



# Handbook for factories

A guide to Kingfisher  
standards for factory  
working conditions

# Kingfisher's policy

**“We are committed to promoting the ethical, environmental and health and safety practices we set within our own business in our supply chain.”**

# Contents

<b>Introduction to the Kingfisher Group plc</b>	<b>2</b>
<b>Part 1: Why are good factory conditions important?</b>	<b>4</b>
<b>Part 2: Kingfisher's Standards</b>	<b>8</b>
<b>Part 3: How to use this handbook</b>	<b>11</b>
<b>Part 4: What Kingfisher want to see in your factory</b>	<b>14</b>
1. Management Attitude and Co-operation	15
2. Age of Workers	16
3. Forced Labour	18
4. Hours of Work	19
5. Wages	24
6. Terms of Employment	27
6.1. Discrimination	27
6.2. Contracts of Employment	29
6.3. Discipline	30
6.4. Worker Representation	32
7. Health and Safety	34
8. Hygiene	41
9. Accommodation (Living Quarters)	43
10. Supply Chain Management	47
11. Environmental Management	50
<b>Appendix</b>	<b>53</b>
<b>Contacts</b>	<b>54</b>

# Introduction



# Introduction to the Kingfisher Group plc

**Kingfisher plc is an international home improvement company with over 1,900 stores, supported by a team of 74,000 colleagues.**

**We operate in seven countries across Europe under retail banners including B&Q, Castorama, Brico Dépôt, Screwfix, TradePoint and Koçtaş.**

**We offer home improvement products and services to consumers and trade professionals who shop in our stores and via our e-commerce channels.**

**At Kingfisher, our purpose is to help make better homes accessible for everyone.**

In order that everyone involved in our supply chains benefits from trading with us, all our products should be made:

- in safe and hygienic conditions;
- by workers who are properly paid and whose rights are respected;
- in factories which work to reduce their impact on local communities and the natural environment.

This applies to all vendors wherever they are located. We recognise that some supply chains face more complex issues than others, but expect all our vendors to be working towards continuous improvement in workplace standards.

We believe that high workplace standards, good health and safety, fair pay and employment conditions and care for the environment are all elements of a successful, professionally run business. By working together with our vendors to achieve these goals, we can strengthen all our businesses as well as improving the quality of life of the people working in our manufacturing sites.

The Kingfisher approach is one of engagement with suppliers and workers, and recognises and respects cultural diversity within supply chains. Our customers want new and exciting products at great prices, but not at the expense of the people who make them.

## 1

# Why are good factory conditions important?



# Why are good factory conditions important?

**Kingfisher believes that everyone involved in our supply chains should benefit from trading with us and we will work with our supply chain partners to deliver this goal.**

## Globalisation

Products made in China and Vietnam are offered to consumers in Europe and North America, and US branded sports goods are offered for sale in South East Asia.

As global trade has increased, the role of multi-national companies has also evolved. In doing so there are also risks that the growth in this trade could lead to the exploitation of workers in some countries.

Kingfisher is therefore determined to work to increase the positive effects of global sourcing and reduce potential negative impacts.

## International Organisations

The International Labour Organisation (ILO) is the United Nations (UN) agency which seeks to promote social justice and internationally recognised human and labour rights and standards.

The ILO formulates international labour standards in the form of Conventions and Recommendations setting minimum standards of basic labour rights; freedom of association, the right to organise, collective bargaining; abolition of forced labour; equality of opportunity and



treatment, and many other standards that cover the entire spectrum of work related issues.

Kingfisher fully support the aims of the ILO and has used ILO convention to form our response to the working conditions issues we face in our supply chains. You will see the ILO references where they have been used throughout this document.

## National Governments

Different national governments place different legislative obligations on the businesses that operate within their borders.

It is essential that all factories are aware of the laws that apply to them in the country in which they operate, and that they abide by all such laws. In China for example this will include the Labor Contract Law of the People's Republic of China (2012 Amendment) with regards to Contracts of Employment.

## Workers

Workers are becoming more aware of their legal rights and will increasingly put pressure on their employers when

they believe their rights are being withheld. Positive dialogue with your workers, through committees, unions or associations has many positive benefits for all parties and can lead to improvements in productivity.

## Factories – What's in it for you?

Kingfisher has been trading with factories all over the world for many years – both directly and indirectly. Over this time we have worked with all our trading partners to better understand the countries, their people, cultures and traditional working practices. People from Kingfisher's buying offices visit our many factories, building partnerships that we hope will be mutually beneficial.

We believe that high workplace standards, good health and safety, fair pay and conditions, and care for the environment can help you to strengthen your business and to compete effectively in the global market. Managing these standards can cut costs, improve the productivity and therefore improve the profitability of your company. It will also help you to meet your customers' needs while reduce your risks.

## How can we work together to benefit your factory?

### Increasing productivity

#### Safe and healthy workers make better products

Workers who are healthy, happy produce better quality products than those who are tired, sick or stressed.

### Accidents and injury

Accidents, injuries and work related illness can cause some workers to have periods of time when they are not able to work. This is known as 'downtime' and may disrupt your production. Improving health and safety conditions will reduce the number of accidents, injuries and work related illnesses that occur.

Fewer accidents and illnesses should be the goal of all business, as accidents and work-related illness affect individual workers and their families. In business terms increased levels of accidents and work related illness lead to increased downtime leading to a reduction in productivity and increase the time it takes to complete orders.





## Reducing risk

### Fire

Ensuring the safety and well being of your workers is of paramount importance to Kingfisher as fires can cause serious injury and death. A fire will also result in expensive building repairs and may even lead to the closure of your factory. A few simple and inexpensive precautions will help to protect both your workers and your business.

### Reduced sales

Customers increasingly spend their money with retailers and brands that are taking positive steps and actions to address the challenges found in their supply chains. We wish to retain our customers trust and loyalty by ensuring, among other actions, that we are sourcing our products from suppliers and factories that share our vision.

## Managing costs

### Wastage

A well managed and run factory has multiple benefits for the workers and for the factory management. Good housekeeping practices can help improve worker well being, improve productivity and reduce wastage, thereby reducing operating costs whilst also reducing the impact on the environment.

### Maintenance

An unhygienic and dirty workplace can lead to work related illnesses and loss of production as workers are unable to work through the illness. Poor house keeping can also lead to extra costs for cleaning to ensure that goods are not soiled and machinery does not break down.

### Worker retention

Safe and hygienic factories attract the best workers and encourage them to stay. This reduces recruitment and training costs. Low retention rates are also indicators that there are other,



underlying issues affecting how workers feel about working in t your factory. Ask yourself – how much does it cost you to recruit and train a new worker and why are your retention rates low?

## Improving your ability to meet your customers' needs

### Quality and Productivity

Customers want great value, high quality products and customers expect that their products are delivered on time and in full. However, this can lead to factory managers demanding more and more from their workers, in order to meet production schedules. Excessive overtime has been shown to reduce employees' productivity and the quality of products produced.

### Customer confidence

Recognising customer needs, by improving working conditions, helps build a relationship of trust with your customers. The improvements themselves will help you meet orders more effectively through better productivity and quality, further strengthening your relationship with your customer, and improving your competitiveness.

# 2

## Kingfisher's standards



# Kingfisher's standards

## What do we mean by working conditions?

The term 'working conditions' generally refers to the conditions you operate in your factory, for your workers – for which we have set certain standards we believe all factories should adhere to, including the following issues:

- age of workers
- forced labour
- hours of work
- wages
- employment contract
- discrimination
- discipline
- worker representation
- health and safety
- hygiene, accommodation and welfare
- supply chain management
- environment.

## Kingfisher Supply Chain Workplace Standards<sup>1</sup>

([www.kingfisher.com/responsible-business/our-policies/company-policies](http://www.kingfisher.com/responsible-business/our-policies/company-policies))

The Kingfisher Supply Chain Workplace Standards are based on the eight core conventions defined in the Fundamental Principles of Rights at Work. We are guided by international standards such as the UN's Universal Declaration of Human Rights, the UN Guiding Principles on Business and Human Rights and the International Labour Organisation's Declaration on Fundamental Principles and Rights at Work.<sup>2</sup>

In order for us to meet those standards we look to work with vendors who are committed to:

- giving Kingfisher visibility of the shared supply chain;
- complying with Kingfisher Supply Chain Workplace Standards;
- by working towards meeting these Kingfisher standards in their factories.

This handbook for factories is designed to help you, as one of our factory managers, wherever you are in the world, understand what the 'Kingfisher Supply Chain Workplace Standards' mean for your factory and to help you to decide what action you need to take to make improvements.

1 The Kingfisher Supply Chain Workplace Standards applies to factories and other forms of work or production sites producing products to supply a Kingfisher Operating Company or Sourcing Office.  
 2 The Kingfisher Supply Chain Workplace Standards reflects the standards set out in ILO Conventions, including the following: ILO Core Conventions 29 and 105 and Recommendation 203 (Forced Labour (Supplementary Measures); ILO Core Convention 111 and Recommendation 111 (Discrimination in Employment and Occupation); ILO Core Convention 138 and Recommendation 146 (Minimum Age); ILO Convention 155 and Recommendation 164 (Occupational Safety & Health); ILO Convention 87, 98 (Freedom of Association and Collective Bargaining).



# 3

## How to use this handbook



# How to use this handbook

Your performance and progress will be monitored through the use of the Sedex Self Assessment Questionnaire (SAQ) and depending on your location and what type of product you manufacture, through periodic audit by one of the independent audit companies we partner with.

It is important for you to understand what meeting the Kingfisher standards means for all of your production units producing product for Kingfisher and then to agree an action plan that will help you to make any necessary improvements.

This applies to factories that you may outsource/subcontract work to if you do not have the capacity to fulfil an order at your own facility/facilities.

This handbook will also help to explain the actions you need to take and the documents and records that you need to maintain to demonstrate your performance and the improvements you have made.

This section of the handbook explains why good working conditions are important for Kingfisher and why these issues should also be important for you.

Monitoring record keeping



The next section, Part 4 of the handbook is divided into different issue areas which correspond to the issues covered in the Kingfisher Supply Chain Workplace Standards. It sets out practical guidelines to help you to identify where you need to improve and suggests appropriate actions. It also includes a space for notes so that you can write down the current situation in your factory and any actions you need to take.

In each issue area this handbook explains:

- What's the issue? – background information.
- What this means for your factory – advice and guidance, on how to meet the different standards, and some recommended actions as to what you might need to do in your factory.

## We suggest that you

Walk around the factory and talk to your managers and supervisors. Where you find that you need to make improvements, think about the specific action that needs to be taken and agree the appropriate corrective action and timeline with your management team.

The section on 'What this means for your factory' may be split into three stages to encourage a stepped approach towards continuous improvement. We acknowledge that these are complex issues which may take time and energy to resolve and move forward.

## Starting out...

Here we have outlined the place to start on each issue, with actions on how to meet Kingfisher Standards. Many of the standards included in this section are Critical points which means you have to meet these standards, before you can supply Kingfisher.

## Moving on...

In addition, you should work towards continually improving these standards to develop and improve working conditions in your factory/factories.

## Best practice...

We have highlighted the practices our best factories have implemented and we have learned from experience that these are practices which will help bring improvements to your factories as well.

## Reference information and support

To support and assist you we have also published additional guidance documents which are country specific, including highlighting relevant laws and regulation governing worksites.

These are all available on our website at [www.kingfisher.com/responsible-business/our-policies/company-policies](http://www.kingfisher.com/responsible-business/our-policies/company-policies)



## 4

# What Kingfisher want to see in your factory





# What Kingfisher want to see in your factory

**This section sets out how you can make practical improvements in your factory, in each issue area.**

## 1. Management attitude and co-operation

### 1.1. What's the issue?

Kingfisher only want to buy products from factories that are prepared to work with us and who are willing to make improvements in areas where problems are identified.

### 1.2. What this means for your factory

#### Starting out...

**To supply to us you need to meet the following standard**

- The factory management must demonstrate a willingness to improve on any significant areas of concern.

#### Required actions

- You need to show us that you are prepared to work with us to make any improvements we feel are necessary to ensure your factory meets our standards. This may take some time but if you are showing willingness to improve and making gradual progress we will be happy to trade with you.

This handbook will help you to demonstrate this and will help you to achieve improvements.

#### Management Attitude and Co-operation notes

What is the situation in your factory?

What improvements do you need to make?

## 2. Age of Workers

### 2.1. What's the issue?

Kingfisher believe that children should have the opportunity to grow up in a healthy and safe environment with the opportunity for an education.

However, for one reason or another, children are sometimes involved in the manufacture of products. If you find or suspect children are working in any of your worksites, **the interests of the child must be considered first and so it is vital that the child is NOT summarily dismissed.** We will work with the vendor or factory to agree an appropriate course of action that protects the child. **If you find children either in your workplace or in the factory**

**of a vendor or sub-contractor please contact the Kingfisher Buying office that purchases your products immediately.** We do not expect factories to take any action regarding child workers without agreeing the correct course of action with us first.

Kingfisher believe that "child" means anyone under fifteen years of age, unless national or local law stipulates a higher mandatory school leaving or minimum working age, in which case the higher age shall apply; and "child labour" means any work by a child or young person, unless it is considered acceptable under the ILO Minimum Age Convention 1973 (C138).

Young workers



## 2.2. What this means for your factory

### Starting out...

#### To supply to us you need to meet the following standard

- All workers must be over the minimum legal age in the country in which you are operating. In any event however Kingfisher believe that no young person under 15 should be working in their supply chain.

#### Required actions

- You need to be able to **demonstrate** that all workers are above this age. This will include keeping accurate records showing the age of each worker, with copies of identity papers showing their dates of birth. Original documents **must be** returned to their rightful owner, only copies should be kept.
- You will need to check these documents carefully to make sure they are genuine. If you have workers who are under the age of 15, you must contact us to agree a course of action which puts the welfare of any working children first. This is extremely important since simply dismissing the child worker may worsen their personal situation.
- You must have a clear recruitment policy that ensures no recruitment of workers under the age of 15 or the local equivalent if higher than 15.
- Young people below the age of 18 must not work at night (between 10pm and 6am).
- Young people should not be working longer hours than those permitted by law. Young people under the age of 18 should not work on tasks that are potentially hazardous to health.
- This includes working with potentially dangerous machinery, hazardous chemicals or heavy equipment.
- Young people shall have a full body check before entering the factory.
- You should keep a list of workers under the age of 18. Records for these young workers should include their working

hours, duties and shift rosters to verify that you are complying with the above standards.

#### Recommended action

- If child labour is an issue in your factory, you must work towards participating in programmes that help to eliminate child labour. This may mean working with local organisations or charities that have developed programmes to help and support children removed from dangerous working situations. Kingfisher is happy to work with vendors on specific project development work; please talk to your contact at Kingfisher to discuss any such proposal.

#### Age of Workers notes

What is the situation in your factory?

What improvements do you need to make?

### 3. Forced Labour

#### 3.1. What's the issue?

Forced or bonded labour occurs when someone does not have a choice about whether they work, what work they do and/or when they work. Forced labour includes situations where factories retain workers' passports, identity cards or residential permits, take deposits, withhold pay or prevent workers from leaving the site.

The following are examples that may be viewed as forms of forced labour:

- Factories that take deposits from workers (e.g. to pay for tools, uniform or identity badges) which can be difficult for the workers to get refunded.
- Factories who pay very low wages but offer very high interest rate loans – and deduct the repayment from the wages – and so the debt is never cleared.
- Paying workers two or more months in arrears. If workers leave they will be unlikely to receive the money they are owed. Therefore they may have to stay at the factory even if they want to leave, because they cannot afford to lose the deposit or other sums owed to them.
- Compulsory overtime, where there is no system for workers to opt out of additional working hours, can also be seen as a form of forced labour.
- Products or components made by involuntary labour in prison camps, where the conditions are often extremely poor. It is important that absolutely no part of the product or its components is made in these conditions.<sup>3</sup>

#### 3.2. What this means for your factory

##### Starting out...

**To supply to us you need to meet the following standards**

- The factory does not use forced, bonded or involuntary labour.
- Workers are not forced to lodge unreasonable deposits or their identity papers with their employers.

##### Required actions

- All workers have an employment contract, of which they have a copy clearly stating their hours of work, and requirements regarding overtime and notice periods.
- Workers must be free to leave the factory at the end of their shift.
- You must ensure that none of the products, components or raw materials are made by prison labour.
- You must not take any deposits from workers, and if you are holding deposits they must be immediately refunded, in full.
- You should not require your workers to leave their original identity papers or residency permit with you. If you need to take copies of their identity papers you must return the originals to the workers and ensure that they have somewhere safe to keep them.
- Any overtime should be voluntary and within legal limits.
- Any loan or credit schemes operated by factories for their workers should be transparent, clearly explained to workers and fully documented.
- If you have any **loan or credit schemes** to lend money to workers, these should be clearly explained to workers, voluntary and fully documented. Keep a copy in the personnel files.

**Forced Labour notes**

What is the situation in your factory?

What improvements do you need to make?

## 4. Hours of Work

### 4.1. What's the issue?

Workers in many factories around the world routinely work extremely long hours, often 10 or 12 hours per day. Some workers may have no choice about whether they work overtime or not and frequently do not receive a premium for the overtime worked. Many workers work 6 or 7 days a week and in busy periods may work for a month or more without a day off.

However:

- Many countries do have laws restricting the maximum hours permitted for working in a week. This can vary from 35 to 48 hours but is rarely more. Your factory must be conforming to the laws of the land in which you are operating.
- There may also be national guidelines on overtime and time off, which again you must know and comply with.
- All overtime should be voluntary or it could be seen as unacceptable 'forced labour'.
- Workers who work long hours become very tired and are more likely to have accidents or to fall ill. This is damaging to their health, mental wellbeing and undermines their ability to work effectively and productively.
- Kingfisher – in common with many other retailers – believe that people should not be made to work excessive hours on a regular basis as it is potentially damaging to their health and wellbeing.

#### 4.1.1. What's driving excessive working hours?

Overtime is a complex problem and there is no one single cause. The following factors all contribute to long overtime working:

- problems/delays with raw materials;
- tight lead times, poor forecasting – this may be a result of the buying policies of retailers;
- low-skilled workers;
- lack of communication between managers, supervisors and workers high worker turnover;
- poor planning by the factory management leading to over capacity issues;
- poor planning by a customer, resulting in reduced lead times.

Excessive overtime can result in:

- low productivity;
- poor quality;
- high levels of reworking;
- poor health and safety (tiredness, illness, accidents);
- high worker turnover;
- problems with recruiting new skilled workers.

All of these make it difficult for factories to work efficiently, to comply with the law and to meet the expectations of their customers. It is factories which take small gradual steps that are most likely to succeed in reducing overtime consistently.

#### Reducing the need for overtime

Because there are so many factors that contribute to excessive working hours, there is no simple way to solve the problem. You will need to look at all of these factors to understand what is driving overtime in your factory and to identify what you can do to improve the situation. Rather than just cutting working hours, you need to think about ways of reducing the need for excessive overtime. If you can reduce the need, then it will be possible for you to gradually reduce overtime.

Simply cutting working hours, without looking at all these other factors, may cause you serious problems, as workers will leave the factory if their hours are cut without any opportunity to earn more in the hours that they do work. There are often stories in the media covering incidents where workers have gone on strike or caused unrest in response to sudden reductions in overtime, since their wages have dropped abruptly as a result.

You need to find ways of reducing overtime which also take into account the needs of workers. This is essential as you need their understanding and co-operation.

Actions may involve:

- improving productivity, so that workers can make more products and earn more money in a shorter time;
- linking productivity and pay, so that workers have an incentive to work more efficiently;
- improving communication between workers, supervisors and managers – this is crucial. If people don't understand what is going on, it is hard for them to implement and support changes.

#### Some practical ideas on how to move forward

##### 1. Measure the problem

- Make sure that you are keeping accurate records of working hours.
- These should show normal working hours, and all overtime hours, rest days and days taken as leave for all types of workers on your site.

##### 2. Understand the problem

- Look at the records, talk to managers, supervisors and workers to get everyone's point of view and ask the following questions:
  - o Where is the overtime happening?

- Are there particular departments or sections where workers work longer hours than others? Are there obvious bottlenecks?
- o When is the overtime happening? Does it happen regularly, or only occasionally?
  - o What do managers and supervisors think are the factors causing overtime? What do the workers think the causes are?

**3. Take practical steps to reduce the need for long overtime hours**

- Focus on the areas and the times when overtime is a particular problem. Hold a meeting with managers, supervisors and some workers to discuss what are the factors driving overtime in this area and what you might be able to do about them.

**Some ideas**

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<b>If the problem is to do with:</b>	<b>You need to focus on:</b>
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**Inefficient production**

**Improving production efficiency**

This might include:

- introducing straight line production (if possible) defining standard critical paths and line;
- layouts to maximise efficiency improving production planning;
- recording daily targets and hourly output levels on noticeboards near the production line so that workers can see how they are doing;
- introducing bonuses to reward productivity;
- holding regular meetings with line supervisors to discuss problems.

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**High levels of reworking**

**Improving quality**

This might include:

- recording information about quality problems on noticeboards near the production line so that workers can see them;
  - hanging samples on or near the production line, so that supervisors and workers can check what's needed;
  - for new orders: trialling a small batch of product through the production process to identify problems at an early stage;
  - training QC staff to spot problems;
  - strengthening in-line quality checks;
  - returning re-working as far as possible to the worker who made the mistake so that lessons can be learned.
-

If the problem is to do with:	You need to focus on:
<b>Late delivery of raw materials or poor quality</b>	<b>Working with your suppliers to ensure they are meeting your needs</b> This may include: <ul style="list-style-type: none"> <li>– clearly communicating your expectations in terms of quality, reliability and delivery;</li> <li>– measuring their performance.</li> </ul>
<b>Low-skilled workers</b>	<b>Improving recruitment procedures to make sure you are hiring the best workers</b> This may include: <ul style="list-style-type: none"> <li>– drawing up a job description setting out skills and experience needed for each job;</li> <li>– testing new workers to see if they have the skills you need and to identify training needs;</li> <li>– providing skills training for workers.</li> </ul>
<b>High worker turnover</b>	<b>Identifying ways to meet workers' needs</b> This may include: <ul style="list-style-type: none"> <li>– talking to workers who are leaving to understand why they no longer want to work at the factory;</li> <li>– talking with workers to find out what would make them want to stay longer at the factory;</li> <li>– holding management meetings to work out what you can do to better meet their needs.</li> </ul>

### Practical examples

You may find that there are some areas where relatively small and easy steps can be taken to make improvements, streamline the production process and reduce the need for excessive overtime:

- Hiring a small number of additional workers.
- Investing in more machines.
- Working to improve supplier performance.
- Improving communication.
- Rewarding workers for being more productive.

## 4.2. What this means for your factory

We know that excessive working hours pose a serious challenge for many factories. Kingfisher accept there is no easy and quick solution to this problem and instead expects its suppliers to be transparent with us about the challenges that they face and work with us towards reducing working hours.

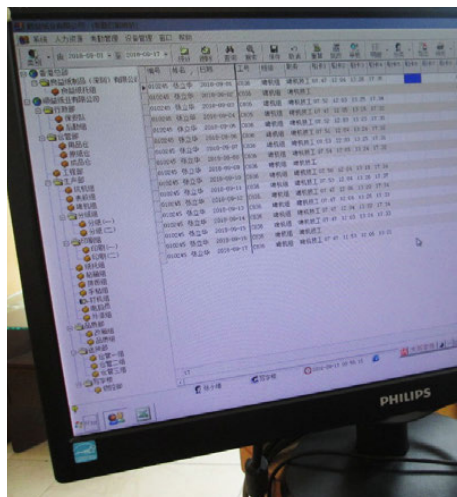
### Required actions

- Standard working hours comply with the limit set by local law. All overtime is voluntary and is paid at an appropriate rate.
- Workers have at least one day off in every seven days as an average throughout the year.



- Workers take suitable and sufficient breaks during the working day.
- The factory must keep accurate records of workers' hours of work. These records should cover all groups/types of workers.
- Normal contractual working hours (excluding breaks and overtime) should be less than or equal to the legal maximum.
- Workers should have a choice about whether they work overtime or not.

How do you keep records of hours of work?



## Hours of Work notes

What is the situation in your factory?

What improvements do you need to make?

## 5. Wages

### 5.1. What's the issue?

Wages and costs of living vary hugely around the world.

It is important to Kingfisher that as a minimum all workers in our supply chains are paid at the legal minimum for the country of operation, or at local benchmarks.

Wage calculations can be extremely complicated, making it difficult for workers to understand how their wages are calculated. This confusion about wage calculation is made worse by the fact that many people are not given a payslip or that payslips do not include enough information.

Factories now have to compete with each other to attract and keep the best skilled workers. Paying fair wages will help you to do this. We believe that everyone should be paid a fair wage for the work they do, in line with local and national wage legislation.<sup>4</sup>

### Some practical ideas on how to move forward

#### 1. Measure the problem

- Make sure you know what the local minimum wage is and keep up to date with changes.
- Keep accurate records of wages and hours worked, so that you know whether all your workers are making minimum wage for standard time.

#### 2. Understand the problem

- Look at the records, talk to managers, supervisors and workers to get everyone's point of view and ask the

What paperwork do you have, to show that you are paying the correct legal wage?

序号	工号	姓名	部门名称	底薪	平日出勤时间	平日出勤工资	平时加班时间	平时加班工资	周末加班时间	周末加班工资	法定假时间	法定假工资	法定加班时间	法定加班工资	加班小计	社保扣	实发工资	员工签名
177	15177	王二	9组	1,800.00	176.00	1,820.68	16.00	248.28	32.00	662.07	8.00	82.76	0.00	0.00	2,813.79	0.00	2,814	王二
178	15179	王三	9组	1,800.00	176.00	1,820.68	15.00	232.76	32.00	662.07	8.00	82.76	0.00	0.00	2,798.27	0.00	2,798	王三
179	15180	王四	9组	2,500.00	176.00	2,528.73	17.00	366.38	32.00	919.54	8.00	114.64	0.00	0.00	3,920.59	0.00	3,930	王四
180	15181	王五	9组	1,800.00	176.00	1,820.68	16.50	256.03	32.00	662.07	8.00	82.76	0.00	0.00	2,821.54	0.00	2,822	王五
181	15182	王六	9组	1,800.00	176.00	1,820.68	15.50	240.52	32.00	662.07	8.00	82.76	0.00	0.00	2,806.03	0.00	2,806	王六
182	15183	王七	9组	1,800.00	176.00	1,820.68	16.00	248.28	32.00	662.07	8.00	82.76	0.00	0.00	2,821.54	0.00	2,822	王七
183	15184	王八	9组	1,800.00	176.00	1,820.68	16.50	256.03	32.00	662.07	8.00	82.76	0.00	0.00	2,806.03	0.00	2,806	王八
184	15186	王九	9组	1,800.00	176.00	1,820.68	15.50	240.52	32.00	662.07	8.00	82.76	0.00	0.00	2,806.03	0.00	2,806	王九
185	15187	王十	9组	1,800.00	176.00	1,820.68	15.50	240.52	32.00	662.07	8.00	82.76	0.00	0.00	2,806.03	0.00	2,806	王十
186	15188	王十一	9组	1,800.00	176.00	1,820.68	17.00	263.79	32.00	662.07	8.00	82.76	0.00	0.00	2,829.30	0.00	2,829	王十一
187	15196	王十二	11组	1,800.00	176.00	1,820.68	15.50	256.03	32.00	662.07	8.00	82.76	0.00	0.00	2,821.54	0.00	2,822	王十二
188	15197	王十三	11组	1,800.00	176.00	1,820.68	15.50	256.03	32.00	662.07	8.00	82.76	0.00	0.00	2,821.54	0.00	2,822	王十三
189	15199	王十四	11组	1,800.00	176.00	1,820.68	17.00	263.79	32.00	662.07	8.00	82.76	0.00	0.00	2,829.30	0.00	2,829	王十四
190	15200	王十五	11组	1,800.00	176.00	1,820.68	16.00	248.28	32.00	662.07	8.00	82.76	0.00	0.00	2,813.79	0.00	2,814	王十五
191	15201	王十六	11组	1,800.00	176.00	1,820.68	16.00	248.28	32.00	662.07	8.00	82.76	0.00	0.00	2,813.79	0.00	2,814	王十六
192	15203	王十七	11组	1,800.00	176.00	1,820.68	16.50	256.03	32.00	662.07	8.00	82.76	0.00	0.00	2,806.03	0.00	2,806	王十七
193	15204	王十八	11组	1,800.00	176.00	1,820.68	16.00	248.28	32.00	662.07	8.00	82.76	0.00	0.00	2,813.79	0.00	2,814	王十八
194	15205	王十九	11组	1,800.00	176.00	1,820.68	16.00	248.28	32.00	662.07	8.00	82.76	0.00	0.00	2,813.79	0.00	2,814	王十九
195	15206	王二十	11组	1,800.00	176.00	1,820.68	16.00	248.28	32.00	662.07	8.00	82.76	0.00	0.00	2,813.79	0.00	2,814	王二十
196	15208	王二十一	11组	1,800.00	168.00	1,737.93	16.00	248.28	32.00	662.07	8.00	82.76	0.00	0.00	2,731.03	0.00	2,731	王二十一
197	15208	王二十二	11组	1,800.00	168.00	1,737.93	16.00	248.28	32.00	662.07	8.00	82.76	0.00	0.00	2,731.03	0.00	2,731	王二十二

<sup>4</sup> ILO Convention 131 and 95

following questions:

- o Which workers, in which departments, are not making minimum wage? Pay particular attention to new workers, low-skilled workers or piece rate workers.
- o Are there particular departments or sections where workers make lower wages than others?
- o Does this happen regularly or only occasionally?

### **3. Take practical steps to increase wages for low paid workers**

- Focus on the departments where low wages are a particular problem. Hold a meeting with managers and supervisors to discuss what factors are driving low wages in this area and to agree possible solutions. For example:
  - o Do you need to recalculate piece rates so that workers can achieve minimum wage in standard hours?
  - o Do unskilled workers need more training to help them achieve minimum wage?
  - o Do you need to pay probationary workers a temporary top up fee whilst they learn the skills required?

## **5.2. What this means for your factory**

### **Starting out...**

#### **To supply to us you need to meet the following standards**

- Wages and benefits comply with local law (or are in line with industry norms, where these are higher than the legal minimum wage).
- Any deductions from wages are clearly communicated to workers and are reasonable in the context of the total wage.
- Wages are paid regularly (at least monthly) and on time.
- All workers receive payslips that clearly show how wages are calculated and all deductions from wages.

### **Required actions**

Look at your pay records and talk to pay clerks and managers, bearing in mind the points below. Where you find that you need to make improvements, think about the specific action that needs to be taken and agree who will be responsible for taking the action and when they will do it by.

### **Deductions**

- You need to make sure that all workers clearly understand any deductions you make from their wages.
- Company policy on deductions and fines should be communicated to workers from the start of their employment. Deductions and fines should be included in the factory rules or displayed on notice boards. Deductions should also be noted on payslips given to workers.
- All deductions must be reasonable in the context of the total wage. This is to ensure that after deductions, above minimum wage?

### **Wages**

- You must be able to demonstrate that all workers are receiving at least the local minimum wage applicable to your factory for working standard hours.
- To do this, you need to keep accurate pay and hours records. Including keeping careful records of shift rosters and pay calculations.
- Workers paid by the piece should be paid no less than the minimum wage based on a reasonable quota.
- Minimum wage should not include any non-currency benefits such as the employer providing meals, dormitories, etc.

### **Payment**

- Wages should be paid regularly (at least monthly) and on time.
- Workers' wages should be paid in cash or paid directly into their bank account.

- Workers should receive pay slips showing hours worked (both standard hours and overtime hours); the rates of pay, any deductions made from their pay and the benefits that they receive, these payslips should be easy for workers to understand. If you are employing many overseas migrant workers, consider having wage slips translated into the local languages of your workers as well as your language.

### Benefits

- You must ensure that you know what benefits your workers are entitled to by law and that all your workers receive their full legal entitlement to these benefits.
- These benefits may include:
  - o social security pay
  - o maternity leave and pay
  - o insurance
  - o paid leave
  - o pension contributions
  - o medical insurance.

Are you paying the correct amount for overtime?



### Best practice...

**In our best factories the following practice is also in place**

- If wages paid in your industry are normally significantly above the minimum wage, you should work towards paying workers in line with what is typical in your industry.

### Wages notes

What is the situation with wages in your factory?

What improvements do you need to make?

## 6. Terms of Employment

This section covers a number of issues in the area of how workers are treated.

This section includes:

- 6.1. Discrimination
- 6.2. Contracts of Employment
- 6.3. Discipline
- 6.4. Worker Representation

### 6.1. Discrimination

#### 6.1.1. What's the issue?

We believe that each person should be treated equally with the same level of respect and receive the same level of benefits or privileges. We do not expect to find discrimination in access to employment, training and working

conditions, on grounds of race, colour, sex, religion, political opinion, nationality or social origin. We expect factories to promote equality of opportunity and treatment.

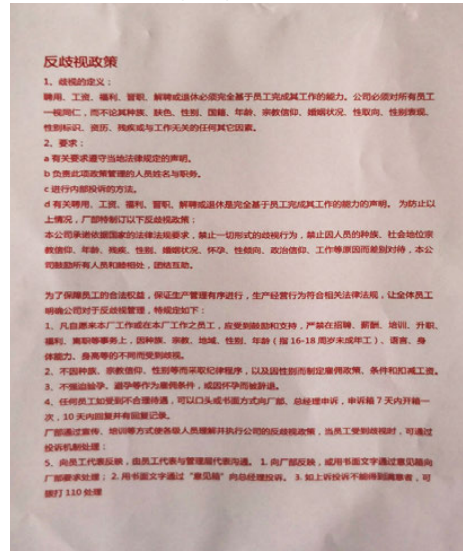
Groups of people who are particularly vulnerable to discrimination are:

- Women
- Young people
- Migrant or immigrant workers
- Subcontractors and workers in the informal sector
- Temporary workers / workers on short-term contracts
- Probationary workers
- Workers in Special Economic Zones or similar
- Workers who work in isolation (e.g. homeworkers)
- People with disabilities
- Minority ethnic groups.<sup>5</sup>

Are all your workers treated equally?



Anti-discrimination policy



### 6.1.2. What this means for your factory

#### Starting out...

##### To supply to us you need to meet the following standards

- There is no discrimination in hiring, promotion or employment conditions on any grounds.

#### Required actions

- There should be no discrimination on any grounds in the hiring of workers.
- There should be no discrimination on any grounds in workers' conditions of employment (including payment, benefits, promotion opportunities, etc).
- This means that the rights of all workers are honoured and respected equally, irrespective of gender, religion, culture, national and social origin, language, sexual orientation, disability, political affiliation or union membership.
- Women should not be made redundant or dismissed due to pregnancy, should have their full entitlement of maternity leave and benefits, and have the right to return to work.
- The factory should have documented policies and procedures covering hiring and employment which show that all workers are treated equally.
- Employment contracts should demonstrate that workers are treated equally. Pay and hours records should demonstrate that men and women are paid the same rates for doing the same job.

#### Discrimination notes

What is the situation in your factory?

What improvements do you need to make?



## 6.2. Contracts of Employment

### 6.2.1. What's the issue?

It is important that all workers are aware of the terms of their employment. This means having these terms explained to them and also clearly set out in a contract, which they can keep a copy of. If workers clearly understand their terms of employment including pay, hours, disciplinary procedures, they are less likely to be misunderstandings and the workers are more likely to be content in their work. Factories can use contracts and handbooks or employment guidelines to explain clearly what the conditions of employment are.

All workers even temporary or contract workers employed for a fixed time – must be made aware of the terms of their employment.

### 6.2.2. What this means for your factory

#### Starting out...

##### To supply to us you need to meet the following standard

- All workers have a copy of a written contract of employment that sets out the terms and conditions of their employment in a language that they understand. Those workers whom you employ on a temporary basis should also have a clear understanding of their own terms and conditions of work – including length of contract, pay rate, etc.
- No worker should have paid any agency or individual a recruitment fee to join your factory. Kingfisher believes in the 'recruiter pays' principle, meaning that if you are using agents or intermediaries to source workers all fees are paid for by you and not the worker. Equally, workers

should not be indebted to local intermediaries to help them travel to your country/factory. All such costs should be covered by you and are not to be reclaimed from the workers.

#### Required actions

- All workers must have written contracts. Even if these are also explained verbally a written document will mean that both the person involved can refer to their terms of employment at any time, or ask someone else to explain details of it.
- A copy of the individual employment contract should be kept by both the worker and the factory management.

#### Moving on...

##### Once you are supplying to us you should work towards the following standard

- Workers should be provided with a written copy of any factory rules or regulations, in a language that they understand. These rules should include details of disciplinary procedures, the process for opting out of overtime, the process for requesting leave and the process for resignation.
- You must make sure that workers are aware of the terms of their employment. This means that their full terms of employment (including pay, hours, benefits, grievance procedure, etc.) should be clearly communicated in a language that is understood (written and spoken) by the employees.
- This should involve a verbal briefing when workers are recruited but should also include providing all workers with a written document showing their terms of employment including wages, standard and overtime hours, and benefits including paid leave and grievance/discipline procedures.

## Best practice...

### In our best factories the following practices are also in place

- Factories regularly review contracts to improve the terms and conditions of workers. This will mean that you retain your experienced skilled workers which will save you money in terms of training and re-training, and improve productivity.

### Contracts of Employment notes

What is the situation with contracts in your factory?

What improvements do you need to make?

## 6.3. Discipline

### 6.3.1. What's the issue?

It is extremely important that none of the workers in your factory are intimidated or abused in any way. This is a Critical point for Kingfisher and is part of the minimum conditions to supply Kingfisher companies. Any disciplinary practices should be fair and legal, and should be fully understood by the people working in your factory.

### 6.3.2. What this means for your factory

#### Starting out...

#### To supply to us you need to meet the following standard

- Workers are not subject to physical abuse, the threat of physical abuse, verbal abuse or any other forms of intimidation.

#### Required actions

This means supervisors and managers should be trained in the factory's disciplinary procedures and should be monitored to ensure they are enforcing them fairly.

You need to monitor your factory for any signs of discrimination, intimidation, bullying or abuse.

- All disciplinary rules are written and communicated to workers in a language that they understand.
- Factory rules and disciplinary procedures that apply to the factory should be written down and posted somewhere in the factory where they are easily accessible to all workers.
- These rules and procedures must be clearly communicated to workers. This can be done by giving workers a written copy of the factory rules and disciplinary procedures, in a language that they understand. The



rules and procedures should also be clearly explained verbally to new workers. A written copy of the rules and procedures should also be given to each person so they can keep it for reference.

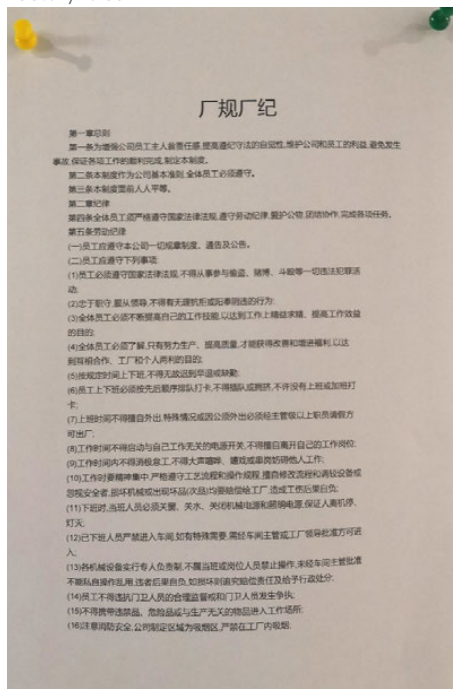
- Breaches of the rules and subsequent disciplinary actions should be recorded in a central log. This means that whenever a worker breaks the factory rules this should be recorded by managers. If the managers take disciplinary action against the worker this should also be recorded.

## Best practice...

### In our best factories the following practice is also in place

- The factory has a performance related reward system for workers, which rewards workers for good performance.

### Factory rules



## Discipline notes

What is the situation in your factory?

What improvements do you need to make?

## 6.4. Worker Representation

### 6.4.1. What's the issue?

There needs to be a good flow of communication between workers and management, to allow workers' views to be discussed with management and solutions to be found. Where there is good communication within the factory, workers are more likely to work efficiently and stay at the factory longer.<sup>6</sup>

### 6.4.2. What this means for your factory

#### Starting out...

#### To supply to us you need to meet the following standard

- Workers should have the right and freedom of choice to belong, or not to belong to a trade union of their choosing, without pressure or

influence from the business.

- Where this right is restricted by law, management should facilitate the development of alternative means for workers' representation as permitted by the legal framework.
- There is a clear, recognised process of worker representation to ensure good flow of communication between workers and management and to allow workers' views and opinions to be discussed with management.
- Workers representatives are not discriminated against and have access to carry out their representative functions in the workplace.

#### Required actions

- This means that factories should have a process which allows workers to raise their concerns and encourages negotiation with the management to find solutions.

Do you have regular meetings with your workers?



6 Reference: ILO Conventions 87 and 98. Also relevant are Convention 135 and Recommendation 143 (Workers' Representatives), and Convention 154 (Collective Bargaining)

- We recommend that this involves a committee of elected worker representatives.
- Regular meetings should be held with managers and workers' representatives to discuss workplace related issues.
- These meetings should allow for discussion of all workplace issues including pay, health and safety, and other conditions.
- Records should be kept of the meetings, with details of what was discussed and of the actions that were agreed. The response of the management to the concerns raised should be communicated to all workers using the notice board or other appropriate means of communication.

Demonstrate continuous improvement by working towards the following.

- Workers should have the right to bargain collectively, in unions or groupings of their choosing.
- Workers representatives should be chosen by the other workers to negotiate with managers.
- A list of worker representatives should be kept.

### **Best practice...**

**In our best factories the following practices are also in place**

- A worker representative is elected on to the Main Board of the business to represent the views and interests of the workers at this senior level.

### **Worker Representation notes**

What is the situation with worker representation in your factory?

What improvements do you need to make?

## 7. Health and Safety

### 7.1. What's the issue?

People should not have to work in an environment that is potentially dangerous or harmful to their health. Factories with a safe and healthy working environment attract the best workers and encourage them to stay. This reduces training and recruitment costs and improves productivity. Production can also be disrupted by downtime, when workers are not able to work as a result of illness, injury and accidents. If there is a fire in your factory this can cause serious injury and death, and will cause a loss in production and may even lead to the closure of your business.

Key problems in factories tend to include:

#### Machinery and chemicals

- Use of dangerous machinery, without guards and without personal protective equipment.
- The use of chemicals in manufacturing processes also leads to high rates of illness. Workers can suffer serious health effects and may even die if they are in a confined space and inhale large amounts of hazardous chemicals including volatile solvents. Contact with solvents can cause skin irritation and soreness; irritation to the eyes, nose, windpipe and lungs; light-headedness or drowsiness and damage to the central nervous system. Prolonged exposure can cause permanent damage to liver and kidneys and various sorts of cancer.
- Working excessive hours can increase workers' exposure to hazardous chemicals, above safe levels.

Have you got enough fire extinguishers in the right places?



Fire exits should be clear and unblocked



#### Health and fire safety

- Even when factories have first aid boxes, they can be poorly stocked or empty.
- Someone needs to be trained in first aid, and the first aid boxes must be easily accessible to all and their contents kept up to date.
- Fatalities in factories often occur as a result of a fire. Factories might not have sufficient, maintained fire fighting

- equipment or no one knows how to use it properly. Regular Fire drills are important although these are frequently not executed and therefore workers do not know what they should do in the case of a fire. Fire escapes can be blocked or locked and windows barred, preventing workers from getting out of the factory.
- Managers and workers often have little understanding about the safe handling of flammable materials.

### **Personal protective equipment**

- Appropriate personal protective equipment (PPE) is not always provided in factories. Even when it is distributed workers might be charged for it and it may not be maintained and repaired if broken. When PPE is provided, many workers do not use it since they do not perceive themselves to be at risk. Workers also may not use the PPE if they think using it slows down their productivity, particularly if they are on piece rate contracts.

### **Practical help in making improvements** **How to carry out a Health and Safety Risk Assessment**

- To address the issues listed above, your factory should carry out regular health and safety risk assessments.
- This means that the health and safety manager looks at all the processes in the factory and all the areas of the production site and identifies areas where workers could be harmed. This may include blocked fire exits, use of hazardous chemicals, machines producing dust, unguarded machines, loud machines, etc.
- These potential risks should be written down.
- For each risk identified, an action should be agreed to reduce or remove the risk. This may include use of appropriate personal protective equipment, replacing a hazardous chemical with

a less harmful substance, providing ventilation in the factory, etc.

- These actions should be written down. For each action, the manager should decide and record who is responsible for carrying out the action and when they should do it.
- The manager responsible for health and safety should check whether these actions have been completed and record what has been done.

You can then use these records to show that health and safety improvements have been made according to past action plans.

## **7.2. What this means for your factory**

### **Starting out...**

#### **To supply to us you need to meet the following standards**

- There must be an adequate number of safe, unblocked fire exits and escape routes accessible to workers from each floor or area of the factory and accommodation (if provided).
- The factory is a safe place to work.

### **Required actions**

- Carry out a full health and safety risk assessment on your factory, to identify those areas where you need to take action.
- Fire extinguishers should be regularly checked (at least once every year) to ensure they are working correctly. You should keep a record of these checks.
- All fire escapes must be kept clear and unlocked.
- Fire prevention and fire fighting equipment must be provided. This includes an adequate number of fire extinguishers and hoses.
- All fire exits are clearly marked in a language workers understand or shown graphically.
- Regular fire drills should be held (at least once every six months), including fire drills during night shifts. Records of fire

drills should be kept, showing the time taken to evacuate the buildings. You should aim to have all buildings safely evacuated in an agreed time and the tests should measure how effective you are against that target.

- There must be clear signs directing workers to the fire escapes. The fire exits should be clearly marked. These signs should be in a language all workers understand or shown in picture form.
- Adequate ventilation should be provided if dust is produced or if any chemicals are used that release fumes or vapours.
- You must provide basic first aid facilities, for example, a well stocked first aid box which is accessible to all and trained first aid workers.
- An accident book should be kept recording all accidents, the cause, and any remedial action taken to prevent recurrence.
- The factory should develop an evacuation plan and communicate it clearly to workers. The evacuation plan should also be displayed in the factory and in accommodation if provided.
- Personal protective equipment should be issued where appropriate. Adequate steps must be taken to prevent avoidable health and safety hazards.

### Personal protection equipment (PPE)

- Appropriate personal protective equipment must be provided for all workers, particularly those using potentially hazardous machines or handling chemicals.
- The factory must ensure that the personal protective equipment provided and used is appropriate to the task.
- All personal protective equipment should be provided free of charge.

### Training

- The factory must ensure that workers are trained in the hazards associated with their jobs and why personal protective equipment needs to be used.

When did you last hold a fire drill?



- All workers using machinery should be trained in the safe use of this machinery. Workers should be given appropriate health and safety training on the safe handling, storage and disposal of hazardous chemicals/materials. This training should also include how to use personal protective equipment and how to clean up chemical or other spills.
- Records of health and safety training should be kept.
- All workers must be given fire safety training. This should include how to evacuate the building if a fire occurs and also how to use fire extinguishers. Records of this training must be kept.
- Designated workers must be appointed as fire officers to lead the evacuation from the workplace.

### Moving on...

- Demonstrate continuous improvement by working towards the following: The use of hazardous substances/activities is kept to a minimum. The risk of harm from hazardous substances/activities is minimised through the provision of safety equipment, signage, training and a safe factory infrastructure.
- There is a specific, named manager with responsibility for health and safety.



**Fire safety**

- There must be a fire alarm system. The fire alarm should be tested regularly, but a minimum of every six months.
- For hygiene and fire safety purposes, the factory should restrict smoking to certain areas. No smoking signs should be displayed in other areas where smoking is not permitted.

**Machinery and chemical safety**

- Safety guards must be in place on all potentially hazardous machines. The use of hazardous substances should be kept to a minimum.
- Hazardous chemicals should be stored in a locked and if required, bunded storage area, which is separate to the main production unit.

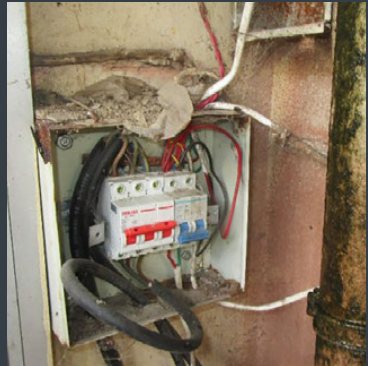
**Housekeeping**

- You need to check that all aisles, corridors and spaces between machines are clean and clear of waste and of products. The layout of machines, worktables and equipment must allow for people to work safely and also to walk through the production area safely. This will also ensure that workers can escape safely and easily if a fire occurs.
- Electrical equipment and wires must be in good repair. This means they should be well insulated and equipped with safety fuses. They should be regularly inspected and repaired by a qualified electrician.

Is the personal protective equipment right for the task?



Does this look safe to you?



工号	姓名	性别	年龄	工种	文化程度	备注
101	李德胜	男	45	钳工	高中	钳工
102	王德胜	男	45	钳工	高中	钳工
103	张德胜	男	45	钳工	高中	钳工
104	李德胜	男	45	钳工	高中	钳工
105	王德胜	男	45	钳工	高中	钳工
106	张德胜	男	45	钳工	高中	钳工
107	李德胜	男	45	钳工	高中	钳工
108	王德胜	男	45	钳工	高中	钳工
109	张德胜	男	45	钳工	高中	钳工
110	李德胜	男	45	钳工	高中	钳工
111	王德胜	男	45	钳工	高中	钳工
112	张德胜	男	45	钳工	高中	钳工
113	李德胜	男	45	钳工	高中	钳工
114	王德胜	男	45	钳工	高中	钳工
115	张德胜	男	45	钳工	高中	钳工
116	李德胜	男	45	钳工	高中	钳工
117	王德胜	男	45	钳工	高中	钳工
118	张德胜	男	45	钳工	高中	钳工
119	李德胜	男	45	钳工	高中	钳工
120	王德胜	男	45	钳工	高中	钳工

Let us work together to make things better



### First aid and health

- First aid boxes must be easily accessible to workers in all production areas and must be stocked with supplies that are appropriate for the production process. Adequate medical facilities should be provided appropriate to the size of the factory. This might include a medical room, or arrangements with a nearby hospital to allow treatment of workers in an emergency.

### Management of Health and Safety

- The factory should have a clear understanding of the health and safety hazards that are associated with working in the factory. This includes knowing which machines and which chemicals are potentially hazardous.

- The factory must give responsibility for managing health and safety to a named manager. That manager is responsible for identifying health and safety risks and implementing improvements to reduce or eliminate the risks.
- The factory should have a clear, written Health and Safety policy, which outlines the main health and safety risks associated with the workplace and the processes carried out. The policy should also state what actions are taken to reduce or eliminate the main risks and who is responsible for managing health and safety. The Health and Safety policy should be displayed in the factory.

Are you using appropriate personal protective equipment?



**Best practice...****In our best factories the following practices are also in place**

- Factories are able to demonstrate proactive management and improvement of health and safety issues.
- There should be a trained first-aider, nurse or doctor available, appropriate to the size of the workforce.
- The factory should work towards providing occupational health monitoring for workers.
- Health and safety risk assessments should be carried out regularly. Action plans should be in place leading to continuous improvement in this area.
- The factory should be well-lit. The temperature should be kept at a comfortable level by heating or cooling as appropriate. Ventilation and/or fans may be necessary if the factory tends to become too hot.

**Health and Safety notes**

What is the situation in your factory?

What improvements do you need to make?

Are you using appropriate personal protective equipment?



## 8. Hygiene

### 8.1. What's the issue?

The factory must provide a clean and hygienic place of work and rest. This is important because:

- a dirty workplace is a risk to the health of workers and can lead to illness among the workers;
- it can also mean extra cleaning and maintenance will be needed to ensure goods are not soiled and machinery does not break down;
- an untidy workplace can make production less efficient and can cause obstructions for workers if they need to leave the building quickly in an emergency;
- our customers want to buy products that are made by people who work in healthy and hygienic work places.

It is important that all areas of the factory are clean – this includes the production areas, storage areas, kitchens, canteens, accommodation, toilets and washing facilities.

Which kitchen would you prefer to eat in?



### 8.2. What this means for your factory

#### Starting out...

**To supply to us you need to meet the following standards**

- The factory provides a clean and hygienic place of work and rest consistent with local standards and the nature of the industry.
- Workers have access to clean and safe drinking water at all times.
- Workers have access to sufficient clean and hygienic toilets and washing facilities.

#### Requested actions

- Toilets, washing facilities, kitchens and any food preparation facilities should be kept clean and hygienic.
- Shower facilities should be available for workers engaged in heavy or dirty manual labour. Workers should have access to clean washing facilities at the beginning and end of each shift.
- There must be a supply of drinking water in each production area, available close to the workstations. This drinking water must be clean and safe. Ideally there should be both cold and hot water.



- Workers should have unrestricted access to this drinking water at all times.
- Pests such as insects or rats are unhygienic and can spread illness. Factories arrange for regular pest control assessments by pest control experts, where relevant. If a problem of pests is discovered appropriate measures are taken to eliminate the pests.

#### On the production floor

- The factory should be clean.
- The production areas and storage areas should be kept tidy – including keeping all passages between machines clear of waste and products.
- The factory should restrict eating and drinking to certain areas. Signs should be displayed in other areas stating that there should be no eating or drinking there. This is especially important where chemicals are used or stored.

Does this look clean and hygienic to you?



- You need to ensure that the factory provides an appropriate number of flushable toilets (and washing facilities) for the number of workers employed in the factory. Responsibility for maintaining hygiene standards should be designated to an appropriate person.

#### Best practice...

**In our best factories the following practices are also in place**

- Your factory should work towards being able to demonstrate that you are actively managing the issues of health and hygiene and that you are making continuous improvements.
- This means that you can show that you have identified the health and hygiene risks in your factory and that you have produced appropriate action plans. You need to be able to show that past action plans have been implemented and that improvements have been made.



### Hygiene notes

What is the situation in your factory?

What improvements do you need to make?

## 9. Accommodation (Living Quarters)

### 9.1. What's the issue?

Many factories in different countries around the world provide accommodation, or housing for factory workers. This is often a good solution particularly for migrant workers. Many workers prefer to live in factory accommodation since they are usually cheaper and more convenient than accommodation outside.

This section refers to all accommodation arranged for workers, either through the factory or through external private landlords. Accommodation varies from factory to factory, but our view is that if accommodation is a part of the workplace these lodgings form part of the employees' terms of employment. If accommodation is outside the factory, but arranged or funded in any way by the factory then the factory has a responsibility for ensuring that these places are safe and hygienic. No profit should be made from this arrangement by the factory through charging high rents, or overfilling accommodation.

Workers have the right to live in safe, hygienic conditions with a degree of comfort relative to local conditions. Your factory will attract and keep the best workers if living conditions are of a better standard than other factories in the area. If workers are content with their living conditions and are able to rest well they will work more productively.



**Does this look comfortable and safe to you? Is there space for personal privacy and personal belongings?**



## 9.2. What this means for your factory

### Starting out...

#### To supply to you need to meet the following standards

- Accommodation is segregated from the factory or production area and from material storage areas.
- Accommodation is clean and hygienic, comfortable and provides for individual privacy.
- Adequate provision is made for the fighting of fire and evacuation in accommodation areas.

#### Requested actions

##### Accommodation buildings

- Accommodation, if provided, must be in a separate building to production units and warehouse areas for safety reasons.
- Accommodation buildings must be safe.

##### Fire safety in accommodation buildings

- There must be sufficient fire escape routes and fire exits for workers to evacuate each floor of the dormitories safely in an emergency. We advise that there should be at least two fire exits from each floor so that, if one exit is blocked by fire the workers can still escape.
- All fire escapes must be kept clear and unblocked.
- If the main dormitory doors are locked at night for security reasons, emergency exits must not be locked and must be freely accessible from inside the building.

##### Accommodation areas

- All accommodation areas must be clean and hygienic at all times. There should be an organised system for regular cleaning of these areas.
- Each sleeping room should have sufficient space for each worker. Dormitories should be comfortable and should provide for the workers' basic

This fire exit has been blocked off and must be cleared immediately



Drinking water provided for workers



needs. This includes providing a place to store their personal belongings safely and securely (e.g. personal locker).

- Rooms should be light, well-ventilated and heated/cooled to counter extremes in temperature.
- Separate sleeping areas should be provided for men and for women.
- Basic recreational facilities should be provided.

### Fire safety in accommodation areas

If there is a fire, people must be able to escape from the buildings safely and there must be sufficient equipment to control the fire. To enable this to happen the factory needs to provide the following:

- Fire prevention and fire fighting equipment must be provided. This includes an adequate number of fire extinguishers and hoses. Fire extinguishers should be regularly checked (at least once every year) to ensure they are working correctly. You should keep a record of these checks.
- There must be clear signs directing workers to the fire escapes. The fire exits should be clearly marked. These signs should be in a language all workers understand or shown in picture form.
- There must be a fire alarm system. The fire alarm should be tested every six months.

- Regular fire drills should be held in the accommodation areas (at least once every six months), including fire drills at night. Records of fire drills should be kept, showing the time taken to evacuate the accommodation.
- The factory should develop an evacuation plan and communicate it clearly to workers. The evacuation plan should also be displayed in the accommodation areas.
- Designated workers must be appointed as fire officers to lead the evacuation from the accommodation.
- Accommodation must be at a safe distance from areas where flammable materials (e.g. foam, chemicals, etc.) and other hazardous chemicals are used or stored.

### Toilets and washing facilities

- The number of toilets (and washing facilities) must be suitable for the number of workers.
- Workers should have easy access to a sufficient number of flushable toilets and washing facilities.
- All toilets and washing facilities and food preparation facilities must be clean and hygienic at all times. There should be an organised system for regular cleaning of the accommodation, toilets, washing facilities and food preparation areas.

Regular fire drills



Recreational facilities





**Moving on...****Demonstrate continuous improvement by working towards the following**

- Recreational facilities are provided within or accessible to the living area.

**Best practice...****In our best factories the following practices are also in place**

- Married workers and families should be able to live together in separate accommodation.
- Where possible workers should have access to comprehensive recreational facilities, free of charge (such as a basketball court, gymnasium, library, pool tables or karaoke).

**Accommodation (Living Quarters) notes**

What is the situation with accommodation in your factory?

What improvements do you need to make?

**10. Supply Chain Management****10.1. What's the issue?**

Global Supply Chains are long and complex and involve numerous subcontractors and component suppliers as well as raw material suppliers.

These suppliers and subcontractors may be using different types of factories and worksites, including home workers and informal working units.

Often the working conditions for workers are worse in these subcontracting units and component suppliers. It is important that home workers and workers in small separate units are also provided with good working conditions. Workers employed by your subcontractors should also have fair and safe working conditions.

To be sure that all of the products you sell to us are made in good conditions, and to safeguard quality, you need to have responsibility of your whole supply chain, including sites which carry out subcontracted processes for you and also your component suppliers. You need to be managing any risks within your supply chain.

We are responsible for our supply chain from top to bottom, through our vendors and you are a part of this chain.

Note: Kingfisher will require from all vendors and factories product level detail of what product is being made on which site – and details of any subcontracting or component level work being done away from the main site – as a condition for supplying Kingfisher.

## 10.2 What this means for your factory

### Starting out...

#### To supply to us you need to meet the following standards

- Factory managers understand the supply chain of their products and are willing to provide details of the supply chain to the relevant Kingfisher Buying Office.
- Subcontractors and home workers are only used where there is full visibility of the entire supply chain.

#### Requested actions

##### Knowledge of supply chain

- You must keep an up-to-date list of any subcontractors, home workers and key component suppliers.
- You need to know how workers are treated at any subcontracting or home working sites. This includes knowing what health and safety measures are taken both in the factory and accommodation, how workers ages are recorded to ensure that no-one under 15 is working on the site and whether large deposits are held to prevent workers from leaving.

This will involve open communication with your subcontractors and home workers. If you are unsure about what to look for in the first instance it is a good idea to start by looking at the Critical points for Kingfisher and ensuring that these are being met.

- You need to know which sites supply you with component parts. You must be aware of any sites carrying out subcontracted processes for you and any home workers who contribute to the manufacture of your products.
- Factory managers must be willing to share this information on the supply chain with us. This is important since we need to know exactly where each product is manufactured.

### Best practice...

#### In our best factories the following practices are also in place

- Factory managers work with their key suppliers and subcontractors to help them work towards meeting these standards over an agreed period of time.

We need to have visibility of the whole supply chain



## Recommended actions

### Visiting suppliers and subcontractors

- This involves visiting and assessing key suppliers and subcontractors against Kingfisher standards, if you believe there is likely to be a risk of environmental or ethical issues. You need to work with your suppliers and subcontractors to encourage improvements on key issues.
- You should keep records of these visits, listing any risks identified and any improvement actions that are agreed. You need to contact or visit the suppliers and subcontractors to check that actions have been done. You need to keep evidence of the improvements that have been made.

### Action plans

- You need to find out the key issues that exist in any subcontracting or home working units. This may include poor health and safety, low wages or long hours. You need to agree with the subcontractors or home workers how you will support them to make improvements and agree on specific action plans that will ensure that workers are treated fairly.

- Factory managers need to have a detailed understanding of all component and raw material suppliers and subcontracting units.

### Supply Chain Management notes

What is the situation with supply chain management for your factory?

What improvements do you need to make?

What are the health and safety conditions in your supply chain?



## 11. Environmental Management

### 11.1. What's the issue?

Good environmental management ensures your factory is limiting its impact on the environment, both locally and globally, and that it is operating sustainably. To successfully trade with Kingfisher, factories need to be aware of, and take action on their environmental impacts.

For example disposal of potentially hazardous waste into the air, into water or onto land can result in health problems for nearby populations and also damage the local and global environment.

Many governments set limits on the emissions that can be released. Reducing emissions may involve actions such as treatment of waste water or installing a filter for gas emissions. You may also

need to consider more careful disposal of hazardous chemicals used in production processes.

This section also covers the reduction of your use of certain chemicals that are restricted by regulations, for environmental reasons. You should also be aware of any natural resources you use and consider how you can make sure that they are sourced sustainably.

Environmental management means being aware of all the possible impacts that your production site might have on the environment and deciding how you can minimise these impacts.

#### **Practical help on making improvements** **Developing an environmental policy**

A meaningful environmental policy is one which:

- identifies the main environmental impacts of the business;

How safe is your chemical store?





- sets out a basic management system, including assessing environmental impacts, setting targets for improvement and reviewing progress on a regular basis;
- defines responsibilities: the policy should outline the role of employees and include the name of the senior manager with ultimate responsibility for environmental performance.

The policy should be signed by the Chief Executive or the most senior Company Officer.

Ultimately, the environmental policy should give confidence that the company is aware of its impact on the environment and is committed to doing something about it.

## 11.2. What this means for your factory

### Starting out...

**To supply to us you need to meet the following standard**

- The factory does not knowingly contravene local and national environmental legislation without being able to demonstrate a plan of action to improve.

### Requested actions

#### Complying with environmental legislation

- You must be familiar with any environmental legislation which affects your factory.
- You must be able to demonstrate compliance with any relevant legislation e.g. by having up-to-date certificates to show that the factory meets the legal requirements. This may include regulations on air emissions, solid waste disposal and liquid waste disposal.

How safe is your chemical store?



- If you do not meet environmental legislation, you must have a plan of action that commits your factory to making improvements in order to meet the requirements.
- You must know what impacts your factory has on the environment. This includes knowing what gases are released and what solid and liquid waste is released. You should also have records of any waste treatment.
- You should have a system for keeping all appropriate environmental documentation e.g. waste removal and pollution control licences and movement sheets.

### **Moving on...**

#### **Once you are supplying to us you should work towards the following standards**

- The factory understands its environmental impacts, complies with local and national environmental legislation, or is able to demonstrate a plan of action to improve.
- Factories have a meaningful environmental policy signed by the Chief Executive or the most senior Company Officer.
- Where necessary, factories should have an environmental action plan against which progress is measured.

Consider an internationally accepted standard such as ISO 14001, by which to identify and manage your environmental issues.

#### **Recommended actions**

- You should have a list/register of the environmental impacts of your operations.
- You should have an environmental policy, signed by the Chief Executive or the most senior Officer of the Company of the factory.

### **Best practice...**

#### **In our best factories the following practices are also in place**

##### **Developing a thorough environmental management strategy**

- You must develop an action plan which shows how the environmental impacts of your factory are being minimised. You should record progress on this action plan and be able to use it to demonstrate measurable reductions in environmental impacts over time.
- You need to be able to demonstrate that the factory has operated for the past three years without prosecution under Environmental Legislation.

#### **Environmental Management notes**

What is the situation with environmental management in your factory?

What improvements do you need to make?

# Appendix

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If you require this handbook in an alternative media format, or have any questions, please contact the Kingfisher Responsible Business Team.

**Disclaimer**

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