

BSCI rating and Continuous Improvement

JYSK continuously has the ambition of improving working conditions at the factories. This includes the ambition of moving more factories from a C-rating to a B-rating. Historically this has been a challenge for many factories, but we have now seen several examples of factories, including Chinese, that improve their audit results to B.

Performance Area Ratings	Overall Audit Rating
Minimum 7 PAs rated A and and no PA rated C, D, or E	A
Maximum 3 PAs rated C and no PA rated D, or E	B
Maximum 2 PAs rated D and and no PA rated E	C
Maximum 6 PAs rated E	D
Maximum 7 PAs rated E	E

Here you find the BSCI audit rating overview incl. the crucial questions (Login required):
<https://amfori-academy.amfori.org/mod/resource/view.php?id=6298>

A fundamental part of this is the use of the Continuous Improvement function on the amfori platform. Using this function is mandatory if an audit result is C or worse. This has also been specified by amfori. The Continuous Improvement must be completed no later than 40 days after the audit result is uploaded, as the function is time limited. You will find instructions at the end of this document. However, this is only an excerpt from the amfori guideline "Platform Guide for Business Partners", which is available in several languages.

<https://www.amfori.org/en/knowledge-centre/resources?search=guide+for+business&from=01%2F01%2F2023&to=&topic=&resourceType=&language=&audience=>

We expect you to know and use the platform and therefore be familiar with the Guideline.

If the CIP (Continuous Improvement Plan) is not submitted when required, this may be viewed as a lack of commitment to improvement and can lead to a poorer overall impression in follow-up audits.

Tips and links to improve audit results:

PA1 Social Management System: All results in each Performance Area are documented under the Social Management System. amfori recommends its members and business partners to consult Guide 3: Setting up a Social Management System, as well as other relevant guides.

<https://www.amfori.org/en/solutions/social/about-bsci/resources/amfori-bsci-system-manual/guides> These are available in 12 languages.

PA6 Decent Working Hours: The general recommendation to factories is to conduct a substantial root cause analysis to understand the reasons for excessive overtime. A plan should be drawn up to gradually reduce the number of overtime hours and regulate working hours in cooperation with the workers. A gradual reduction in working hours is recommended together with the review of production capacity and availability.

The problems in China are known. But an improvement in PA6 is possible, as many factories have already achieved this.

It is known that employees work overtime voluntarily; it is only a problem for the audit result if everyone consistently works too much and there is no overview/warning unit for overtime. If, for example, only 2 of the 3 months examined are affected, there is already a possibility of a C. It should also not be the case that the employer does not have an overview of when employees have reached their overtime limit to be able to react.

For these 2 examples and for the remaining 11 Performance Areas amfori offers many guides and training courses that must be attended. Additionally, you can also bring in an external consulting firm to support you.

Here are just a few examples of eLearnings and (online-) training.
There are many more:

amfori BSCI Business Partners: PA 4 -
Inclusion and Diversity in China ⓘ

amfori BSCI business partners: PA 7 -
Introduction to Occupational Health and
Safety ⓘ

https://amfori-academy.amfori.org/local/workshop_catalogue/index.php?p=0

The 13 Social Performance Areas - eLearning

Format: eLearning

Audience: amfori members and business partners

Learning Objectives:

For the purposes of the amfori BSCI, the audits will verify social performance in the supply chain of amfori members against the standards emanating from the amfori BSCI Code of Conduct.

These standards cover the 13 amfori BSCI principles also called "Performance Areas".

Thanks to this module, you will be able to explain the main standards linked to each of the 13 amfori performance areas

<https://amfori-academy.amfori.org/course/view.php?id=386>

These guidelines and eLearning courses are offered in several languages.

We expect all suppliers/manufacturers to attend training courses and continue their education. JYSK can view training progress. And participation and activity will in future be part of the internal evaluation if an audit achieves a rating of C or worse.

Specific tips for PA6:

Performance Area 6 (PA6) addresses compliance with reasonable working hours. It ensures that workers are not overworked and that legally or industry-standard working and rest hours are observed. The assessment in PA6 is based on four key audit questions. To achieve an acceptable result of at least C in this Performance Area, **all four questions must be answered with at least "Partially Compliant"**.

6.1: Is there satisfactory evidence that the auditee does not require more than 48 standard working hours per week, without prejudice to the exceptions recognised by the ILO?

Tips:

- Contractually agreed 40-hour workweek (e.g., 8 hours/day × 5 days)
 - Use an electronic time recording system (no manual or duplicate entries)
 - Regular evaluation by HR: Check weekly utilization – where are 40 hours exceeded?
 - Only temporary exceptions with ILO justification (e.g., seasonal demand) are permitted
 - Time recording data and payroll documents must match
- (This checklist doesn't prove compliance unless also the documentation and data is shown)

6.2 CRUCIAL: Is there satisfactory evidence that the auditee request of overtime is in line with the requirements of the amfori BSCI Code of Conduct?

Tips:

- Document written consent to overtime (voluntary!)
- Overtime must not be regular or systematic
- Adhere to maximum limits:
 - 40 hours/week regular
 - 3 hours/day overtime (total 36 hours/month overtime)
 - At least 1 day off per 7 days
- Clear rules for overtime communication in the employment contract and on the notice board
- No sanctions or pressure if employees refuse overtime
- Long-term personnel planning to bridge production peaks (e.g., shift models, temporary workers when needed)

Score	Summary	Common Indicators
Non-Compliant	Regular, excessive, or forced overtime	>60 hrs/week, no consent, pressure to work, falsified records
Partially Compliant	Some control, but issues during peak or inconsistent consent	Occasional >36 hrs/month, unclear rules, poor planning
Fully Compliant	All limits met, OT voluntary, well-managed and documented	Written consent, planning, no pressure, legal compliance

6.3 CRUCIAL: Is there satisfactory evidence that the auditee grants workers the right to resting breaks in every working day?

Tips:

- Clearly define break times in the employment contract and on notice boards (e.g., a 1-hour lunch break after 4–5 hours of work)
- Ensure breaks are actually used (no "through" shifts)
- Time recording systems must reflect breaks (e.g., clocking in and out for lunch)
- Supervisor training: Breaks are required by law and are not negotiable
- For shift work: Plan shift handovers so that no breaks are missed

Score	Summary	Common Indicators
Non-Compliant	Breaks denied, discouraged, or not scheduled	Skipped breaks, no mention in policy, pressure
Partially Compliant	Breaks planned but not always granted or recorded properly	Irregular use, unclear policies, worker doubts
Fully Compliant	Breaks are legally compliant, recorded, respected, and supported	Clock-in/out system, trained supervisors

6.4 CRUCIAL: Is there satisfactory evidence that the auditee grants workers the right to at least one day off in every seven days?

Tips:

- Design shift and weekly schedules so that every employee receives at least one day off per week.
- Develop an action plan if limits are exceeded.
- Introduce temporary workers or shift models instead of permanent overtime.
- Demonstrate to the audit team that you are proactively addressing long working hours (e.g., KPIs, charts, reports).
- Commit management to long-term capacity planning (not just short-term order fulfillment).
- Document which employees were off when – ideally in digital form.
- During peak workloads: Rest days must not be omitted.
- Compensation (e.g., a day off the following week) only with prior approval and justification.
- Avoid high-risk scenarios, such as working 14–30 days straight without a break (→ "zero tolerance" risk).

Score	Summary	Common Indicators
Non-Compliant	Workers regularly denied rest days, with no justification or planning	14–30 days straight worked, no documentation, no plan
Partially Compliant	Rest days usually granted, but gaps during busy periods or poor tracking	Occasional violations, unclear records, late compensation
Fully Compliant	Rest days always granted and tracked; planning prevents overwork	Clear digital records, interviews confirm rest

General measures to strengthen PA6	
Topic	Measure
Time recording	Seamless, electronic, auditable
Contracts & notices	Clear rules regarding working hours, breaks, and days off
Training	Regularly train team leaders and employees (working time law, rights)
Self-monitoring	Monthly evaluation: Who works how much? Are there any deviations?
Transparency	No "hidden" overtime, no paper-/secondary system

What auditors often view as critical	
Problem	Impact on the audit
Over 60 hours per week, multiple times per month	Non-compliance or even "zero tolerance" for systematic exploitation
Two time systems (e.g., official vs. real)	Breach of trust, audit may be terminated
Overtime without consent or payment	Violation of human rights
30 consecutive days without a day off	Severe devaluation, even if the remaining points are met

Documents that should be prepared:

- Timesheet reports (backdated for 12 months)
- Overtime agreements
- Employment contracts with clear working time clauses
- Document shift schedules, evaluations, and exceptions
- Evidence of measures to reduce long working hours

Continuous Improvement (Remediation)

The aim for Continuous Improvement is to identify and implement actions that will have an impact on the sustainability performance of business partners. Business partners are expected to lead their own Continuous Improvement journey.

The monitoring report might identify some issues that require corrective measures. The Continuous Improvement process can be completed outside of the monitoring process, after a monitoring activity, after an internal audit or self-assessment, or even after an audit from a different scheme.



IMPORTANT

Business Partners are responsible for updating information on their Continuous Improvement process. However, it is recommended that members and business partners work together on Continuous Improvement.

Basic concepts of Continuous Improvement

Improvement Goal A desired outcome of an improvement activity, e.g., overall improvement of Occupational Health and Safety (OHS) Standards in the factory or reduction of energy consumption of the site, for example. Each improvement goal must be supported by one or more actions.

Actions: Activities that must be completed to achieve the Improvement goal, e.g., investment in new equipment, topical training, etc.

Corrective actions can include:

- **Internal Policies:** Any activity that involves changing or introducing new policies/ procedures, (e.g., new recruitment policy, new procedure of recording working hours etc.) in own company or in business partner's or service provider's company
- **Training:** Any training activity whether delivered to workers or received by company management. Mandatory trainings such as O&H for young workers must be delivered on a timely way.
- **Consultancy Services:** Any contract with an expert providing advice or driving change in the company
- **Compensation or Restoration Reimbursement:** payments or restoration of victims' rights (e.g., reintegration of children with their families, compensation of unpaid overtime)
- **Investments:** Investment in machinery or hardware
- **Other:** Any measures not covered before

Business partners can track and monitor Continuous Improvement based on the findings identified in the amfori BSCI monitoring.



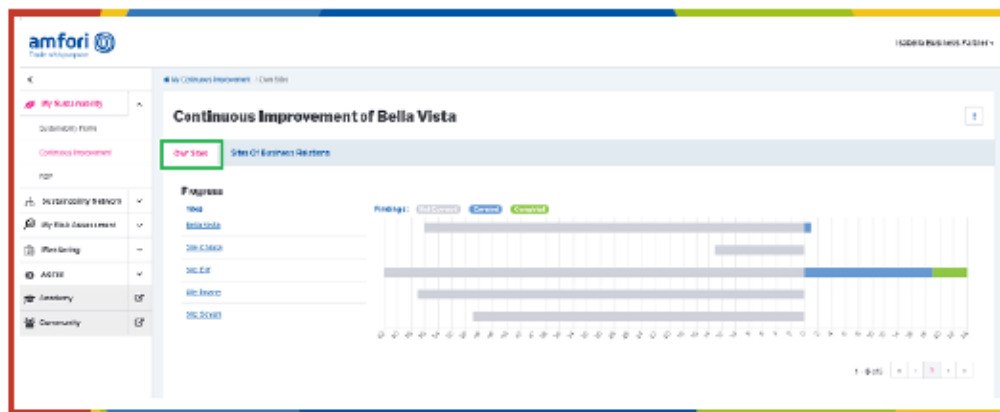
Define Improvement Goals

To define Sustainability Goal, a business partner should:

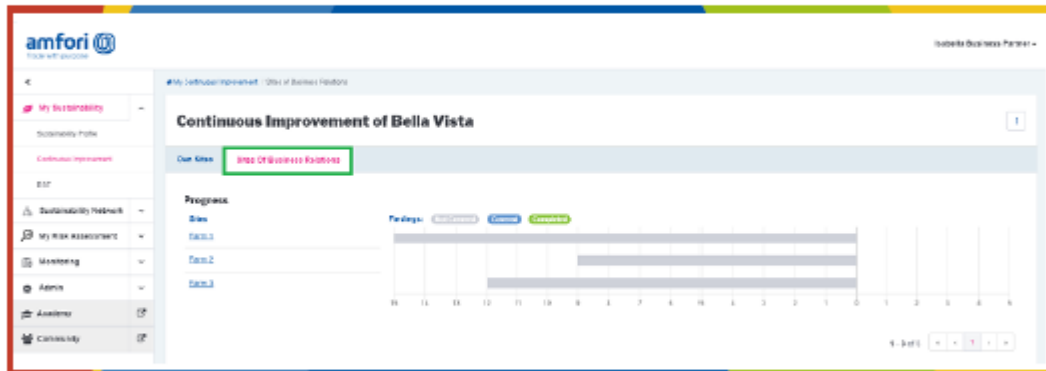
1. Go to **Sustainability > Continuous Improvement**

The tab '**Own Sites**' lists all sites of a business partners and all findings that have been raised for relevant sites, along with their status:

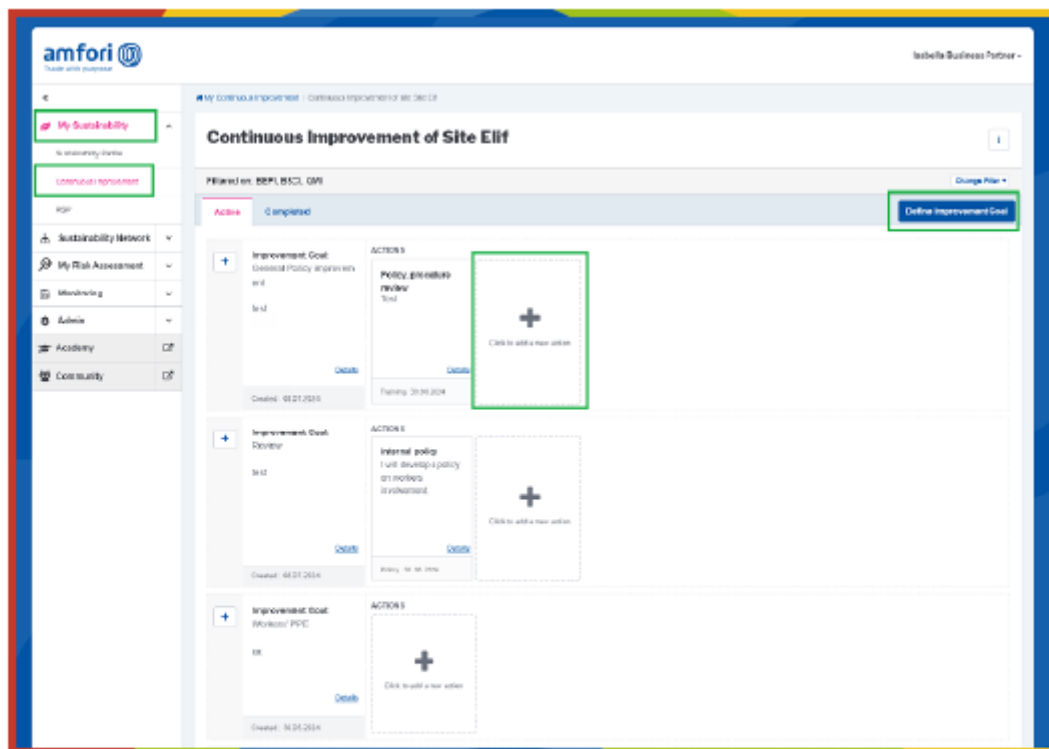
- Covered: when a finding has been covered by an improvement goal
- Not Covered: when a finding has not been included in an improvement goal
- Completed: when an improvement goal has been completed



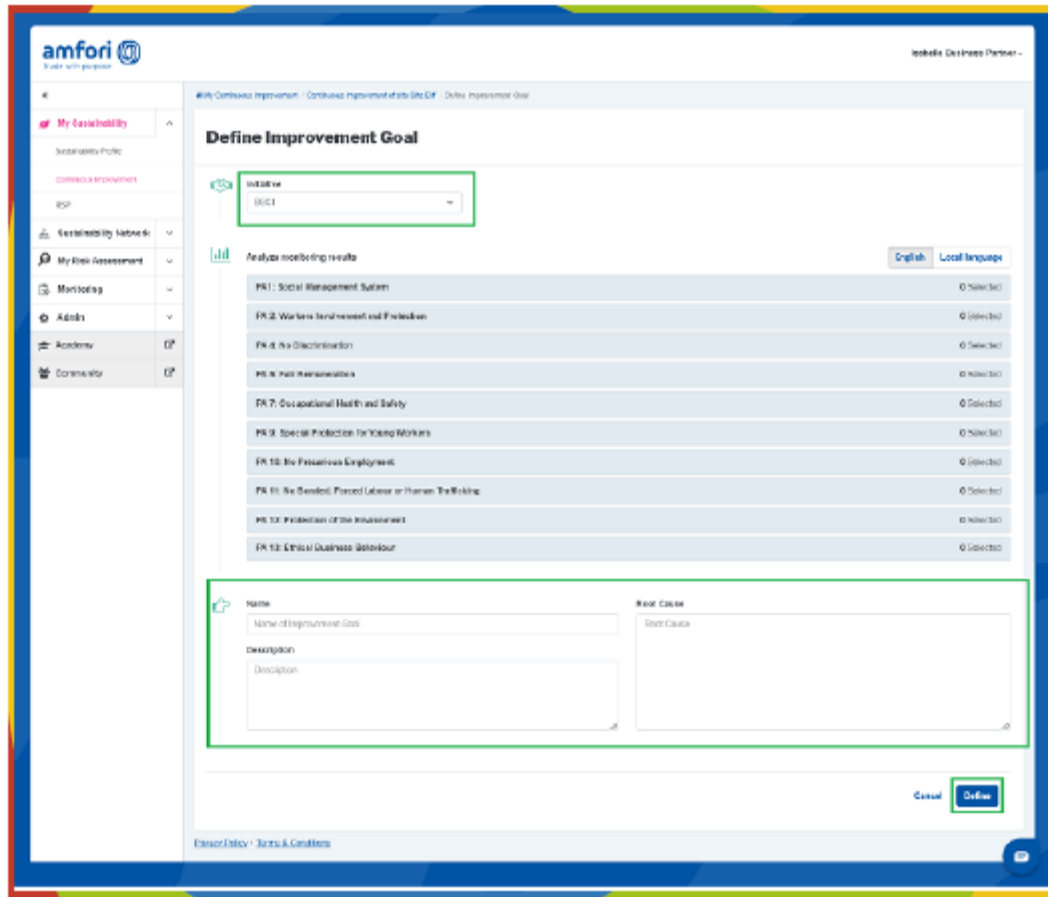
The tab **'Sites of Business Relations'** lists sites of business relations mapped by the business partner and findings raised in relation to these sites.



2. Select a site and start Continuous Improvement on the findings that have been identified.
3. To define a new Improvement Goal, click on the **'Define Improvement Goal'** button



4. In the next screen, provide details on the Improvement Goal and link it to the relevant findings.
In the first step, select the initiative. As soon as initiative is selected (here it is amfori BSCI), the findings from the latest monitoring activity on site will become visible.



Define Improvement Goal

Initiative: ESG

Analysis monitoring results

Performance Area	Status
PA 1: Social Management System	0 Selected
PA 2: Workers' Involvement and Participation	0 Selected
PA 4: No Discrimination	0 Selected
PA 5: Fair Remuneration	0 Selected
PA 7: Occupational Health and Safety	0 Selected
PA 8: Special Protection for Young Workers	0 Selected
PA 10: No Forced or Compulsory Labour	0 Selected
PA 11: No Slavery, Forced Labour or Human Trafficking	0 Selected
PA 12: Protection of the Environment	0 Selected
PA 13: Ethical Business Behaviour	0 Selected

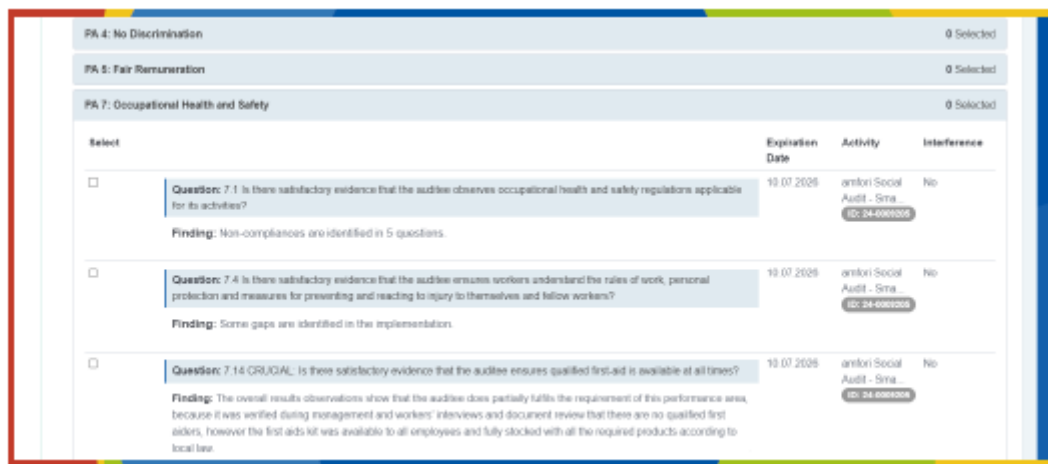
Name:

Description:

Root Cause:

[Cancel](#) [Define](#)

Business partners can click on any Performance Area listed to view detailed findings related to this performance area.



Question	Expiration Date	Activity	Inference
Question: 7.1 Is there satisfactory evidence that the auditee observes occupational health and safety regulations applicable for its activities? Finding: Non-compliances are identified in 5 questions.	10.07.2026	amfori Social Audit - Sma (ID: 34-6000205)	No
Question: 7.4 Is there satisfactory evidence that the auditee ensures workers understand the rules of work, personal protection and measures for preventing and reacting to injury to themselves and fellow workers? Finding: Some gaps are identified in the implementation.	10.07.2026	amfori Social Audit - Sma (ID: 34-6000205)	No
Question: 7.14 CRUCIAL: Is there satisfactory evidence that the auditee ensures qualified first-aid is available at all times? Finding: The overall results observations show that the auditee does partially fulfil the requirement of this performance area, because it was verified during management and workers' interviews and document review that there are no qualified first aiders, however the first aid kit was available to all employees and fully stocked with all the required products according to local law.	10.07.2026	amfori Social Audit - Sma (ID: 34-6000205)	No

5. Select one or several findings that should be linked to one Improvement Goal.
6. In the bottom part of the page, define the name for the Improvement Goal. Provide a description and perform a Root Cause Analysis. Finalize the goal definition process by clicking **'Define'**.




IMPORTANT

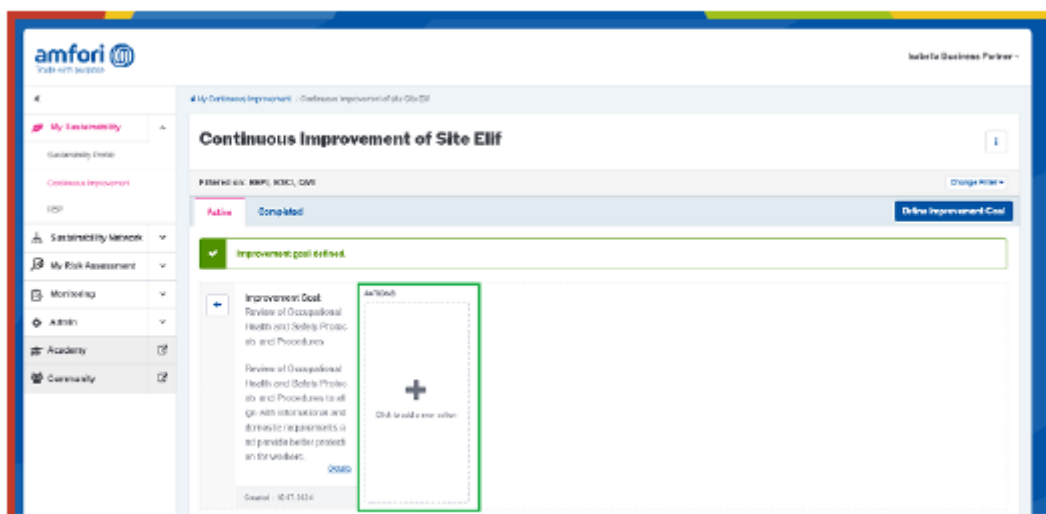
Root cause analysis should be conducted with involvement of internal teams and workers' representatives to understand the findings and then to develop an action plan for Continuous Improvement. This step will provide a business partner with good evidence to support the follow-up process.

Define Actions to Reach Improvement Goals

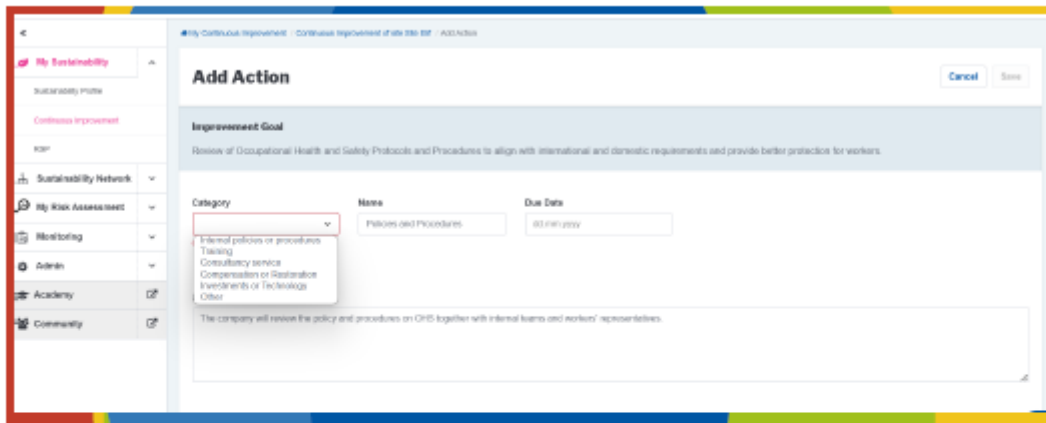
Once an Improvement Goal is set, define actions needed to reach the selected improvement goal.

To define Actions, a business partner should:

1. Go to **My Sustainability>Continuous Improvement**
2. Select **Improvement Goal**
3. Clicking **'+'** field



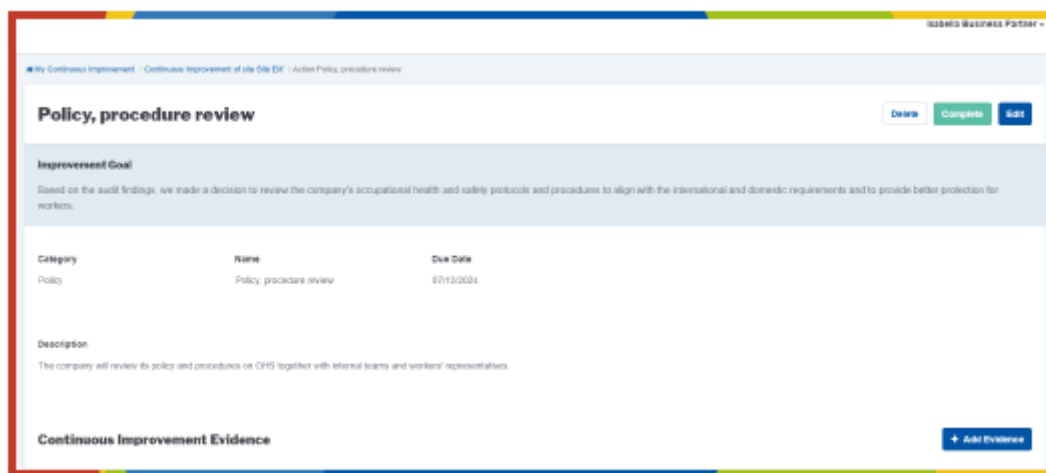
The following screen will appear.



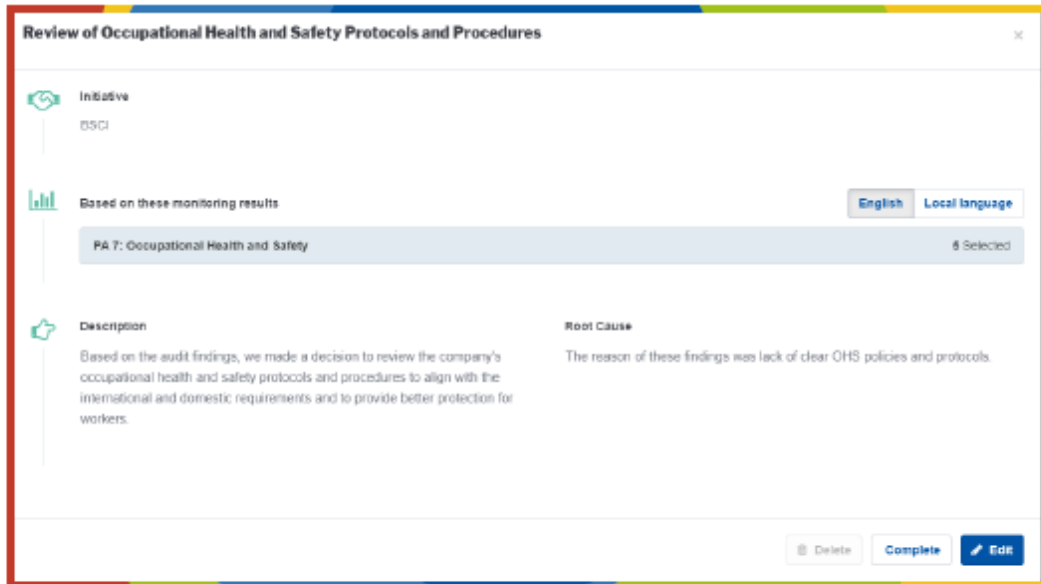
4. Specify the category, name, description and due date of the action to follow Continuous Improvement in a responsible way. Several actions can be added for the same Improvement goal.

Mark Actions and Goals as Completed

To **mark an action as completed**, business partner must click on the action and click the 'Complete' button



After all the actions are completed, an Improvement Goal can be marked as completed as well.



Review of Occupational Health and Safety Protocols and Procedures

Initiative
OSCI

Based on these monitoring results
PA 7: Occupational Health and Safety
English Local language
8 Selected

Description
Based on the audit findings, we made a decision to review the company's occupational health and safety protocols and procedures to align with the international and domestic requirements and to provide better protection for workers.

Root Cause
The reason of these findings was lack of clear OHS policies and protocols.

Delete Complete Edit

Once the Improvement Goal is marked as completed, it is automatically moved to the 'Completed' tab where all completed Improvement Goals are listed.