Labl Fashion

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CONTROLLED OPERATIONAL MANUAL

Partner, Supplier and Collaboration Manual

Provide a risk-based method to select, contract, govern, monitor and exit suppliers, community organisations, institutions, technology providers, laboratories, funders and other partners.

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Review	Annual and after material legal, operational, incident or strategy change
Classification	Controlled internal and approved partner-use document

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1. Purpose, scope and authority

Provide a risk-based method to select, contract, govern, monitor and exit suppliers, community organisations, institutions, technology providers, laboratories, funders and other partners.

SCOPE Applies to all third parties that provide materials, services, labour, research, digital systems, finance, tourism, community experiences, testing, market access or public/development support.

This manual supports the Labl Fashion Strategic Plan and Comprehensive Business Plan 2027–2030. It does not replace applicable Kenyan law, binding customer/partner requirements, professional advice or a more stringent approved control. Where requirements conflict, work must pause and the manual owner must obtain an authorised decision.

2. Governing principles

- A partner relationship does not transfer Labl Fashion's legal accountability.
- Due diligence is proportionate to value, harm, dependency, data and claims risk.
- Roles, deliverables, money, IP, data, safeguards, evidence and exit are agreed before work.
- Public statements and logos require authorisation and must not imply endorsement or certification.
- Community organisations retain cultural authority and their disclosed visit/hiking fees.

3. Roles and accountability

Role	Core accountability
Relationship owner	Define need, due diligence, contract, performance, issues and exit.
Procurement/finance	Competition/selection, commercial terms, onboarding, payment and reconciliation.
Technical owner	Approve specification, competence, methods, acceptance and change.
Legal/compliance reviewer	Assess entity, licences, terms, data, labour, sanctions and market obligations.
Safeguarding/ESG reviewer	Assess people, community, environment and claims risks.
Partner authorised representative	Deliver obligations, evidence, incidents and corrective action.
Approving authority	Approve relationship and material changes within delegated authority.

4. Standard operating procedure

The following sequence is the minimum controlled workflow. The owner may add risk-based checks, but may not omit a required approval, evidence or safeguard without an authorised exception.

4.1 Need and category

Define business/public value, partner type, risk, budget and alternatives.

4.2 Due diligence

Verify identity, authority, capacity, finance, licences, ethics, labour, ESG, data and references.

4.3 Selection

Use documented criteria, competition or justified single source, conflicts and approval.

4.4 Agreement

Define scope, deliverables, acceptance, price/payment, IP/data, safeguarding, claims, audit and exit.

4.5 Onboarding

Contacts, induction, systems/access, safety, reporting, invoice and incident routes.

4.6 Performance

Review quality, delivery, evidence, cost, incidents, complaints, corrective action and dependency.

4.7 Change

Assess scope, price, risk, compliance, approvals and updated records before implementation.

4.8 Exit

Complete deliverables, payment, assets/data/access, confidentiality, records and continuity transition.

5. Control matrix

Control point	Required control
Entity and authority	Registration, tax, beneficial/authorised representative and bank/account verification.
High-risk partner	Enhanced review for labour, chemicals, data, payments, children/vulnerable people or claims.
Conflict	Declare relationships/interests; independent selection and approval.
Payment	Only contracted, accepted and correctly invoiced work to verified account.
Subcontracting	Prior approval, equivalent obligations and transparency.
Logo/publicity	Written approval of wording, marks, photos and representation.
Corrective action/exit	Material breach, harm or repeated failure triggers containment, remedy, suspension or exit.

6. Exceptions, incidents and escalation

1. Stop or contain any condition that presents immediate danger, illegality, serious harm, uncontrolled loss, material product risk or unauthorised disclosure.
2. Notify the supervisor/manual owner promptly; preserve people, physical and digital evidence without obstructing urgent care or legal duties.
3. Classify the event, assign an owner, document immediate correction and determine customer, worker, community, regulator, insurer, funder or Board notification.
4. Investigate proportionately, identify contributing and systemic causes, approve corrective/preventive action and verify effectiveness before closure.
5. Record authorised deviations with reason, scope, duration, compensating controls and expiry; repeated exceptions require system change or escalation.

7. Records and evidence

Records must be accurate, dated, attributable, legible, protected, retrievable and retained under the approved retention schedule. Personal, customer, community, financial, research and security information receives access proportionate to risk.

Required record	Minimum evidence expectation
Partner/supplier register	Owner, date/period, subject, decision/status, source or attachment, approval where required and retention location.
Due-diligence file	Owner, date/period, subject, decision/status, source or attachment, approval where required and retention location.
Evaluation/selection record	Owner, date/period, subject, decision/status, source or attachment, approval where required and retention location.
Conflict declaration	Owner, date/period, subject, decision/status, source or attachment, approval where required and retention location.
Agreement/MOU/SLA	Owner, date/period, subject, decision/status, source or attachment, approval where required and retention location.
Onboarding checklist	Owner, date/period, subject, decision/status, source or attachment, approval where required and retention location.
Performance scorecard	Owner, date/period, subject, decision/status, source or attachment, approval where required and retention location.
Incident/CAPA	Owner, date/period, subject, decision/status, source or attachment, approval where required and retention location.
Change approval	Owner, date/period, subject, decision/status, source or attachment, approval where required and retention location.
Exit checklist	Owner, date/period, subject, decision/status, source or attachment, approval where required and retention location.

8. Performance indicators and management review

Indicator	Review question
Approved partner coverage	What does approved partner coverage show about effectiveness, risk, trend, root cause and required decision?
Due diligence current	What does due diligence current show about effectiveness, risk, trend, root cause and required decision?
On-time delivery/acceptance	What does on-time delivery/acceptance show about effectiveness, risk, trend, root cause and required decision?
Partner incidents	What does partner incidents show about effectiveness, risk, trend, root cause and required decision?
Corrective actions overdue	What does corrective actions overdue show about effectiveness, risk, trend, root cause and required decision?
Spend concentration	What does spend concentration show about effectiveness, risk, trend, root cause and required decision?
Payment disputes	What does payment disputes show about effectiveness, risk, trend, root cause and required decision?
Contracts before work	What does contracts before work show about effectiveness, risk, trend, root cause and required decision?
Exit/access closure	What does exit/access closure show about effectiveness, risk, trend, root cause and required decision?

The manual owner reviews indicators monthly or quarterly according to risk, reports material exceptions through the management pack and proposes changes during annual management review. A positive metric never overrides evidence of harm, legal breach or stakeholder grievance.

9. Competence, communication and training

- Identify roles that require induction, supervised practice, formal qualification, refresher training or independent authorisation.
- Assess competence through observed performance, records, tests, work results or authorised sign-off—not attendance alone.
- Communicate changes before their effective date and confirm affected users can access the current controlled version.
- Withdraw access or require supervision where competence has expired, changed or proved insufficient.
- Retain training, assessment, authorisation and refresher records.

10. Review, change and approval

Trigger	Required action
Annual review	Confirm continued suitability, legal/contractual alignment, evidence, indicators, incidents and user feedback.

Trigger	Required action
Material incident or audit finding	Review affected control immediately and implement approved corrective change.
Legal, market or system change	Obtain competent review before the new requirement or release becomes effective.
Process/organisation change	Update roles, records, training, permissions and continuity arrangements.
Manual revision	Issue new version, change summary, approval, effective date and superseded-version withdrawal.

Appendix A — Operational templates

The following templates form the minimum annex set. The manual owner may issue controlled electronic equivalents in LaDOS or another approved system.

A.1 Partner category and risk screen

Field	Required entry
Reference and date	Unique number, date/time and related customer/project/order/partner/person as applicable.
Owner and participants	Responsible owner, contributors, reviewer and approval authority.
Facts/evidence	Objective information, source, attachments, system references and limitations.
Decision/action	Decision, conditions, immediate control, actions, due dates and status.
Verification/closure	Verifier, effectiveness evidence, closure date and residual issue.

A.2 Due-diligence questionnaire

Field	Required entry
Reference and date	Unique number, date/time and related customer/project/order/partner/person as applicable.
Owner and participants	Responsible owner, contributors, reviewer and approval authority.
Facts/evidence	Objective information, source, attachments, system references and limitations.
Decision/action	Decision, conditions, immediate control, actions, due dates and status.
Verification/closure	Verifier, effectiveness evidence, closure date and residual issue.

A.3 Selection evaluation

Field	Required entry
Reference and date	Unique number, date/time and related customer/project/order/partner/person as applicable.
Owner and participants	Responsible owner, contributors, reviewer and approval authority.
Facts/evidence	Objective information, source, attachments, system references and limitations.
Decision/action	Decision, conditions, immediate control, actions, due dates and status.
Verification/closure	Verifier, effectiveness evidence, closure date and residual issue.

A.4 Minimum agreement schedule

Field	Required entry
Reference and date	Unique number, date/time and related customer/project/order/partner/person as applicable.
Owner and participants	Responsible owner, contributors, reviewer and approval authority.
Facts/evidence	Objective information, source, attachments, system references and limitations.
Decision/action	Decision, conditions, immediate control, actions, due dates and status.
Verification/closure	Verifier, effectiveness evidence, closure date and residual issue.

A.5 Onboarding checklist

Field	Required entry
Reference and date	Unique number, date/time and related customer/project/order/partner/person as applicable.
Owner and participants	Responsible owner, contributors, reviewer and approval authority.
Facts/evidence	Objective information, source, attachments, system references and limitations.
Decision/action	Decision, conditions, immediate control, actions, due dates and status.
Verification/closure	Verifier, effectiveness evidence, closure date and residual issue.

A.6 Performance review

Field	Required entry
Reference and date	Unique number, date/time and related customer/project/order/partner/person as applicable.
Owner and participants	Responsible owner, contributors, reviewer and approval authority.
Facts/evidence	Objective information, source, attachments, system references and limitations.
Decision/action	Decision, conditions, immediate control, actions, due dates and status.
Verification/closure	Verifier, effectiveness evidence, closure date and residual issue.

A.7 Partner incident/CAPA

Field	Required entry
Reference and date	Unique number, date/time and related customer/project/order/partner/person as applicable.
Owner and participants	Responsible owner, contributors, reviewer and approval authority.
Facts/evidence	Objective information, source, attachments, system references and limitations.
Decision/action	Decision, conditions, immediate control, actions, due dates and status.
Verification/closure	Verifier, effectiveness evidence, closure date and residual issue.

A.8 Exit checklist

Field	Required entry
Reference and date	Unique number, date/time and related customer/project/order/partner/person as applicable.
Owner and participants	Responsible owner, contributors, reviewer and approval authority.
Facts/evidence	Objective information, source, attachments, system references and limitations.
Decision/action	Decision, conditions, immediate control, actions, due dates and status.
Verification/closure	Verifier, effectiveness evidence, closure date and residual issue.

Appendix B — Approval

This manual becomes controlled when approved by the authorised Labl Fashion authority. Printed copies are uncontrolled unless specifically registered.

Approved by	Capacity	Signature	Date
	Board Chair / delegated authority		
	Managing Director / Venture Lead		
	Manual owner		