



Textile Technical & Lean Capabilities Audit



Report number: TECH-RE_AUDIT-2025_5_7-78%C-ZHIHO_5

V3 - 2023APR14

General Information

Supplier Name:	Hangzhou Zhihong Import and Export Corp. Limited	Factory Name:	Yangzhou New Chuntao Accessory Co., Ltd
Supplier code:	ZHIHO	Factory Code:	ZHIHO_5
Factory Address:	Yanggua Road, Guazhou Town of Yangzhou City, Jiangsu Province, China		

Factory Certifications

OEKOTEX	<input type="checkbox"/>	BSCI	<input type="checkbox"/>	Others	<input type="checkbox"/>	Sedex	<input type="checkbox"/>
ISO 9001	<input type="checkbox"/>	WRAPS	<input type="checkbox"/>				
ISO 14001	<input type="checkbox"/>	GRS	<input type="checkbox"/>				

Category

Factory able to produce:

<input type="checkbox"/> Home Textile	<input type="checkbox"/> 60-Footwear	<input type="checkbox"/> 65-Babycare (textile)	<input checked="" type="checkbox"/> 66-Accessories (textile)
<input type="checkbox"/> 61-Babywear	<input type="checkbox"/> 62-Kidwear	<input type="checkbox"/> 63-ladieswear	<input type="checkbox"/> 64-Menwear
<input type="checkbox"/> 67-Permanent (underwears - socks - tights)	<input type="checkbox"/> FLAT KNIT	<input checked="" type="checkbox"/> KNIT	<input checked="" type="checkbox"/> WOVEN

Detailed product types:

Worn Accessories, Woven Baseball Cap, Bucket Hat, Visor Cap, Head Band

Vertical integration

<input type="checkbox"/> Spinning	<input type="checkbox"/> Fabric	<input type="checkbox"/> Dyeing	<input type="checkbox"/> Fab. finishing	<input type="checkbox"/> All over printing
<input checked="" type="checkbox"/> Cut	<input checked="" type="checkbox"/> Sewing	<input checked="" type="checkbox"/> Gar. finishing	<input checked="" type="checkbox"/> Packaging	<input checked="" type="checkbox"/> Packing
<input checked="" type="checkbox"/> Embroidery	<input type="checkbox"/> Printing	<input type="checkbox"/> other:		

Audit Scope & Results

Audit Scope:	<input checked="" type="checkbox"/> Technical	<input type="checkbox"/> LEAN Capabilities	Auditor name:	Forest Tian
Type:	<input type="checkbox"/> New	<input checked="" type="checkbox"/> re-Audit	Auditing Company:	Impactiva
Carrefour Applicant:	GSA	Carrefour Quality Manager:	Travis Wang	

Technical Audit

1 Management	58%
2 Raw Material / Incoming Goods Control	87%
3 Quality System	68%
4 Production / Manufacturing Control	83%
5 Finished product	86%

Audit Date:	7-May-25
Valid until:	7-May-26

78% **C**

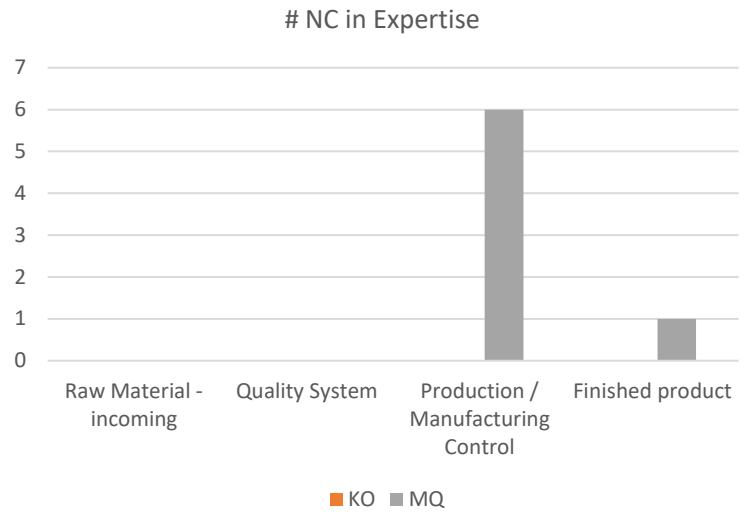
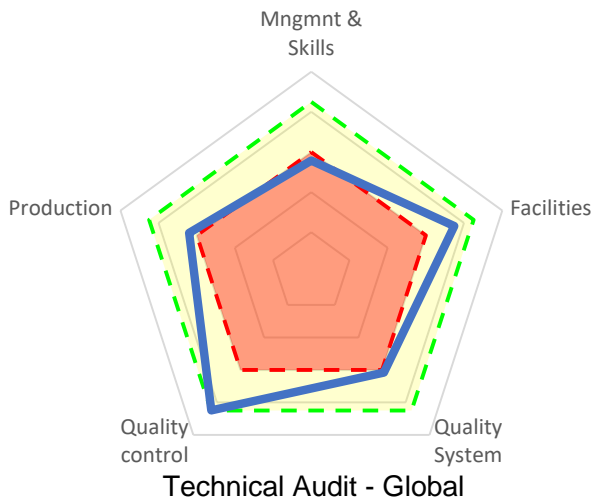
Expertise 82.6%

<i>Critical</i>	16/16	100%
<i>Minimum Requirements</i>	21/28	75%
<i>Best Practices</i>	20/25	80%

Factory is qualified to work with Carrefour.
CAP to be implemented urgently.

Auditor Comments

- 1) There are 4 main buildings in the Factory premises. The Building A is rented by another company, Building B is for Finished Goods Warehouse, Building C is for Office/Cutting/Sewing/Sample Making, Building D is half for Raw Material Warehouse / Finishing / Packing and half rented out.
- 2) The Factory has 2 sewing rooms, room 1 is mainly for visor/crown parts sewing with 2 groups, room 2 is mainly for assembling sewing with 2 groups, the maintenance and organization of semi-products need to be improved for better performance
- 3) There is a sample room for sewing only and the cutting/finishing process are proceeded in their production floor.
- 4) They have QCs to perform Quality inspection at all necessary stages and they have a dedicated QA Team with a QA Leader, they had start performing non-conformities analysis and implement corrective actions for quality issues
- 5)The Management don't have action plan to install ERP system for all production control and update their traceability system.
- 6)The factory has one set of embroidery machine for panel embroidery, the machine was not running during the audit cause less orders



Technical Audit Score		78%		C	83%
1 MANAGEMENT	58%				
1.1 Organization	67%				
1.2 Skills and competences	54%				
2 Raw Material - incoming	87%			Expertise: 100%	
2.1 Skills & Competences	62%			KO	2/2
2.2 Storage Facilities	84%			MQ	3/3
2.3 Quality Controls	100%			BP	1/1
3 Quality System	68%			Expertise: 100%	
3.1 Quality Policy	63%			KO	0/0
3.2 Quality Procedure	58%			MQ	1/1
3.3 Certification	100%			BP	1/1
3.4 IT system	21%				
3.5 Laboratory	58%				
3.6 Regulation, Standards & Risk Assessment	83%				
3.7 REACH	67%				
4 Production / Manufacturing Control	83%			Expertise: 85%	
4.1 Organization & Process	25%			KO	9/9
4.2 Skills & Competences	62%			MQ	16/22
4.3 Development & Pre-Production	79%			BP	14/19
4.4 Production	93%				
4.5 Production Facilities	50%				
4.6 Calibration	79%				
4.7 Quality control	91%				
5 Finished product	86%			Expertise: 93%	
5.1 Equipment & Facilities	91%			KO	5/5
5.2 Quality control	91%			MQ	1/2
				BP	4/4



Carrefour Technical Assessment

MANAGEMENT					58%	
Organization					67%	
SI No	Score	Question	Cri.	Improvement Plan	Due Date	
1	GEN	Organization chart	3	<p>Relevancy of the organization chart (Quality independent from production/commercial, job description and commercial/production hierarchy, and/or organization chart is not complete or not up to date.</p> <p>0-No organization chart nor document to explain who does what and/or Quality People are attached to commercial/production hierarchy, and/or organization chart is not complete or not up to date.</p> <p>2-There is people involved in quality who is directly attached to top management, and/or there is up to date organization chart, hierarchy links are clearly detailed.</p> <p>X 3-There is people involved in quality who is directly attached to top management and there is up to date organization chart, hierarchy links and missions are clearly detailed.</p> <p>4-There is people involved in quality who is directly attached to top management, and there is up to date organization chart, hierarchy links and missions are clearly detailed, it's available from all employees.</p>	<p>Clearly detailed mark the missions in the organization chart and post it for all employees easy access</p>	30-Apr-26
2	GEN	Quality staff	2	<p>Adequate to different steps of QC inspections, management & follow up</p> <p>0-The Human resources made available for Quality is not relevant according the capacity and/or organization of the factory.</p> <p>X 2-The human resources made available for each Quality Step is relevant.</p> <p>4-The human resources made available for each Quality Step is relevant and a HR management is in place to ensure the stability of the Quality team.</p>	<p>Involve HR management for each Quality step to ensure the stability of the quality team</p>	30-Apr-26

Skills and competences					54%	
SI No	Score	Question	Cri.	Improvement Plan	Due Date	
3	GEN	Communication skills	2	<p>Ability to communicate with Quality Team: Understand foreign language (ex. Technical file in English) and</p> <p>0-There is no possibility to communicate with supplier other than using translator or Commercial teams are able to communicate in language that is used by Carrefour (French, English) but are not able to explain technical topics to their quality team.</p> <p>X 2-Commercial teams are able to communicate in language that is used by Carrefour (French, English), Commercial teams can transfer efficiently technical information to quality team</p> <p>4-Quality team and Commercial team can communicate in language that are used by Carrefour (French/English)</p>	<p>Train quality team to improve their spoken English corresponding to technical information</p>	30-Apr-26
4	GEN	Training	2	<p>Management training and knowledge (training plan, Exam, report)</p> <p>0-No real evidence of operators being trained</p> <p>X 2-Operators are trained regularly on new products and machines. Evidence of training program.</p> <p>4-Operators are actively encouraged to evolve and learn about their products and company and Management is actively encouraged to evolve and learn about Quality system.</p>	<p>Encourage operators evolve and learn about their products and company encourage its management team to evolve and learn about quality team</p>	30-Apr-26
5	GEN	Production Engineering Department	2	<p>Support from production engineering department for new product development and/or innovation (Staff, ...)</p> <p>0-There is no production engineering department</p> <p>X 2-Production engineering department is only working on all current product</p> <p>4-Production engineering department is working on innovation and new development with R&D centers to provide innovative designs & technologies</p>	<p>Set up a Production Engineering department to work on innovation and new development</p>	30-Apr-26
6	GEN	Investment plan	3	<p>Forecasted modifications of human resources, production capacity and/or efficiency improvement</p> <p>0-There is no investment plan at all or only for corrective action plans</p> <p>X 2-There are investment plan to update facilities for preventive & corrective action plans</p> <p>4-There are investment plan to update facilities and human resources for preventive & corrective action plans (Production capacity/Quality etc. ...)</p>		
7	GEN	Management Skill Matrix	2	<p>Identifying Management skill set of Leaders, Managers, Supervisors and QCs</p> <p>0-No skills identification</p> <p>X 2-Skills are identified and job allocation is done according to management staffs ability and skill level</p> <p>4-Skills are identified and job allocation is done according worker ability. Training is done according to management staff's ability and skill level.</p>	<p>Work out skill matrix for management and perform training according to management staff's ability and skill level</p>	30-Apr-26

Raw Material - incoming					87%	
Skills & Competences					62%	
SI No	Score	Question	Cri.	Improvement Plan	Due Date	
8	GEN	New Supplier Assessment / Evaluation	4	<p>Is there Raw Material, Sub assembly part new supplier assessment</p> <p>0-an assessment exist based on price of raw material supplier</p> <p>2-an assessment exist based on price of raw material and supplier declaration (conformity certificates...)+ incoming basic performance test & records</p> <p>X 3-an assessment exist based on price of raw material and supplier declaration (conformity certificates...)+ incoming basic performance test & records. A benchmark is regularly done to select raw material supplier with the best Quality/price</p> <p>4-an assessment exist based on price of raw material and supplier declaration (conformity certificates...)+ incoming basic performance test & records. A benchmark is regularly done to select raw material supplier with the best Quality/price + supplier audit</p>		
9	GEN	Current Supplier Performance	2	<p>Is there tools to follow supplier performance?</p> <p>0- no follow up or a follow up exist based on commercial history with raw material supplier but nothing is clearly written</p> <p>X 2-a follow up exist based on commercial history with raw material supplier and a list of supplier per each raw material exist with technical file</p> <p>4-a list of supplier per each raw material with technical file & a formal scoring (regarding delivery lead time, price, quality, ...) audits, of raw material supplier exist and is regularly updated before order. Testing report coming from supplier is available for each delivery.</p>	<p>Perform supplier performance analysis with formal scoring regarding delivery, price and quality and implement analysis of the non conformity for continuous quality improvement</p>	30-Apr-26
10	LEAN	Incoming control	2.67	<p>Yes Is there incoming control procedures available?</p> <p>RA Are visual checks and physical testing procedures performed with technical file and reference sample based on predefined sampling size and data recorded?</p> <p>MQ Is there an analysis on the non conformity to implement continuous improvement with a regular supplier review?</p>	<p>Implement analysis and continuous improvement of incoming material non-conformity with regular supplier review</p>	30-Apr-26
11	LEAN	raw material Incoming control	2.67	<p>Yes Is there incoming control plan for raw material and are relevant?</p> <p>RA Is there incoming control plan followed during incoming control and performed on every batch received?</p>	<p>Perform analysis on the non-conformity to implement continuous improvement</p>	30-Apr-26
12	LEAN	Incoming goods sample library	0	<p>No Is there incoming goods sample library available with clear identification of the samples themselves?</p> <p>MQ Is there a technical description document of the samples with procedure regarding the age of the sample and compatibility with others samples ?</p>	<p>Set up a library for incoming goods sample with clear identification of the sample themselves</p> <p>Set technical description document of the samples with procedure regarding the age of the sample and compatibility with others samples</p>	30-Apr-26

Storage Facilities					84%	
SI No	Score	Question	Cri.	Improvement Plan	Due Date	
13	GEN	Warehouse / Storage Facilities before Quality Control	3	<p>Specific storage area for incoming goods before Incoming Goods Quality Control.</p> <p>0-no specific warehouse/storage areas or too small place for incoming goods inspection or a warehouse/storage areas exist but no relevant organization inside</p> <p>X 2-a warehouse/storage areas clean and stable exist with relevant organization inside</p> <p>4-Clean and stable and managed environment with relevant organization</p> <p>4-There is an IT tools for incoming goods management checking stock and send alerts when attention is needed (low stock, need changing of spare parts, etc...)</p>		
14	GEN	Raw material storage facilities & Inventory	2	<p>According to the product type, Storage facilities for raw material and packaging packing are well identified.</p> <p>0-no specific warehouse and/or too small place for raw material storage and/or no systematic identification (at least no name of what it is) and/or unclear or warehouse exist but no relevant organization inside; only the name of the raw material without any other records by the factory</p> <p>X 2-warehouse with relevant organization name of the raw material, lot number & records of those information</p> <p>4-Separate warehouse for raw material with relevant organization : name of the raw material, lot number + specific zone dedicated for non conform material: "OK quality/shotood quality/ pending" sticked on the raw material itself & records can give supplier name & reception date + FIFO management + Regularly inventory</p>	<p>Perform FIFO management + Regularly inventory</p>	30-Apr-26
15	GEN	Hazardous substances storage & inventory	4	<p>Storage facilities for hazardous substance</p> <p>0-no specific warehouse and/or too small place for hazardous substance storage or no systematic identification (at least no name of what it is) or a warehouse exist but no relevant organization inside</p> <p>MSDS</p> <p>X 4-a warehouse with relevant organization: MSDS + CAS number</p>		
		Identification of Pre assembled component per production lots		<p>0-no systematic or insufficient identification (at least no name of what it is)</p>		

16	GEN	Pre assembled component inventory	2	X	2-name of Pre assembled component, lot number & records of those information	BP		
					3-name of Pre assembled component, lot number + "OK quality/ shooted quality/ pending" sticked on the raw material itself & records can give supplier name & reception date			
					4-system RFID (identification by individual electronic device which summarize all information regarding the raw material)			
17	LEAN	Simplified 5S	0.8	Yes	Are essential tools, parts and documents separated from unnecessary or obsolete?	MQ		
				No	Is there a place for everything and everything in place?	MQ	Keep everything in place	30-Apr-26
				No	Are the work place and equipment clean?	MQ	Make the work place and equipment clean	30-Apr-26
				No	Is there a standard cleaning procedure followed? Is there a standard procedure to verify process adherence?	MQ	Follow standard cleaning procedure and verify cleaning process adherence	30-Apr-26
				No	Is there a continuous improvement in place with operator 5S training and corrective actions followed?	BP	Put in place a 5S continuous improvement plan with operator training and corrective actions followed	30-Apr-26
21	EXP	Raw Mat storage	Yes		Are the fabric / yarn rolls stored on the palette (not touching the floor) and covered?	KO		

Quality Controls								100%
SI No	Score	Question	Cri.	Improvement Plan	Due Date			

22	EXP	Fabric Inspection	Yes		Is the speed of inspection adapted to the fabric and maximum speed is below 18 meters / min?	MQ		
23	EXP	Fabric Inspection	N/A		Fabric / Yarn inspection standard is available? Inspection standard for reference of visual and handle must be at inspection machine when inspection is performed	MQ		
24	EXP	Fabric Inspection	Yes		Colour shading check - Is factory aware of the Carrefour light box policy?	MQ		
29	EXP	Trims and Accessories	Yes		Type of inspection carried out on Trims: Inspection should be quantitative, qualitative and visual.	KO		
30	EXP	Trims and Accessories	Yes		Check for shading - Is the factory aware of the Carrefour light box policy?	MQ		
31	EXP	Fabric Inspection	Yes		Is a fabric defects board displayed and visible ?	BP		

Quality System								68%
Quality Policy								63%
SI No	Score	Question	Cri.	Improvement Plan	Due Date			

36	GEN	Quality Manual	3	X	Presence, content of the quality manual. Implications and usage of the manual (diffusion to the personnel, 0-No document nor quality procedure or Document exist but they are not up to date and do not explain clearly internal quality policy 2-Document exist, most of quality procedure are written and up to date. 3-Document exist, all the quality procedure are written and up to date. 4-Document exist, all the quality procedure are written and up to date. They are accessible to all the employees and they have been trained to it	MQ		
37	GEN	Continuous improvement of quality	2	X	Quality Continuous Improvement Program 0-There is no continuous improvement or quality or Document to list problem exist in quality system but they are not used to improve quality performance 2-Document and improvement plan to solve and improve quality performance exist 3-Formalized post mortem, and continuous improvement plan that are executed and followed exist 4-Formalized post mortem, and continuous improvement plan that are executed and followed at quality system level but also in other services exist.	MQ	Execute and follow continuous improvement of quality performance with root cause analyses and corrective actions through the production process	30-Apr-26

Quality Procedure								58%
SI No	Score	Question	Cri.	Improvement Plan	Due Date			

39	GEN	Document control / Data Management	3	X	Document control: Document management System (SOP,SWL, SPC, QC records Updated procedures, External 0-There is neither record nor information about quality document or There are several quality document, but they are not easy accessible and not exhaustive 2-There is quality document for main quality topics. 3-All Quality document changes or modifications are noticed and recorded and easily accessible 4-There is a follow up system to record any changes, there is a full traceability of changes, easy accessible and up to date	MQ		
40	GEN	Crisis & Claim management	2	X	Procedure, Record, Corrective Action plan, Follow up & Customer satisfaction 0-There is neither management nor records of consumer claims or There is punctual consumer claims management but it is not following a clear procedure, there is no record of consumer claim 2-There is a consumer claim management process with claims management records 3-There is a consumer claim management process with claims management records, data are exploited by quality teams to correct in product field 4-There is a consumer claim management process with claims management records, data are exploited by quality teams to correct in product field, supplier can anticipate and decide when it is necessary to take corrective actions or launch crisis management plan	KO	Quality team need to exploit previous claim/complaints data from claim management records and make correction in current product field	30-Apr-26

Certification								100%
SI No	Score	Question	Cri.	Improvement Plan	Due Date			

33	GEN	Certification	4	X	Is there system certification - ISO9001, internal audit etc? 0-There is no up to date system certification 1-There is an internal audit system 2-Factory is not certified but some procedure are in application 3-Factory is not certified but almost all procedure are in application 4-There is up to date system certification (ISO9000, etc...)	MQ		
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IT system								21%
SI No	Score	Question	Cri.	Improvement Plan	Due Date			

41	GEN	Customer Order Follow up	2	X	Customer order follow up & Critical Path Management 0-There is no formalized order follow up system or it is not up to date 2-There is up to date formalized follow up system 3-There is up to date formalized follow up system within IT Tools 4-There is a real time up to date formalized order follow up system	MQ	Install IT tools for order follow up	n/a
42	GEN	Global IT system Tool	0	X	Is there enterprise resource planning software (ERP) to coordinate all the resources, information, and activities 0-There is no electronic resource management Tool or it is not up to date 2-There is an IT tool involving some resources linked to manufacturing process, it is up to date 3-There is global IT tool involving all the resources linked to manufacturing process (from RM/Incoming goods to Shipment), it is up to date 4-There is real time global IT tool, it is involving all the resources of the enterprise, it is up to date	BP	Install global IT system tool(ERP) to coordinate all the resources, information, and activities needed to complete business processes : (Order Production, Shipment, Delivery)	n/a
43	GEN	Is there a MES (Manufacturing Execution Software) available?	0	X	Is there MES to coordinate all the resources, information and activities needed to complete production 0-There is no MES software available or it is not up to date or not used 2-There is an MES software involving some resources linked to manufacturing process, it is up to date 3-There is global MES software involving all the resources linked to manufacturing process (from RM/Incoming goods to Shipment), it is up to date 4-There is real time MES software, it is involving all the resources of the enterprise, it is up to date	BP	Install MES software	n/a

Laboratory								58%
SI No	Score	Question	Cri.	Improvement Plan	Due Date			

44	GEN	Internal Testing Facilities	2	X	Is there internal testing facilities? 0-There is no internal testing facilities or There are testing facilities but they are not used, or not used correctly to check product quality 2-There are testing facilities that are regularly used and maintained to check product quality on production line 3-There are testing facilities that are regularly used and maintained to check product quality on production line, there is a dedicated quality control lab 4-There are testing facilities that are regularly used and maintained to check product quality on production line, there is a quality control lab & R&D lab. Labs are certified through third party laboratory	MQ	Set up a dedicated laboratory	30-Apr-26
45	GEN	Third Party testing facilities & management	3	X	Does supplier relies on third party laboratory for product testing? 0-Supplier is not working with third party laboratory and has no internal testing facilities or work with laboratories that are not recognized in EU 2-Supplier is working with laboratories that are recognized in EU but that are not recognized by Carrefour 3-Supplier is working with laboratories that are recognized in EU and that are recognized by Carrefour 4-Supplier is working with laboratories that are recognized in EU, that are recognized by Carrefour, he is able to proceed to its laboratory audit	MQ		
46	GEN	Defect Calibration	2	X	Defects Calibration of Input QCs, stage QCs, end of line QCs and final shipment QCs 0-No Defect Calibration done at any level or only at supervisor level 2-Defect Calibration done for Quality Supervisor and Final shipment QCs, and for other QCs down the line 4-Defect Calibration done for Quality Supervisor Final shipment QCs and all other QCs down the line regularly with Calibration records	MQ	Perform defect calibration for quality supervisor/final shipment QCs/other QCs down the line regularly with calibration records	30-Apr-26

Regulation, Standards & Risk Assessment						83%
SI No	Score	Question	Cri.	Improvement Plan	Due Date	

47	GEN	Technical Construction file	3	Is there technical construction file per product which gives the composition of the product & technical drawing 0-There is no available technical construction file or insufficient 2-Important documents are available and up to date. Most of informative documents are available and up to date X 3-All the documents are available, up to date and give all the information 4-All the documents are available, up to date and easy accessible	MQ	
48	GEN	Technical & Regulatory Document Review	3	How supplier reviews technical construction file when changes are made on the products? 0-There is no document review or insufficient review (not all document, unqualified reviewer...) 2-Supplier reviews document, he is competent to review the most important technical documents X 3-Supplier reviews document, he is competent to review the most important technical documents. He can relies on third party laboratory to review its technical construction file if necessary. 4-Supplier reviews document, he is competent to review all technical documents. He can relies on third party laboratory to review its technical construction file if necessary.	MQ	
49	GEN	General Regulation knowledge	3	Does the factory know the scope of regulation that are applicable to the product it is manufacturing or 0-There is no regulation knowledge at all concerning products 1-Factory knows a few parts of the regulation which is applicable to its product 2-Factory knows most of the regulation which is applicable to its product X 3-Factory knows all of the regulation which is applicable to its product 4-Factory knows all of the regulation which is applicable to its product and participate to regulation workgroup for its product field	KO	Factory participate in regulation workgroup for its product field 30-Apr-26
50	GEN	Regulatory surveying	3	How suppliers gets informed about regulation evolution? 0-There is no regulatory surveying or only focuses on the update of the regulation he already knows. He is not aware in new coming regulation 2-Supplier is aware in new coming regulation X 3-Supplier is aware in new coming regulation and relies on third party laboratory 4-Supplier is aware in new coming regulation, relies on third party laboratory and participate to regulation survey workgroup	MQ	
51	GEN	Risk assessment : impact on product development	2	Is there action taken as a consequence of the risk assessment ? Is there record of safety issues often found on 0-No risk assessment is made on the products whereas it should be done or it is made on the product but it is not well recorded and no action plan is put into place X 2-There are risk assessments made on the product, they are recorded 3-There are risk assessments made on the product, they are recorded and formalized corrective action plan are into place 4-There are risk assessments made on the product, they are recorded and formalized corrective action plan are into place. A meeting is hold regularly to follow the advance on the CAP and some budget is dedicated to these	MQ	Perform risk assessment on the products whereas it should be done and conduct risk assessment during product development stage and recorded with formalized corrective action plan and follow meeting on CAP implementation 30-Apr-26
55	EXP	Risk Assessment	Yes	Are the following points reviewed and checked during the Risk Assessment? Safety and regulation, Feasibility, Aesthetic, Workmanship, Measurements / pattern / fitting / coding (if the product is socks/sweater) / Planning, Timing	MQ	
56	EXP	Risk Assessment	Yes	Are the following points reviewed during the risk Assessment? Pressing, Packing, Packaging, (Boarding, Pairing if the product is socks).	BP	

REACH						67%
SI No	Score	Question	Cri.	Improvement Plan	Due Date	

57	GEN	REACH Regulation knowledge	3	Do you know REACH Regulation? 0-Doesn't know REACH (Can't provide any evidences) 1-Knows that REACH exist but can't provide evidences 2-Can provide all evidences X 3-Can provide all evidences + there is a Reach Coordinator 4-Can provide all evidences + there is a Reach Coordinator + Internal Strategy + begin substitution + Anticipate regulation	MQ	
58	GEN	REACH SVHC presence in product and packaging	2	Do you know if there is SVHC in your product and in your packaging? 0-Doesn't know REACH SVHC List (Substances of Very High Concern - Candidate list and Authorization List) 1-Knows SVHC List but doesn't know if products and packaging contain those substances. X 2-Knows SVHC List and begin to identify them inside the products and their packaging 3-Knows SVHC List and has identified them inside the components of the products and their packaging 4-Begin Substitution	MQ	Identify those substances listed in SVHC from inside the components of products packaging 30-Apr-26
59	GEN	REACH Substances inventory and registration	3	Did you already inventory your raw material linked to the suppliers and do you know the quantity in tons per 0-Does not know its obligation & quantities of exported substances. Has not started any registration, 1-Does not have an OR. Has a few knowledge of substances and has started to inventory a few REACH substances. 2-Has an OR. Most of substances have been inventoried but suppliers does not exactly knows the quantities X 3-Has an OR. All substances have been inventoried, knows exactly the quantity of substance he is using and some substances have been registered. 4-Has an OR. All substances have been inventoried, knows exactly the quantity of substance he is using and all substances have been registered.	MQ	

Production / Manufacturing Control						83%
Organization & Process						25%
SI No	Score	Question	Cri.	Improvement Plan	Due Date	

60	GEN	Production performance	1	Is there management tools that is dedicated to production lines such as 0-No production performance indicators in place X 1-Global indicators in place for the whole factory only or per unit and production stage. 2-Indicators at operator level and analysis carried out on production performance. Suggested ways of improvement. 3-Indicators at operator level and analysis carried out on production performance. Real time software indicators displayed for operator, team 4-Indicators at operator level and analysis carried out on production performance. Real time software indicators displayed for operator, team	MQ	Review production performance at operator level and analyze performance and suggest ways of improvement 30-Apr-26
61	GEN	Production Planning	1	Presence of a production schedule stating the daily production per day (or shift) and per line. 0-Limited (or no) production planning in place. X 1-Production planning in place for the whole factory only or per unit and production stage. 2-Production planning at operator level and analysis carried out on production planning. Adaptation of planning based on daily events. 3-Production planning at operator level and analysis carried out on production planning. Adaptation of planning based on daily events. 4-Planning linked to order scheduling.	MQ	Make production plan according to operator level and analysis carried out on production planning and link planning to order scheduling 30-Apr-26

Skills & Competences						50%
SI No	Score	Question	Cri.	Improvement Plan	Due Date	

62	GEN	Operator skills	2	Workers and operators skills 0-No skills identification X 2-Skills are identified and job allocation is done according worker ability. 4-Skills are identified and job allocation is done according worker ability. Training is done according the worker ability level.	MQ	Done training according the worker ability level 30-Apr-26
63	GEN	Cross Functional Training	2	Workers are provided cross functional training to improve multi-tasking capabilities 0-No cross functional training plan available X 2-Cross functional training plan available, but not provided regularly 4-Cross functional training plan available and training provided to workers on regular basis with training records	BP	
64	GEN	Production Capacity - Forecast Management	2	Management of the production capacity/ Forecast with the present production facility and production 0-No capacity management or through regular meeting but no mid term view. X 2-Capacity Management through regular meeting with mid term view. 3-Capacity Management through regular meeting with mid term view. Peak are well anticipated and managed. Quality, production & HR are involved. 4-Capacity Management through regular meeting with long term view (+ 6 months). Peak are well anticipated and managed. Quality, production & HR are involved.	KO	Perform capacity management, quality/production/HR team involve capacity management and well managed peak season 30-Apr-26

Development & Pre-Production						79%
SI No	Score	Question	Cri.	Improvement Plan	Due Date	

65	EXP	Development / Sampling room	No	Is the SMV (Standard Minute Value) and fabric consumption calculated and available for each product?	BP	Perform SMV calculate for each product 30-Apr-26
66	EXP	Development / Sampling room	Yes	Is the needle policy applied in the sampling room?	MQ	
67	EXP	Development / Sampling room	Yes	Is the sharp tool policy applied in the sampling room?	BP	

68	EXP	Pattern Management	N/A	Is the shrinkage on bulk fabric assessed and taken into consideration? For washed garment, for each fabric, shrinkage should be assessed and pattern corrected accordingly.	KO		
72	EXP	Pre-Production Meeting / Pre-Production Sample	Yes	Does the factory conduct pre-production meetings?	MQ		
73	EXP	Pre-Production Meeting / Pre-Production Sample	Yes	Who is participating to the meeting? Yes if at minimum Merchandiser & Quality Manager & Production manager	MQ		
74	EXP	Pre-Production Meeting / Pre-Production Sample	No	Are the risk assessment notes discussed during this meeting?	BP	Discuss RA notes during PPM	30-Apr-26
75	EXP	Pre-Production Meeting / Pre-Production Sample	Yes	When reviewing the approved samples, what are the elements discussed during Pre-Production meeting? yes if at minimum: Safety, Aesthetic, Workmanship, Critical operations and feasibility, Fitting	MQ		
76	EXP	Pre-Production Meeting / Pre-Production Sample	No	Is there a record and an action plan of the pre production meeting?	MQ	Prepare corrective action plan after PPM	30-Apr-26
77	EXP	Pattern Management	No	Are the dates well recorded on pattern?	MQ	Record the dates on pattern	30-Apr-26
78	EXP	Pattern Management	Yes	When patterns are taking bulk fabric shrinkage into consideration, it is easily accessible and visible on the corresponding marker?	BP		
79	EXP	Cutting	Yes	Are the fabrics relaxed before cutting? Fabrics with elastane should be relaxed a minimum of 48 h. 100% cotton knits fabric should be relaxed a minimum of 24 h.	KO		
80	EXP	Cutting	N/A	Are bundles inspected and checked at the top, middle and bottom?	MQ		
81	EXP	Cutting / Sewing	Yes	Do the operators wear protective gloves when cutting on knife bands?	KO		
82	EXP	Cutting / Sewing	Yes	Is a sharp tool management in place and are the sharp objects (scissors / cutter / knives) attached?	KO		
83	EXP	Pre-Production Meeting / Pre-Production Sample	Yes	Who is participating to the meeting? Sample/Pattern: Cutting: Finishing / Packing:	BP		
84	EXP	Pre-Production Meeting / Pre-Production Sample	No	Is there a person in charge to check and insure the action plan has been followed up? Please indicate the person function:	MQ	Allocate a person in charge to check and insure the action plan has been followed up	30-Apr-26
85	EXP	Pre-Production Meeting / Pre-Production Sample	Yes	Does the factory conduct a pilot run? If not systematic, please indicate if pilot is run for critical products only.	BP		

Production							93%
SI No	Score	Question	Cri.	Improvement Plan	Due Date		

86	EXP	Cutting	N/A	Is there a maximum height policy for the mattress? Mattress should not be more than 10cm height.	MQ		
87	EXP	Cutting	N/A	Does the factory use automatic spreading machine?	BP		
88	EXP	Cutting	Yes	Does the factory use automatic cutter?	BP		
89	EXP	Cutting	Yes	Are separators used in the fabric piles for rolls separation during laying?	MQ		
91	EXP	Cutting	Yes	Are approved samples available and displayed on the sewing line?	KO		
92	EXP	Cutting	Yes	Are the cut parts moved in polysheet or covered bins ?	BP		
93	EXP	Cutting	Yes	Is there a board with cutting, sewing, lasting, finishing and packaging defects displayed at appropriate stations?	BP		
101	EXP	Sewing	No	Is the Technical File including Pre-Production meeting notes available and displayed on the sewing line?	MQ	Display the PPM notes on the sewing line	30-Apr-26
102	EXP	Safety	Yes	Are fingerguards on all machines where required?	KO		
103	EXP	Safety	Yes	Are eye guards available on all machines where required?	KO		
104	EXP	Sewing	No	Are the key and critical operations highlighted in the line with specific instructions and mock up available?	BP	Highlight the key and critical operations in the line with specific instructions and mock up available	30-Apr-26
105	EXP	Safety	Yes	Needle Policy - Is there a needle policy in place? Are the needles stored in a locked place? Is a 1 for 1 issuing policy in place for needles? Are broken needle records kept with all the parts taped?	KO		
106	EXP	Sewing	Yes	Is the factory aware of Carrefour requirements on uncut thread?	BP		
112	EXP	Safety	Yes	Are the gangway markings clear and not blocked?	KO		
113	EXP	Sewing	Yes	Are idle machines placed in separate dedicated area, covered and without needle?	BP		
114	EXP	Sewing	Yes	Is there automatic sewing machines or specific shaving machines to prevent the issue of uncut thread yarn and vacuum thread sucking machine to remove the flying threads ?	BP		

Production Facilities							50%
SI No	Score	Question	Cri.	Improvement Plan	Due Date		

196	GEN	Production Layout	2	Production layout & flow / organization of production line			BP	
				0-Layout of production floor appears random or without optimisation				
				2-Production floor appears well laid out with logical production flows and buffers are well managed.				
				3-Production floor layout has been studied and obvious evidence of optimisation is available. (KANBAN, 5S etc.)				
197	GEN	Goods contamination	N	Contamination (Phthalates Free, Reach)			MQ	
				X N/A-Not Applicable				
				0-X and non X production are mixed or not efficiently (contamination is likely to happen)				
				2-Both types are separated in a different zone.				
4-Both types are separated in a different zone and operators understand why.								

Calibration							79%
SI No	Score	Question	Cri.	Improvement Plan	Due Date		

158	EXP	Fusing - Calibration	Yes	Calibration - Where is the temperature Checked?	MQ			
159	EXP	Fusing - Calibration	Yes	Calibration - Is and where is the pressure evenness checked?	MQ			
160	EXP	Fusing - Calibration	No	Are the fusing standards provided by interlining companies?	MQ	Display the fusing standards provided by interlining companies	30-Apr-26	
161	EXP	Fusing - Conditions	Yes	What are the fusing parameters available in the standard? Pressure / Fusing time / Temperature / Peel bond strength	BP			
162	EXP	Fusing - Conditions	Yes	Are interlining panels smaller than the fabric panels?	MQ			
163	EXP	Fusing - Calibration	Yes	Fusing Press - Are the fusing presses calibrated at least twice a day?	MQ			
164	EXP	Fusing - Calibration	Yes	Is temperature of the fusing presses checked during calibration?	MQ			
165	EXP	Fusing - Calibration	Yes	Calibration - Is the pressure checked?	MQ			
166	EXP	Fusing - Calibration	Yes	Calibration - Is the fusing dwelling time checked?	BP			
167	EXP	Fusing - Calibration	Yes	Are fusing standard available for each product and corresponding fabric?	BP			
168	EXP	Fusing - Conditions	Yes	Is the peel bond strength checked?	MQ			
169	EXP	Fusing - Conditions	No	Is the thermal shrinkage checked?	MQ	Perform thermal shrinkage check	30-Apr-26	
170	LEAN	Calibration records	4	Yes Is internal calibration done with minor non-conformity for most of the equipment?			RA	
				Yes Is internal calibration done for all equipment, evidence of a calibration program (List of equipment, record of calibration)?			RA	
				Yes Is external calibration done with external calibration certificate and calibration program?			RA	

171	LEAN	Documentation of maintenance	1.6	Yes	Are maintenance on machinery documented?	RA		
				Yes	Is maintenance on every machine documented?	RA		
				No	Is there a regular review of maintenance efforts?	MQ	Regular review maintenance efforts	30-Apr-26
				No	Is there a detailed review of maintenance by machine?	MQ	Make detailed review records for machine maintenance	30-Apr-26
				No	Are the reviews of machinery maintenance taken into consideration for machine replacement?	MQ	Machine maintenance taken into consideration for machine replacement	30-Apr-26

Quality control								91%
SI No	Score	Question			Cri.	Improvement Plan	Due Date	

172	GEN	Scope of production control	3	Scope & execution of the production controls			MQ	
				0-No production Quality Control exists or not properly done.	1-Production quality control is carried out at all necessary stages.	2-Dedicated team regularly checks (and/or tests if necessary) products at various stages of the process.		
173	GEN	Identification of approved controlled products	3	Identification of the production lot per batch, per line to allow vertical tracing.			MQ	
				0-No identification and no traceability possible OR without traceability of each component supplier.	1-Individual product components can be traced back to supplier and some of the production flow (prod line and batches for example) can also be traced.	2-Most of the production process can be traced. (Machines, operator etc...)		
174	GEN	Management of non compliant goods	3	Non conform products / Corrective actions			KO	Implement value program of non conforming products in place
				0-No product non conformity management in place or not efficient	1-Non conforming products are well managed and separated from compliant ones.	2-Analysis of non conforming products is carried out and used for continuous improvement.		
175	EXP	In Line / End of Line Inspection	No	End of Line - Trimming is performed before the End of Line inspection and inspector is only focusing on the garment (no trimmer used)			BP	Perform training of End of line QC focusing on the products inspection and no trimmer used
176	EXP	In Line / End of Line Inspection	No	In Line Inspection - Does the factory have a traffic light system in place to control the operations?			BP	Implement TLS in place to control the operations
177	EXP	In Line / End of Line Inspection	Yes	In line inspection - Is there a bundle inspection in place at critical operation's stations?			BP	
178	EXP	In Line / End of Line Inspection	Yes	In Line Inspection - What is the frequency of inspection for one operation? (Min: Twice per shift)			MQ	
179	EXP	In Line / End of Line Inspection	Yes	End of Line - Is the End of Line product inspection carried out on 100% of the goods? Is the workmanship inspected and are critical measurements checked including size check, sew in label, label positioning? Are finished products controlled and classified as OK are really GOOD without any defects?			KO	
180	EXP	In Line / End of Line Inspection	N/A	Is the wire play of bras checked during the end of line inspection? (8 mm minimum)			MQ	

Finished product Equipment & Facilities								86%
SI No	Score	Question			Cri.	Improvement Plan	Due Date	

182	GEN	Storage facilities organisation	3	Storage facilities are well organized (FIFO), adapted & stable (environment temperature, humidity ...)			MQ	
				0-No logical process in place or no process	1-Storage facilities are well organized (FIFO), safe, without IT system	2-Storage facilities are well organized (FIFO), safe & stable (environment temperature, humidity ...) with measuring equipment (if necessary) without IT system.		
183	GEN	Shipment facilities	4	Is there shipment/embarcation facilities?			MQ	
				0-no dedicated embarcation zone	1-embarcation zone exist without any process in place - No weatherproof	2-embarcation zone exist with a process clearly in place & recommendation regarding the loading of goods are detailed & weatherproof		
184	EXP	Metal Detection	Yes	Is there a metal detector(s) and it is placed in a dedicated area?			KO	
185	EXP	Metal Detection	Yes	Is the calibration done on 9 points? Auditor should witness a calibration during audit.			KO	
186	EXP	Metal Detection	Yes	Does the supervisor hold the key for restarting the machine?			BP	
187	EXP	Pressing	Yes	Is the storage of pressed products done in a way to avoid creasing?			BP	
190	EXP	Packing	Yes	Is there a standard/reference packed sample available to show the packing method?			KO	
191	EXP	Packing	Yes	Is the approved trim card for packing available for reference?			KO	
192	EXP	Packing	Yes	Is the broken needle policy applied at this section for tag guns?			MQ	
193	EXP	Packing	No	Is there a clear colour/size separation of packing material?			MQ	Clear separation of packing material by color/size
194	EXP	Packing	Yes	Is there a quality control on the packed product?			BP	

Quality control								89%
SI No	Score	Question			Cri.	Improvement Plan	Due Date	

196	GEN	Scope of the finished products controls	3	Scope of the finished products (products & packaging accuracy) controls			MQ	
				0-There is no control for finished products OR only visual check with no control methodology	1-There is visual control procedure. Control execution follows procedure.	2-There is visual & physical check testing based on predefine sampling size following written procedure		
197	GEN	Relevancy of the finished products controls	3	Sampling method and testing procedure, frequency of the controls. Equipment is suitable.			MQ	
				0-There is no control for finished products OR control plan not adapted to each finished product category.	1-Control plan per finished product exist with correct AQL & sampling size.	2-Relevant control plan for each finished product category & analysis of the non conformity.		
198	GEN	Identification of finished products	3	Finished products are identified by their Final Quality Control status Final Quality Check (FQC)			MQ	
				0-No identification FQC Pass/Pending/Fail	1-FQC pass identification on boxes and a storage zone of the FQC pass is available	2-Only FQC pass & Fail status on boxes & separate zones are available & clearly indicated.		
199	GEN	Final Quality Control record	3	Shipment release follow a clear approval path, and cannot be granted without FQC's positive conclusions.			MQ	
				0-OK quality records without formal report or without acceptance level criteria	1-Formal report with acceptance level criteria based on finished product technical file & clear identification of the finished product.	2-Formal report with acceptance criteria based on technical requirements of the customer & clear identification of the finished product.		
200	GEN	Approved Sample (Golden sample) library	4	Identification, storing, labelling and dating of all Golden Sample			MQ	
201	LEAN	Availability of product standards	4	Are standards like Confirmation sample and approved swatch are available?			BP	
				Yes	Are standards like Technical spec sheet, Testing standards are available?	RA		
202	LEAN	Defect data collection	3.2	Are all the standards are available in the designated production area and easily accessible and properly followed?			RA	
				Yes	Are defects and nonconformities documented?	RA		
203	LEAN	Quality control plan	4	Is data on defects and nonconformities collected?			RA	
				Yes	Is data collected by department or section or line?	RA		
204	GEN	Non compliant goods	3	Is data collected by workstation?			MQ	Collect data by workstation
				Yes	Does the Quality Controller have the control plan and follow the control plan?	RA		
204	GEN	Non compliant goods	3	Does the Quality Controller manage the control plan accurately and have the knowledge of defects well known?			BP	
				Yes	Is the Quality Controller training done by competent and/or certified company?	BP		
204	GEN	Non compliant goods	3	Non conform lots are systematically reworked or destructed. Evidence of such rework can be found			KO	Identify non-conformed lots with records of rework and destruction and implement continuous
				0-No trace of non conform batches management OR Non conform lots are identified without records of rework or destruction	1-Non conform lots are identified with records of rework or destruction. No continuous improvement process	2-Non conform lots are identified with records of rework or destruction. No continuous improvement process		

		management		X	3-Non conform lots are identified with records of rework or destruction. Continuous improvement process is in place but without 100% tracking		Improvement process with root cause analysis and corrective action and 100% tracking of those lots	
					4-Non conform lots are identified with records of rework or destruction. Continuous improvement process is in place with 100% tracking			
205	LEAN	Management of Non-conformed goods	2.67	Yes	Are non-conformed products are managed and separated well from approved products and documented?	RA		
				Yes	Is there an analysis of non-conformed products and used for continuous improvement?	MQ		
206	LEAN	Finished products inspection room	4	No	Are the value program of non conforming products in place and can they be re-used, repaired, recycled...?	BP	Implement value program of non conforming products in place	30-Apr-26
				Yes	Is there a dedicated inspection table for final shipment inspection available?	RA		
				Yes	Is there inspection table available and isolated from other activities of production process?	MQ		
				Yes	Is there inspection table available in a separate building for final shipment inspections?	BP		
207	EXP	Final Inspection		Yes	Are the rejected batches going through 100% checked and then reinspected?	KO		
208	EXP	Final Inspection		Yes	Does the factory perform self inspection on behalf of customers?	BP		

Traceability									57%
SI No	Score	Question	Cri.	Improvement Plan	Dus Date				
209	GEN	Traceability of a finished good	2	X	When asked to perform a traceability test, how far can the supplier go, and how fast? 0-Impossible to do any kind of traceability or does not allow to identify the lot it comes from. 2-The product code allows to trace the finished product up to the main raw materials and its controls. 3-The product code allows to trace the finished product up to all its raw materials and its controls. 4-The product code allows to trace the finished product up to all its suppliers of raw materials and all the controls that was made on the product. The data are accessible rapidly and automatically with the product code.	KO	Need to have traceability of products with a product code allowing to trace the finished product up to all raw materials and all the controls	n/a	
210	GEN	Traceability markings on the products	2	X	Is there a traceability marking on the product? How far upstream does it allow to go? 0-No traceability markings of any sort OR There is a batch number only on the product OR only on the packaging 2-There is a batch number on the product and on the packaging, code that can allow to make the traceability up to the traceability 3-There is a batch number on the product and on the packaging. The product also shows a code allowing to trace the date and time it was manufactured. 4-There is a batch number on the product and on the packaging. The product also shows a code allowing to trace the date and time it was manufactured, as well as the team responsible for it, and the controls that were made.	KO	Need to implement batch number on the product and packaging to trace the product with date & time of manufacture	n/a	
211	LEAN	Production traceability	2.67	Yes	Is there any production traceability system in place?	RA			
				Yes	Is there a serial number on products or batches used to make a complete traceability on all the critical components and most of the other components?	MQ			
				No	Are the barcodes / RFID / QR codes are allocated to products or batches allowing traceability of the products throughout the process and traceability is accessible both on site and off site and can be performed upstream and downstream?	BP	Allocate barcodes / RFID / QR codes to products or batches allowing traceability of the products throughout the process	n/a	
212	LEAN	Quality traceability	2.67	Yes	Is there any quality traceability systems in place?	RA			
				Yes	Can every batch be traced back to every step of its production with the date and time for each step?	MQ			
				No	Can every product be traced back to every step of its production with the date and time for each step and the traceability can be done in real time using the factory's ERP?	BP	Implement a system for product be traced back to every step of its production with the date and time for each step and the traceability can be done in real time using the factory's ERP	n/a	
				Yes	Can the factory trace its raw materials up to the supplier that delivered it?	RA			
213	LEAN	Raw material traceability	2.67	Yes	Can the factory trace its main raw materials up to the exact order and therefore the date of delivery, attributing it a batch number? Can the factory differentiate different orders from a same supplier?	MQ			
				No	Can the factory trace all its raw materials up to the batch of its supplier, regardless of the date of delivery?	BP	Implement system to trace all its raw materials up to the batch of its supplier, regardless of the date of delivery	n/a	



Textile Technical & Lean Capabilities Audit



Audit Scope Definition: Technical
select all applicable scope LEAN Capabilities

Audit Type Definition: New
select only 1 re-Audit

Supplier Expertise Information: **TEXTILE**
select all applicable expertise(s) KIDS WEAR
 SAMPLING ROOM
 WASHING FACILITIES
 FUSING
 INTIMATE
 SHOES
 LEATHER
 SOCKS / TRUEKNIT

[NEW >](#)

Requested Documents

Organization chart		General
Investment Plan		General
Customer complain procedure & record		General
Quality Manual & Procedure documents		General
The copy of product standards / regulations		General
ECN procedure & ECN record		General
Proofs for 'Continuous improvement' (like: internal audit report & CAP, Monthly quality meeting, KPI, etc.)		General
Crisis Management procedure & record		General
ISO 9001 cert.		General
REACH training record		General
SVHC test reports (item# will be assigned by auditor)		General
RoHS test reports (item# will be assigned by auditor)		E&E
Production Planning (for previous 3 months)		General
A set of Technical files for a Carrefour item (from Raw material to finished product)		General
A set of R&D files for a Carrefour item		General
A CE report for a Carrefour item		General
Pilot run report (item# will be assigned by auditor)		General
Procedure document of New vendor qualification & Existing vendor performance evaluation		General
Audit reports for new vendors (auditor will assign the vendor name)		General
KPI reports for existing vendors (for previous 3 months)		General
Training plan & records (for factory employees & Management)		General
Equipment yearly maintenance plan & record		General
Evacuation Training/ emergency exists		Social
Operational permits		Environment
Waste identification		Environment
Waste storage		Environment
Noise		Environment

Requested Pictures

Fabric storage	2	Textile
Trims and accessory storage	1	Textile
Incoming goods area	3	Textile
fabric visting x	2	Textile
Fabric visiting - defect board	1	Textile
Cutting room - spreading	3	Textile
Cutting room - straight knife	3	Textile
Fabric relaxation	2	Textile
Sewing - production line layout	3	Textile
Fusing section if relevant	2	Textile
Printing section if relevant	2	Textile
Embroidey section if relevant	2	Textile
End of Line quality control	3	Textile
Pressing	2	Textile
Metal Detection - machine	2	Textile
Metal Detection - section	2	Textile
Idle Machine storage	2	Textile
Chemical Storage	3	Textile
Finished Good Storage	3	Textile
Needle Policy (storage + book)	2	Textile