



COMPANY: Brooklyn Mfg. Ltda. de C.V.
COUNTRY: El Salvador
ASSESSMENT DATE: 08/28/13
MONITOR: FLA Assessor Team (Americas)
PRODUCTS: Apparel
Headwear
Cut, Sew, Full [= full package], Wash, Embroidery, Screen
PROCESSES: Printing/Printing, Packing, Assembly, Cleaning/Stain Removing,
Inspection/QC, Pressing/Ironing, Warehouse, Welding, Bundling
NUMBER OF WORKERS: 1680
NUMBER OF WORKERS INTERVIEWED:
ASSESSMENT NUMBER: AA0000000308

What's Included in this Report

- Understanding this Assessment Report
- Glossary
- Score by Employment Function
- Score By Management Function
- Score Summary
- Summary of Code Violations Table
- Findings and Action Plans

Understanding this Assessment Report

This is a report of a workplace assessment conducted by Fair Labor Association assessors following FLA's Sustainable Compliance methodology (SCI), which evaluates a facility's performance in upholding fair labor standards through effective management practices throughout the entire employment life cycle.

This report identifies violations and risks of noncompliance with the Fair Labor Association Workplace Code of Conduct in its assessment of the employment functions, and includes a description of the root causes of violations, recommendations for sustainable and immediate improvement, and the corrective action plan for each risk or violation as submitted by the company. This document is not a static report; rather, it reflects the most recent progress updates on remediation in the "Progress Update" section for each finding.

Glossary

De minimis: A de minimis factory is a factory (1) with which the Company contracts for production for six months or less in any 24-month period; or (2) in which the Company accounts for 10% or less of the annual production of such facility. The FLA Charter states that in no event shall de minimis facilities constitute more than 15% of the total of all facilities of a Company, and the list of facilities designated as de minimis by a Company is subject to the approval of the FLA. Please note that collegiate-producing factories cannot count as de minimis.

Facility performance: how a facility rates in terms of a particular employment or management function, with 100% being the best possible score.

Fair labor standards: the minimum requirement for how workers should be treated in a workplace, as outlined in the [FLA Workplace Code of Conduct](#).

Employment life cycle: all aspects of an employee's relationship with the employer, from date of hire to termination or end of employment.

Code violation: failure to meet standards outlined in the FLA Workplace Code of Conduct in the workplace implementation of employment or management functions.

Employment Functions: The different components of the relationship between management and employees in a factory. An employment function is a process regulating an aspect of the employment relationship, such as the recruitment of workers. All employment functions together constitute the employment relationship between an employer and an employee.

1. Recruitment, Hiring & Personnel Development (e.g., performance reviews)
2. Compensation (e.g., wages, health care)
3. Hours of Work (e.g., overtime, documentation of working hours)
4. Industrial Relations (e.g., collective bargaining agreements)
5. Grievance System (e.g., worker communication with management)
6. Workplace Conduct & Discipline (e.g., discrimination, harassment)
7. Termination & Worker Retrenchment (e.g., downsizing, resignation)
8. Health & Safety (e.g., exposure to chemicals)
9. Environmental Protection (e.g., energy saving)

Management functions: violations or risks related to an employment function could be caused by the absence – or a problem in the operation – of any one of the management functions or in more than one.

1. Policy
2. Procedure
3. Responsibility & Accountability
4. Review Process
5. Training
6. Implementation
7. Communication & Worker Involvement
8. Support & Resources (only for the in-depth level)

Finding: indicators of potential gaps between desired and actual performance of the workplace on different employment functions.

Finding type

- **Immediate action required:** discoveries or findings at the workplace that need immediate action because they not only constitute an imminent danger, risk the workers' basic rights, threaten their safety and well-being or pose a clear hazard to

the environment, but also are clear non-compliances with the FLA Workplace Code of Conduct and local laws. Examples include a finding by the assessor that crucial fire safety elements are not in place or that there is underpayment of wages and/or worker entitlements or that there is direct discharge of waste water, etc.

- *Sustainable improvement required*: findings that require sustainable and systematic actions. The factory will be asked to tackle the underlying root causes and to do so in a long-term and systematic manner to bridge the gap between actual and desired performance. Examples include a finding by the assessor that there is lack of termination policies and procedures in the workplace, lack of grievance system, etc.
- *Notable feature*: indicates a remarkable feature or best practice at a workplace. Examples might include workers' wages and benefits that are significantly above the industry average, or community benefits such as free daycare.

Local law or Code Requirement: applicable regulations and standards in a workplace, which serve as the basis for an assessment, as per local law or FLA Workplace Code of Conduct. When these two do not concur, the stricter of the two standards applies.

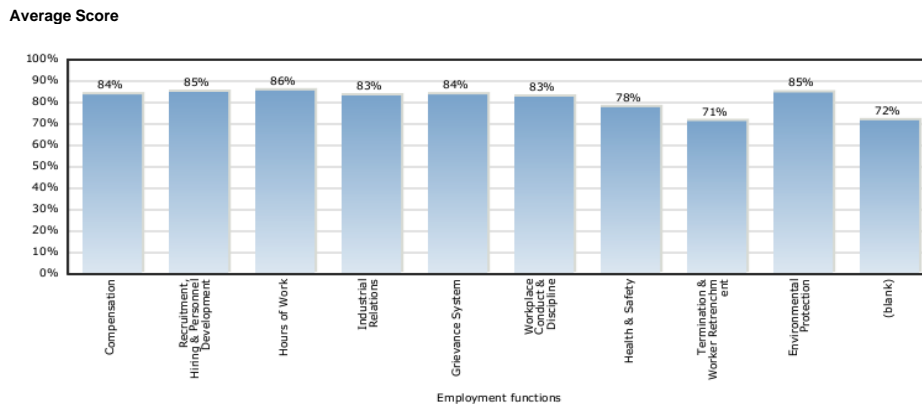
Root causes: a systemic failure within an employment function, resulting in a "finding." Findings are symptoms of underlying problems or "root causes." Consider, for example, the case of workers not wearing hearing protection equipment in a high noise area. The most expedient conclusion might be that the worker did not use the hearing protection equipment because such equipment was not provided by management. However, upon a more thorough evaluation of available information, the assessor might find that the worker was indeed supplied with hearing protection equipment and with written information about the importance of wearing hearing protection, but was not trained on how to use the equipment and that use of the equipment was not enforced in a consistent manner by management.

Company action plan: a detailed set of activities outlined by the sourcing company and/or direct employer to address FLA findings.

Factory Profile

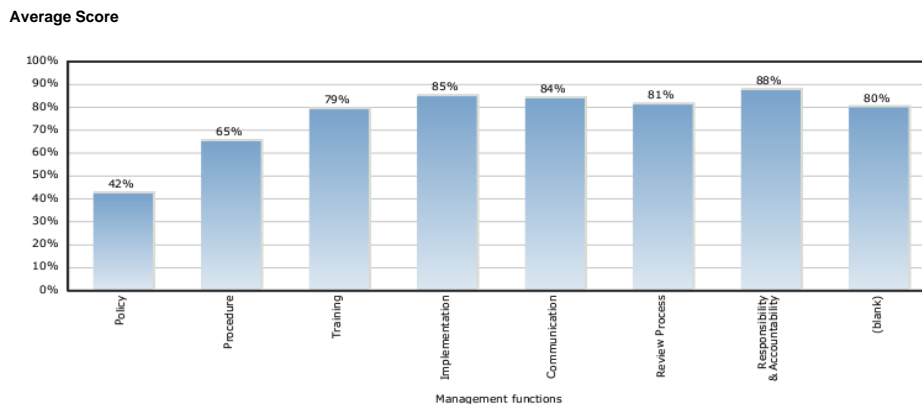
Score by Employment Function

Scores indicate a factory's performance related to a specific employment function based on an FLA assessment. A score of 100 percent indicates flawless operation of an employment function. A score of less than 100 percent indicates need for improvement.



Score by Management Function

Scores indicate a factory's performance related to a specific management function based on an assessment conducted for FLA by independent, accredited assessors. A score of 100 percent indicates flawless operation of a management function. A score of less than 100 percent indicates need for improvement.



Score Summary

Scores indicate the strength of management functions as they relate to different elements of the employment relationship (employment functions). For example (reading left to right), a score of 100 percent in the cell on the top left corner would indicate the existence of appropriate policies related to recruitment, hiring and personnel development.

Management Functions	Recruitment, Hiring & Personnel Development	Compensation	Hours of Work	Industrial Relations	Grievance System	Workplace Conduct & Discipline	Termination & Worker Retrenchment	Health & Safety	Environmental Protection	Aggregate Score
Policy	63.92%	50%	90%	64.63%	59.09%	46.43%	28.85%	75%	72.22%	61.13%
Procedure	67.8%	90.91%	70%	0%	87.5%	68.75%	28.33%	56.07%	85.71%	61.68%
Responsibility & Accountability	95.29%	87.5%	91.67%	50%	87.5%	87.5%	79.25%	83.33%	72.33%	81.6%
Review Process	75%	83.33%	100%	0%	75%	75%	25%	75%	66.67%	63.89%
Training	80.28%	77.41%	73.08%	87.5%	77.78%	88.46%	68.75%	84.62%	88.14%	80.67%
Implementation	91.03%	88.33%	95%	100%	83.33%	96.43%	100%	83.52%	84.44%	91.34%
Communication	83.33%	90%	55%	50%	100%	87.5%	75%	90.63%	75%	78.5%
Aggregate Score	79.52%	81.07%	82.11%	50.3%	81.46%	78.58%	57.88%	78.31%	77.79%	

Summary of Code Violations

Companies that join the FLA agree to uphold the FLA Workplace Code of Conduct throughout their entire supply chain. The Code of Conduct is based on International Labour Organization (ILO) standards, and defines labor standards that aim to achieve decent and humane working conditions.

While it is important to note when violations of the FLA Workplace Code of Conduct occur, the purpose of these assessments is not simply to test compliance against a particular benchmark, but rather to develop an understanding of where and how improvements can be made to achieve sustainable compliance. Code of Conduct violations can be found throughout the course of an assessment of the employment and management functions, and are addressed in companies' action plans.

FLA Code Element	Number of Violations	Violations
Compensation	1	General Compliance Compensation
Employment Relationship	10	General/Human Resource Management Systems Terms and Conditions/New Employee Orientation Terms and Conditions/Communication Terms and Conditions/Supervisor Training General/Documentation and Inspection Industrial Relations Work Rules and Discipline Recruitment and Hiring/Employment Decisions Health, Safety, and Environmental Management System/Policies and Procedures Termination and Retrenchment/General Policies and Procedures
Health, Safety and Environment	5	General Compliance Health, Safety, and Environment Workers Refusal to Use Unguarded or Unsafe Machinery Toilets Notification and Record Maintenance Evacuation Requirements and Procedure
Non-Discrimination	3	General Compliance Nondiscrimination Recruitment and Employment Practices/Job Advertisements, Job Descriptions and Evaluation Policies Protection and Accommodation of Pregnant Workers and New Mothers

Findings and Action Plans

FINDING NO.1

RECRUITMENT, HIRING AND PERSONNEL DEVELOPMENT

FINDING TYPE: Sustainable Improvement Required

Finding Explanation

1. Most job descriptions include gender and age requirements.
2. New worker request forms include gender specification.
3. Based on documentation review and physical inspection, it was noted that some job positions such as quality inspector,

maintenance assistant, and warehouse assistant are filled by a specific gender.

Local Law or Code Requirement

FLA Workplace Code (Non-discrimination Benchmark ND.2.1; Employment Relationship Benchmark ER.3.2)

Root Causes

1. The cultural acceptability in El Salvador of designating certain positions as being gender- and age-specific. Generally, females seek quality inspector jobs and males seek packing or warehouse jobs.
2. Lack of specific and in-depth training on non-discrimination for personnel in charge of: a) creating or generating documents/forms and b) recruitment and hiring.
3. The methodology used by factory when reviewing the recruitment and hiring tools did not take into account all relevant documents.

COMPANY ACTION PLANS

1. Job descriptions will be updated and the gender and age options will be eliminated.

Action plan status: Planned

Planned completion date: 03/07/14

2. Brooklyn plans to eliminate the gender field option from the new worker request form.

Action plan status: Completed

Planned completion date: 01/06/14

Progress update: 04/07/14 : Brooklyn has eliminated the gender field option from the new worker request form.

Completion date: 01/06/14

3. Human Resources staff is to establish and implement an effective internal monitoring procedure to ensure that all policies, procedures, and other documents are consistent with local law and FLA Benchmark requirements.

Action plan status: Planned

Planned completion date: 04/04/14

4. Management is to ensure ongoing training on non-discrimination standards for personnel in charge of policy/procedure development and implementation.

Action plan status: Planned

Planned completion date: 05/02/14

5. Workers and middle management are to receive training on FLA's non-discrimination benchmarks; revise job descriptions to prevent gender bias in hiring and recruitment decisions.

Action plan status: Planned

Planned completion date: 05/31/14

FINDING NO.2

RECRUITMENT, HIRING AND PERSONNEL DEVELOPMENT

FINDING TYPE: Sustainable Improvement Required

Finding Explanation

1. Management has not created a policy and procedures related to personnel development that include the requirement of periodic performance reviews and define how these reviews are linked to promotion opportunities. In-depth interviews revealed that workers do not know of the existence of any mechanisms to have performance evaluations/reviews or opportunities to earn or request salary increases. Workers reported the need for a formal and detailed personnel development program that includes

performance evaluations, feedback on quality of work, and promotion opportunities.

Local Law or Code Requirement

FLA Workplace Code (Employment Relationship Benchmarks ER.1, ER.1.1, ER.28, and ER.30.1)

Root Causes

1. Factory has implemented practices on personnel development without seeing the need of having a written policy.
2. Management lacks awareness of the newly-created FLA Employment Relationship benchmarks.
3. For most workers, promotion and personnel development opportunities are, for all practical purposes, very limited or not available at all.
4. Local labor law does not mandate these policies and procedures.

COMPANY ACTION PLANS

1. Develop a policy on personnel development with a periodic review of individual performance that provides employees with promotion opportunities.

Action plan status: Planned

Planned completion date: 04/05/14

2. Train all workers, supervisors, and managerial staff regularly on the new policy and procedure on personnel development.

Action plan status: Planned

Planned completion date: 05/02/14

3. Factory is to facilitate: a) communication with and active participation of workers on new policy and procedures, b) continuous training, and c) a mechanism for workers to express their views and opinions on personnel development.

Action plan status: Planned

Planned completion date: 06/27/14

4. Ongoing evaluation and review of policies and procedures.

Action plan status: Planned

Planned completion date: 06/27/14

FINDING NO.3

BASIC NEEDS

FINDING TYPE: Uncorroborated Risk of Non Compliance

Finding Explanation

Based on worker interviews, their wages are not enough to cover their basic needs and provide a discretionary income as a substantial portion of their wages are used for food, utility bills, and childcare expenses.

Local Law or Code Requirement

FLA Workplace Code (Compensation Benchmark C.1.3)

Root Causes

1. The Salvadoran textile industry currently does not provide wages that would allow the fulfillment of basic needs and a discretionary income.
2. Management lacks awareness of FLA's Workplace Code and Benchmarks related to compensation issues.
3. The issue has not been brought to the attention of the factory management during previous external audits.
4. There is no wage structure in the factory that would enable workers to progressively realize a wage level that meets basic needs.

COMPANY ACTION PLANS

1. Management is to take an online FLA Fair Wage Self-Assessment.

Action plan status: In Progress

Planned completion date: 04/04/14

Progress update: 04/07/14 : Brooklyn has started taking the online FLA Fair Wage Self-Assessment

2. Based on the self-assessment results, factory is to work together with the FLA-affiliated company and FLA to create strategies that would progressively ensure workers a wage level that covers their basic needs and allows for discretionary income.

Action plan status: Planned

Planned completion date: 06/27/14

FINDING NO.4

COMPENSATION

FINDING TYPE: Immediate Action Required

Finding Explanation

1. 845 production employees from Plant 1 and 340 employees from Plant 2 (cutting) worked during the last vacation period (August 5 – 9, 2013). Labor law mandates that days off during vacation periods must be used for rest.
2. Payments to those employees who worked during the last vacation period in August 2013 were not reported or calculated in the payroll. As a result, pension and social security contributions were not deducted and paid to the relevant institutions, as required by law.
3. Factory does not have a policy and procedures on compensation and benefits.

Local Law or Code Requirement

Salvadoran Labor Code, Article 188; Pension Saving System Law, Article 14; Regulations for the Application of the Social Security Regimen, Article 3; FLA Workplace Code (Employment Relationship Benchmarks ER.1 and ER.22.1)

Root Causes

1. There is no mechanism to harmonize production needs with workers' right to take days off during vacation periods. Factory management does not take into account all vacation periods in a year when negotiating production orders with its buyers.
2. It is a common practice in El Salvador for workers to accept work during vacation periods to increase their income.
3. Workers and factory management agreed to not report vacation payments for August 2013 in the payroll to avoid legal deductions, which benefits both parties.
4. Establishing policy and procedures on compensation and benefits is a relatively new FLA requirement under the Employment Relationship benchmarks; the factory has not yet aligned its management system accordingly.

Recommendations for Immediate Action

1. Factory management is to ensure that all workers take their days off during every vacation period;
2. Factory management is to ensure that different forms of compensation, e.g. overtime and production bonuses, are calculated and included in the payroll, along with the respective legal deduction.

COMPANY ACTION PLANS

1. All workers will take their days off during every vacation period.

Action plan status: Completed

Planned completion date: 01/06/14

Progress update: 04/07/14 : Management has given instructions to Production Planning Department that during the annual planning do not include vacation periods into the production program. Vacation periods are, as follows: 7 days - Easter Holiday, and 14 days in December.

Completion date: 01/06/14

2. Factory management is to adjust its annual production planning in order to harmonize production needs with workers' right to rest during all vacation periods / 3 months;

Action plan status: Completed

Planned completion date: 04/04/14

Progress update: 04/07/14 : Management has given instructions to Production Planning Department that during the annual planning do not include vacation periods into the production program. Vacation periods are, as follows: 7 days - Easter Holiday, and 14 days in December.

Completion date: 01/06/14

3. Factory management is to develop policy and procedures for compensation and benefits that are consistent with FLA standards.

Action plan status: Planned

Planned completion date: 04/04/14

4. Factory management is to train all workers, supervisors, and those in managerial positions and to regularly communicate: a) the newly created compensation and benefits policy and procedures and b) applicable provisions related to the right to vacations.

Action plan status: Planned

Planned completion date: 05/02/14

5. Factory management has given instructions to the Production Planning Department that workers will not work during their vacation period. This issue has arisen from the fact that a vacation period was worked. Brooklyn is in accordance with the law, regarding the calculation and inclusion in the payroll of all forms of compensation, along with the respective legal deduction; except for this one time event.

Action plan status: Completed

Planned completion date: 01/06/14

Progress update: 04/07/14 : Factory management has given the instruction that workers will not work during their vacation periods, and the annual production planning has been adjusted in order to workers take their days off during every vacation.

Completion date: 01/06/14

FINDING NO.5

TERMINATION AND RETRENCHMENT

FINDING TYPE: Sustainable Improvement Required

Finding Explanation

Despite the fact that the factory has a document titled "Termination Policy," this document does not meet the guidelines required for a formal termination and retrenchment policy.

Local Law or Code Requirement

FLA Workplace Code (Employment Relationship Benchmark ER.32.1)

Root Causes

1. Establishing policy and procedures on termination & retrenchment is a relatively new FLA requirement under the Employment Relationship benchmarks; the factory has not yet aligned its management system accordingly.

COMPANY ACTION PLANS

1. Develop termination and retrenchment policies and procedures that include equal opportunity provisions, according to FLA benchmarks and requirements.

Action plan status: Planned

Planned completion date: 04/04/14

2. Develop a procedure to ensure that workers and/or their representatives are consulted when layoffs or retrenchments are being considered.

Action plan status: Planned

Planned completion date: 04/04/14

3. Train all workers, supervisors, and managerial staff regularly on the procedure to consult with workers and/or their representatives when layoffs or retrenchments are being considered.

Action plan status: Planned

Planned completion date: 05/30/14

4. Designate staff to be responsible for the proper implementation and enforcement of the newly created termination/retrenchment policy and procedures.

Action plan status: Planned

Planned completion date: 05/30/14

FINDING NO.6

INDUSTRIAL RELATIONS

FINDING TYPE: Sustainable Improvement Required

Finding Explanation

Factory has not created and implemented industrial relations policy and procedures.

Local Law or Code Requirement

FLA Workplace Code (Employment Relationship benchmark ER.1.1)

Root Causes

1. Management's lack of awareness of FLA's Industrial Relations Benchmark requirements.
2. As factory has not recently experienced any relevant "labor relations" situations, they have not seen the need for developing Industrial Relations policy and procedures.

COMPANY ACTION PLANS

1. Based on FLA benchmarks, management is to create and implement Industrial Relations policy and procedures that: a) include the current commitment to Freedom of Association and b) enable workers to consult with and provide input to management through the existing structures and mechanisms.

Action plan status: Planned

Planned completion date: 05/02/14

2. Train all workers and those in supervisory and managerial positions regularly on the newly created policies and procedures on Industrial Relations.

Action plan status: Planned

Planned completion date: 05/02/14

3. Designate staff responsible for the proper implementation/enforcement of the newly created policy and procedures.

Action plan status: Planned

Planned completion date: 05/02/14

FINDING NO.7

WORKPLACE CONDUCT & DISCIPLINE

FINDING TYPE: Sustainable Improvement Required

Finding Explanation

1. Workers' right to appeal disciplinary actions is not properly regulated; there is no procedure for appeals.
2. Some disciplinary actions, such as verbal warnings, are not properly recorded.
3. There is no ongoing training on workplace conduct and disciplinary practices for supervisors and production workers.

Local Law or Code Requirement

FLA Workplace Code (Employment Relationship Benchmarks ER.1.2, ER.17.1, ER.27.1, and ER.27.2.2)

Root Causes

1. Management's lack of awareness of the importance of clear regulation of a disciplinary system's key elements and rules for the proper implementation of an appeals procedure.
2. Peak production periods may create obstacles to the planning and execution of trainings.
3. Recording disciplinary actions in a comprehensive manner is time consuming for Human Resources staff.

COMPANY ACTION PLANS

1. Factory management is to develop workplace conduct/discipline policies and procedures that include a description of the appeal process.

Action plan status: Planned

Planned completion date: 03/07/14

2. Management is to periodically check that policies and procedures are being implemented as intended and properly documented.

Action plan status: Planned

Planned completion date: 05/02/14

3. Factory is to regularly train all workers, supervisors, and those in managerial positions on the applicable rules related to the disciplinary system.

Action plan status: Planned

Planned completion date: 05/02/14

FINDING NO.8

WORKPLACE CONDUCT & DISCIPLINE

FINDING TYPE: Sustainable Improvement Required

Finding Explanation

1. There is no sexual harassment prevention program at the workplace, as required by law, e.g., briefings, preventive plans, resource allocation.

Local Law or Code Requirement

General Law on Risks Prevention in the Workplace, Article 8.10; FLA Workplace Code (Harassment or Abuse Benchmark H/A.1)

Root Causes

As the General Law on Risks Prevention in the Workplace is relatively new, factory management has not yet aligned its requirements accordingly.

COMPANY ACTION PLANS

1. Develop a sexual harassment prevention program that is consistent with local law.

Action plan status: Planned

Planned completion date: 05/30/14

2. Allocate resources for implementing the sexual harassment prevention program and designate staff to be in charge of enforcement.

Action plan status: Planned

Planned completion date: 05/30/14

3. Train all workers and those in supervisory and managerial positions on the applicable legal provisions on sexual harassment, including periodic briefings as mandated by local law.

Action plan status: Planned

Planned completion date: 06/27/14

FINDING NO.9

GRIEVANCE SYSTEM

FINDING TYPE: Sustainable Improvement Required

Finding Explanation

1. Suggestion boxes for male workers are missing in Plant 1. There are no additional confidential grievance channels for these workers.

Local Law or Code Requirement

FLA Workplace Code (Employment Relationship Benchmark ER.25.2)

Root Causes

1. Some of the bathrooms are currently under construction, which is why the suggestion box has been temporary removed.

COMPANY ACTION PLANS

1. Install a suggestion box in an alternative place while the bathrooms are under construction.

Action plan status: Completed

Planned completion date: 01/06/14

Progress update: 04/07/14 : The suggestion box has been installed.

Completion date: 01/06/14

FINDING NO.10

ENVIRONMENTAL PROTECTION

FINDING TYPE: Sustainable Improvement Required

Finding Explanation

Since 2005, the factory has not renewed the Health and Environmental Permits for the cutting plant (Plant 2), as legally required.

Local Law or Code Requirement

Salvadoran Health Code, Articles 101 and 109c; Environment Law, Article 19; FLA Workplace Code (Health, Safety and Environmental Benchmarks HSE.1 and HSE.4)

Root Causes

1. The Ministry of Environmental and Natural Resources has raised several concerns about the factory's plan for managing environmental issues. As a result, the permit is pending.
2. The Environmental Permit is a pre-requisite for obtaining the Health Permit from the relevant governmental institution.

COMPANY ACTION PLANS

1. Establish and implement a system to ensure that all legal requirements and codes of conduct updates and/or changes are timely addressed by designated staff.

Action plan status: Planned

Planned completion date: 06/27/14

2. Factory management is to address the observations raised by the Ministry of Environmental and Natural Resources in order to ensure the completion of the process for obtaining the relevant Environmental Permit.

Action plan status: Planned

Planned completion date: 09/19/14

3. Once the Environmental Permit has been obtained, factory management is to immediately start the process for obtaining the Health Permit.

Action plan status: Planned

Planned completion date: 12/12/14

FINDING NO.11

HEALTH AND SAFETY

FINDING TYPE: Sustainable Improvement Required

Finding Explanation

1. At the time of the assessment, the factory had only 37 toilets for women in production areas of Plant 1. According to the current size of the workforce, factory needs to install 13 additional toilets for women. Additional toilets are currently under construction.

Local Law or Code Requirement

Salvadoran General Regulations on Risks Prevention in the Workplace, Article 21.3; FLA Workplace Code (Health, Safety and Environmental Benchmarks HSE.1 and HSE.20)

Root Causes

1. As occupational health and safety regulations are relatively new (April 2012), factory management has not yet aligned its requirements accordingly.
2. Management explained that it took time to get authorization from the owner of the building to install additional toilets.

COMPANY ACTION PLANS

1. Factory management is to complete the construction of additional toilets, as required by law.

Action plan status: Completed

Planned completion date: 01/06/14

Progress update: 04/07/14 : Construction of additional toilets has been completed

Completion date: 01/06/14

2. Establish and implement a system to ensure that all legally required facilities are provided in good condition and with the

capacity to cover all employees. Staff should be designated to enforce this system.

Action plan status: Planned

Planned completion date: 05/02/14

FINDING NO.12

HEALTH AND SAFETY

FINDING TYPE: Immediate Action Required

Finding Explanation

1. 1 main aisle in Plant 1 (section D) was partially blocked by a first aid kit. This blockage also reduced the width of the aisle below the legally required limit (1 meter) and posed a risk of injury.
2. An aisle near emergency exit #4 (in the sample department) was obstructed by boxes.
3. There is no assembly area for workers in the warehouse. 4. Boxes containing finished goods at the shipping warehouse were piled in an unsafe manner; they were piled so high they were almost touching the ceiling lamps.

Local Law or Code Requirement

Salvadoran General Regulations on Risks Prevention in the Workplace, Article 7.1; FLA Workplace Code (Health, Safety and Environmental Benchmarks HSE.1 and HSE.5.1)a

Root Causes

1. By the time the first aid kit was installed, there were no legal regulations about the width of aisles.
2. Factory management and the Health & Safety Committee did not consider the risk of injury that the first aid kit might pose when it was installed.
3. Chief and supervisors in the shipping warehouse do not strictly monitor the implementation of safe storage/shipment practice.
4. The Health & Safety Committee does not effectively monitor the safety evacuation requirements in the Cutting Plant.
5. Factory management does not apply disciplinary actions to those workers who fail to follow safe storage and shipment practices that have already been communicated.

Recommendations for Immediate Action

1. Relocate the first aid kit in Plant 1 (Section D) and put it in a place where it does not pose a risk of injury;
2. Factory management is to keep all aisles and passageways unobstructed at all time;
3. Assign an assembly area for workers at the warehouse in Cutting Plant and include it in the fire and evacuation drills;
4. Factory management is to ensure that secure loading/shipment practices are carried out at the warehouse.

COMPANY ACTION PLANS

1. Relocate the first aid kit in Plant 1 (Section D) and put it in a place where it does not pose a risk of injury.

Action plan status: Completed

Planned completion date: 01/06/14

Progress update: 04/07/14 : The first aid kit in Plant 1 has been put in a place where it does not pose a risk of injury

Completion date: 01/06/14

2. Factory management is to keep all aisles and passageways unobstructed at all time.

Action plan status: Completed

Planned completion date: 01/06/14

Progress update: 04/07/14 : The aisle has been cleared

Completion date: 01/06/14

3. Assign an assembly area for workers at the warehouse in the Cutting Plant and include it in fire and evacuation drills.

Action plan status: Completed

Planned completion date: 01/06/14
Progress update: 04/07/14 : An assembly area has been assigned and included in the fire and evacuation drills
Completion date: 01/06/14

4. Factory management is to ensure that secure loading/shipment practices are carried out at the warehouse.

Action plan status: In Progress

Planned completion date: 03/07/14

Progress update: 04/07/14 : Health and Safety Coordinator is developing policy, procedure to ensure that secure loading/shipment practices are carried out at the warehouse

5. Factory management is to reinforce training for all workers, supervisors, and area chiefs in the different warehouses on the safe storage/shipment practices.

Action plan status: Planned

Planned completion date: 03/07/14

6. Factory management is to enforce applicable disciplinary actions for those workers who perform unsafe loading/shipping practices.

Action plan status: Planned

Planned completion date: 03/07/14

7. H&S Manager and H&S Committee are to conduct regular monitoring of the Cutting Plant to ensure safe evacuation requirements are implemented.

Action plan status: Planned

Planned completion date: 03/07/14

8. Area chiefs and supervisors in the different warehouses shall be assigned responsibility for monitoring the implementation of safe storage/shipment practices.

Action plan status: Planned

Planned completion date: 03/07/14

FINDING NO.13

HEALTH AND SAFETY

FINDING TYPE: Immediate Action Required

Finding Explanation

1. 1 A worker was performing stain-removal tasks without using the relevant personal protective equipment (PPE) (gloves) required by the Material Safety Data Sheet (MSDS).

Local Law or Code Requirement

Salvadoran General Regulations on Risks Prevention in the Workplace, Article 90.4; FLA Workplace Code (Health, Safety and Environmental Benchmark HSE.1)

Root Causes

1. Stain-removal workers do not use the gloves because the gloves get discolored by the chemicals resulting in production pieces getting stained; 2. Factory management has not sought alternative gloves for this type of operation.

Recommendations for Immediate Action

1. Factory management is to look for alternative PPE to be used at the stain-removal areas; it is to be compatible with the type of operation.

COMPANY ACTION PLANS

1. H&S Manager shall work in coordination with Purchasing Department to find a new supplier which provides proper PPE for stain-removal workers

Action plan status: Completed
Planned completion date: 03/07/14
Progress update: 04/07/14 : General Safety is the supplier
Completion date: 01/06/14

2. Reinforce training on proper PPE usage for workers at stain removal.

Action plan status: Planned
Planned completion date: 04/07/14

3. H&S Manager and H&S Committee are to oversee the proper usage of PPE at stain removal stations.

Action plan status: Planned
Planned completion date: 04/04/14

4. Factory management is to look for alternative PPE to be used at the stain-removal areas; it is to be compatible with the type of operation.

Action plan status: Completed
Planned completion date: 01/06/14
Progress update: 04/07/14 : Alternative PPE is being used at the stain-removal areas
Completion date: 01/06/14

FINDING NO.14

HEALTH AND SAFETY

FINDING TYPE: Immediate Action Required

Finding Explanation

1. Evacuation routes do not indicate the location of emergency exits.
2. Broken window glass in the food preparation area was fixed with tape.
3. The stairs of one emergency exit had holes, creating a risk of slipping and falling.
4. The gas tank next to the canteen is not isolated or protected from the elements. There are no warning signs posted around the gas tank.
5. When the main gas tank is empty 25-pound gas cylinders are connected to it in an unsafe manner. These cylinders are not chained down and are left exposed to the elements.

Root Causes

1. Factory has delegated the canteen's personnel, which is employed by an external food service provider, to oversee the implementation of health and safety practices in the canteen, without ensuring compliance with the local regulations on health and safety.
2. Health & Safety Committee does not consider the canteen as part of the scope of regular inspections they perform.

Recommendations for Immediate Action

1. Factory management is to mark evacuation routes in the canteen area;
2. Replace the broken windows in the food preparation area and ensure that the new ones are maintained in good condition;
3. Fix the holes in the stairs next to the canteen;

4. Isolate the gas tank and restrict access to only authorized personnel;
5. Ensure the proper installation and connection of 25-pound gas cylinders for the gas tank used in the canteen.

COMPANY ACTION PLANS

1. Health & Safety Manager and Health & Safety Committee are to conduct periodic oversight of the proper implementation of safety requirements in the canteen

Action plan status: Planned

Planned completion date: 03/07/14

2. Factory management is to mark evacuation routes in the canteen area.

Action plan status: Completed

Planned completion date: 01/06/14

Progress update: 04/07/14 : Evacuation routes have been marked in the canteen area

Completion date: 01/06/14

3. Ensure the proper installation and connection of 25-pound gas cylinders for the gas tank used in the canteen.

Action plan status: Completed

Planned completion date: 01/06/14

Progress update: 04/07/14 : The 25-pound gas cylinders are not longer being used. Instructions have been given to the canteen's personnel that it is not allowed for them to use those kind of gas cylinder.

Completion date: 01/06/14

4. The window glass is to be removed completely.

Action plan status: Completed

Planned completion date: 01/06/14

Progress update: 04/07/14 : Window glass was removed completely.

Completion date: 01/06/14

5. Fix the holes in the stairs next to the canteen.

Action plan status: In Progress

Planned completion date: 03/04/14

Progress update: 04/07/14 : It has already been budgeted and approved.

6. Isolate the gas tank and restrict access to only authorized personnel

Action plan status: Planned

Planned completion date: 03/04/14

FINDING NO.15

INDUSTRIAL RELATIONS

FINDING TYPE: Sustainable Improvement Required

Finding Explanation

1. The Worker Integration component is missing throughout all Employment Functions, indicating that the factory has not established procedures to receive workers' input/feedback on the creation, implementation and updating of its policies and procedures. Workers are neither systematically integrated nor consulted in the decision-making processes.

Local Law or Code Requirement

FLA Workplace Code (Employment Relationship Benchmarks ER.1.3 and ER.25.2)

Root Causes

1. Management lacks awareness of FLA Workplace Code and Benchmarks.
2. Management has not seen the need to formalize a worker integration process.

COMPANY ACTION PLANS

1. Factory management is to establish a procedure that enables workers to consult with and provide input to management.

Action plan status: Planned

Planned completion date: 05/02/14

2. Management is to train all workers, supervisors, and those in managerial positions on the newly created worker integration procedures.

Action plan status: Planned

Planned completion date: 05/30/14

3. Designate staff from the HR Department and/or a Compliance Manager responsible for the implementation of the worker integration procedure.

Action plan status: Planned

Planned completion date: 05/30/14