



Brand Performance Check

Munro Tailoring

Publication date: July 2023

This report covers the evaluation period 01-01-2022 to 31-12-2022

About the Brand Performance Check

Fair Wear Foundation (Fair Wear) believes that improving conditions for apparel product location workers requires change at many levels. Traditional efforts to improve conditions focus primarily on the product location. Fair Wear, however, believes that the management decisions of clothing brands have an enormous influence for good or ill on product location conditions.

Fair Wear's Brand Performance Check is a tool to evaluate and report on the activities of Fair Wear's member companies. The Checks examine how member company management systems support Fair Wear's Code of Labour Practices. They evaluate the parts of member company supply chains where clothing is assembled. This is the most labour intensive part of garment supply chains, and where brands can have the most influence over working conditions.

In most apparel supply chains, clothing brands do not own product locations, and most product locations work for many different brands. This means that in most cases Fair Wear member companies have influence, but not direct control, over working conditions. As a result, the Brand Performance Checks focus primarily on verifying the efforts of member companies. Outcomes at the product location level are assessed via audits and complaint reports, however the complexity of the supply chains means that even the best efforts of Fair Wear member companies cannot guarantee results.

Even if outcomes at the product location level cannot be guaranteed, the importance of good management practices by member companies cannot be understated. Even one concerned customer at a product location can have significant positive impacts on a range of issues like health and safety conditions or freedom of association. And if one customer at a product location can demonstrate that improvements are possible, other customers no longer have an excuse not to act. The development and sharing of these types of best practices has long been a core part of Fair Wear's work.

The Brand Performance Check system is designed to accommodate the range of structures and strengths that different companies have, and reflects the different ways that brands can support better working conditions.

This report is based on interviews with member company employees who play important roles in the management of supply chains, and a variety of documentation sources, financial records, supplier data. The findings from the Brand Performance Check are summarized and published at www.fairwear.org. The online [Brand Performance Check Guide](#) provides more information about the indicators.

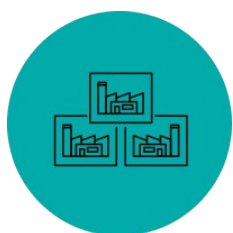
Scoring overview

Total score: 94

Possible score: 192

Benchmarking Score: 49

Performance Benchmarking Category: Good



Sourcing strategy

65%



Identifying continuous human rights risks

60%



Responsible purchasing practices

69%



Quality and coherence of prevention and remediation system

20%



Improvement and prevention

36%



Communication, transparency and evaluation

55%

Summary:

Munro Tailoring has shown progress and met most of Fair Wear's performance requirements. With a total benchmarking score of 49, the member brand is placed in the Good category.

Munro Tailoring joined Fair Wear in 2021. The company produces tailor-made men's wear (suits, shirts, pants and shoes), mainly as a private label producer for retail customers. Its products require highly skilled workers and for production locations to be fully onboarded in the software the company uses. Therefore, the company takes 6 to 18 months to onboard a production location and the partnership agreement includes a five-year commitment.

In 2022, Munro Tailoring started searching for a new production location and updated its sourcing strategy to be in line with HRDD guidelines. The company collects country risk information on all eight labour standards and translates the country risks into factory-specific development plans. These development plans are part of the regular way of working with its production locations and are evaluated every quarter.

Munro Tailoring has insight into production capacity at all production locations. In its planning, it accommodates public holidays and planned vacation times. In its order system, it does not allow its sourcing staff to go over daily capacity.

In 2022, Munro Tailoring focused on better understanding the link between prices and wages. The company carried out a study, translating labour costs into wage levels. Fair Wear recommends Munro Tailoring use this information to start the conversation with production locations. In these conversations, Fair Wear recommends the member brand to be clear that it does not take a compliance approach but is looking for information to jointly work on improvements, focused on shared responsibilities.

In 2023, Fair Wear implemented a new performance check methodology aligned with the OECD guidelines on HRDD. This new methodology raises the bar and includes some new indicators, which may result in a lower score for member brands. Because this is a transition year, Fair Wear lowered the scoring threshold for this year only.

Performance Category Overview

Leader: This category is for member companies who are doing exceptionally well, and are operating at an advanced level. Leaders show best practices in complex areas such as living wages and freedom of association.

Good: It is Fair Wear's belief that member companies who are making a serious effort to implement the Code of Labour Practices—the vast majority of Fair Wear member companies—are 'doing good' and deserve to be recognized as such. They are also doing more than the average clothing company, and have allowed their internal processes to be examined and publicly reported on by an independent NGO. The majority of member companies will receive a 'Good' rating.

Needs Improvement: Member companies are most likely to find themselves in this category when major unexpected problems have arisen, or if they are unable or unwilling to seriously work towards CoLP implementation. Member companies may be in this category for one year only after which they should either move up to Good, or will be moved to suspended.

Suspended: Member companies who either fail to meet one of the Basic Requirements, have had major internal changes which means membership must be put on hold for a maximum of one year, or have been in Needs Improvement for more than one year. Member companies may remain in this category for one year maximum, after which termination proceedings will come into force.

Categories are calculated based on a combination of benchmarking score and the percentage of own production under monitoring. The specific requirements for each category are outlined in the Brand Performance Check Guide.

Company Profile Munro Tailoring

Member company information

Member since: 1 Jan 2021

Product types: Garments, clothing, fashion apparel, Accessories and Footwear

Percentage of CMT production versus support processes 99%

Percentage of FOB purchased through own or joint venture production 85.23%

Percentage of FOB purchased directly 99%

Percentage of FOB purchased through agents or intermediaries 0%

Percentage of turnover of external brands resold 0%

Are vertically integrated suppliers part of the supply chain? No

FLA Member No

Number of complaints received last financial year 0

Basic requirements

Definitive production location data has been submitted for the financial year under review? Yes

Work Plan and projected production location data have been submitted for the current financial year? Yes

Membership fee has been paid? Yes

Production countries, including number of production locations and total production volume.

Production Country	Number of production locations	Percentage of production volume
China	2	38
India	1	33
Italy	18	29

Layer 1 Foundational system's criteria

1.1 Member company has a Responsible Business Conduct policy adopted by top management.: Yes

1.2 All member company staff are made aware of Fair Wear's membership requirements.: Yes

1.3 All staff who have direct contact with suppliers are trained to support the implementation of Fair Wear requirements.: Yes

1.4 A specific staff person(s) is designated to follow up on problems identified by the monitoring system, including complaints handling. The staff person(s) must have the necessary competence, knowledge, experience, and resources.: Yes

1.5 Member company has a system in place to identify all production locations, including a policy for unauthorised subcontracting.: Yes

1.6 Member company discloses internally through Fair Wear's information management system, in line with Fair Wear's Transparency Policy.: Yes

Comment: Munro Tailoring discloses 90% of production locations internally through Fair Wear's information management system.

1.7 Member company discloses externally on Fair Wear's transparency portal, in line with Fair Wear's Transparency Policy.: Yes

Comment: Munro Tailoring discloses 90% of production locations externally on Fair Wear's transparency portal.

1.8 Member complies with the basic requirements of Fair Wear's communication policy.: Yes

Layer 2 Human rights due diligence, including sourcing strategy and responsible purchasing practices.

Possible Points: 90

Earned Points: 58

Indicators on Sourcing strategy

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.1 Member company's sourcing strategy is focused on increasing influence to meaningfully and effectively improve working conditions.	Intermediate	Fair Wear expects members to adjust their sourcing strategy to increase their influence over working conditions. Members should aim to keep the number of production locations at a level that allows for the effective implementation of responsible business practices.	Strategy document; consolidation plans, examples of implementation.	4	6	0

Comment: In 2022, Munro Tailoring developed a sourcing strategy addressing influencing labour conditions. The member has 21 active suppliers. 59% of the production volume comes from suppliers where the member has at least 10% leverage at suppliers. 4% of the production volume comes from suppliers, where Munro Tailoring buys less than 2% of its total FOB. Munro Tailoring has consolidated its supply chain by using a few dedicated production locations for different items of its collection. The onboarding process takes up to 18 months, so the company will not easily switch production locations.

Recommendation: Munro Tailoring could include in its sourcing strategy a plan to increase influence on suppliers by cooperating with other buyers.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.2 Member company's sourcing strategy is focused on building long-term relationships.	Advanced	Stable business relationships underpin the implementation of the Code of Labour Practices and give factories a reason to invest in improving working conditions.	Strategy documents; % of FOB from suppliers where a business relationship has existed for more than five years; Examples of contracts outlining a commitment to long-term relationship; Evidence of shared forecasting.	6	6	0

Comment: Munro Tailoring has a sourcing strategy that focuses on maintaining long-term relationships. Munro Tailoring uses a few dedicated production locations for different items of its collection. Once a production location is selected, the onboarding process can take up to 18 months. Munro Tailoring's production agreement includes a five year commitment to continued production.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.3 Member company conducts a risk scoping exercise as part of its sourcing strategy.	Basic	Human rights due diligence, according to the OECD guidelines, requires companies to undertake a scoping exercise to identify and mitigate potential human rights risks in supply chains of potential business partners.	HRDD policy; Sourcing strategy linked to results of scoping exercise; HRDD processes, including specific responsibilities of different departments; Use of country studies; Analysis of business and sourcing model risks; Use of licensees and/or design collaborations.	2	6	-2

Comment: Munro Tailoring conducts risk scoping on country risks based on information provided by Fair Wear, on all eight labour standards and on gender specifically. The country risk scoping is also translated at production location level by using audit information. The member has not adjusted its sourcing strategy based on the results of its risk scoping. The member has yet to include sector, business model, sourcing model and product level in its risk scoping.

Recommendation: Fair Wear recommends Munro Tailoring to include all risk factors in its risk scoping. Fair Wear strongly recommends Munro Tailoring to adjust its sourcing based on the results of its risk scoping.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.4 Member company engages in dialogue with factory management about Fair Wear membership requirements before finalising the first purchase order.	Advanced	Sourcing dialogues aim to increase transparency between the member and the potential supplier, which can benefit improvements efforts going forward.	Process outline to select new factories; Material used in sourcing dialogue; Documents for sharing commitment towards social compliance; Meeting reports; On-site visits; Reviews of suppliers' policies.	4	4	0

Comment: In 2022, Munro Tailoring implemented its new sourcing strategy for a new production location in Turkey. Part of the onboarding process is a visit from the sourcing manager to the production location. During this visit, the brand has a dialogue with the supplier about its Fair Wear membership, human rights in general, and how the supplier and Munro Tailoring can cooperate.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.5 Member company collects the necessary human rights information to inform sourcing decisions before finalising the first purchase order.	Intermediate	Human rights due diligence processes are necessary to identify and mitigate potential human rights risks in supply chains. Specific risks per factory need to be considered as part of the decision to start cooperation and/or place purchasing orders.	Questionnaire with CoLP, reviewing and collecting existing external information, evidence of investigating operational-level grievance system, union and independent worker committee presence, collective bargaining agreements, engaging in conversations with other customers and other stakeholders, including workers.	4	6	0

Comment: Munro Tailoring collects human rights information of potential new suppliers by collecting self-assessments and existing audit reports. This information guides the decision to start production at a new production location. In 2022, Munro Tailoring searched for a new production location in either Türkiye or Portugal. Based on production location-specific information and also on supplier attitude towards human rights and sustainability in general, Munro Tailoring decided to continue the process with the location in Türkiye.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.6 Member actively ensures awareness of the Fair Wear CoLP, the complaints helpline, and social dialogue mechanisms within the first year of starting business.	Basic	This indicator focuses on the preliminary mitigation of risks by actively raising awareness about the Fair Wear Code of Labour Practices and complaints helpline. Discussing Fair Wear's CoLP with management and workers is a key step towards ensuring sustainable improvements in working conditions and developing social dialogue at the supplier level.	Evidence of social dialogue awareness raised through earlier training/onboarding programmes, onboarding materials, information sessions on the factory grievance system and complaints helpline, use of Fair Wear factory guide, awareness-raising videos, and the CoLP.	2	6	0

Comment: Munro Tailoring has shared information about Fair Wear's CoLP and the complaints helpline during the onboarding process. The Worker Information Sheet has been posted.

Recommendation: Fair Wear recommends Munro Tailoring to include a discussion with workers on how they would like to provide feedback and report grievances to the management regarding their working conditions in its onboarding sessions.

Indicators on Identifying continuous human rights risks

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.7 Member company has a system to continuously monitor human rights risks in its supply chain.	Intermediate	Members are expected to regularly evaluate risk in a systematic manner. The system used to identify human rights risks determines the accuracy of the risks identified and, as such, the possibilities for mitigation and remediation.	Use of risk policies, country studies, audit reports, other sources used, how often information is updated.	4	6	0

Comment: Munro Tailoring has a quarterly evaluation meeting with all production locations. During this meeting, a production location-specific development plan is discussed and adjusted. This development plan includes human rights risks Munro Tailoring has identified in its scoping exercise or through audits. Munro Tailoring has conducted Fair Wear audits in its production locations in China and India to gather information about the human rights situation in these locations.

Recommendation: Munro Tailoring could integrate worker, supplier, and stakeholder input in its monitoring tools.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.8 Member company's continuous monitoring of human rights risks includes an assessment of freedom of association (FoA).	Basic	Freedom of association and collective bargaining are 'enabling rights.' When these rights are respected, they pave the way for garment workers and their employers to address and implement the other standards in Fair Wear's Code of Labour Practices - often without brand intervention.	Use of supplier questionnaire to inform decision-making, collected country information, and analyses.	2	6	0

Comment: Munro Tailoring has mapped the risks to FoA in all its sourcing countries and can explain the main risks per country. The member has supplier-level monitoring in place to assess and understand the risk at suppliers. Munro Tailoring does not yet know how to best address the risks with production locations.

Recommendation: The member is recommended to ensure supplier-level monitoring is in place to assess and understand the risk at suppliers - for example, through the Supplier Questionnaire (tool 2 in Fair Wear's FoA Guide), modular assessment on Social Dialogue, in-depth discussions with suppliers, or a full audit.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.9 Member company includes a gender analysis throughout their continuous monitoring of human rights risks, to foster a better understanding of gendered implications.	Basic	Investing in gender equality creates a ripple effect of positive societal outcomes. Members must apply gender analyses to their supply chain to better address inequalities, violence, and harassment.	Evidence of use of the gender mapping tools and knowledge of country-specific fact sheets.	2	6	0

Comment: Munro Tailoring explicitly collects information on the basic gender risks for its sourcing countries, and for instance, identified gender inequality at the workplace and female discrimination, including gender-based violence, as important risks prevalent in India.

Recommendation: Fair Wear recommends the member to collect country-level gender risks for each Code of Labour Practices.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.10 Member company considers a production location's human rights performance in its purchasing decisions.	Intermediate	Systematic evaluation is part of continuous human rights monitoring. A systematic approach to evaluating production location performance is necessary to integrate social compliance into normal business processes and to support good decision-making.	Supplier evaluation format, meeting notes on supplier evaluation shared with the factory, processes outlining purchasing decisions, link to responsible exit strategy.	2	4	0

Comment: Suppliers' human rights performance is evaluated systematically every quarter during the evaluation meetings. Based on these meetings, the development plan is adjusted. The development plan is shared between Munro Tailoring and the production location. For one production location, the limited progress on human rights was part of the reason for considering disengagement.

Recommendation: Munro Tailoring is encouraged to clarify with production locations how human rights performance is weighted in its supplier evaluation system.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.11 Member company prevents and responds to unauthorised or unknown production and/or subcontracting.	Advanced	Subcontracting can decrease transparency in the supply chain and has been demonstrated to increase the risk of human rights violations. Therefore, when operating in higher-risk contexts where it is likely subcontracting occurs, the member company should increase due diligence measures to mitigate these risks.	Production location data provided to Fair Wear, financial records from the previous financial year, evidence of member systems and efforts to identify all production locations (e.g., interviews with factory managers, factory audit data, web shop and catalogue products, etc.), licensee contracts and agreements with design collaborators.	4	4	0

Comment: Munro Tailoring does not allow unauthorised subcontracting. It has its own staff present in several production locations to monitor production continuously. It has visited all potential subcontractors for shoes, but it will only put the location into the system once it is used for production.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.12 Member company extends its due diligence approach to homeworkers.	Advanced	Homeworkers should be viewed as an intrinsic part of the workforce, entitled to receive equal treatment and have equal access to the same labour rights, and therefore should be formalised to achieve good employment terms and conditions.	Supplier policies, evidence of supplier and/or intermediaries' terms of employment, wage-slips from homeworkers.	4	4	0

Comment: Munro Tailoring knows some Italian suppliers use homeworkers and started collecting information about these workers. They are mainly retired garment workers, that earn some extra money on top of their pension. Munro Tailoring has agreed that these production locations are allowed to use homeworkers in unexpected circumstances, such as illness or the absence of its own workforce. The member has checked that the homeworkers do not depend on this work for their livelihood.

Indicators on Responsible purchasing practices

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.13 Member company's written contracts with suppliers support the implementation of Fair Wear's Code of Labour Practices and human rights due diligence, emphasising fair payment terms.	Intermediate	Written, binding agreements between brands and suppliers, which support the Fair Wears CoLP and human rights due diligence, are crucial to ensuring fairness in implementing decent work across the supply chain.	Suppliers' codes of conduct, contracts, agreements, purchasing terms and conditions, or supplier manuals.	2	4	0

Comment: Munro Tailoring uses contracts with its suppliers. The member has agreements in the form of purchase and supply agreements that stipulate the terms of the partnership (5 years), and payment terms of 30 days after shipment. The agreement includes joint decision-making on allocated capacity and a delivery schedule. It does not include penalties for late delivery. The liability clause stipulates equal liability for both parties. However, the agreement does not allow for changes in prices due to wage increases.

Recommendation: Munro Tailoring is advised to review its contracts with suppliers against the principles mentioned in the Common Framework of Responsible Purchasing Practices (CFRPP).

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.14 Member company has formally integrated responsible business practices and possible impacts on human rights violations in their decision-making processes.	Intermediate	Corporate Social Responsibility (CSR), purchasing, and other staff that interact with suppliers must be able to share information to establish a coherent and effective strategy for improvements. This indicator examines how this policy and Fair Wear membership requirements are embedded within the member company.	Internal information systems, status Corrective Action Plans, sourcing score- cards, KPIs listed for different departments that support CSR efforts, reports from meetings from purchasing and/or CSR staff, and a systematic manner of storing information.	4	6	0

Comment: Within Munro Tailoring there is an active interchange of information between CSR and other departments to enable coherent and responsible business practices. The member has not yet included responsible business practices in job role competencies, nor do sourcing and purchasing staff work with KPIs supporting good sourcing and pricing strategies.

Recommendation: Munro Tailoring could include responsible business practices in its job role competencies of sourcing and purchasing staff.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.15 Member company's purchasing practices support reasonable working hours.	Advanced	Members' purchasing practices can significantly impact the levels of excessive overtime at factories.	Proof that planning systems have been shared with production locations, examples of production capacity knowledge that is integrated into planning, timely approval of samples, and proof that management oversight is in place to prevent late production changes.	6	6	0

Comment: Munro Tailoring places orders at its production locations every day. At the beginning of the year, it provides all production locations with an estimation of weekly expected pieces, outlining a pessimistic, realistic and optimistic scenario. Every quarter these forecasts are adjusted if needed. The company is in weekly, and sometimes daily, contact with production locations to monitor capacity and unexpected overtime. In its planning, it accommodates public holidays, and planned vacation times. In its order system, it does not allow its sourcing staff to go over daily capacity.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.16 Member company can demonstrate the link between its buying prices and wage levels at production locations.	Basic	Understanding the labour component of buying prices is an essential first step for member companies towards ensuring the payment of minimum wages - and towards the implementation of living wages.	Interviews with production staff, documents related to member's pricing policy and system, buying contracts, cost sheets including labour minutes.	2	6	0

Comment: Munro Tailoring has a detailed breakdown of its production costs and insights into the minutes needed to produce each item. In 2022, the company started creating a link between labour costs and the wages associated with these costs to ensure prices contribute to at least a legal minimum wage. The company still needs to link this information to the actual wage levels in the production locations.

Recommendation: Munro Tailoring could use information from suppliers about what they need in terms of orders to pay at least minimum wage or current wage as input for a plausibility check.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.17 All sourcing intermediaries play an active role in upholding Fair Wear's Code of Labour Practices and ensure transparency about where production takes place.	Advanced	Intermediaries have the potential to either support or disrupt CoLP implementation. It is members' responsibility to ensure production relation intermediaries actively support the implementation of the CoLP.	Correspondence with intermediaries, trainings for intermediaries, communication on Fair Wear audit findings, etc.	4	4	0

Comment: Direct contact is essential because of the technical specificities and close cooperation between Munro Tailoring and its production locations. Therefore Munro Tailoring's sourcing model purposely excludes the use of sourcing intermediaries.

Layer 3 Remediation and impact

Possible Points: 80

Earned Points: 24

Indicators on Quality and coherence of prevention and remediation system

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.1 Member company integrates outcomes of human rights risk identification (layer 2) into prioritisation and follow-up programmes according to the risk profile.	Advanced	Based on the risk assessment outcomes, a factory risk profile can be determined with accompanying intervention strategies, including improvement and prevention programmes.	Overview of supplier base with accompanying risk profile and follow-up programmes.	6	6	0

Comment: Munro Tailoring has development plans for each production location. For India and China these actions follow the CAP, for Italy the actions are based on location-specific risk assessments.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.2 Member company's improvement and prevention programmes include a gender lens.	Insufficient	The prevention and improvement programmes should ensure equitable outcomes. Thus, a gender lens should be incorporated in all programmes regardless of whether or not the programme is specifically about gender.	Proof of incorporation of the gender lens in follow up programmes, including stakeholder input.	0	6	0

Comment: Munro Tailoring has not yet applied a gender lens to its development plans.

Recommendation: Munro Tailoring is recommended to extend its gender lens to the implementation of all its improvement actions.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.3 Member company's improvement and prevention programmes include steps to encourage freedom of association and effective social dialogue.	Insufficient	Freedom of Association and Collective Bargaining are enabling rights. Therefore, ensuring they are prioritised in improvement and prevention programmes can help support improvements in all other areas.	Available prevention and improvement programmes, including stakeholder input.	0	6	0

Comment: Munro Tailoring has not yet included steps to encourage FoA and effective social dialogue in its improvement or prevention actions.

Recommendation: Fair Wear recommends Munro Tailoring to be more comprehensive and include more steps to promote FoA and effective social dialogue in its improvement and prevention actions.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.4 Member company actively supports operational-level internal grievance mechanism.	Insufficient	Fair Wear's complaints helpline is a safety net in case local grievance mechanisms do not provide access to remedy. Members are expected to actively support and monitor the effectiveness of operational-level grievance mechanisms as part of regular contact with their suppliers.	Communication with suppliers, responses to grievances, minutes of internal worker committees, evidence of democratically elected worker representation, evidence of handled grievance, review of factory policies, and proof of effective social dialogue.	0	6	0

Comment: Munro Tailoring has included questions about the internal grievance mechanism as part of its onboarding process. It has started discussing the internal grievance mechanism with the new production location in Türkiye, but has yet to raise the issue with other production locations.

Requirement: Munro Tailoring needs to assess the existence and functioning of internal grievance mechanisms systematically; it also needs to support and monitor its functioning.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.5 Member company collaborates with other Fair Wear members or customers of the production location.	Insufficient	Cooperation between Fair Wear members increases leverage and the chances of successful outcomes. Cooperation also reduces the chances of a factory needing to conduct multiple improvement programmes about the same issue with multiple customers.	Communication between different companies.	0	6	0

Comment: Munro Tailoring does not share any production location with other Fair Wear members. It did not initiate cooperation with other customers at shared production locations either.

Recommendation: We recommend Munro Tailoring to work together to address human rights violations.

Indicators on Improvement and prevention

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.6 Degree of progress towards implementation of improvement programme per relevant factory.	48%	Fair Wear expects members to show progress towards the implementation of improvement programmes. Members are expected to be actively involved in the examination and remediation of any factory-specific problem.	Progress reports on improvement programmes.	4	6	-2

Comment: In November 2021, Munro Tailoring did an audit at its Indian supplier. In November 2022, both Chinese production locations were audited. During the performance check the progress on all three audits was evaluated. The member could demonstrate with a sample that about half of the CAP issues requiring improvement actions had been addressed within the set timeframe.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.7 Degree of progress towards implementation of prevention programme.	Basic progress	Fair Wear expects members to show progress towards the implementation of prevention programmes. With this indicator, Fair Wear assesses the degree of progress based on the percentage of actions addressed within the set timeframe.	Update on prevention programmes.	2	6	-2

Comment: Besides analysing root causes of excessive overtime (see indicator 3.9), Munro Tailoring identified health and safety issues, specifically related to ergonomics, as a recurring issue and looked into possibilities to take preventive measures.

Recommendation: Fair Wear recommends Munro Tailoring to identify root causes of CAP issues together with its suppliers.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.8 Member company validates risk profile and maintains regular dialogue with factories where no improvement or prevention programme is needed.	No factories in the respective risk profile	When no improvement or prevention programme is needed, Fair Wear expect its member companies to actively monitor the risk profile and continue to mitigate risks and prevent human rights abuses.	Use of Fair Wear workers awareness digital tool to promote access to remedy. Evidence of data collected, worker interviews, monitoring documentation tracking status quo.	N/A	6	0

Comment: Munro Tailoring has no suppliers where improvement or prevention steps are not needed.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.9 Degree to which member company mitigates root causes of excessive overtime.	Basic	Member companies should identify excessive overtime caused by the internal processes and take preventive measures. In addition, members should assess ways to reduce the risk of external delays.	This indicator rewards self-identification of efforts to prevent excessive overtime. Therefore, member companies may present a wide range of evidence of production delays and how the risk of excessive overtime was addressed, such as: reports, correspondence with factories, collaboration with other customers of the factory, use of Fair Wear tools, etc.	2	6	0

Comment: In the previous year, two audit reports mention excessive overtime. Munro Tailoring evaluated its own capacity planning and started the conversation to find out to what extent the member's own production contributes to excessive overtime. So far it has not lead to specific changes in overtime hours.

Recommendation: With its suppliers where excessive overtime occurs, Fair Wear recommends Munro Tailoring to verify whether production is planned with overtime. If production is planned with overtime, the brand should ensure that its products can be produced during regular working hours.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.10 Member company adequately responds if production locations fail to pay legal wage requirements and/or fail to provide wage data to verify that legal wage requirements are paid.	Intermediate	Fair Wear members are expected to actively verify that all workers receive legal minimum wage. If a supplier does not meet the legal wage requirements or is unable to show they do, Fair Wear member companies are expected to hold the management at the production location accountable for respecting local labour law.	Complaint reports, CAPs, additional emails, Fair Wear Audit Reports or additional monitoring visits by a Fair Wear auditor, or other documents that show the legal wage issue is reported/resolved.	2	4	-2

Comment: One audit in China indicated that statutory leaves are not paid to workers as legally required and that piece rate workers were not guaranteed legal minimum wages. This was because of administrative issues. Munro Tailoring started to follow up immediately and worked together with a local expert to get confirmation that all legal wage requirements were met. The factory was able to show proof but still needs to improve its administrative system.

Recommendation: Fair Wear recommends Munro Tailoring to verify improvements in the administrative system to ensure there are not problems regarding payment of legal minimum wage in the future.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.11 Degree to which member company assesses and responds to root causes of wages lower than living wages in production locations.	Basic	Assessing the root causes for wages lower than living wages will determine what strategies/interventions are needed for increasing wages, which will result in a systemic approach.	Member companies may present a wide range of evidence of how payment below living wage was addressed, such as: internal policy and strategy documents, reports, wage data/wage ladders, gap analysis, correspondence with factories, etc.	2	6	0

Comment: Munro Tailoring has a basic overview of the wage levels at its suppliers. With its Indian supplier, Munro Tailoring started a discussion about wage levels, living wages and the possibility to contribute to raising wages. The production location did a cost of living study. However, the member questioned the results, as they indicated a living wage estimate lower than the legal minimum wage. Munro Tailoring continues the conversation.

Recommendation: Fair Wear recommends Munro Tailoring when discussing the topic of wages to be clear that the member does not take a compliance approach, but is looking for information to jointly work on improvements, focused on shared responsibilities.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.12 Member company determines and finances wage increases.	Basic	Member companies should have strategies in place to contribute to and finance wage increases in their production locations.	Analysis of wage gap, strategy on paper, demonstrated roll out process.	2	6	0

Comment: Based on initial discussions with the Indian production location Munro Tailoring has calculated the possible impact of raising wages on prices. However, the member still needs to take a systematic approach related to financing higher wages.

Recommendation: Fair Wear advises companies to avoid the concept of a one-time charitable contribution. We strongly recommend members to integrate the financing of wage increases it into their own systems, herewith committing to a long-term process that leads to sustainable implementation of living wages.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.13 Percentage of production volume where the member company pays its share of the living wage estimate.	0%	Fair Wear requires its member companies to act to ensure a living wage is paid in their production locations to each worker.	Member company's own documentation such as reports, factory documentation, evidence of Collective Bargaining Agreement (CBA) payment, communication with factories, etc.	0	6	0

Comment: Munro Tailoring does not contribute to higher wages at any of its production locations.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.14 Member addresses grievances received through Fair Wear's helpline in accordance with the Fair Wear Complaints Procedure.	No complaints received	Members are expected to actively support the operational-level grievance mechanisms as part of regular contact with their suppliers. The complaints procedure provides a framework for member brands, emphasising the responsibility towards workers within their supply chain.	Overview of supporting activities, overview of grievances received and addressed, etc.	N/A	4	-2

Comment: Munro Tailoring did not receive any complaints.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.15 Degree to which member company implements training appropriate to the improvement or prevention programme.	Basic	Training programmes can play an important role in improving working conditions, especially for more complex issues, such as freedom of association or gender-based violence, where factory-level transformation is needed.	Links between the risk profile and training programme, documentation from discussions with management and workers on training needs, etc.	2	6	0

Comment: Munro Tailoring has some CAP findings where training is a recommended follow-up action. With one of its production locations in China, the member agreed that these recommendations would be included in the standard worker training, which the factory conducts regularly.

Munro Tailoring has identified relevant Fair Wear training for some production locations but has yet to enrol any of its production locations.

Recommendation: Munro Tailoring is recommended to implement training for all factories where this is part of its improvement and/or prevention programme.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.16 Degree to which member company follows up after a training programme.	Member company did not implement any training	Training is a crucial tool to support transformative processes but complementary activities such as remediation and changes at the brand level are needed to achieve lasting impact	Evidence of engagement with factory management regarding training outcomes, documentation on follow-up activities, and proof of integration into further monitoring and risk profiling efforts.	N/A	6	0

Comment: Munro Tailoring did not implement training at its suppliers (NA).

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.17 The member company's human rights risk monitoring system includes a responsible exit strategy.	Insufficient	Withdrawing from a non-compliant supplier should only be the last resort when no more impact can be gained from other strategies. Fair Wear members must follow the steps as laid out in the responsible exit strategy.	Exit strategy policy, examples of supplier communications.	0	4	0

Comment: Since its inception, Munro Tailoring has not parted with any of its production locations. As it starts production at a new location, the possibility of disengagement presents itself. Munro Tailoring plans to develop a responsible exit strategy as part of its human rights risk monitoring.

Recommendation: Munro Tailoring could include the responsible exit strategy as part of its suppliers' agreement or contract.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.18 Member company's measures, business practices and/or improvement programmes go beyond the indicators or scope.	Basic	Fair Wear would like to reward and encourage members who go beyond the Fair Wear policy or scope requirements. For example, innovative projects that result in advanced remediation strategies, pilot participation, and/or going beyond tier 2.	Overview of Human Right risk monitoring, remediation and prevention activities and processes.	2	6	0

Comment: Munro Tailoring undertakes activities related to human rights that go beyond Fair Wear's scope, focused on its materials. It has discussed human rights risks related to cotton from China with its cotton suppliers.

Layer 4 External communication, outreach, learning, and evaluation

Possible Points: 22

Earned Points: 12

Indicators on Communication, transparency and evaluation

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
4.1 Member company actively communicates about Fair Wear membership and its human rights due diligence efforts.	Intermediate	Fair Wear membership includes the need for a brand to show its efforts, progress, and results. Fair Wear members have the tools and targeted content to showcase accountability and inform customers, consumers, and retailers. The more brands communicate about their sustainability work, the greater the overall impact of the work of the Fair Wear member community.	Member website, sales brochures, and other communication materials.	2	4	0

Comment: Munro Tailoring communicates accurately, albeit briefly, about Fair Wear membership on its website.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
4.2 Member company sells external brands with a Human Rights Due Diligence system (if applicable).	No reselling of external brands	Some member companies resell other brands, which Fair Wear refers to as 'external production'. These members are expected to investigate the Human Rights Due Diligence system of these other brands, including production locations and the availability of monitoring information.	External production data in Fair Wear's information management system, collected information about other brands' human rights due diligence systems, and evidence of external brands being part of other multi-stakeholder initiatives that verify their responsible business conduct.	N/A	4	0

Comment: Munro Tailoring does not sell external brands.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
4.3 Social report is submitted to Fair Wear and is published on the member company's website.	Intermediate	The social report is an important tool for member companies to share their efforts with stakeholders transparently. The social report explicitly refers to the workplan and the yearly progress related to the brands goals identified in the workplan.	Social report.	2	4	0

Comment: Munro Tailoring has submitted its social report, which Fair Wear approved.

Recommendation: A social report is an important tool for member companies to share their efforts with stakeholders transparently. Therefore, Fair Wear strongly recommends that Munro Tailoring publishes the social report on its website.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
4.4 Member company engages in advanced reporting activities.	Insufficient	Good reporting by members helps ensure the transparency of Fair Wear's work and helps share best practices within the industry. This indicator reviews transparency efforts reported beyond (or included in) the social report.	Brand Performance Check, audit reports, information about innovative projects, specific factory compliance data, disclosed production locations (list tier 2 and beyond), disclosure of production locations, alignment with the Transparency Pledge.	0	4	0

Comment: Munro Tailoring does not report on factory-level data and remediation results.

Recommendation: Munro Tailoring is recommended to include more factory-level data in its reporting and ensure suppliers consent with data sharing.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
4.5 Member company has a system to track implementation and validate results.	Intermediate	Progress must be checked against goals. Members are expected to have a system in place to track implementation and validate the progress made.	Documentation of top management involvement in systematic annual evaluation includes meeting minutes, verbal reporting, PowerPoint presentations, etc. Evidence of worker/supplier feedback.	4	6	0

Comment: Munro Tailoring has development plans per production location. These development plans are used as one of the inputs for a priority list per department, including CSR. Every quarter, these lists are discussed and aligned to track progress with the involvement of the CEO.

Recommendation: The member is advised to include feedback from workers and suppliers in its evaluation system.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
4.6 Level of action/progress made on requirements from previous Brand Performance Check.	Advanced	In each Brand Performance Check report, Fair Wear may include requirements for changes to management practices. Progress on achieving these requirements is an important part of Fair Wear membership and its process approach.	Member should show documentation related to the specific requirements made in the previous Brand Performance Check.	4	4	-2

Comment: The previous performance check included requirements on posting the Worker Information Sheet and understanding the link between prices and wages. Munro Tailoring followed up on all requirements.

5 Appreciation chapter

5.1 Member company publicly responded to problems/allegations raised by consumers, the media, or NGOs.: Not applicable

5.2 Member company actively participated in lobby and advocacy efforts to facilitate an enabling environment in production clusters.: Not applicable

5.3 Member company actively contributed to industry outreach, visibility, and learning in its main selling markets.: Not applicable

Recommendations to Fair Wear

Although it is clear that Fair Wear offers a lot of guidance and is trying to serve all its members, Munro Tailoring would like to get more tailor-made or focused information. Now the information can be overwhelming, which makes it difficult to decide where to start.

Brand Performance Check details

Date of Brand Performance Check: 08-06-2023

Conducted by: Anne van Lakerveld

Interviews with: Sander Bressers - CEO

Jouko Nonne - Production manager

Milou Schijf - CSR

Kim Hofslagg - Finance

Hanneke Manders - External communication