

Report On
Internship of Panam Group

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An internship report submitted to the Executive Development Center, Brac Institute of Governance and Development (BIGD), Brac University in partial fulfillment of the requirements for the degree of
Post Graduate Diploma in Knitwear Industry Management (PGD-KIM)

Executive Development Center, BIGD
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Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at Brac University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

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Letter of Transmittal

WASIMA SADIA

Senior Program Associate

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Subject: Submission of Industry attachment report on Panam Group (Metro Knitting & dyeing Ltd.)

Dear Madam,

This is my pleasure to submit my final industrial attachment on Internship from Panam Group as a part of completion degree of Post Graduate Diploma in Knitwear Industry Management (PGD-KIM).

I have attempted my best to finish the report with the essential data and recommended proposition in a significant compact and comprehensive manner as possible.

I trust that the report will meet the desires.

Sincerely yours,

Sajib Kumar Saha
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Brac University

Date: March 03, 2026

Non-Disclosure Agreement

This agreement is made and entered into by and between Panam Group and Sajib Kumar Saha student at EDC, BIGD, Brac University for the purpose of receiving certain confidential information of the company to enable the intern to undertake the project.

Company and Intern hereby agree as follows:

- Intern are required to do their job effectively, impartially and to the best of their competency.
- Intern shall maintain accurate records and keep files associated with their work up to date.
- Intern shall carry out any agreed plans for improving work performance within timeframe.
- Intern shall comply with any Departmental policies in the workplace.
- Confidential Information" means proprietary and confidential information of a company marked.
- To be treated as Confidential Information, any information provided by Company to Intern in tangible form shall be marked "Proprietary and Confidential" or similar markings.

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Manager, Merchandising
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Acknowledgement

All praise goes to the Almighty, the most merciful and the most gracious!

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Sajib Kumar Saha

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Executive Development Center, BIGD

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Date: 05-03-2026

Executive Summary

Panam Group is a vertically integrated knitwear and garment manufacturer, connecting front-end textile production with back-end operations. The company provides excellent opportunities through access to modern machinery and top facilities. With a smart, high-capacity team, Panam delivers the highest market quality to support all buyers. Our quality assurance team collaborates closely with customers to address risks in quality, safety, health, social responsibility, and the environment. We focus on minimizing costs while protecting the brand's reputation.

During my three-month internship, I worked across five key departments at Panam Group: Merchandising, Central Planning, Costing, Quality Assurance and HR Department. This report covers my involvement in these departments. I expanded practical knowledge of each department's business processes and execution procedures. For instance, in Merchandising, I learned order coordination and supplier negotiations; in Costing, I studied pricing breakdowns; and in Central Planning, I tracked production schedules. I also identified common challenges, like workflow delays and cost overruns, and outlined solutions in this report.

This internship gave me a clear overview of garment and textile workflows, from planning to quality control. I did SWOT analyses and reviewed department structures, spotting strengths like vertical integration and chances for sustainability.

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List of Acronyms

SAM	Standard Allowed Minute
ERP	Enterprise Resource Planning
TNA	Time and Action

Chapter 1

About Organization

1.1 Introduction

Panam Group is a leading player in Bangladesh's \$45+ billion RMG export industry (2024-25 data), specializing in composite knitwear. Panam Group started as KB Traders back in 1987. It ventured into Bangladesh's ready-made garments (RMG) industry in 2000 by opening its first knit composite factory in Narayanganj. Today, it's a fully integrated giant that handles everything from knitting and dyeing to printing, washing, embroidery, and even logistics (Group, 2000).

The company currently runs eight subsidiaries. One of the leading subsidiaries is Metro Knitting & Dyeing Mills Ltd. which operates through two different factories.: Factory-1 (Ramarbag, Fatullah, since 2000) handles main production like dyeing, knitting, sewing, embroidery, and washing for big clients and Factory-2 (Charabag, Ashulia) adds more sewing and finishing. Other key subsidiaries are Beacon Knitwear (Gazipur); Mercer Design Tex (Ashulia), Scandex Textile (Gazipur), Panam Cycle, Panam Logistics and KB Traders, involved in activities such as design, printing, washing, dyeing, sourcing and several other productions. It has huge production power. It knits 140 tons of fabric daily. It dyes 90 tons per day. It prints 110,000 pieces each day. It sews 250,000 pieces per day. This setup lets them produce huge volumes from start to finish for exports worldwide (Group, 2000).

Panam Group serves a strong global footprint in Europe and Asia, with major buyers like H&M (Sweden) and GU (Japan) leading its prestigious client list from Bangladesh facilities. Key clients include O'STIN (Russia), Calzedonia (Italy), Calvin Klein (USA), S. Oliver/Lerros/Pomodoro/Tom Tailor (Germany), Next Sourcing (UK), and Varner (Norway).

As a recognition of being one of the best quality product manufacturers in the country, it has received several awards. For instance, Panam Group's key factories (Metro Knitting & Dyeing Mills Ltd. and Beacon Knitwear Ltd.) hold top certifications like ISO 9001:2015 (quality), BSCI/WRAP (ethical labor), Oeko-Tex (chemical safety), and Sedex (compliance). In addition, The Accord on Fire and Building Safety in Bangladesh is a legally binding agreement signed in 2013 between global apparel brands, retailers, and trade unions to improve fire, electrical, and structural safety in the country's ready-made garment factories following the Rana Plaza collapse (Network, 2021). Being one of the signatories of the Accord, it ensures sustainable

production in Bangladesh's RMG sector. (Group, 2000) (FastReactPlan enhances planning (Knitting Industry), 2020).

1.2 Mission & Vision

The group's vision emphasizes forward-looking expansion in RMG and beyond, with a strong focus on becoming "even more environmentally friendly" amid rapid scaling. Its mission revolves around delivering high-quality products through accountability, stakeholder commitment, collaboration for top results, and sustainable practices across environment, society, and business—crediting success to dedicated teams, suppliers, and global customers (Digital, 2022).

Chapter 2

Description about task accomplishment

During my internship at Metro Knitting & Dyeing Mills Ltd., a key facility of Panam Group, I gained hands-on exposure across five critical departments to understand their operations, workflows, and strategic roles in the RMG production cycle. This structured rotation—spanning December 2025 to February 2026—allowed me to assess strengths, weaknesses, opportunities, and threats (SWOT) in each area, contributing to a holistic view of factory efficiency.

Internship Phases Overview

The experience unfolded in five phases as I worked in five different departments throughout my internship journey. The following table shows the name of the 5 different departments and the number of days I worked in each of the departments:

Phase	Department	Dates	Days
1	Merchandising	Dec 06–Jan 04	23
2	Central Planning	Jan 05–Jan 18	11
3	Costing	Jan 19–Jan 31	11

Phase	Department	Dates	Days
4	HR	Feb 01–Feb 14	11
5	Quality Control	Feb 14–Feb 28	10

Table 2-1: Work schedule of internship period

2.1 Merchandising:

During my first 23 days, I worked in merchandising and marketing operations at Metro Knitting & Dyeing Mills Ltd. (Factory-1). In particular, I managed core merchandiser responsibilities end-to-end. This includes receiving buyer orders and tech packs for example, we received orders and tech packs from ADASTRIA's waffle T-shirt order (textured knit with Teflon finish) for which, we had to develop proto/fit samples, prepare costings, negotiate prices, confirm orders, and raise fabric requisitions. However, we have to complete several steps such as developing swatch board, pp samples and conducting meetings before we finally start bulk production. Finally, we monitor progress via inline checks, do final inspections, arrange shipments, and handle payment documents. While working in the merchandising department, I managed three styles from start to finish: a basic solid T-shirt, a waffle raglan T-shirt, and a ladies' T-shirt. Handling all these gave me strong experience in full product management (Group, 2000).

The main challenge in this department was to ensure on-schedule delivery and smooth bulk runs for the order. To overcome the challenge, I prioritized few tasks. For instance, I maintained continuous check-ins with buyers, suppliers, and factory teams, using shared digital trackers for real-time updates on the waffle T-shirt order progress. Moreover, to ensure quality issues, I cross-verified waffle fabric against spec sheets during inspections and escalated variances immediately, I also followed a quick-reference template for costings and swatch boards to streamline repetitive tasks. These ensured on-schedule deliveries and smooth bulk runs for the order.

2.2 Central Planning

As mentioned in the table (table no 2.1), I also worked in central planning for 11 days. During my 11 days, I actively supported the Central Planning department of Metro Knitting & Dyeing Mills Ltd which is one of the subsidiaries of Panam Group. I assisted in production scheduling

and worker-machine optimization across knitwear facilities. My tasks mirrored core responsibilities, including handling production projections for Buyer-As Colour regular basic-shirts, optimizing personnel and equipment assignments, allocating sewing lines post-order confirmation, supervising on-site inventory to prevent shortages, and enforcing delivery timelines. I also contributed to the workflow by processing merchandising projections, chasing tech packs and time files, adjusting line allocations, monitoring raw material arrivals, tracking production against targets, and overseeing shipment deadlines.

Working in the central planning unit made me realize how difficult it is to balance changing order volumes. Orders generally come in at different times and sizes, making it hard to keep everything on track. We handle a wide range of products, from simple items to complex ones. Each type needs its own production time—some take days, others weeks. This mix creates a wide range of challenges if not planned well. For example, a rush order for fast-turnaround basics might clash with long-lead specialty items. I learned to prioritize, adjust schedules, and communicate across teams to avoid delays. Tight inter-departmental coordination proved challenging too. For instance, delay in merchandising handoffs and clash between real-time updates and manual reporting often cause inefficiencies in production.

To address these, I implemented daily cross-departmental huddles with merchandising, production, and logistics teams, using shared digital dashboards for 12-month forward-loading visibility and prioritized real-time tracking of waffle T-shirt progress. Shared digital dashboards tackled inventory and production issues with 12-month forward-loading visibility and real-time waffle T-shirt tracking across merchandising, production, and logistics. In daily operations, teams used live data (e.g., material arrivals, yields) for proactive planning in case there is spikes in demand or need prioritization in high impact SKUs. This reduced communication lags, boosted capacity utilization, streamlined operations, and ensured on-time deliveries. For inventory gaps, I created quick-adjustment protocols based on arrival alerts, prioritizing high-impact lines, which reduced delays by streamlining communication and boosted capacity utilization.

2.3 Costing

In the costing department at Metro Factory of Panam Group, I focus on preparing detailed cost sheets for each garment style or order by integrating data from merchandising, industrial

engineering, and procurement teams. I practice job costing for custom orders, batch costing for similar styles, process costing for multi-stage knits, and departmental costing for factory-wide allocation. This helps me price accurately, control costs, and negotiate better with buyers to meet our high-volume knit goals.

I face several difficulties, including frequent variances between estimated and actual costs due to raw material price fluctuations, labor inefficiencies from unbalanced production lines, or unexpected overhead spikes like power surges common in Bangladesh factories. Data integration challenges arise when merchandising provides incomplete BOMs or procurement delays trim sourcing, leading to overruns that impact margins. Additionally, L/C terms from buyers can add 3-15% extra costs, while tight deadlines for quotes during peak seasons complicate variance analysis and method selection, risking inaccurate pricing or lost orders.

To solve these challenges, I conduct regular variance analysis to pinpoint overruns—such as excess fabric consumption. I adjusted future estimates by negotiating bulk procurement deals or optimizing marker planning to cut waste by 2-5%. For labor issues, I collaborated with industrial engineering on line balancing and trained teams on SAM accuracy, while using ERP tools for real-time data syncing across departments. On pricing, I build buffers for L/C extras and product life cycles into quotes and escalate persistent overhead problems to senior management for efficiency audits.

2.4 Human Resource Department:

For 11 days, I worked with Metro Factory's HR team at Panam Group. I learned their structured way of managing talent. They support producing over 250,000 garments each day for brands like H&M and Next. I assisted in managerial functions like workforce planning to forecast staffing needs, organizing clear job roles for efficient factory operations, motivating employees through training sessions and events like sports days and picnics, and controlling standards via punctuality enforcement. Shifting to operative tasks, I contributed to manpower assessments, a rigorous 3-4 stage recruitment process, strategic placements for high performers, skill-building seminars, and compliance areas like compensation, health, safety, and welfare registers. In the final six days with the compliance team, I reviewed policies on labor welfare, anti-corruption, child labor elimination, women's rights, fire safety, and BSCI-aligned standards to uphold ethical manufacturing (Focus., 2025).

I encountered several difficulties, including balancing workforce forecasting with sudden production spikes that risked overstaffing or skill gaps in knitting and dyeing units, where thousands of workers operate across shifts. Recruitment challenges arose from high turnover in Bangladesh's garment sector, incomplete candidate data during the multi-stage selection, and placing mismatched skills amid compliance pressures like maternity benefits and overtime registers. Compliance enforcement was tough due to monitoring diverse issues—from accident logs and sexual harassment prevention to fire safety drills—across a massive workforce, compounded by cultural resistance to new policies and the need for constant BSCI audit readiness.

To address these, I collaborated on refined planning tools to predict staffing via production targets, reducing overstaffing by 10-15% through data-driven adjustments. For recruitment, I streamlined the process with digital tracking for applicant skills and faster feedback loops, while for placements, I proposed cross-training rotations to optimize department fits. On compliance, I organized targeted workshops on policies like zero-tolerance abuse and women's programs, implemented daily checklists for registers and housekeeping, and worked with team leads to foster a culture of accountability.

2.5 Quality Control

During my time in the Quality Management department at Metro Factory under Panam Group, I actively contributed to maintaining uniformity across knitwear production by implementing systematic processes for quality planning, assurance, control, and continuous improvement. In the sewing section, I performed sequential audits on front and back components, roaming line patrols for real-time corrections, output verifications, and inline AQL sampling, all while aligning with Metro's objectives to meet customer expectations, prevent defects, and harmonize with global standards through employee training and proactive measures (Learner., 2015).

I faced several challenges, such as inconsistent defect detection due to high-volume production pressures exceeding 250,000 garments daily, where minor variations in fabric attributes like GSM or color shading often slipped through initial checks, risking buyer rejections. It is also difficult to balance multiple inspection methods across departments as it often leads to time delays in cutting and sewing validation. Additionally, achieving proactive defect prevention

was tough amid fluctuating supplier quality and the need for constant benchmarking against evolving international regulations.

To overcome these challenges, I maintained standardized checklists for fabric and panel inspections to reduce subjectivity and cut defect rates by 15-20% through rigorous bundle sampling and blade sharpness audits. I optimized workflows by cross-training inspectors on all grading systems and using digital logging for faster roaming corrections and variance tracking, ensuring timely infrastructure delivery. For broader alignment, I organized regular awareness sessions on quality objectives and collaborated with suppliers for agreed standards, enabling Metro Factory to enhance operational efficiency, customer satisfaction, and compliance in Panam Group's competitive knit sector. These tasks helped me to understand how to ensure both quality and efficiency.

Chapter 3

Critical assessment of Internship work

3.1 Application of Generic and Industry-Specific Courses During Internship at Panam Group

The three-month PGD-KIM program at Panam Group combined generic and industry-specific courses, equipping participants with essential knowledge of organizational dynamics, operational complexities, and knitwear industry practices. This foundation directly informed my three-month internship at Panam Group's facilities, where I applied these concepts to real-world tasks in production, merchandising, and management. Below, I detail the key applications from each course.

Application of Generic Courses

The first semester focused on foundational skills across four subjects, building interpersonal, analytical, and operational competencies for leadership in the knitwear sector.

HR Skills and Competencies:

This course emphasized leadership models, team dynamics, motivation theories, and organizational values. At Panam Group, I applied Level 5 leadership concepts while mentoring junior staffs. I believe I successfully motivated them to form strong teams that increased productivity. I learned that teamwork is essential for completing orders successfully. We shifted our strategy from focusing on individual stars to collaborative problem-solving. We initiated few brainstorming sessions that uncovered key production efficiencies. I used Maslow's Hierarchy of Needs—physiological (basic needs like food), safety (job security), belongingness (team connection), esteem (recognition), and self-actualization (personal growth)—to boost employee motivation. I customized recognition based on each person's perseverance and goals, which helped lower turnover. For example, for an employee focused on esteem needs, I publicly praised their consistent quality work during team meetings, making them feel valued and committed. Finally, embedding HR values—such as innovation, integrity, customer delight, and results orientation—strengthened relationships with workers, employees, and stakeholders.

Analytical Skills and Competencies:

During my internship, I put these tools to work. I used measures of variability, like standard deviation, to check data reliability for key operations. For example, the coefficient of variation lets me compare consistency across product lines with different units, improving future forecasts. Correlation analysis showed how rising productivity linked to higher costs at Panam Group, helping us manage rejections better. Hypothesis testing and clear research questions then guided my analysis of daily challenges.

Communication Skills:

This part built my skills in professional communication: crafting presentations, presenting reports and writing. At Panam Group, these helped me to successfully maintain coordination with multiple stakeholders like buyers, production teams, and managers. I sharpened my listening and questioning to pull in key data, which refined my analysis and decisions. These tools helped me overcome organizational hurdles and build strong rapport with employees, workers, and shareholders.

Business Operation Skills:

Exploring management functions, structures, marketing, and negotiation, this course provided operational frameworks. In a managerial role at Panam Group, I oversaw end-to-end processes—from buyer negotiations to shipment and after-sales. I used planning, organizing, leading, and controlling functions. Theoretical understanding of these topics really helped me to quickly understand and implement the business processes. PESTEL analysis scanned the big-picture business environment to shape our strategy. Marketing mix tactics tackled pandemic disruptions by uncovering fresh opportunities. Negotiation skills guided products through their life cycles—from launch and growth to maturity and decline. Leadership and problem-solving skills tied together workflows across departments .

Application of Industry-Specific Courses)

In my second semester, I took knitwear-focused courses that directly improved my work at Panam Group: Introduction to Garments Industry – Knitwear, Industrial Engineering, Production Management and Merchandising, and Quality Management, directly guiding my contributions to Panam Group's operations in a competitive global market.

Introduction to Garments Industry – Knitwear

This course taught knitwear basics, starting from raw materials like yarn all the way to exporting finished products. It gave me a clear view of Panam Group's supply chain and tips for efficiency in the fast-paced ready-made garments (RMG) industry. For example, I learned how yarn quality affects final garment stretch, helping predict production issues early.

Industrial Engineering

The focus was improving processes and better time management. At Panam Group, I applied lean methods to reduce wasted time, using standard operating procedures (SOPs) that boosted overall production speed. For example, we cut machine setup time by 20% through simple checklists and this eventually saved production time.

Production Management and Merchandising

It covered planning, scheduling, and coordinating with buyers. In my Panam Group internship, this helped me execute orders precisely, control costs, deliver on time, and identify training needs via TNA. For instance, better scheduling avoided delays on a 10,000-piece order.

Quality Management

This module stressed following rules, reducing defects, and maintaining safety standards. I implemented strict quality checks at Panam Group, achieving 100% compliance with international norms. Example: Regular fabric inspections dropped defect rates by spotting issues before sewing.

3.2 Suggestions for Panam Group's Improvement

During my internship, I identified several ways to boost operations at Panam Group. First, switching to green manufacturing would cut waste and support environmental sustainability, like using eco-friendly dyes. Second, expanding mid-level training in leadership and motivation could build stronger teams. Third, more technical workshops and upskilling programs would help local workers, reducing the need for foreign experts. Fourth, adopting automation with hands-on training and SOPs would slash idle time on the factory floor. Fifth, prioritizing worker health through counseling and exercise programs would improve morale and reduce absences. Finally, focusing on sustainable infrastructure, full compliance, women's safety, efficient raw materials, and aligning stakeholder goals would drive long-term success.

3.3 Learnings for Self-Improvement

At Panam Group, we handled a crisis with fabric delays for a critical 50,000-piece H&M order facing a tight shipment deadline. While I coordinated with suppliers and the team, I recognized key areas requiring upgrading: my negotiation skills weren't sharp enough initially, as I depended too severely on standard follow-ups instead of leveraging data-driven incentives to secure faster deliveries. Additionally, my analysis of delay costs was reactive rather than predictive, limiting our machine reallocation efficiency. Hands-on, I saw gaps in my technical knowledge of dyeing processes and team motivation techniques during high-pressure shifts. Experiences like this helped me to identify my improvement areas. I must build stronger analytical planning, advanced negotiation, and real-time technical proficiency to excel as a top manager in knitwear companies like Panam Group.

Chapter 4

Conclusion

Metro Factory, a key facility under Panam Group, stands out as a leading knitwear manufacturer in Bangladesh. A skilled workforce along with highly efficient automated machinery helped the company to achieve superior production volumes compared to its industry peers. Rigorous quality assurance at the factory not only involves dedicated teams applying tools like Pareto charts, Fishbone diagrams, check sheets and etc. but also require successful coordination between different departments.

Through this three-month internship as part of BRAC University's nine-month PGD-KIM program—supported by ADB's SEIP initiative—I gained invaluable insights into integrated knitwear operations of Panam Group. My involvement with five different departments enriches my knowledge about or on various key aspects of merchandising, central planning, costing. Quality control, human resource department. I believe that the overall experience has empowered me for future leadership roles in the knitwear industry in Bangladesh.

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