



BRAND PERFORMANCE CHECK

Stanley and Stella S.A.

PUBLICATION DATE: JULY 2014

this report covers the evaluation period 01-01-2013 to 31-12-2013

ABOUT THE BRAND PERFORMANCE CHECK

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

FWF's Brand Performance Check is a tool to evaluate and report on the activities of FWF's affiliate members. The Checks examine how affiliate management systems support FWF's Code of Labour Practices.

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

Even if outcomes at the factory level cannot be guaranteed, the importance of good management practices by affiliates cannot be understated. Even one concerned customer at a factory 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 factory 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 FWF's work.

Improvement of supply chains is a step-by-step process, through which affiliates must address many different issues. FWF affiliates vary greatly in management structures, and have different strengths. The Performance Benchmarking system is designed to reflect these differences, and the many different ways that a company can support better working conditions.

During the Brand Performance Check, FWF staff speak to various employees at the affiliate who have important roles to play in the management of supply chains. FWF verifies the actions of affiliates based on several sources including documentation of activities, financial records, the affiliate's supplier register and staff interviews. Following the Brand Performance Check, FWF summarizes findings in this report, which is made public via www.fairwear.org. The [Brand Performance Check Guide](#) provides more information about the indicators and is available for download.

BRAND PERFORMANCE CHECK OVERVIEW

Stanley and Stella S.A.

Evaluation Period: 01-01-2013 to 31-12-2013

AFFILIATE INFORMATION	
Headquarters:	Brussels, Belgium
Member since:	15-12-2011
Product types:	Promotional, Fashion, Workwear, Corporate wear
Production in countries where FWF is active:	Bangladesh, Portugal, Romania, Turkey
Production in other countries:	Pakistan
BASIC REQUIREMENTS	
Workplan for this evaluation period was submitted?	Yes
Actual supplier register for this evaluation period has been submitted?	Yes
Membership fee has been paid?	Yes
All suppliers have been notified of FWF membership?	Yes
SCORING OVERVIEW	
% of own production under monitoring	100%
Benchmarking score	75
Category	Leader

Summary:

Stanley & Stella meets most of FWF's management system requirements. It has monitored 100% of its total purchasing volume, well beyond the 60% required of affiliates in their second year of membership.

Stanley & Stella is a new company that has so far established stable relationships with many of its suppliers. It uses its local office in Bangladesh to maintain frequent communications with suppliers on compliance issues. An open costing system helps to improve the brand's understanding of labour costs.

In the future, Stanley & Stella is encouraged to do an assessment on the impact of its pricing strategy on wage levels, as a step towards living wage implementation. In addition, it could make more efforts in 2014 to enroll Bangladeshi suppliers in the Workplace Education Programme to mitigate the risks of harassment at work, and to increase workers' awareness of FWF's complaints mechanism.

PERFORMANCE CATEGORY OVERVIEW

Leader: This category is for affiliates who are doing exceptionally well, and are operating at an advanced level.

Good: It is FWF's belief that affiliates who are making a serious effort to implement the Code of Labour Practices—the vast majority of FWF affiliates—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 affiliates will receive a 'Good' rating.

Needs Improvement: Affiliates 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. Affiliates 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: Affiliates 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. Affiliates 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.

1. PURCHASING PRACTICES

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.1 Percentage of production volume from suppliers where affiliate buys at least 10% of production capacity	74%	Affiliates with less than 10% of a factories' production capacity generally have limited influence on factory managers to make changes.	Supplier information provided by affiliate.	3	4	0
1.2 Percentage of production volume from suppliers where a business relationship has existed for at least five years	64%	Stable business relationships support most aspects of the Code of Labour Practices, and give factories a reason to invest in improving working conditions.	Supplier information provided by affiliate.	3	4	0

Comment: Stanley & Stella is a new company established in 2011. It is growing and developing new suppliers. It has not stopped with any existing suppliers in 2013.

1.3 All new suppliers are required to sign and return the Code of Labour Practices before first orders are placed.	Yes	The CoLP is the foundation of all work between factories and brands, and the first step in developing a commitment to improvements.	Signed CoLPs are on file.	2	2	0
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Comment: The process of choosing new suppliers is as the following:

- Stanley & Stella local staff identify potential suppliers
- Production manager visit the facility personally, conduct visual inspection, discuss and sign FWF's Code of Labour Practices
- If timing is possible, FWF local audit team conducts an audit. If FWF audit team is not available, the audit will be conducted during the first production period
- The factory starts production

1.4 Company conducts human rights due diligence at all new suppliers before placing orders.	Yes	Due diligence helps to identify, prevent and mitigate potential human rights problems at new suppliers.	Documentation may include pre-audits, existing audits, other types of risk assessments.	4	4	0
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Comment: If the supplier is located in a country where FWF is active, Stanley & Stella will request a FWF audit. If the supplier is in other countries, such as Pakistan, Stanley & Stella asks the factory to submit a recent audit report and follow up on the corrective action plan.

1.5 Supplier compliance with Code of Labour Practices is evaluated in a systematic manner.	Yes, and performance improvement is rewarded	A systemic approach is required to integrate social compliance into normal business processes, and supports good decisionmaking.	Documentation of systemic approach: rating systems, checklists, databases, etc.	2	2	0
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Recommendation: Stanley & Stella is recommended to continue and develop the process of evaluating its suppliers in 2014. Criteria could be made more clear so that suppliers can be motivated to compete and performance better.

Comment: Stanley & Stella evaluates its suppliers based on their performance on quality, delivery, commitment to Stanley & Stella, and sustainability (both on social and environmental aspects). Based on the evaluation, Stanley & Stella had given an award to the Bangladeshi supplier to be the "best supplier of the year".

During the European Dealer Meeting in September 2013, Stanley & Stella invited six major customers and some suppliers to discuss sustainable business. As a reward to the supplier that performed best, it announced the award and gave good publicity to this supplier.

1.6 The affiliate's production planning systems support reasonable working hours.	General or ad-hoc system.	Affiliate production planning systems can have a significant impact on the levels of excessive overtime at factories.	Documentation of robust planning systems.	2	4	0
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Recommendation: Stanley & Stella could conduct an overtime root causes analysis at brand level. It could conduct a survey with suppliers to find out what the brand can do to reduce overtime in the suppliers. Stanley & Stella could first start supporting factories where it has a higher leverage (sourcing more than 10%).

Comment: Stanley & Stella is a new company building a stable stock, thus most orders are with flexible lead time.

Stanley & Stella has a standard lead time of 3-4 months. This is the time available for production between placing the order and starting the shipment. This allows the suppliers to plan their production in advance. When materials are late, Stanley & Stella discusses with suppliers to cope with the delay together.

Stanley & Stella covers the shipment cost. Although there is a penalty policy for delay, the suppliers may only pay for the shipment when they constantly overbook and are not honest with Stanley & Stella. If a supplier is late occasionally, they will not have to pay for the shipment cost.

1.7 Degree to which affiliate mitigates root causes of excessive overtime.	Intermediate efforts	Some production delays are outside of the control of affiliates; however there are a number of steps that can be taken to address production delays without resorting to excessive overtime.	Documentation of root cause analysis and positive steps taken to manage production delays or improve factory processes.	3	6	0
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Recommendation: Stanley & Stella could discuss with factory management on the causes of excessive overtime and provide support to manage overtime. If necessary, Stanley & Stella could hire local experts to analyse root cause of excessive overtime in cooperation with the supplier. FWF could recommend qualified persons upon request.

Comment: Stanley & Stella tries to reduce excessive overtime at suppliers through following up corrective action plans resulting from audits. In 2013, four factories in Bangladesh and one factory in Turkey were audited by FWF local team. The factory in Turkey has reduced overtime. Although the amount of working hours per week was less than average level in Bangladesh, two suppliers still worked at least 70 hours per week. Other two factories worked over 90 hours per week.

Stanley & Stella and the factories are working on making improvements.

1.8 Affiliate's pricing policy allows for payment of at least the legal minimum wages in production countries.	Country-level policy	The first step towards ensuring the payment of minimum wages - and towards implementation of living wages - is to know the labour costs of garments.	Formal systems to calculate labour costs on per-product or country/city level.	2	4	0
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Recommendation: It is important for FWF members to have an estimation on whether their prices are enough to pay at least minimum wages. Stanley & Stella could use standard production minutes to calculate minimum costs of products. This will make the brand more aware of the impact of its prices to minimum wages, and give basic information to work towards living wages.

Comment: Stanley & Stella is practicing open costing with all suppliers. The costs including material and labour are transparent, as well as the factories' profit margin.

When minimum wages increased in the end of 2013, Stanley & Stella was immediately informed by the suppliers and adjusted the prices based on changes.

Stanley & Stella believes that such system gives suppliers flexibility to develop business. It helps the brand to build trust with suppliers. It does not use production minutes to negotiate prices.

1.9 Affiliate actively responds if suppliers fail to pay legal minimum wages.	No minimum wage problems reported	If a supplier fails to pay minimum wage, FWF affiliates are expected to hold management of the supplier accountable for respecting local labour law.	Complaint reports, CAPs, additional emails, FWF audit reports or other documents that show minimum wage issue is reported/resolved.	2	2	-2
1.10 Evidence of late payments to suppliers by affiliate.	No	Late payments to suppliers can have a negative impact on factories and their ability to pay workers on time. Most garment workers have minimal savings, and even a brief delay in payments can cause serious problems.	Based on a complaint or audit report; review of factory and affiliate financial documents.	0	0	-1
1.11 Degree to which affiliate assesses root causes of wages lower than living wages with suppliers and takes steps towards the implementation of living wages.	Factory-level approach	Sustained progress towards living wages requires adjustments to affiliates' policies.	Documentation of policy assessments and/or concrete progress towards living wages.	4	8	0

Recommendation: FWF encourages Stanley & Stella to assess the hypothetical cost effects of increasing wages towards benchmarks that are included in the wage ladder. To support companies in this process FWF has developed a calculation model that estimates the effect on FOB and retail prices under different pricing models.

Comment: Stanley & Stella is making premium products. It is aware that the brand's prices are higher than average. Because of the open costing system, Stanley & Stella is able to indentify the payment of the cut-make-trim process, which is most labour intensive.

Stanley & Stella uses FWF's wage ladders from audit reports to discuss with factories on living wages.

1.12 Affiliate sources from an FWF factory member.	No	When possible, FWF encourages affiliates to source from FWF factory members. On account of the small number of factories this is a 'bonus' indicator. Extra points are possible, but the indicator will not negatively affect an affiliate's score.	Supplier information provided by affiliate.	N/A	1	0
1.13 Percentage of production volume from factories owned by the affiliate.	None	Owning a supplier increases the accountability and reduces the risk of unexpected CoLP violations. Given these advantages, this is a bonus indicator. Extra points are possible, but the indicator will not negatively affect an affiliate's score.	Supplier information provided by affiliate.	N/A	2	0

PURCHASING PRACTICES

Possible Points: 40

Earned Points: 27

2. MONITORING AND REMEDIATION

BASIC MEASUREMENTS	RESULT	COMMENTS
% of own production under standard monitoring (excluding low-risk countries)	98%	
% of own production in low risk production countries where FWF's Low Risk policy has been implemented	2%	FWF low risk policy should be implemented. 0 = policy is not implemented correctly. N/A = no production in low risk countries.
Total of own production under monitoring	100%	Minimums: 1 year: 40%; 2 years 60%; 3 years+: 90% Measured as a percentage of turnover.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.1 Specific staff person is designated to follow up on problems identified by monitoring system	Yes	Followup is a serious part of FWF membership, and cannot be successfully managed on an ad-hoc basis.	Manuals, emails, etc., demonstrating who the designated staff person is.	2	2	-2

Comment: One staff member in the local office in Bangladesh is responsible for CSR. The production and sustainable manager is coordinating supply chain monitoring globally.

2.2 Degree of progress towards resolution of existing Corrective Action Plans	Advanced	FWF considers efforts to resolve CAPs to be one of the most important things that affiliates can do towards improving working conditions.	Documentation of remediation and followup actions taken by affiliate.	8	8	-2
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Comment: Stanley & Stella has 12 suppliers. In Bangladesh, the local office is responsible to follow up by discussing the plan with suppliers and conducting visual inspections.

During the brand performance check, Stanley & Stella has shown complete records of the followups. It is confirmed that Stanley & Stella discussed and checked all CAPs regularly throughout the year.

A factory in Bangladesh was audited second time in 2013. Comparing to the audit results in 2012, the factory has made significant improvements, especially in occupational health and safety and addressing discrimination. The factory promoted 5 female production workers to be supervisors in 2013 as suggested by FWF audit team and Stanley & Stella.

2.3 Percentage of production volume from suppliers that have been visited by the affiliate in the past financial year	100%	Formal audits should be augmented by annual visits by affiliate staff or local representatives. They reinforce to factory managers that affiliates are serious about implementing the Code of Labour Practices.	Affiliates should document all factory visits with at least the date and name of the visitor.	4	4	0
2.4 Existing audit reports from other sources are collected.	Yes, quality assessed and corrective actions implemented	Existing reports form a basis for understanding the issues and strengths of a supplier, and reduces duplicative work.	Audit reports are on file; evidence of followup on prior CAPs. Reports of quality assessments.	3	3	0

Comment: In Bangladesh and Turkey, Stanley & Stella worked with FWF audit teams to conduct audits. It has collected recent audit reports for the factories in Romania and Pakistan. The quality of the reports met FWF's basic requirements but they both had only a few corrective action plans to follow up.

2.5 Audit Report and Corrective Action Plan (CAP) findings are shared with factory. Improvement timelines are established in a timely manner	Yes	FWF audit reports should be shared and discussed with suppliers within two months of audit receipt. Timely sharing of information and agreement on corrective actions is essential for improvement. A reasonable time frame should be specified for resolving findings.	Corrective Action Plans, emails; findings of followup audits; brand representative present during audit exit meeting, etc.	2	2	-1
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2.6 High risk issues specific to the affiliate's supply chain are identified and addressed by the monitoring system.	Intermediate Capacity	Different countries and products have different risks associated with them; monitoring systems should be adapted to allow appropriate human rights due diligence for the specific risks in each affiliates' supply chain.	Documentation may take many forms; additional research, specific FWF project participation; extra monitoring activities, extra mitigation activities, etc.	3	6	0
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Recommendation: Stanley & Stella needs to make more efforts to engage its suppliers to the Workplace Education Programme to mitigate the risk of harassment at work in Bangladesh.

Comment: In Bangladesh, Stanley & Stella considered safety and harassment at work as high risks. All existing Stanley & Stella suppliers have participated in FWF's workshop on safety principles. It has discussed with its suppliers on the risk of harassment at work and encouraged them to participate in FWF's workplace education programme with special focus on violence against women.

In Turkey, the supplier has completed a training by FWF on social dialogue. The workers in the factory have elected its representatives and are in the process of setting up a union.

2.7 Affiliate cooperates with other customers in resolving corrective actions at shared suppliers	Active cooperation	Cooperation between customers increases leverage and chances of successful outcomes. Cooperation also reduces the changes of a factory having to conduct multiple Corrective Action Plans about the same issue with multiple customers.	Shared CAPs, evidence of cooperation with other customers.	2	2	-1
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Comment: Stanley & Stella shared its audit reports with other members sourcing from the same suppliers in two cases in Bangladesh.

2.8 Monitoring requirements are fulfilled for production in low-risk countries	Yes	Low risk countries are determined by the presence and proper functioning of institutions which can guarantee compliance with basic standards.	Documentation of visits, notification of suppliers of FWF membership; posting of worker information sheets, completed questionnaires.	2	2	0
2.9 External brands resold by the affiliate who have completed and returned the external brand questionnaire. (% of external sales volume)	No external brands resold	FWF believes it is important for affiliates that have a retail/wholesale arm to at least know if the brands they resell are members of FWF or a similar organisation, and in which countries those brands produce goods.	Questionnaires are on file.	N/A	3	0
2.10 External brands resold by affiliates that are members of another credible initiative. (% of external sales volume)	No external brands resold	FWF believes affiliates who resell products should be rewarded for choosing to stock external brands who also take their supply chain responsibilities seriously.	Supplier register; Documentation of sales volumes of products made by FWF or FLA members.	N/A	3	0

MONITORING AND REMEDIATION

Possible Points: 29

Earned Points: 26

3. COMPLAINTS HANDLING

BASIC MEASUREMENTS	RESULT	COMMENTS
Number of worker complaints received since last check	1	At this point, FWF considers a high number of complaints as a positive indicator, as it shows that workers are aware of and making use of the complaints system.
Number of worker complaints in process of being resolved	0	
Number of worker complaints resolved since last check	1	

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
3.1 A specific employee has been designated to address worker complaints	Yes	Followup is a serious part of FWF membership, and cannot be successfully managed on an ad-hoc basis.	Manuals, emails, etc., demonstrating who the designated staff person is.	1	1	-1
3.2 System exists to check that the Worker Information Sheet is posted in factories	Yes	The Worker Information Sheet is a key first step in alerting workers to their rights.	Photos by company staff, audit reports, checklists from factory visits, etc.	2	2	0
3.3 Percentage of FWF-audited factories where at least half of workers are aware of the FWF worker helpline.	4%	The FWF complaints procedure is a crucial element of verification. If factory-based complaint systems do not exist or do not work, the FWF worker helpline allows workers to ask questions about their rights and file complaints. Factory participation in the Workplace Education Programme also count towards this indicator.	Percentage of audited factories where at least 50% of interviewed workers indicate awareness of the FWF complaints mechanism + percentage of factories in WEP programme.	1	4	-2

Recommendation: Stanley & Stella is recommended to motivate the factories to join FWF's Workplace Education Programme, in order to increase the awareness of workers about the helpline.

Comment: In the Turkish factory, most workers were aware of FWF's helpline. Two of the four factories in Bangladesh were new to Stanley & Stella, and most workers did not know about FWF.

3.4 All complaints received from factory workers are addressed in accordance with the FWF Complaints Procedure	Yes	Providing access to remedy when problems arise is a key element of responsible supply chain management. Affiliate involvement is often essential to resolving issues.	Documentation that affiliate has completed all required steps in the complaints handling process.	3	6	-2
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Comment: The complaint received in 2013 was about a worker who did not receive compensation when being fired. Stanley & Stella agreed with FWF to let another member take the lead to solve the complaint. The complaint was solved in one day.

3.5 Cooperation with other customers in addressing worker complaints at shared suppliers	Active cooperation	Because most factories supply several customers with products, involvement of other customers by the FWF affiliate can be critical in resolving a complaint at a supplier.	Documentation of joint efforts, e.g. emails, sharing of complaint data, etc.	2	2	-2
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Comment: Stanley & Stella actively discussed with FWF regarding the complaint and cooperated with two other members.

COMPLAINTS HANDLING

Possible Points: 15

Earned Points: 9

4. TRAINING AND CAPACITY BUILDING

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
4.1 All staff is made aware of FWF membership requirements	Yes	Preventing and remediating problems often requires the involvement of many different departments; making all staff aware of FWF membership requirements helps to support cross-departmental collaboration when needed.	Emails, trainings, presentation, newsletters, etc.	1	1	-1
4.2 Ongoing training in support of FWF requirements is provided to staff in direct contact with suppliers.	Yes	Sourcing, purchasing and CSR staff at a minimum should possess the knowledge necessary to implement FWF requirements and advocate for change within their organisations.	FWF Seminars or equivalent trainings provided; presentations, curricula, etc.	2	2	0
4.3 All sourcing contractors/agents are informed about FWF's Code of Labour Practices.	Affiliate does not use agents	Agents have the potential to either support or disrupt CoLP implementation. It is the responsibility of affiliate to ensure agents actively support the implementation of the CoLP.	Correspondence with agents, trainings for agents, FWF audit findings.	N/A	2	-2
4.4 Factory participation in Workplace Education Programme (where WEP is offered; by production volume)	11%	Lack of knowledge and skills on best practices related to labour standards is a common issue in factories. Good quality training of workers and managers is a key step towards sustainable improvements.	Documentation of relevant trainings; participation in Workplace Education Programme.	2	6	0

Recommendation: Stanley & Stella is recommended to enrol a greater number of its suppliers in FWFs Workplace Education Programme (WEP), which offers trainings factories producing for FWF members. WEP trainings contribute to social dialogue between workers and management. The introductory training of WEP builds awareness of labour standards and strengthens dispute handling mechanisms. It is made available to FWF members free of charge.

Comment: Stanley & Stella has just establishing relationships with suppliers. It is in the process of involving its suppliers in FWF's activities. Many suppliers are not yet in the Workplace Education Programme.

4.5 Factory participation in trainings (where WEP is not offered; by production volume)	0%	In areas where the Workplace Education Programme is not yet offered, affiliates may arrange trainings on their own or work with other training-partners. Trainings must meet FWF quality standards to receive credit for this indicator.	Curricula, other documentation of training content, participation and outcomes.	0	4	0
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Recommendation: FWF has the capacity to deliver training based on the workplace education programme in Romania. Member companies can request the support from FWF.

In Pakistan, FWF recommends Stanley & Stella to arrange trainings on their own. Trainings must meet FWF quality standards: top management, supervisors and workers should be included in the trainings. Workplace standards and dispute handling should be part of the contents. At least 10-20% of the workforce must be trained, depending on the size of the factory.

Comment: Stanley & Stella has one supplier in Pakistan and another supplier in Romania, where workers have not participated in training on labour standards and social dialogues.

TRAINING AND CAPACITY BUILDING

Possible Points: 13

Earned Points: 5

5. INFORMATION MANAGEMENT

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
5.1 Level of effort to identify all production locations and update supplier information.	Advanced	Any improvements to supply chains require affiliates to first know all of their suppliers and production locations.	Supplier information provided by affiliate. Financial records of previous financial year. Documented efforts by affiliate to update supplier information from its monitoring activities.	6	6	-2

Comment: Local office of Stanley & Stella in Bangladesh is frequently visiting factories to have knowledge about all production locations. No evidence from FWF audits show that the factories use unauthorised subcontractors.

5.2 A system exists to allow purchasing, CSR and other relevant staff to share information with each other about working conditions at suppliers	Yes	CSR, purchasing and other staff who interact with suppliers need to be able to share information in order to establish a coherent and effective strategy for improvements.	Internal information system; status CAPs, reports of meetings of purchasing/CSR; systematic way of storing information.	1	1	-1
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INFORMATION MANAGEMENT

Possible Points: 7

Earned Points: 7

6. TRANSPARENCY

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
6.1 Communication about FWF membership adheres to the FWF communications policy	Yes	FWF membership should be communicated in a clear and accurate manner. FWF guidelines are designed to prevent misleading claims.	Logo is placed on website; other communications in line with policy. Affiliates may lose points if there is evidence that they did not comply with the communications policy.	1	1	-2

6.2 Affiliate engages in advanced reporting activities	Yes	Good reporting by members helps to ensure the transparency of FWF's work and shares best practices with the industry.	Affiliate publishes one or more of the following on their website: Brand Performance Check, Audit Reports, Supplier List.	1	1	0
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Comment: Stanley & Stella publishes its brand performance check report on its website.

6.3 Social Report is submitted to FWF and is published on affiliate's website	Published on affiliate's website	The Social Report is an important tool for brands to transparently share their efforts with stakeholders.	Report adheres to FWF guidelines for Social Report content.	2	2	-2
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TRANSPARENCY

Possible Points: 4

Earned Points: 4

Additional comments on Transparency:

7. EVALUATION

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
7.1 Systemic annual evaluation of FWF membership is conducted with involvement of top management	Yes	An annual evaluation involving top management ensures that FWF policies are integrated into the structure of the company.	Meeting minutes, verbal reporting, Powerpoints, etc.	2	2	0
7.2 Percentage of required changes from previous Brand Performance Check implemented by affiliate	100%	In each Brand Performance Check report, FWF may include requirements for changes to management practices. Adherence to these requirements is an important part of FWF membership.	Affiliate should show documentation related to the specific requirements made in the previous Brand Performance Check.	8	8	-4

Comment: In the last performance check, Stanley & Stella was expected to:

1. establish a system to evaluate its suppliers
2. establish a system to regularly check if the Code of Labour Practices is posted

In 2013, Stanley & Stella has achieved the above. (See 1.9 and 3.3)

EVALUATION

Possible Points: 10

Earned Points: 10

RECOMMENDATIONS TO FWF

SCORING OVERVIEW

CATEGORY	EARNED	POSSIBLE
Purchasing Practices	27	40
Monitoring and Remediation	26	29
Complaints Handling	9	15
Training and Capacity Building	5	13
Information Management	7	7
Transparency	4	4
Evaluation	10	10
Totals:	88	118

BENCHMARKING SCORE (EARNED POINTS ÷ POSSIBLE POINTS)

75

PERFORMANCE BENCHMARKING CATEGORY

Leader

BRAND PERFORMANCE CHECK DETAILS

Date of Brand Performance Check:

04-06-2014

Conducted by:

Juliette Li

Interviews with:

Jean Chabert, Managing Director

Bruno van Steenberghe, Sourcing and Sustainability Manager

Audrey Bacherius, Communication Manager

Marie Kuza, Customer Service Manager

Audit Summary:

Publication of the audit summary section previously included in Brand Performance Checks has been suspended while Fair Wear Foundation develops a new information system to manage and summarize the data. Future Brand Performance Checks will include improved usability and transparency for audit data.