



Brand Performance Check

Tricorp BV

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

About the Brand Performance Check

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

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

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

Even if outcomes at the product location level cannot be guaranteed, the importance of good management practices by member companies cannot be understated. Even one concerned customer at a product location can have significant positive impacts on a range of issues like health and safety conditions or freedom of association. And if one customer at a product location can demonstrate that improvements are possible, other customers no longer have an excuse not to act. The development and sharing of these types of best practices has long been a core part of Fair Wear's work.

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

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

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

Brand Performance Check Overview

Tricorp BV

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

Member company information	
Headquarters:	Rijen , Netherlands
Member since:	2007-06-01
Product types:	Workwear
Production in countries where Fair Wear is active:	Bangladesh, Cambodia, China, India, Turkey, Viet Nam
Production in other countries:	Pakistan
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	94%
Benchmarking score	72
Category	Good

Summary:

Tricorp BV has shown advanced results on performance indicators and has made exceptional progress. Fair Wear audits, and external audits result in a monitoring percentage of 94%. A benchmarking score of 72 means Tricorp BV is rewarded with the 'Good' category.

Corona Addendum:

2021 was a successful business year for Tricorp BV, leading to increased turnover and order demands. More than 93% of the member brands' production volume came from suppliers from Bangladesh, China, Cambodia, Pakistan, and Turkey, which were not affected by lockdowns. Two suppliers in Vietnam had to close their production due to COVID-19, one supplier for two weeks in February 2021 and the other for six weeks during summer 2021. The brand was in close contact with these suppliers, investigating the worker's health and safety and payment of legal minimum wages. In addition, Tricorp BV offered financial support for workers in case of lost wages, but the supplier did not take this up.

The member brand had to deal with some challenges in 2021, including increased prices for materials and transport, late material delays, and reduced capacities. The member brand updated its risk assessment and linked the assessed risks to its suppliers. As a result, the member brand focused specifically on the root cause investigation of overtime, incorrect payment of social insurance and migrant workers in China, subcontracting, and Syrian refugees in Turkey. It intensively followed up on the payment of legal minimum wages at all suppliers. In addition, the brand started its first discussions about living wages with suppliers.

As suppliers faced late material deliveries and had to cope with reduced capacities due to COVID-19, the member brand accepted late deliveries. In addition, the brand offered financial support and pre-paid invoices to support its longtime supplier as much as possible. As visiting was still not possible, Tricorp BV stayed in close contact with its supplier, supported by its agents in Bangladesh and Turkey. In addition, 13 suppliers were audited, covering 75% of the member brands' production volume. Via digital meetings, emails and a COVID questionnaire, Tricorp BV informed itself about the effect COVID-19 had on the suppliers and the workers' life.

Overall, Tricorp BV has made many efforts to work on remediation and mitigation of risks and assessed findings. Fair Wear encourages Tricorp BV to continue its discussions about living wages with its supplier by agreeing on target wages and having a strategy in place on how to finance this.

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.	80%	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: Tricorp BV works with a total of 22 CMT suppliers in seven countries. The member sources from seven suppliers where it buys at least 10% of production capacity that together produce 80% of members' total order volume. As Tricorp BV started consolidating its supplier base, this percentage increased by 19% compared to last year.

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.	5%	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.	3	4	0

Comment: In 2021, Tricorp BV sources from suppliers where it buys less than 2% of production capacity, producing 5% of members' total order volume. Due to the new consolidation strategy of Tricorp BV, this percentage decreased by 3% compared to last year.

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.	72%	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.	3	4	0

Comment: Tricorp BV values long-term business relationships, and therefore the majority of its supply chain, 72 % of 2021 purchasing volume comes from production locations where the member has cooperated for over five years.

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: In 2021, Tricorp BV added three new production locations to its supplier base. Two production locations are located in Turkey, and one production location is based in Bangladesh. The brand could show proof of the signed questionnaire with the Code of Labour Practices.

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: In 2021, Tricorp BV reviewed its procurement policy, focusing more on social and environmental issues. In addition, a "Supplier Checklist and Assessment" document for onboarding new suppliers was developed in cooperation with different departments within Tricorp BV. This checklist contains several social, environmental, and quality criteria a (potential) new supplier needs to fulfil to be eligible for onboarding as a new supplier. One key element is the willingness of a supplier to work on labour rights improvements. This assessment was conducted for all new suppliers of 2021. In addition, the new supplier in Bangladesh handed in an audit report for verification, and the agent for the two Turkish suppliers added valuable information. The director of purchasing has the decision-making power in selecting a new supplier; the CSR manager has an advisory role to the head of purchasing.

In addition, Tricorp BV conducted an extensive risk assessment of all sourcing countries and linked the assessed risks to its suppliers. The CSR manager used different sources such as Fair Wear Country studies, local stakeholders, NGOs, and audit reports and sent out different questionnaires to the brand's suppliers. The assessment revealed risks such as (excessive) overtime, migrant workers, wages, forced labour, and COVID-19 related risks (health and safety, payment of legal minimum wages during lockdown, 3-onsite in Viet Nam). In cooperation with the CEO, head of purchasing, and CSR manager, all risks were prioritized, and clear action points per supplier were defined. In regular meetings, the status quo of all action points was discussed. Both the "Supplier Checklist and Assessment" and annual risk assessment are continually updated and influence the sourcing decisions of Tricorp BV.

In 2021, still, no visits were possible. The member brand stayed in close contact with its suppliers by using digital meetings, calls, and e-mails. Meetings minutes are accurately filed on the member brand's system. In addition, 13 suppliers, covering 75% of the member brands' production volume, were audited. To evaluate the impact of COVID-19, the CSR manager sent out a questionnaire to the suppliers to investigate production closure, wages and health and safety issues. 90% of all suppliers reacted to this questionnaire, and the outcome was afterwards discussed with the suppliers individually. All production sites continued production throughout the year, except for the Vietnamese suppliers. One Vietnamese supplier went on lockdown for fourteen days in February 2021, and the other supplier was in lockdown for six weeks during the summer of 2021. Tricorp BV followed up on payment of legal minimum wages, preventive health and safety measures, and the 3-onsite situation in Viet Nam. 3-onsite means that during the lockdown, workers were working, eating and sleeping in the factory and could not go outside. Additionally, Tricorp BV offered financial support to its suppliers. No supplier made use of this offer. For its Turkish suppliers, the member brand specifically increased the order volume and prizes to support the factory and the workers to cover the high inflation rate.

Recommendation: Tricorp BV is recommended to include worker representatives in its risk assessment to learn more about the specific needs of the workers.

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: In 2021, Tricorp BV developed a systematic supplier evaluation considering economic, social, and ecological aspects. Specifically, the evaluation analyses the supplier's willingness to work and improve the Code of Labour practices, openness for training, whether worker representatives are active, payment of legal minimum wages, and overall compliance with occupational health and safety requirements. The CSR manager updates this supplier evaluation regularly, including information on what works well (marked in green) and where action on issues is needed (marked in red). The evaluation momentarily does not contain a quantitative rating by using numbers or percentages for a supplier's overall performance but is a qualitative analysis. Tricorp BV's aim for the future is to professionalise the evaluation. The annual supplier evaluation contains feedback from several departments about the supplier's performance throughout the year. The results are discussed with the supplier. Suppliers with good performance will, for example, be rewarded with training. In case analysis shows that a supplier does not meet Tricorp BV's expectations of good performance, Tricorp BV would first try hard to work on improvements rather than leaving its supplier. However, if needed to end cooperation with a supplier, the brand has agreed to Fair Wear's exit strategy requirements.

In 2021 no cooperation with a supplier was ended, and no orders were reduced or cancelled. Tricorp BV is considering slowly phasing out at two tear-end suppliers in Bangladesh and Cambodia. According to the brand's exit policy, on-time communication with the suppliers has started.

Recommendation: Fair Wear encourages Tricorp BV to continue developing its supplier evaluation by integrating a quantitative rating (numbers, percentages).

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: Tricorp BV buys ready-made garments from its suppliers and receives its orders consistently throughout the year. Specifications for products are well known to suppliers, and production takes place throughout the year, allowing suppliers to even out production peaks for seasonal products. Orders are placed six months in advance, including transport. No design changes to the order are made afterwards. Forecasting and actual order volumes rarely differ. Tricorp BV keeps large volumes of items on stock in Europe, allowing them to accommodate delays from the supplier's site. The member brand does not have information about the minutes per article needed for production and its suppliers' (minutes) capacity. Due to its long-lasting relationship, the brand relies on its and the supplier's experience.

Specials are developed in close collaboration with the supplier well in advance. A final forecast is shared after confirmation with the client.

Tricorp BV receives information about the production status of its suppliers every week. In case of delivery delays, the goods will be shipped by airfreight paid for by the member brand. Tricorp BV does take into account the suppliers- and public holidays. Also, the brand actively includes its supplier's feedback in its order planning.

In 2021, the member brand carried out an internal Purchasing Practices (Self) Assessment to assess its own purchasing practices. Findings were indicated, but no overall conclusion was made yet. This assessment was the first starting point. A Purchasing Practice Assessment PPA for suppliers will be carried out and assessed in 2022.

Throughout 2021, the purchasing department of Tricorp BV was in close contact with its suppliers. As the business year of 2021 went very well for the brand, leading to more demand than originally calculated, order quantities needed to be increased. This was communicated and discussed with its suppliers, considering production closure or reduced capacities of its suppliers. Tricorp BV supported its Pakistanese supplier financially to build up more capacity for its orders. To cope with the lockdowns in Viet Nam and the reduced capacities after the re-start, the member brand increased its material stock. Material delays did not lead to production stoppage. The member brand was lenient with the production time and accepted order delays.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.7 Degree to which member company mitigates root causes of excessive overtime.	Intermediate efforts	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.	3	6	0

Comment: In 2021, audit reports of three suppliers in China revealed excessive overtime. At one supplier Tricorp BV buys 40% of the production capacity. Based on the audit results and the requirement given in the last year's Brand Performance Check, the member brand carried out a root cause analysis about overtime by sending out a questionnaire to its suppliers. The analysis showed that material delays and tight production planning contribute to excessive overtime. However, the suppliers also indicated that excessive overtime was not related to Tricorp BV's orders. The outcome of the survey was discussed at the top management level. The brand is currently looking for possible training in efficient production planning to support its suppliers. Besides auditing, discussions with suppliers, and the root cause analysis, the brand did not succeed in preventing or mitigating overtime at its Chinese suppliers.

Recommendation: Although the suppliers indicated that Tricorp BV did not contribute to excessive overtime, at least at one Chinese supplier Tricorp BV does have 40% leverage. Therefore, Fair Wear recommends the member brand to further discuss with its suppliers how to prevent and mitigate excessive overtime. Providing trainings, collaboration with other customers, cooperation with worker representatives and using the Fair Working Hours Guide are options to support this process.

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.	Intermediate	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.	2	4	0

Comment: Tricorp BV bases its pricing on retail prices. The brand does have a rough estimate of the price per article based on price checks. The prices are negotiated with its suppliers, and sometimes the member brand agrees to higher prices, which leads to lower margins. Tricorp BV actively supports its suppliers by accepting price increases based on legal minimum wage increases.

In 2021, Tricorp BV started first analysis about the wage gaps at its suppliers. However, as the brand does not know the labour minute prices and the labour minutes for its articles, it still feels difficult to link its buying prices to the wage levels at its production partners.

Recommendation: Fair Wear encourages Tricorp BV to learn more about the labour minutes of its articles. In addition, Fair Wear recommends Tricorp BV to expand their knowledge of cost breakdowns of all product groups. A next step would be to calculate the labour minute costs of labour and link this to their own buying prices, for example, by using the FairPrice app. The FairPrice app also enables suppliers to include any COVID-19 related costs. Tricorp BV could consider offering training by a local representative on FairPrice to its suppliers. Such training is available in all Fair Wear countries.

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.	Yes	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.	0	0	-2

Comment: In 2021, the CSR manager conducted an extensive verification of payment of legal minimum wages at its supplier. Suppliers were requested to hand in payslips, and multiple audits were conducted. Not all suppliers were willing to provide payslips; however, no audit report revealed any issue related to the non-payment of legal minimum wages.

One supplier in Viet Nam went on lockdown for six weeks. The factory paid full wages for four weeks. For two weeks, the workers received money through government social security (Resolution 68). Tricorp BV offered financial support if workers lost wages. The supplier was hesitant to share documents; hence the financial offer was not taken up. In 2022, an audit will be conducted to verify the payment of the legal minimum during the lockdown. The second supplier went on lockdown for two weeks in February 2021. No orders of Tricorp BV were placed at this supplier at that time. The brand followed up on the payment of legal minimum wages during the lockdown. The supplier used governmental support, and payment of legal minimum wages was confirmed.

The Indian supplier continued its production, although at a lower capacity. Salaries continued to be paid during this period; however, payslips were not provided to prove this. An audit in 2022 will follow up on the issue.

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: There was no evidence found of late payments to suppliers by Tricorp BV. The average payment terms with suppliers are about 45 days after shipment. Tricorp BV and its suppliers work with down payments and letters of credit.

In 2021, Tricorp BV actively supported its suppliers financially by paying orders earlier than the agreed payment terms or by pre-paying orders.

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: In 2021, Tricorp BV started groundwork such as discussing wages with its suppliers but has mostly focused on ensuring legal minimum wages payment at its suppliers. In addition, the member brand started a wage analysis comparing buying prices, the legal minimum wages, and living wages according to different living wage benchmarks and wage levels indicated by different audit reports. The analysis showed that the wage levels are above the legal minimum wages or even higher. While starting first discussions with its supplier about living wages, the brand experienced reservations from its suppliers. In times of significant price increases on all levels, the suppliers were hesitant to take action on this topic. Some suppliers raised concerns that increasing wages would lead to difficulties with other nearby-located factories.

Recommendation: Fair Wear encourages Tricorp BV to discuss different strategies to work towards higher wages with suppliers. It is advised to start with suppliers where the member is responsible for a large percentage of production and long term business relationships. In addition, Fair Wear recommends Tricorp BV to involve worker representatives and local organisations in assessing root causes of wages lower than living wages. It is advised that the outcomes of the root cause analysis are discussed internally and with top management, to form a basis for an embedded strategy.

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).	None	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.	N/A	2	0

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

Comment: First analysis of Tricorp BV showed that the member brand's prizes contribute to wages above legal minimum wages. Yet, the brand has not defined a target wage with its suppliers, and there is no strategy to finance the costs of wage increases.

Requirement: Tricorp BV should analyse what is needed to increase wages and develop a strategy to finance the costs of wage increases.

Recommendation: Fair Wear has developed a calculation model that estimates the effect on FOB and retail prices under different pricing models to support companies in analysing the wage gap. Furthermore, it is advised that the strategy for how to finance wage increases is agreed upon by top management. In determining what is needed and how wages should be increased, Fair Wear recommends involving worker representation.

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

Comment: Tricorp BV has not defined target wages yet and is not paying its share of this.

Requirement: Tricorp BV is expected to begin setting a target wage for its production locations.

Recommendation: We encourage Tricorp BV to show that discussions and plans for wage increases have resulted in the payment of a target wage.

Purchasing Practices

Possible Points: 52

Earned Points: 31

2. Monitoring and Remediation

Basic measurements	Result	Comments
% of production volume where an audit took place.	94%	
% of production volume where monitoring requirements for low-risk countries are fulfilled.		
Member meets monitoring requirements for tail-end production locations.	Yes	
Requirement(s) for next performance check		
Total monitoring threshold:	94%	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: The CSR manager is responsible for following up on problems identified by the monitoring system.

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: Tricorp BV ensures that audit reports and CAPs are shared and discussed with agents or factory management. For remediation, the brand follows the timeline given by the auditors in the CAP. The brand encourages its suppliers to include the worker representatives in the CAP follow up but finds it difficult to check whether this is happening via digital meetings or emails. For 2022, visits and trainings are planned to get more insight into this.

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: Tricorp BV has decided to audit almost all of its suppliers, including the tail-end suppliers. For this, the brand mainly uses external audits. When receiving the audit reports, the CSR manager prioritises the most severe findings and starts actively discussing these with the suppliers. The CSR manager discussed issues and topics such as health and safety findings, overtime, wages, power cuts at its Chinese suppliers and the functioning of anti-harassment committees (Bangladesh) and subcontracting (Turkey). These discussions are not only based on audit results but also part of the risk assessment as a contribution to mitigating and remediating assessed risks. The remediation of the most basic findings is the suppliers' responsibility and will be discussed before the next (annual) audit. This method enables the CSR manager to more focus on complex findings such as incorrect payment of social insurance and migrant workers at its Chinese suppliers, which was a focus topic in 2021. Also, the member brand has sent out a questionnaire to investigate the root causes of excessive overtime indicated in several audit reports of its Chinese suppliers.

The CSR manager decided not to work with a CAP in the form of an excel spreadsheet but logged all findings and related emails on the brand's file system. Colleagues do have access to these files. However, by doing so, there is no documented overview of resolved and open findings, which makes it difficult for substitute colleagues in case the CSR manager is absent. In addition, there is no measurable evaluation of the CAP progress of each supplier in place, which could contribute to the overall supplier evaluation. Some CAP improvements could not be verified by the CSR manager, as some suppliers were not willing to hand in proof of evidence such as payslips. Next (annual) audits will take over these verifications.

Recommendation: Fair Wear strongly recommends Tricorp BV to have an overview of the resolved and open CAP findings. Fair Wear encourages Tricorp BV to implement a measurable evaluation of the CAP progress of each supplier as an additional contribution to the overall supplier evaluation.

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

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

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.6 Existing audit reports from other sources are collected.	Yes, quality assessed and corrective actions implemented	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.	3	3	0

Comment: Most of the member's suppliers are audited by amfori BSCI. For 2021, the CSR manager took the effort to assess the quality of the external audit reports and followed up on identified issues.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.7 Compliance with FWF risk policies.	Average score depending on the number of applicable policies and results	Aside from regular monitoring and remediation requirements under Fair Wear membership, countries, specific areas within countries or specific product groups may pose specific risks that require additional steps to address and remediate those risks. Fair Wear requires member companies to be aware of those risks and implement policy requirements as prescribed by Fair Wear.	Policy documents, inspection reports, evidence of cooperation with other customers sourcing at the same factories, reports of meetings with suppliers, reports of additional activities and/or attendance lists as mentioned in policy documents.	4	6	-2
Compliance with FWF enhanced monitoring programme Bangladesh	Advanced			6	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	Intermediate			3	6	-2
Other risks specific to the member's supply chain are addressed by its monitoring system	Intermediate			3	6	-2

Comment: Bangladesh

Tricorp BV is sourcing from four production locations in Bangladesh. For one production location, the brand is using an agent. Tricorp BV is a member of the Accord, and the Accord audited all factories. The brand frequently receives the Accord-CAPs about its suppliers' Fire-, Electricity and Building Safety and follows up on needed improvements. The CAPs are discussed internally with the management team. One of the four production locations is a new supplier, where Tricorp placed a trial order in 2021. A risk assessment was conducted, and the brand collected information such as an audit report to verify the working conditions at this potential new supplier. Another factory, where Tricorp BV has 90% leverage, is financially not doing well. This situation is already lasting for years. The supplier and the member brand are strongly connected through a long-lasting business relationship. Therefore, Tricorp BV supports this supplier financially, as this supplier can not afford the Accord requested investments in building safety. Despite the financial support from Tricorp, the situation does not improve. Therefore, Tricorp BV decided in 2021 to increase the number of orders for more structural support. Tricorp is evaluating if the provided support is sufficient to remediate all issues. Anti-Harassment committees are in place at all suppliers, and at two suppliers, the CSR manager followed up about the functioning of the Anti-Harassment committees.

Turkey

Tricorp BV has five Turkish suppliers; two suppliers were added to the supplier base in 2021. Tricorp works with an agent responsible for four factories. The brand updated its risk assessment and verified the working conditions at one supplier via an external audit report. The other new supplier will be audited in 2022. The brand has developed a policy for Syrian refugees, following and integrating the Fair Wear guidelines in its communication with the Turkish production locations. The most recent Worker Information Sheet (WIS) of Fair Wear Global Services is posted in all factories. The member brand followed up on unauthorized subcontracting by discussing this topic with its supplier and adding all subcontracting partners to its supplier base and Fair Wear's database. One supplier employs Syrian refugees. The brand checked whether these workers were registered correctly, received equal wages compared to Turkish workers and if all papers were correct. None of these suppliers have received a Fair Wear Workplace Education Program training yet.

Viet Nam

Two Vietnamese suppliers went on lockdown in 2021. The member brand stayed in contact with both suppliers investigating the health and safety of the workers, payment of legal minimum wages and the worker's situation while living and working at the factory (3-onsite). Additionally, the brand offered financial support to its suppliers. No supplier made use of this offer. Tricorp's risk assessment revealed social dialogue as a specific country risk. At one supplier, Tricorp BV, in cooperation with other customers, engages in the AGT "AMPLIFY" project about freedom of association. This specific training program about social dialogue and freedom of association will be rolled out in 2022.

Other countries

Tricorp BV is aware of the country-specific risks of its sourcing countries China, Pakistan and India. In 2021, the member brand actively started addressing risks such as migrant workers, excessive overtime, living wages and incorrect payment of social insurance at its suppliers.

COVID-19

Throughout the year, the CSR manager followed up on COVID-19 related issues, as described in several indicators in the report.

Recommendation: Fair Wear recommends Tricorp BV to enrol its Turkish suppliers on the Fair Wear Workplace Education Program training. As 55% of Tricorp's production volume comes from China, Fair Wear recommend Tricorp BV to address social dialogue at these suppliers by for example organizing trainings. In addition, Tricorp BV could investigate whether trade unions are active at the factories, if worker representatives are assigned or democratically elected, if the grievance mechanism are functioning and about the communication between trade unions, worker representatives, workers and management.

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: One supplier in Viet Nam is a shared supplier. Tricorp BV actively cooperates with other customers, whereof one is also a Fair Wear member brand.

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).	Yes	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.	2	2	0

Comment: Tricrop BV has conducted full audits at all eight of its ten CMT tail-end production locations.

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

Monitoring and Remediation

Possible Points: 24

Earned Points: 21

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 is designated to address worker complaints.

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: Tricorp BV has a standard procedure to inform suppliers on CoLP and complaints hotline. In preparation for factory visits, the CSR manager briefs the staff on CSR-related issues and is asked to take a picture of the Worker Information Sheet. All suppliers have posted the Worker Information Sheet, and evidence is uploaded to the Fair Wears system.

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

Comment: Because of COVID-19 restrictions in 2021 that limited the possibility to conduct training, this indicator is considered not applicable in this check.

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

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

Complaints Handling

Possible Points: 3

Earned Points: 3

4. Training and Capacity Building

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

Comment: For Tricorp BV, Fair Wear membership is of high priority. Therefore the entire staff is informed about Fair Wear membership. New employees receive special onboarding training. The training material is freely accessible. In addition, the CSR manager provides updates related to Fair Wear membership at employee meetings.

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: The CSR manager takes part in monthly meetings to provide updates on CSR matters and align activities with other departments. In the past year, the cooperation with the purchasing department has been intensified. In addition, regular meetings between the CEO, purchasing staff and the CSR manager ensures that all parties are up to date.

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.	Yes + actively support COLP	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.	2	2	0

Comment: Tricorp BV uses two agents in Bangladesh and Turkey. The brand values long-lasting relationships and close cooperation with these partners. Tricorp BV does have a CAP follow up procedure in place, which is also applicable for the agents as they are responsible for the CAP follow-up. Tricorp BV highlights the most severe findings that suppliers need to discuss first. In the past year, the CSR manager worked intensively with the agents on CAP follow up and general improvements to increase social and ecological standards at its suppliers.

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.

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

Training and Capacity Building

Possible Points: 5

Earned Points: 5

5. Information Management

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

Comment: Tricorp BV's long-lasting business relationship with its suppliers makes all main production sites and agents well known. In addition, the brand has implemented a policy for all suppliers stating that subcontracting is only allowed prior approval of the brand. Besides the policy, Tricorp BV also cross-checks about unauthorized subcontracting during factory visits and discussions. The CSR manager made an effort to identify all subcontracting partners, adding them to the brand's supplier list and Fair Wear's data system.

Recommendation: Fair Wear encourages Tricorp BV to start revisiting the factories. During the visits, Tricorp BV is recommended check and discuss the use of possible subcontractors and cross-check the production capacity with the orders being placed. Furthermore, we encourage TRICORP BV to actively include its agents in this process.

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: All information regarding production locations is saved on a shared drive, accessible to all relevant staff. In addition, the CSR manager meets monthly with the purchasing and development team as well as with the CEO.

Information Management

Possible Points: 7

Earned Points: 4

6. Transparency

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

Comment: Tricorp BV publishes information about Fair Wear Foundation and its membership commitments on its website. No problems regarding communications requirements were found.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
6.2 Member company engages in advanced reporting activities.	No	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.	0	2	0

Comment: The social report is published on the brand's website. However, Brand Performance Check reports and audits are not published yet.

Due to the brand's membership within the Dutch Agreement on Sustainable Garments and Textile, the brand's suppliers are published (in an aggregated way) in the Open Apparel Registry (OAR). Yet, Tricorp BV has disclosed 0% of production locations to other members in the internal Fair Wear system and on the Fair Wear website. This non-disclosure of Tricorp BV will be mentioned on the brand page on the Fair Wear website and separately in a list of member brands that are unwilling to disclose production locations on the Fair Wear website.

Requirement: Fair Wear requires Tricorp BV to disclose production locations to other member brands in Fair Force 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: Tricorp BV has submitted a detailed social report to Fair Wear and published it on the corporate website.

Transparency

Possible Points: 6

Earned Points: 4

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: In 2021, frequent meetings took place between the CEO, head of purchasing, RMD department and CSR manager. As a result of the past Brand Performance Check, an action plan was set up, and the progress was evaluated and discussed frequently. The evaluation of the Fair wear membership takes place in these meetings.

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.	67%	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: Tricorp BV has shown great efforts to work on almost all of the previous Brand Performance Check requirements. The brand could prove that six out of twelve requirements were fully followed up; the indicators are 1.4; 1.5; 1.9; 2.7; 5.2, and 7.2. This means that the member brand conducts human rights due diligence at all production locations (1.4), Production location compliance with CoLP is evaluated in a systematic manner (1.5), Tricorp BV followed up on payment of legal minimum wages (1.9), compliances with Fair Wear risk policies (2.7), identification of all production locations (5.2) and progress made on required changes of previous Brand Performance Checks (7.2).

Tricorp BV started addressing excessive overtime and living wages. These requirements (1.7; 1.8; 1.11) are partly solved.

The following requirements remain unsolved: 1.13 Member company determines and finances wages increases; 1.14 Percentage of production volume where the member company pays its share of the target wages and 6.2 Member company engages in advance reporting activities.

Evaluation

Possible Points: 6

Earned Points: 6

Recommendations to Fair Wear

Tricorp BV has sometimes felt challenged by the requirements of Fair Wear, especially as it has led to quite a lot of administrative burden. This should not be underestimated for an SME like Tricorp. Besides trainings, Tricorp believes it would be interesting if Fair Wear could deploy its knowledge, experience and network for local projects, or other multi-stakeholder initiatives for Members to take part in, which could perhaps lead to a systemic change in the textile sector. Tricorp is looking forward to the new Brand Performance Check Guide 2022 that may hopefully support a tailor-made approach.

Tricorp BV recommends Fair Wear to be more visible in non-Fair Wear countries, such as for example Marocco.

Scoring Overview

Category	Earned	Possible
Purchasing Practices	31	52
Monitoring and Remediation	21	24
Complaints Handling	3	3
Training and Capacity Building	5	5
Information Management	4	7
Transparency	4	6
Evaluation	6	6
Totals:	74	103

Benchmarking Score (earned points divided by possible points)

72

Performance Benchmarking Category

Good

Brand Performance Check details

Date of Brand Performance Check:

05-04-2022

Conducted by:

Annet Baldus

Interviews with:

Mr. Ruud Kuijpers, Financial director

Mrs. Josette Hermans, CSR

Mr. Freek Jansen, Head of Buying

Mr. Sjoerd Hamerslag, Finance department

Mr. Max van Domburg, Marketing department