers to join FWF or comparable initiatives.
2. Training and capacity building
 - 2.1. Staff of the ambassador is sufficiently informed about FWF and the implementation of the Code of Labour Practices
 - 2.2. Suppliers and agents are systematically informed about FWF and the implementation of the Code of Labour Practices
3. Information management
 - 3.1. There is a clear procedure to keep the supplier register updated
 - 3.2. There is a system in place to effectively integrate information regarding sourcing and the implementation of the Code of Labour practices
4. Transparency
 - 4.1. The ambassador informs its customers about its FWF ambassadorship.
 - 4.2. The social report of the previous year has been received in time, approved by FWF and placed on the company website
 - 4.3. Information about FWF ambassadorship is posted on the company website in correct wording
5. Management system evaluation and improvement
 - 5.1. The ambassador annually evaluates in a systematic manner to what extent goals related to FWF are achieved
 - 5.2. The ambassador uses feedback from suppliers and agents to evaluate the implementation of the Code of Labour practices
6. Basic requirements of FWF affiliation/ambassadorship
 - 6.1. Work plan for the current year has been received in time by FWF
 - 6.2. Membership fee for the previous year has been paid

Work plan

Each FWF ambassador annually submits a work plan in which it describes how it intends to work towards a socially compliant supplier base. The work plan is a central tool in the working relationship between the ambassador and FWF. It describes the steps to be taken in the coming year by the ambassador either to bring its suppliers on board as affiliates of Fair Wear Foundation, select new suppliers who are willing to take that step, or select new suppliers who are (willing to become) affiliated to an initiative of equal standard such as FLA. The ambassadors' work plans are treated confidentially by FWF.

FWF provides a format which is used to fill out the annual work plan.

A work plan contains at least the following elements:

- A summary of all activities carried out in the coming year with regards to the implementation of the FWF Code of Labour Practices;
- The name of the contact person for FWF and an overview of how the responsibilities for the implementation of all aspects of FWF membership are divided within the company;
- Information on the budget allocated to the execution of the work plan;
- Information on the sourcing strategy of the ambassador, including information on the organisation of the sourcing department, the criteria for selection of suppliers (see 3.1 Sourcing strategy);
- Information on education and training of staff, suppliers and agents with regard to the Code of Labour Practices (see 3.2 Training and capacity building);
- Information on how the ambassador will keep the supplier register updated and on how the information on suppliers' affiliation to verification initiatives is linked to sourcing information. (see 3.3 Information management);
- Information on the ambassadors' external communication of FWF membership (see 3.4 Transparency);
- A statement on when and by whom the effectiveness of the work plan is evaluated (see 3.5 Management system evaluation and improvement).

3.1. Sourcing strategy

FWF ambassadors aim to source from companies who take responsibility for labour conditions in their supply chain and who work with an independent verification initiative to substantiate the results they achieve.

FWF ambassadors take current trading relationships as a starting point. FWF ambassadors achieve impact by getting their existing suppliers on board as FWF affiliates where possible. Ambassadors can invite FWF acquisition staff to jointly approach their suppliers. FWF acquisition staff can be asked to present the added value of FWF affiliation. FWF also provides an acquisition folder, which ambassadors can use to inform suppliers. Long term commercial relationships with suppliers can create an environment of trust. Working together to gradually implement the Code of Labour Practices should be a process of mutual benefit.

Work plan

The FWF ambassador will describe its sourcing strategy in the work plan.

- sourcing strategy & pricing
- which products are sourced from which suppliers
- duration of relations with suppliers

If the ambassador has changed its sourcing strategy in the past three years, this change should also be described.

Organisation of the sourcing department

In addition to the number of staff in the sourcing department and their responsibilities, the ambassador should describe how, when and by whom decisions are taken. Do buyers/product managers play a role in keeping the supplier register up-to-date?

Finally, ambassadors should describe which factors play a role in the assessment of buyers and/or product managers. Which are the (formal) criteria, for example to decide whether they receive a bonus? (E.g.: quality, margins, process and compliance with labour standards)

When choosing a new supplier, FWF affiliation or the willingness of suppliers to join an independent verification initiative of equal standard, should be an important criterion. Whenever the FWF ambassador contacts a new supplier, this new supplier must be informed on the implications of FWF membership. Before starting production for the FWF ambassador, the supplier must confirm that the labour standards are accepted. The supplier must also affirm its commitment to work towards full implementation and join an independent verification initiative.

When a supplier is not willing to join such an initiative, the ambassador should explain to the supplier how FWF affiliation works and why this is an important criterion to the ambassador, rather than terminating the commercial relationship. If a supplier, despite all efforts on the part of the FWF ambassador, remains unwilling to join FWF or a similar initiative, the business relationship may have to be ended. The ambassador reports about its decision in the social report.

3.1.1. Acceptance of Code of Labour Practices by suppliers

The first step in the Code implementation process of FWF ambassadors (see 3.2 Training and capacity building) is to inform all suppliers that they have adopted the FWF Code of Labour Practices and what the implications of this step are for the suppliers. This must be done in writing **within three months after the ambassador has joined FWF**.

FWF provides a model letter (see website under 'resources') with which suppliers can be informed about the ambassador's relationship with FWF and the implications for the supplier. The FWF ambassador communicates to its suppliers that from now on, having an acceptable labour policy in the supply chain, including independent verification thereof, will be a criterion for selecting suppliers. The Code of Labour Practices is annexed to this letter.

Also annexed to this letter is the FWF questionnaire for suppliers. With this questionnaire, suppliers are asked if they are willing to implement the FWF Code of Labour Practices. In addition, suppliers state whether they have a code of conduct of their own and whether they are affiliated to, or work with, any other verification initiative. Suppliers are also asked what proportion of their turnover is made through trade with the FWF ambassador and are requested to list the countries where the products they are selling to the FWF ambassador are produced.

The ambassador should inform FWF about the information that is collected through the questionnaires, at least through the updated supplier register which is submitted at least once a year.

If a supplier fails to return the signed questionnaire, the FWF ambassador contacts this supplier, to ascertain that the meaning of the document is well understood. If the supplier refuses to endorse the FWF Code of Labour Practices by sending the questionnaire, steps will be taken by the FWF ambassador to try and convince the

Work plan

The FWF ambassador describes in the work plan which activities will be undertaken to inform suppliers about the implications of FWF affiliation and the Code of Labour Practices.

supplier (see 3.1, Sourcing strategy).

Meetings with supplier representatives

The fact that a company is an ambassador of FWF should be systematically discussed during meetings between company representatives and representatives of a supplier. Therefore it is important to inform sales staff etc on this topic. See 2.2. Does the supplier work with a code of conduct? Is he or she member of any organisation for verification of that code of conduct?

The FWF ambassador's representative should also systematically ask whether any problems have arisen regarding the implementation of the labour standards. He or she should note all the observations of the supplier with regard to this issue and pass the information on to the FWF contact person within the ambassador company.

Quantitative thresholds

By joining FWF, the ambassador commits to sourcing from FWF affiliates or members of independent verification initiatives of equal standard. The ambassador should reach the following quantitative thresholds:

- By the end of the first year of its FWF membership, 40% (measured against its value) of the production commissioned by the FWF ambassador must have been bought from a supplier acceptable to FWF.
- By the end of the second year of membership a threshold of 60% must be reached.
- By the end of the third year at least 90% of the production commissioned by the FWF ambassador must have been sourced from suppliers acceptable to FWF.

The following suppliers are regarded as acceptable to FWF's standards:

- a) Suppliers who are affiliated to FWF.
- b) Suppliers who can demonstrate to the FWF ambassador that they work together with their suppliers to uphold the Code of Labour Practices and are submitting to independent verification of their progress. The factories where the goods are produced shall be audited in accordance with the FWF quality criteria mentioned in the manual for FWF affiliates (see website) and progressively work towards compliance with the labour standards.
- c) FWF staff can decide on a case-by-case basis whether a supplier's system of code implementation and verification is acceptable.

The FWF ambassador fills in the information regarding the social policy of its suppliers into the supplier register (see 3.3.1 Supplier register) and records which part of the total value of production is sourced from suppliers that are acceptable to FWF.

In the management system audit report which FWF will publish on its website, FWF will report on the percentage of the ambassador's turnover which was sourced from suppliers acceptable to FWF (see above).

3.2. Training and capacity building

To effectively implement the FWF Code of Labour Practices, staff and suppliers should be informed about the implications of the Code for their work.

Staff of the FWF ambassador

All employees of the FWF ambassador shall be informed about the FWF Code of Labour Practices and the way the company works with it. Employees are informed according to their needs. Some suggestions:

- a) Organise a workshop with management and employees who are responsible for carrying out the work plan. The workshop should provide information about FWF and discuss the state of affairs concerning implementation of the Code of Labour Practices. FWF can support the ambassador on this.
- b) Include the Code of Labour Practices in internal training programmes;
- c) Report on working with the Code of Labour Practices through an internal newsletter/ company magazine;
- d) Inform all staff about the annual evaluation and the goals that are set for the following period.

Work plan

The FWF ambassador explains in the work plan which business functions exist among their employees, how these groups are involved with various aspects of the implementation of the Code of Labour Practices, and which type of information every group needs, how much and how often this needs to be updated. In this context special attention should be paid to the following business functions:

- a) Buyers/product managers/merchandisers/merchandisers, in contact with the suppliers;
- b) marketing and sales persons;
- c) PR staff;
- d) managers.

Suppliers

On joining FWF, the first step is to inform all suppliers on the implications of the company's FWF membership. In order to support the ambassador's efforts to get its suppliers on board as FWF affiliates, a number of training and capacity building materials are available. The questionnaire, which ambassadors send their suppliers within three months of joining FWF, is a first step towards informing them. In addition, FWF can provide its ambassadors with information and acquisition materials on FWF affiliation and its implications. Finally, ambassadors should discuss these topics during visits to their suppliers.

Once a supplier shows serious interest in joining FWF, the FWF acquisition staff is available for advice and/or a joint visit to the supplier.

3.3. Information management

3.3.1. Supplier register

The supplier register is an integral part of the work plan. It lists all the FWF ambassador's suppliers of sewn products. Before a company can become a new ambassador of FWF it must have drawn up a complete supplier register, using the excel sheet provided by FWF. The ambassador's supplier register is treated confidentially by FWF – though of course the FWF ambassadors themselves are free to publicise it if they wish to do so.

The FWF ambassador's management system should ensure that the information in the supplier register is kept up-to-date.

Some requirements for this management system are:

- There are written instructions for employees who collect the data; they know in which form, when and to whom they should forward the data;
- New suppliers are introduced into the register as soon as business is started with them, and suppliers with whom the FWF ambassador no longer works are promptly marked as inactive;
- The register is updated at the beginning of each production season; an updated version of the supplier register is sent to FWF at least once a year, with the new work plan.

The supplier register

The supplier register contains all suppliers of products of which the main manufacturing process is sewing.

For FWF as well as its ambassadors, it is important to be aware of each supplier's relative importance to the FWF ambassador, and of the relative importance of the ambassador to each of his suppliers. A company, for example, that sources only 2 percent of a supplier's total capacity will usually have less leverage with that supplier than a company that sources 50 percent of the capacity.

By the same token, a supplier that produces only 2 percent of a company's turnover is not as important as a company supplying a larger part of the annual turnover, and will probably be lower on the priority list.

Thus, FWF ambassadors are asked to enter into the supplier register the value of the ambassador's turnover sourced from each supplier and the percentage that represents of the ambassador's total turnover (relative importance of the supplier to the FWF ambassador).

The FWF ambassador's relative importance to a supplier is to be got from the questionnaire. Ambassadors should enter in the supplier register what percentage of the supplier's total annual turnover is sold to the FWF ambassador (relative importance of the FWF ambassador to the supplier).

In addition, the supplier register contains the following data:

- a) name, address and contact persons of each supplier;
- b) type of garment supplied, and the brand name(s) of the delivery;
- c) when the relationship with the supplier began;
- d) the results of the ambassador's activities to inform its suppliers, get their support of the FWF Code of Labour Practices and to get them to join an independent verification initiative.

The suppliers are organised according to the volume of orders placed by the member company.

3.3.2. Documents to be archived

The company draws up a list of documents that are relevant for the implementation of the FWF Code of Labour Practices. For every document the list specifies:

- whether it needs updating, when and by whom; and
- for how long and where it will be archived.

The list of archived documents includes at least:

- materials used in internal and external communication;
- the supplier register (updated at least at the beginning of each production season);
- questionnaires filled out by suppliers;
- correspondence and minutes of meetings with suppliers regarding the labour standards and the labour situation;
- annual work plans and social reports.

The documents mentioned above must be made available for inspection by FWF, for instance during management system audits. For these documents, the minimum archiving period is five years.

Work plan

To gain insight in the actual progress made, it is important that FWF ambassadors document the results of their activities: how did you inform your suppliers? Do they support the FWF Code of Labour Practices? What did you do towards getting them to join FWF or another verification initiative?

In the work plan, therefore, ambassadors should outline how they will document their progress.

To allow buyers/product managers to make informed sourcing decisions, moreover, information on suppliers' status (have been informed, have endorsed the FWF Code of Labour Practices or have joined FWF or another verification initiative) and other information relevant to sourcing decisions should be readily accessible.

3.4. Transparency

Increasingly, public and private procurers expect their suppliers to be accountable and transparent about where their products come from and under what conditions they were made. FWF guarantees that its ambassadors make sufficient efforts and obtain sufficient results towards sourcing from companies who take responsibility for labour conditions in their supply chain and who work with an independent verification initiative to substantiate the results they achieve.

Transparency is a governing principle of FWF; it implies transparency about FWF's policies, country strategies, activities and methods; about the complaints procedure that is accessible to stakeholders in production countries; it also means being open about the performance of the FWF ambassadors and affiliates..

FWF ambassadors annually publish a social report in which they describe the results of their activities towards better labour conditions along their supply chains. In its turn, FWF publishes the results of the yearly management system audits at its ambassadors. This is a way for stakeholders and consumers to assess what has been achieved. FWF respects the confidentiality of business data.

Social report

Each FWF ambassador annually reports the results of their activities towards better labour conditions along their supply chains. It is obliged to submit a social report in which it describes how it has implemented the previous year's work plan.

The ambassadors' social reports are not treated confidentially, as they are an important tool in communicating the FWF ambassadors' efforts towards fair labour standards. They are published by both FWF and the ambassador, who at least puts it on its website.

FWF provides a format which can be used to fill out the social report.

A social report contains at least the following information:

- a) the name of the company;
- b) the names and brands of the suppliers from which the ambassadors sources, including the share of the total turnover sourced from each supplier;
- c) which steps the ambassador has taken to get its suppliers to join FWF or a verification initiative of equal standard;
- d) which suppliers are affiliated to FWF or a verification initiative of equal standard, and which, if any, suppliers have joined FWF or another initiative during the previous year;
- e) what other activities the ambassador has done to enlarge the share of production sourced from suppliers who are a member of FWF or an initiative of equal standard;
- f) outcomes of management system audits by FWF (when available)

3.4.1. External communication

FWF ambassadors have a wide range of possibilities for external communication with regard to their FWF membership. For example:

- on their websites;
- in printed or electronic internal and external newsletters;
- in printed information and promotional materials like flyers and brochures;
- in catalogues and product advertisements;
- in films;
- on their letterheads & business cards;
- as information accompanying their products (see below).

Every FWF ambassador must at least make its FWF membership public on its website. FWF provides standard texts regarding FWF and what FWF membership entails for its ambassadors.

Work plan

In the work plan, ambassadors should lay out how FWF membership is communicated externally (providing where possible the materials used).

- How is membership posted on the ambassadors' website?
- Is the social report published on the ambassador's website?
- What groups are targeted in the ambassador's external communication?



Using the FWF claim

In order to uphold credibility of FWF and consequently its ambassadors, FWF has laid down rules regarding the use of FWF membership and the FWF logo in external communication by its ambassadors. It is of vital importance that any claims which are made in connection with FWF and its logo are correct and verifiable.

The basic claim that FWF makes is that its ambassadors are making sufficient efforts and are achieving sufficient results towards improving labour conditions along their supply chains. They do this by getting their suppliers to join FWF or an independent verification initiative of equal standard or choosing new suppliers who are already affiliated to such an initiative.

FWF does not make the claim that all products of all its ambassadors are being produced under full compliance with the labour standards, as this is generally not the case. However, FWF does guarantee that its ambassadors are working hard in this direction in a step-by-step manner.

It is important that FWF ambassadors avoid making any claims which they themselves or FWF cannot warrant. More particularly, companies should avoid making any claims implying a connection between FWF membership and the characteristics of a specific product, as FWF is not a product label. The assurances FWF makes concern the efforts and results of its ambassadors towards good labour conditions along their supply chains. They do not concern the provenance of those companies' specific products. Thus, it is not allowed to make any statements such as "this garment is 100% fair wear".

Tenders

When participating in a tender where social standards are part of the criteria, ambassadors can only use their FWF membership in relation to products sourced from FWF affiliates.

Use of FWF logo in labels/tags

Suppliers who are affiliated to FWF and meet certain standards, can use a label with the FWF logo. Ambassadors sourcing from these suppliers, could for example request that the supplier add a hangtag, as described in the inset.

The following rules apply to FWF affiliates:

- All communication statements issued by affiliates must refer to membership in relation to the company policy only. FWF membership may not be mentioned as part of the characteristic of a garment. In addition, affiliates must clarify in the communication statement that the company is working on a step-by-step improvement of the labour conditions.
- Use of the Fair Wear Foundation (FWF) name and logo is subject to prior written approval from FWF.
- The name of the foundation is "Fair Wear Foundation" and its abbreviation "FWF". Only these two expressions may be used.
- The use of the FWF logo on hangtags and labels in in, on (printed) or attached to clothing is subject to approval by FWF and is only allowed if the following conditions are met:
The FWF affiliate is monitoring the suppliers of at least 60% of its production (see manual affiliates); the affiliate has been checked through a management system audit and the affiliate complies with all basic requirements. One of the texts below should be used; any other text is subject to approval by FWF:
 - Fair Wear Foundation guarantees that [name of affiliate] makes sufficient effort to improve labour conditions along the supply chain. See www.fairwear.org
 - [name of affiliate] is an affiliate of Fair Wear Foundation. See www.fairwear.org

3.5. Management system evaluation and improvement

The improvement of labour conditions in international supply chains is a step-by-step process. This means that ambassadors are expected to gradually work towards sourcing from companies who take responsibility for labour conditions in their supply chain and who work with an independent verification initiative to substantiate the results they achieve.

The management of the ambassador is expected to critically review the effectiveness of the activities conducted in the previous year, revise them where necessary and define the next steps, which then translate into next year's work plan. Such an evaluation shall as a minimum include the following topics:

- Achievement of the objectives set with regard to:
 - information and training
 - external communication
 - informing the suppliers and procurers
 - the sourcing strategy
- Assessment of the sufficiency of available resources within the ambassador company (financial, human);
- Feedback to FWF about the cooperation and support.

The outcome of the evaluation is recorded in writing; reports are made available to FWF.



Annex: overview of documents available from FWF

The following documents can be found on the FWF website (under 'resources') or requested from FWF by e-mail (info@fairwear.org).

- Charter
- Code of Labour Practices
- Country studies
- Format social report
- Format work plan
- Model letter to suppliers
- Policy papers:
 - FWF Code standard on Freedom of Association
 - FWF Living wage policy
 - FWF Subcontracting policy
 - FWF Gender policy
 - FWF Legal vs Code requirements
- Questionnaire