



BRAND PERFORMANCE CHECK

Tailor and Stitch

PUBLICATION DATE: JULY 2016

this report covers the evaluation period 01-01-2015 to 31-12-2015

ABOUT THE BRAND PERFORMANCE CHECK

Fair Wear Foundation believes that improving conditions for apparel factory workers requires change at many levels. Traditional efforts to improve conditions focus primarily on the factory. FWF, however, believes that the management decisions of 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. They evaluate the parts of affiliate 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 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.

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 affiliate 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.

BRAND PERFORMANCE CHECK OVERVIEW

Tailor and Stitch

Evaluation Period: 01-01-2015 to 31-12-2015

AFFILIATE INFORMATION	
Headquarters:	Sneek, Netherlands
Member since:	28-01-2013
Product types:	Workwear, Fashion
Production in countries where FWF is active:	China, India, Romania
Production in other countries:	Portugal
BASIC REQUIREMENTS	
Workplan and projected production location data for upcoming year have been submitted?	Yes
Actual production location data for evaluation period was submitted?	Yes
Membership fee has been paid?	Yes
All suppliers have been notified of FWF membership?	Yes
SCORING OVERVIEW	
% of own production under monitoring	66%
Benchmarking score	50
Category	Needs Improvement

Summary:

Tailor & Stitch has shown insufficient progress in implementing FWFs management system requirements. Tailor & Stitch has monitored 66% of its supplier base which is below the required 90% threshold of brands in 3+ years of membership.

Tailor & Stitch has a stable supplier relationship and substantial leverage at its main supplier in India. Together with this supplier, it has worked on improvements on personnel records, overtime, an age verification system and installing first aid kits and fire extinguishers. Another positive point is that the Indian agent used by Tailor and Stitch helps to implement the Code of Labour Practices, has much experience in the field of social compliance and is well aware of the human rights risks in the garment industry of India.

Although it has invested time and effort to improve working conditions at its main Chinese supplier, this supplier has not shown willingness to cooperate and realise improvements. Tailor & Stitch' production planning and order placement system provide sufficient space to avoid excessive overtime.

Unfortunately, Tailor & Stitch had to end three supplier relationships due to bankruptcy, unsuccessful cooperation and one supplier preferred to focus on the internal Indian market. This limited its ability to work on improvements of working conditions. In 2015, it started production with one new Romanian supplier.

Working conditions and the willingness of suppliers to cooperate on improvements are an important criterion in the selection of new suppliers. Tailor & Stitch performs human rights due diligence before placing orders. In India, it works with an agent that is aware of human rights risks. FWF recommends Tailor & Stitch to further integrate assessing human right risks into its decision-making process for selecting new suppliers.

Tailor & Stitch needs to ensure that it reaches the monitoring percentage of 90% to ensure that it knows which human rights issues are present in its supply chain. It should do this through FWF audits or by collecting already existing audit reports. The next step would be to set up a Corrective Action Plan with the supplier and to start working on improvements in a timely manner. Tailor & Stitch needs to take active steps to prevent and mitigate human rights risks at all of its suppliers.

Furthermore, Tailor & Stitch needs to ensure that it implements the requirements of the Brand Performance Check of 2014 and 2015 as soon as possible in order to systematically make progress in FWF membership.

Where gender based violence is a high risk in India, FWF recommends Tailor & Stitch to enroll its Indian suppliers in the Gender Based Violence-training of the Workplace Education Programme.

PERFORMANCE CATEGORY OVERVIEW

Leader: This category is for affiliates 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 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	66%	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

Comment: Tailor & Stitch has two main suppliers, one in India and one in China. These two suppliers form the basis of its production. Last year, Tailor & Stitch had to end supplier relationships with three suppliers. One supplier went bankrupt, another supplier preferred to focus on the internal market, while production with a third supplier was unsuccessful. Tailor & Stitch mostly works with smaller textile producers. As the company continues to grow, its aim is to have suppliers grow with them. At its main Indian supplier, Tailor & Stitch has a high leverage to improve working conditions, while it has medium leverage at its Chinese suppliers. It only has small leverage at its other suppliers.

1.2 Percentage of production volume from suppliers where a business relationship has existed for at least five years	34%	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.	2	4	0
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Comment: Tailor & Stitch values long term relationships. The majority of its purchasing volume is sourced from suppliers with whom it works with from the re-start of Tailor & Stitch (2009). The company works with smaller suppliers with whom it has a close relationship. Unfortunately, it had to stop production at three of its smaller suppliers.

1.3 All new suppliers are required to sign and return the Code of Labour Practices before first orders are placed.	No	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.	0	2	0
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Requirement: Tailor & Stitch needs to ensure that new suppliers sign and return the questionnaire before first orders are placed.

Comment: Tailor & Stitch sends out the FWF questionnaire to new suppliers. Though, it has difficulties in having a signed copy returned. Tailor & Stitch selected one new Romanian supplier in 2015. A signed copy of the Code of Labour Practices was not returned.

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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Recommendation: FWF recommends Tailor & Stitch to document the procedure to assess labour standards when selecting new factories. Particularly given that sourcing is for a large part done by the agent in India, it is important to document the findings regarding the level of working conditions in order to serve as input for further sourcing decisions. Furthermore, FWF recommends Tailor & Stitch to collect audit reports, to include the outcomes of the report in the decision-making process and to prepare for follow-up at the start of the relationship.

Comment: Tailor & Stitch has a long history with sourcing in India. The company works together with an agent who is very familiar with working conditions issues in the garment industry. Through this agent, Tailor & Stitch is aware of the risks associated with production in India. For Tailor & Stitch, establishing commitment to the Code of Labour Practices is an important part of selecting new suppliers. A visual inspection is done, it uses the FWF Health and Safety Checklist, meetings are held with factory management, among others to explain the FWF requirements and workers are asked how they experience working at the factory. Tailor & Stitch does not do pre-audits or collect existing reports before orders are placed.

Tailor & Stitch did not conduct human rights due diligence at its new Romanian supplier, but it only placed a very small order there.

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: FWF recommends Tailor & Stitch to immediately start monitoring and evaluating the compliance of the Code of Labour Practices when starting a relationship with a new supplier. It should ensure that audit reports are collected before sourcing or at least as soon as possible after sourcing has started. After collecting the audit report, and together with the supplier, Tailor & Stitch should set up a Corrective Action Plan and work on improvements. It should further integrate the outcome of the evaluation process into its decision-making.

Comment: Tailor & Stitch has put a lot of effort in promoting and improving labour standards with their long-term suppliers. It has a performance-based system for suppliers. With the five suppliers it started to work with more recently, labour standards were part of the discussions before sourcing. Tailor & Stitch collected one audit report of an Indian supplier, but did not yet follow up on the audit report. Unfortunately, Tailor & Stitch had to end relationships with three of these suppliers, also limiting their ability to discuss and improve labour standards.

1.6 The affiliate's production planning systems support reasonable working hours.	Strong, integrated systems in place.	Affiliate production planning systems can have a significant impact on the levels of excessive overtime at factories.	Documentation of robust planning systems.	4	4	0
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Comment: Most of Tailor & Stitch's production is not season driven, but based on clients demands. The company has several instruments in place to support reasonable working hours. For work wear clothing, the company buys and delivers the material and ensures there is enough material on stock to produce the order and checks if the concerning factories will be able to produce within the lead time of approximately 16 weeks (including fabric delivery, production and transport). Tailor & Stitch knows the production capacity of each factory and can calculate the number of tailors needed to produce their orders. Once this is checked, the company sends a definitive order confirmation to the client. For both fashion and work wear collection, after the final order placement, there are no style changes. Agents monitor the production and in case there are any problems during the production the company can try to come to solutions at an early stage. Tailor & Stitch has moved production of its Never Out of Stock-items to the low-season so that there is a more stable order flow. If needed, Tailor & Stitch uses air freight to ensure that deliveries are on time.

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: FWF recommends Tailor & Stitch to investigate potential risks of excessive overtime at suppliers where no audit has taken place. If necessary, Tailor & Stitch could hire local experts to analyse root cause of excessive overtime in cooperation with the supplier. FWF could recommend qualified persons upon request.

Comment: At its largest Indian supplier, Tailor & Stitch has taken steps to prevent excessive overtime. Working hour records are now kept and the agent regularly checks on working hours. Due to less production, overtime has also been reduced at this supplier. With its Chinese supplier, it has tried several times to discuss follow up of the outcomes of the audit, like excessive overtime, but the Chinese supplier is not open to discuss such issues. At its other suppliers, Tailor & Stitch is not aware of excessive overtime.

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: FWF suggests to have a further dialogue with factories to gain more insight into the share of the CMT price that goes to the workers' wages. Increased transparency in costing and productivity gives insight in the labour costs per product. This forms the basis for ensuring enough is paid to cover at least minimum wage and for making steps towards living wages.

Comment: Tailor & Stitch uses an open costing calculation system in cooperation with the supplier in India. The company knows the price of each part of the garment (fabrics, trimmings, zippers etc), including the time it takes to make their products, and can estimate the share that is spent on salaries. It did not compare this to wage levels, like legal minimum wage or living wages. It does not share open costing calculations with other suppliers.

1.9 Affiliate actively responds if suppliers fail to pay legal minimum wages.	No data available	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.	N/A	2	-2
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Requirement: Tailor & Stitch needs to know and ensure that the legal minimum wage is paid at all of its suppliers. It has to act accordingly when workers are paid below legal minimum wage.

Recommendation: Since most issues of legal minimum wage arise from incomplete documentation, FWF recommends Tailor & Stitch to work on the transparency of working hour records at its suppliers.

Comment: No findings were documented of payment below minimum wage during the audit in China in 2014. However, this conclusion was based on interviews since attendance records were not complete. The wage ladder of the audit that took place at the Indian supplier in 2013 showed unskilled workers were paid below the Delhi minimum wage. This was a conclusion from the interviews which could not be corroborated by documentation. According to Tailor & Stitch, all workers are now paid the legal minimum wage, but this could not be validated during the Brand Performance Check. Tailor & Stitch is not aware of wage levels at the other factories.

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
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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
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Requirement: Tailor & Stitch is expected to take an active role in discussing living wages with its suppliers. The FWF wage ladder can be used as a tool to implement living wages. Most relevant wage estimates, such as local minimum wage, Asia Floor Wage, collective bargaining wage and industrial best practice wages are provided in the wage ladder. The wage ladder is included in FWF's audit reports. It demonstrates the gaps between workers' wages at a factory and living wages demanded by major stakeholders. The wage ladder can be used to document, monitor, negotiate and evaluate the improvements at its suppliers.

Recommendation: FWF encourages Tailor & Stitch 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. Furthermore, FWF recommends Tailor & Stitch to assess root causes of wages lower than living wages at its Indian supplier so that it knows better how living wages could be implemented.

Comment: Tailor & Stitch has entered into a discussion on living wages with its main Indian supplier, but they differ of opinion on how the wages should be raised. It has not yet performed a root cause analysis. Tailor & Stitch has moved production of one style to the low season to ensure a stable flow of orders. This prevents that workers need to take unpaid leave in the low season and has a positive effect on working hours and wages. FWF could assist Tailor & Stitch in this process by providing guidance on open cost calculations and labour minute costing.

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
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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
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PURCHASING PRACTICES

Possible Points: 38

Earned Points: 24

2. MONITORING AND REMEDIATION

BASIC MEASUREMENTS	RESULT	COMMENTS
% of own production under standard monitoring (excluding low-risk countries)	66%	
% of own production in low risk production countries where FWF's Low Risk policy has been implemented	0%	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	66%	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: The general manager of Tailor & Stitch, in cooperation with the Indian agent, is responsible for monitoring and follow up of the Code of Labour Practices.

2.2 Degree of progress towards resolution of existing Corrective Action Plans	Intermediate	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.	4	8	-2
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Requirement: Resolving and remediating non-compliances is one of the most important criteria FWF affiliates can do towards improving working conditions. FWF expects affiliates to examine and support remediation of any problem that they encounter. Tailor & Stitch has to start working on the improvement of labour standards once it starts sourcing at a new supplier.

Recommendation: FWF recommends Tailor & Stitch to collect audit reports before placing orders and to ensure dialogue and follow up takes place after sourcing has started. Together with its suppliers, it should enter into a dialogue about labour standards and set up a Corrective Action Plan as soon as possible.

Comment: Tailor & Stitch is working hard on improvements at its main Indian supplier. Improvements have been made on personnel records, overtime, an age verification system and installing first aid kits and fire extinguishers.

Tailor & Stitch encounters difficulties in following up with its Chinese supplier. Despite various efforts, its supplier ignores questions concerning labour standards and does not send the required documents.

At its other five suppliers, Tailor & Stitch collected one audit report, but did not yet follow up on the outcomes of the report. With three of these suppliers Tailor & Stitch started working with in 2014, but ended relationships in 2015. This limited the ability of Tailor & Stitch to work on improvements. Tailor & Stitch did not immediately collect audit reports when production started, what also limited its own ability to set up Corrective Action Plans and follow up.

2.3 Percentage of production volume from suppliers that have been visited by the affiliate in the past financial year	59%	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.	3	4	0
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Comment: Tailor & Stitch has visited all of its Indian suppliers.

2.4 Existing audit reports from other sources are collected.	No	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.	0	3	0
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Recommendation: Existing reports form a basis for understanding the issues and strengths of a supplier, and reduces double work. Existing audits can be counted towards the monitoring threshold if the quality of the report is assessed using the FWF audit quality tool and corrective actions are implemented. Since Tailor & Stitch has only limited possibilities to perform own audits, it should ensure that it collects already existing audit reports and follows up on them.

Comment: Of the five most recent suppliers, Tailor & Stitch only collected one BSCI audit report of an Indian supplier. It did not set up a Corrective Action Plan with this supplier.

2.5 Audit Report and Corrective Action Plan (CAP) findings are shared with factory. Improvement timelines are established in a timely manner	Yes	2 part indicator: FWF audit reports were shared and discussed with suppliers within two months of audit receipt AND a reasonable time frame was 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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Comment: In 2015, no FWF audit has taken place at suppliers from Tailor & Stitch. In previous years, it has shared audit reports with its suppliers and has set up a Corrective Action Plan.

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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Requirement: Tailor & Stitch' monitoring system should identify and address high risk issues that are specific to the affiliates' sourcing practices. Tailor & Stitch has to take immediate steps in high risk areas to ensure that it knows and can show that it does not source from suppliers where these high risk issues take place or that it is aware of these issues, but that it has taken steps to mitigate these issues.

Recommendation: FWF provides guidance, country studies and training to ensure that members are aware, and can identify and address high risk issues in their supply chain. FWF recommends Tailor & Stitch to remain updated of these risks and to ensure that it takes steps to prevent, address and mitigate such high risks. For example, in India workers are at a high risk of forced labour, not being paid the legal minimum wage and gender-based violence. Furthermore, FWF recommends Tailor & Stitch to enroll its Indian suppliers in the training of the Workplace Education Programme.

Comment: The factories Tailor & Stitch is working with in India are visited often by the company staff and agent. The Indian agent has had her own textile factory and is well aware of the specific human rights issues in India. Although aware of the risks, Tailor & Stitch did not take sufficient steps to identify and address high risk issues, like excessive overtime, the non-payment of legal minimum wage, the Sumangali system and gender based violence at its smaller Indian suppliers.

2.6a High risk issues specific to Bangladesh are identified and addressed by the monitoring system and remediation activities.	Not sourcing in Bangladesh	Affiliates sourcing in Bangladesh should take additional action to address both building and fire safety and the prevention of violence against women.	Building, electrical and fire safety inspection reports, evidence of cooperation with other customers sourcing at the same factories (Accord signatories and/or FWF affiliates), etc.	N/A	3	0
2.6b High risk issues specific to Myanmar are identified and addressed by the monitoring system and remediation activities.	Not sourcing in Myanmar	Myanmar is still in the process of establishing the legal and civil society infrastructure needed to ensure compliance with labour rights. Extra care must be taken when doing business in Myanmar.	Shared CAPs, Wage Ladders per factory.	N/A	3	0
2.7 Affiliate cooperates with other customers in resolving corrective actions at shared suppliers	No CAPs active or no shared suppliers.	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.	N/A	2	-1

2.8 Monitoring requirements are fulfilled for production in low-risk countries	No	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.	0	2	0
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Requirement: Monitoring requirements need to be fulfilled for production in low-risk countries in order for it to be counted towards the monitoring threshold. All production sites in low-risk countries must:

- Be visited annually by representatives of Tailor & Stitch;
- Be informed of FWF membership and return the completed CoLP questionnaire before production orders are placed;
- Be aware of specific risks identified by FWF;
- Have the FWF Worker Information Sheet posted in local languages.

Comment: Tailor & Stitch had production at two Portuguese facilities. It did not send out the FWF questionnaire, did not receive pictures of the Code of Labour Practices and had not visited these suppliers.

2.9 External brands resold by the affiliate who have completed and returned the external brand questionnaire. (% of external sales volume)	0%	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.	0	3	0
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Recommendation: Tailor & Stitch should take steps to ensure that it receives a signed FWF questionnaire from its external producers.

Comment: Tailor & Stitch sells products from one Dutch and one Chinese external producer. It did not receive the FWF questionnaire for External Producers of these brands.

2.10 External brands resold by affiliates that are members of another credible initiative. (% of external sales volume)	0%	FWF believes affiliates who resell products should be rewarded for choosing to stock external brands who also take their supply chain responsibilities seriously.	External production data in FWF's information management system. Documentation of sales volumes of products made by FWF or FLA members.	0	3	0
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Comment: Tailor & Stitch does not source from any brand that is member of FWF or another credible initiative.

MONITORING AND REMEDIATION

Possible Points: 33

Earned Points: 14

3. COMPLAINTS HANDLING

BASIC MEASUREMENTS	RESULT	COMMENTS
Number of worker complaints received since last check	0	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	0	

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

Comment: The general manager of Tailor & Stitch is responsible for complaints handling.

3.2 System exists to check that the Worker Information Sheet is posted in factories	No	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.	0	2	0
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Recommendation: It is suggested to ask suppliers to submit a photo of the posted Worker Information Sheet with the annual questionnaire and to ask staff visiting a supplier to check if the documents are still posted as indicated on the obtained photo.

Comment: The agent of Tailor & Stitch regularly visits the factories in India and checks whether the Worker Information Sheet is posted. It did not visit factories outside of India and could therefore not check whether the Worker Information Sheet was posted in those factories. Furthermore, Tailor & Stitch does not have a system in place where it saves pictures of the Code of Labour Practices. During the Brand Performance Check, it could therefore not be verified whether the Worker Information Sheets were posted in all factories.

3.3 Percentage of FWF-audited factories where at least half of workers are aware of the FWF worker helpline.	0%	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.	-2	4	-2
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Requirement: Tailor & Stitch must ensure that the worker information sheet, including contact information of the local complaints handler of FWF, is posted in factories in a location that is accessible to all workers. Tailor & Stitch should check by means of asking for a picture of the Code of Labour Practices whether the Worker Information Sheet is posted in the factories.

Recommendation: Tailor & Stitch can stimulate its suppliers to participate in WEP trainings to raise awareness about the existence and the functioning of FWF's worker hotline. In addition to sending the worker information sheet, affiliates can use the worker information cards available for download on FWF's website.

Comment: According to two FWF audit reports, workers were not aware of the FWF complaints mechanism in the two main factories of Tailor & Stitch. No Workplace Education Programme-trainings took place at these factories to improve knowledge on the FWF-complaints mechanism. Tailor & Stitch did take steps to ensure that workers at its main Indian supplier are more aware of the Code of Labour Practices and the FWF Complaints Mechanism. It could not yet be verified whether these efforts has ensured that more than 50% of the workforce is now aware of the FWF worker helpline.

3.4 All complaints received from factory workers are addressed in accordance with the FWF Complaints Procedure	No complaints received	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.	N/A	6	-2
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3.5 Cooperation with other customers in addressing worker complaints at shared suppliers	No complaints or cooperation not possible / necessary.	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.	N/A	2	-2
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COMPLAINTS HANDLING

Possible Points: 7

Earned Points: -1

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

Comment: Tailor & Stitch is a small organisation where information is easily shared through meetings. All staff are involved in FWF membership.

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
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Comment: (to be discussed with TS)

4.3 All sourcing contractors/agents are informed about FWF's Code of Labour Practices.	Yes + actively support COLP	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.	2	2	-2
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Comment: Tailor & Stitch works with one agent in India. This agent is well aware of labour standards in India and FWF requirements. She is highly involved in due diligence at new suppliers and following up improvements of working conditions at suppliers.

4.4 Factory participation in Workplace Education Programme (where WEP is offered; by production volume)	0%	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.	0	6	0
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Requirement: Manufacturers and their workers should be systematically informed about FWF and the implementation of the Code of Labour Practices. All factory management and workers should be informed and aware about the relevant labour standards and grievance mechanisms. In order to ensure awareness and enhance understanding of the relevant labour standards, gender based violence and the importance of a good mechanism for communication between employers and workers in the workplace, FWF developed the Workplace Education Programme. Tailor & Stitch should motivate its main supplier(s) to join WEP trainings on Gender Based Violence in India.

Comment: Suppliers of Tailor and Stitch did not participate in a Workplace Education Programme-training.

4.5 Factory participation in trainings (where WEP is not offered; by production volume)	All production is in WEP areas.	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.	N/A	4	0
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TRAINING AND CAPACITY BUILDING

Possible Points: 11

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	Intermediate	Any improvements to supply chains require affiliates to first know all of their 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.	3	6	-2

Recommendation: It is recommended to include information on subcontractors in the company's efforts to monitor improvements.

Comment: Through frequent visits by company staff or agent, and the small number of suppliers, Tailor & Stitch knows all production locations. Several factories in India and its main supplier in China uses subcontractors. However, not yet all subcontractors are included in the company's monitoring system.

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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Comment: The small team at Tailor & Stitch allows for frequently sharing information regarding working conditions at suppliers; all staff at the company is fully aware of factory conditions.

INFORMATION MANAGEMENT

Possible Points: 7

Earned Points: 4

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

Comment: Tailor & Stitch communicates FWF membership on the corporate website in correct wording. FWF logo is placed on the homepage. FWF membership is communicated to clients in newsletters and used for tenders to attract new clients.

6.2 Affiliate engages in advanced reporting activities	No	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.	0	1	0
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Recommendation: FWF recommends Tailor & Stitch to publish one or more of the following reports on its website: Brand performance check, audit reports, suppliers register. Good reporting by members helps to ensure the transparency of the member and work of FWF.

Comment: Tailor & Stitch did not publish the most recent Brand Performance Check online. It also has not published audit reports or its supplier list.

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 affiliates to transparently share their efforts with stakeholders.	Report adheres to FWF guidelines for Social Report content.	2	2	-2
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Comment: Tailor & Stitch has published its social report 2015 online.

TRANSPARENCY

Possible Points: 4

Earned Points: 3

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

Comment: With the outcomes of this performance check, Tailor & Stitch evaluates FWF membership. Input from the agent in India in terms of supplier developments is included in the evaluation. Given the small team, process is informally evaluated on a regular basis.

7.2 Changes from previous Brand Performance Check implemented by affiliate	20%	In each Brand Performance Check report, FWF may include requirements for changes to management practices. Progress on achieving these requirements is an important part of FWF membership and its process approach.	Affiliate should show documentation related to the specific requirements made in the previous Brand Performance Check.	2	4	-2
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Comment: The Brand Performance Check Report of 2014 contained five requirements (1.3, 1.7, 2.8, 2.10, 4.4). Tailor and Stitch has worked to limit excessive overtime, but did not give sufficient follow up on the other requirements. These remain requirements in this Brand Performance Check.

EVALUATION

Possible Points: 6

Earned Points: 4

RECOMMENDATIONS TO FWF

No specific recommendations were given

SCORING OVERVIEW

CATEGORY	EARNED	POSSIBLE
Purchasing Practices	24	38
Monitoring and Remediation	14	33
Complaints Handling	-1	7
Training and Capacity Building	5	11
Information Management	4	7
Transparency	3	4
Evaluation	4	6
Totals:	53	106

BENCHMARKING SCORE (EARNED POINTS DIVIDED BY POSSIBLE POINTS)

50

PERFORMANCE BENCHMARKING CATEGORY

Needs Improvement

BRAND PERFORMANCE CHECK DETAILS

Date of Brand Performance Check:

09-06-2016

Conducted by:

Wilco van Bokhorst

Interviews with:

Bart Ebink, General Manager

Gea Kuipers, Finance

Ritu Shrivastva, local agent in India

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.