



## **Brand Performance Check**

### **SOLO INVEST S.A.S**

This report covers the evaluation period 01-01-2019 to 31-12-2019

## 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](http://www.fairwear.org). The online [Brand Performance Check Guide](#) provides more information about the indicators.

# Brand Performance Check Overview

## SOLO INVEST S.A.S

Evaluation Period: 01-01-2019 to 31-12-2019

| Member company information   |                                  |
|--|----------------------------------|
| Headquarters:  | Paris , France                   |
| Member since:  | 2014-06-01                       |
| Product types:   | Promotional wear and accessories |
| Production in countries where Fair Wear is active:                                     | Bangladesh, China, Myanmar       |
| Production in other countries:   | Pakistan, Cambodia               |
| 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                              |
| Scoring overview   |                                  |
| % of own production under monitoring   | 80%                              |
| Benchmarking score   | 58                               |
| Category   | Good                             |

## **Disclaimer**

*This performance check was conducted amidst the COVID-19 outbreak in 2020. Due to travel restrictions in 2020, the assessment methodology for this check was modified to adapt to an online version.*

*While the performance check does cover all indicators, Fair Wear was not able to cross-check information with the member company's other departments to the extent it would normally do. This may have led to shorter descriptions/comments in the report. We have taken additional measures to ensure the scores are still inclusive and representative of the performance/progress made: more documentation was requested from the member during the preparation phase and other staff members were interviewed to score a specific indicator, where necessary. Furthermore, due to our improved data management system, Fair Wear was able to better track and document progress, mitigating much of the disadvantage of a remote performance check.*

*This modified version was applied consistently to all members' performance checks starting their financial year in 2019 in order to maintain fair and comparable data.*

*Fair Wear will evaluate the members' response to the Corona-crisis in the performance check about the financial year starting in 2020. For members having financial years starting in April or later, parts of their response can already be reflected in the current performance check report, although their overall response will be evaluated in the next performance check.*

## Summary:

Sol's has shown progress and met most of Fair Wear's performance requirements. The brand monitored 80% of its own production, which meets the required threshold for members of three years or more. Sol's has taken steps towards higher transparency and has given more precise percentages for each separate location of a certain supplier, which decreased the percentage slightly. With a benchmarking score of 58, Sol's is awarded the 'Good' rating.

Sol's has very high leverage in – and long-term relationships with – many of its production locations in Bangladesh. The member's focus for both production and Fair Wear monitoring is Bangladesh, where it has a local office that allows for adequate follow up on CAP remediation. Sol's has made a great effort in the onboarding process of the Bangladesh Accord on Fire and Building Safety and could finalize this process with success. Alongside the onboarding process, a thorough clean-up of Sol's supplier database was done.

In 2019, Cambodia was added as new production country for Sol's. The production location in Cambodia is run by the same management as one of Sol's main suppliers in Bangladesh. Sufficient due diligence was shown, yet Fair Wear advises the brand to clearly define prevention steps for country-specific risks, especially for those production countries where leverage and FOB percentage is low.

Four Fair Wear audits were conducted and follow up was shown. Despite instruments in place and Sol's high leverage at most suppliers, the main production locations still have overtime issues. Fair Wear recommends intensifying the discussions with factory management and organising WEP trainings to raise awareness and improve dialogue between workers and management.

Four complaints were received by workers at Sol's suppliers. Three in Bangladesh, one in Myanmar. The complaints were related to wage levels, payment and employment contracts.

All complaints were addressed in accordance with the Fair Wear Complaints Procedure and it was shown that Sol's took the necessary steps to resolve the issues.

## 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.

# 1. Purchasing Practices

| Performance indicators  | Result | Relevance of Indicator   | Documentation                                    | Score | Max | Min |
|---|--------|--|--|-------|-----|-----|
| 1.1a Percentage of production volume from production locations where member company buys at least 10% of production capacity. | 94%    | Member companies with less than 10% of a production location's production capacity generally have limited influence on production location managers to make changes. | Supplier information provided by member company. | 4     | 4   | 0   |

**Comment:** Sol's is an important buyer (leverage above 10%) for production locations that represent 94% of Sol's total production volume. This figure has increased, as Sol's consolidated its amount of suppliers, limiting the number of factories producing the same styles.

| Performance indicators  | Result | Relevance of Indicator  | Documentation   | Score | Max | Min |
|---|--------|---|---|-------|-----|-----|
| 1.1b Percentage of production volume from production locations where member company buys less than 2% of its total FOB. | 18%    | Fair Wear provides incentives to clothing brands to consolidate their supplier base, especially at the tail end, as much as possible, and rewards those members who have a small tail end. Shortening the tail end reduces social compliance risks and enhances the impact of efficient use of capital and remediation efforts. | Production location information as provided to Fair Wear. | 2     | 4   | 0   |

**Comment:** A total of 18% of production volume comes from locations where Sol's buys less than 2% of its total FOB. This figure is similar to the previous financial year.

Even though Sol's focus is on t-shirts and sweaters, a certain amount of smaller suppliers is used to fill up the catalogue with additional products. According to Sol's, a certain degree of diversification is needed from a risk management perspective. Reaching the same percentage this year as previously reflects this.

| Performance indicators   | Result | Relevance of Indicator  | Documentation                                    | Score | Max | Min |
|--|--------|---|--|-------|-----|-----|
| 1.2 Percentage of production volume from production locations 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 production locations a reason to invest in improving working conditions. | Supplier information provided by member company. | 3     | 4   | 0   |

**Comment:** The total production volume from suppliers with which Sol's maintains a long-term business relationship of at least five years has remained the same with 64% compared with the previous financial year. The majority of this percentage is even represented by suppliers that have been working with Sol's for at least ten years.

| Performance indicators  | Result | Relevance of Indicator   | Documentation             | Score | Max | Min |
|---|--------|--|---------------------------|-------|-----|-----|
| 1.3 All (new) production locations are required to sign and return the questionnaire with the Code of Labour Practices before first bulk orders are placed. | Yes    | The CoLP is the foundation of all work between production locations and brands, and the first step in developing a commitment to improvements. | Signed CoLPs are on file. | 2     | 2   | 0   |

**Comment:** In 2019, Sol's added eight new production locations to its supply base. Questionnaire and worker info sheet are uploaded for each location, yet not before the first bulk orders were placed.

**Requirement:** SOL'S needs to ensure that new production locations sign and return the questionnaire before first orders are placed.

| Performance indicators  | Result       | Relevance of Indicator  | Documentation   | Score | Max | Min |
|---|--------------|---|---|-------|-----|-----|
| 1.4 Member company conducts human rights due diligence at all (new) production locations before placing orders. | Intermediate | Due diligence helps to identify, prevent and mitigate potential human rights problems at suppliers. | Documentation may include pre-audits, existing audits, other types of risk assessments. | 2     | 4   | 0   |

**Comment:** The process of starting up a new business relationship with a new supplier takes between 4 and 6 months. Sol's conducts due diligence at new suppliers using a sourcing package to be filled in by each potential supplier as a first step. This package includes FWF's Questionnaire, Sol's Code of conduct, Supplier profile and SOL'S general conditions. These requirements are also behind each PO. All suppliers have to return all four documents which are contractually binding, and also any relevant certification documents.

The CSR manager checks if audit reports are available (with the main focus on BSCI reports including a thorough CAP analysis). All data is filed in one central document to be able to monitor status and prioritise in case of missing information.

For production locations in Bangladesh, the local team always visits the factory first and uses Fair Wear's Health and Safety checklist. Besides the abovementioned files, fire safety and building safety certificates are required and crosschecked. Also, salary payment check is done during this factory visit. The local team shares their concerns/comments with the Quality and CSR department. If the doubt still persists concerning the capacity/quality and social compliance no order is placed.



In 2019, the member company started production in one factory based in Cambodia through a trading company. Information on specific risks is gathered through Fair Wear production country team. The new supplier in Cambodia is run by Chinese management. It was suggested as an alternative to their production location in China for capacity reasons. Sol's has visited the location in Cambodia, gained insight into the main risks and is already familiar with the factory management. The CSR manager of Sol's required a local, Cambodian HR manager in the factory.

Sol's requires suppliers to be transparent on subcontractors; preferably all processes are done in-house. Otherwise, the subcontractors are included in the monitoring system for implementing the Code of Labour Practices. This is mainly checked by Sol's local staff (for Bangladesh) before the start of production, but also regularly during production. Facilities in China, Myanmar and Cambodia are visited by the CSR manager. Fair Wear audits are not done prior to production as part of the due diligence process. However, existing social audit reports are collected and checked prior to production start.

**Recommendation:** A risk analysis as part of the decision-making process of selecting new production locations is an important step to mitigate risk and prevent potential problems. Fair Wear recommends SOL'S to clearly define preventive actions for identified risks and connect them to sourcing decisions. This also includes strategies to tackle structural risks such as low wage levels in the country, limited freedom of association and restricted civil society that are beyond the brand's individual sphere of influence. Fair Wear advises to use information from Fair Wear country studies and wage ladders and use the Fair Wear Health and Safety guidelines. SOL'S can use the CSR Risk Check (<https://www.mvorisicochecker.nl/en/risk-check>) to further assess the risks in (potential new) sourcing countries. For gender risk assessments, SOL'S can use the gender-toolkit that has fact-sheets per country, supplier checklists and a model policy on Sexual Harassment. SOL'S can cooperate with local stakeholders to further investigate the situation in a specific country, particularly with regards to Cambodia. Fair Wear can offer information on local stakeholders.

| Performance indicators  | Result | Relevance of Indicator   | Documentation   | Score | Max | Min |
|---|--------|--|---|-------|-----|-----|
| 1.5 Production location compliance with Code of Labour Practices is evaluated in a systematic manner. | Yes    | 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. | 1     | 2   | 0   |

**Comment:** Sol's evaluation system assesses factories every six months resulting in a supplier ranking. This allows the member to compare factory performances. The evaluation goes with a CAP and a deadline of six months for factories to improve. Then the CAP follow-up is made every month and checked by buyers, production managers, and quality managers. At the end of 2019, Sol's started to do monthly KPI analysis for each production location. Every three months a complete KPI check and report is generated.

If improvements are made the collaboration can continue. On the opposite, if the evaluation rating goes down, the potential ending of collaboration is discussed in meetings involving all teams. As this was introduced at the end of 2019, production decisions based on compliance could not be verified and assessed yet.

**Recommendation:** As it is not always possible to reward suppliers with more volumes, SOL'S could look into other incentives that reward supplier's commitment towards the CoLP. An example would be to offer training for skill building/capacity development, placing more NOS styles.

| Performance indicators   | Result                               | Relevance of Indicator  | Documentation                             | Score | Max | Min |
|--|--------------------------------------|---|---|-------|-----|-----|
| 1.6 The member company's production planning systems support reasonable working hours. | Strong, integrated systems in place. | Member company production planning systems can have a significant impact on the levels of excessive overtime at production locations. | Documentation of robust planning systems. | 4     | 4   | 0   |

**Comment:** Sol's has a very strong and detailed production planning system and knows the output of each line per day. Sol's has a forecast of 6 months or 1-year depending on products. "Programmes of production" are communicated and agreed on monthly with suppliers with the lead time between 90 to 120 days. Since products have very similar styles more or less the same colour and quantities (for t-shirts and polos mainly) are very big - there is a need for high productivity. Sol's and its suppliers work with a well-tuned production forecast where only fine-tuning is needed.

When small adjustments are needed, those are communicated in advance to factories so they can plan production capacities.

The production schedule allows Sol's to follow the production steps at any stage of production/shipping, and see where bottlenecks lie. When the situation seems to be sensitive regarding overtime, the brand can also reduce quantities if needed and production time can be spread out on several months or orders could be reshuffled to other production locations. Bulk orders are always placed with shipment date instead of a delivery date. Advanced payment is 40 to 60% of the total amount, giving the factory liquidity upfront. Also, at least two production locations are used for the same style, to give space for delays. Given the timeless styles, the huge stock to absorb delays and the absence of fast fashion cycles, Sol's believes that overtime is not needed for their orders.

Despite these instruments in place and the high leverage of the member at most of the suppliers, Sol's production locations have still overtime issues. Sol's discussed this issue with their main suppliers and argues that competing with large fast fashion cooperations producing in the same (large) factories is an important component in this issue.

| Performance indicators  | Result               | Relevance of Indicator   | Documentation  | Score | Max | Min |
|---|----------------------|--|--|-------|-----|-----|
| 1.7 Degree to which member company mitigates root causes of excessive overtime. | Intermediate efforts | Some production delays are outside of the control of member companies; however there are a number of steps that can be taken to address production delays without resorting to excessive overtime. | Evidence of how member responds to excessive overtime and strategies that help reduce the risk of excessive overtime, such as: root cause analysis, reports, correspondence with factories, etc. | 3     | 6   | 0   |

**Comment:** Three audits were conducted in 2019, two in China and one in Bangladesh. Overtime was found in all three Fair Wear audits. As follow up, Sol's changed the fabric approval system for the Chinese production locations. In this way, some of the pressure is taken away. The member has registered its company in China and hired one employee in China to gain more insight and improve the monitoring process and subsequently focus on the prevention of risks.

At one of the audited factories in China, Sol's has very small leverage (0.05% of total FOB and 3% leverage). Follow up has been difficult because of this position. For the other Chinese factory audited, Sol's never puts pressure on the orders thanks to the available stock. Further investigation of root causes is needed to understand what Sol's can do to remediate and prevent overtime.

The audit in Bangladesh was done at one of Sol's' most important production locations. Sol's is in frequent contact with this supplier and visits the factory regularly. Christmas and 'back to school' pressure from other clients seem to be a recurring bottleneck. Other root causes have not been identified yet.

**Recommendation:** Besides discussing it with the supplier and assessing root causes, Fair Wear strongly recommends SOL'S to actively take measures when excessive overtime is found. Taking measures to ensure that SOL'S knows and shows whether excessive overtime takes place at a supplier is key in resolving the issue. Measures such as regular checks by the local technician, documents checking and interviewing workers help assess whether excessive overtime takes place.

| Performance indicators   | Result       | Relevance of Indicator  | Documentation  | Score | Max | Min |
|--|--------------|---|--|-------|-----|-----|
| 1.8 Member company can demonstrate the link between its buying prices and wage levels in production locations. | Intermediate | 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. | 2     | 4   | 0   |

**Comment:** Negotiation goes through monthly "programs" which are fixed agreements, orders placed are never reduced so it allows having a flat production for factories and avoids peaks, and to fill in sewing lines consistently all year long. Sol's works with open costing at all its production locations in Bangladesh. Combined with its stable production pattern for basic items like t-shirts, Sol's has a good and complete overview of wages including for the different grades with a rather stable fabric price for each style. Also for the new production location in Cambodia, open costing was a requirement to start placing orders.

Sol's is in direct contact with most of the yarn suppliers, with which they set a price for six months. If prices increase in that period, it will be adjusted in the FOB price. If prices decrease, the benefit is for the yarn supplier.

**Recommendation:** Fair Wear recommends SOL'S to expand their knowledge of cost break downs of all product groups. A next step would be to calculate the labour minute costs of its products to be able to calculate the exact costs of labour and link this to their own buying prices. First priority would be to make sure this level of transparency can be achieved with all their suppliers.

| Performance indicators  | Result | Relevance of Indicator   | Documentation   | Score | Max | Min |
|---|--------|--|---|-------|-----|-----|
| 1.9 Member company actively responds if production locations fail to pay legal minimum wages and/or fail to provide wage data to verify minimum wage is paid. | No     | If a supplier fails to pay minimum wage or minimum wage payments cannot be verified, Fair Wear member companies are expected to hold management of the supplier accountable for respecting local labour law. Payment below minimum wage must be remediated urgently. | Complaint reports, CAPs, additional emails, Fair Wear Audit Reports or additional monitoring visits by a Fair Wear auditor, or other documents that show minimum wage issue is reported/resolved. | -2    | 0   | -2  |

**Comment:** Findings during all three audits done by Fair Wear indicated legal minimum wage issues; failure to pay legal minimum wage, premiums or leaves and/or incomplete wage data to verify payment of minimum wage.

Sol's has taken up the issue for the production location in Bangladesh. Discussion with the supplier, stressing the importance of the matter and the need to be transparent about wage payments. Verification was done, as this was also related to a filed complaint (see indicator 3.4).

Minimum wage related findings at the two Chinese production locations have not been raised with factory management yet and needs to be tackled immediately.

**Requirement:** If a supplier fails to pay minimum wages, members are expected to respond in time, identify root causes with factory management, and resolve that local labour laws are respected. Evidence of remediation must be collected. Factory visits with a documents check or additional verification by Fair Wear may be needed to verify remediation.

| Performance indicators   | Result | Relevance of Indicator  | Documentation   | Score | Max | Min |
|--|--------|---|---|-------|-----|-----|
| 1.10 Evidence of late payments to suppliers by member company. | No     | Late payments to suppliers can have a negative impact on production locations 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 production location and member company financial documents. | 0     | 0   | -1  |

**Comment:** At most suppliers, Sol's makes a pre-payment of 40-60% of Purchase Orders when placing those. The remaining is paid once goods are received in stock. Such practices support a better organisation and financial sustainability of factories.

| Performance indicators   | Result       | Relevance of Indicator   | Documentation   | Score | Max | Min |
|--|--------------|--|---|-------|-----|-----|
| 1.11 Degree to which member company assesses and responds to root causes for wages that are lower than living wages in production locations. | Insufficient | 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 | Evidence of how payment below living wage was addressed, such as: Internal policy and strategy documents, reports, correspondence with factories, etc | 0     | 6   | 0   |

**Comment:** All three audits conducted in 2019 show that the wage paid to most workers for a regular working week is below the living wage benchmarks Fair Wear collected from its local stakeholders.

Legal minimum wage is made a requirement for each of the suppliers however, the degree to which Sol's has responded to wages lower than living wages has been insufficient in 2019.

**Requirement:** SOL'S must assess the root causes of wages that are lower than living wages, taking into account its leverage and effect of its own pricing policy. SOL'S is expected to take an active role in discussing living wages with its suppliers. The Fair Wear wage ladder can be used as a tool to implement living wages, to document, monitor, negotiate and evaluate the improvements at its suppliers.

**Recommendation:** Fair Wear encourages SOL'S to involve worker representatives and local organisations in assessing root causes of wages lower than living wages. It is advised that the outcomes of the root cause analysis are discussed internally and with top management, to form a basis for an embedded strategy.

| Performance indicators   | Result | Relevance of Indicator   | Documentation                                    | Score | Max | Min |
|--|--------|--|--|-------|-----|-----|
| 1.12 Percentage of production volume from factories owned by the member company (bonus indicator). | 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 member company's score. | Supplier information provided by member company. | N/A   | 2   | 0   |

| Performance indicators                                      | Result | Relevance of Indicator  | Documentation  | Score | Max | Min |
|---|--------|---|--|-------|-----|-----|
| 1.13 Member company determines and finances wage increases. | None   | 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. | Evidence of how payment below living wage was addressed, such as: internal policy and strategy documents, reports, correspondence with factories, etc. | 0     | 6   | 0   |

**Comment:** Sol's has strong planning systems in place but doesn't have a clear strategy on wage increases nor wage targets.

**Requirement:** SOL'S should analyse what is needed to increase wages and develop a strategy to finance the costs of wage increases.

| Performance indicators   | Result | Relevance of Indicator   | Documentation   | Score | Max | Min |
|--|--------|--|---|-------|-----|-----|
| 1.14 Percentage of production volume where the member company pays its share of the target wage. | 0%     | Fair Wear member companies are challenged to adopt approaches that absorb the extra costs of increasing wages. | Member company's own documentation, evidence of target wage implementation, such as wage reports, factory documentation, communication with factories, etc. | 0     | 6   | 0   |

**Requirement:** SOL'S is expected to begin setting a target wage for its production locations.

---

## Purchasing Practices

**Possible Points: 52**

**Earned Points: 21**

---

## 2. Monitoring and Remediation

| Basic measurements   | Result | Comments   |
|--|--------|--|
| % of production volume where approved member own audit(s) took place.                      | 0%     |  |
| % of production volume where approved external audits took place.                          | 55%    |  |
| % of production volume where Fair Wear audits took place.                                  | 56%    |  |
| % of production volume where an audit took place.  | 80%    |  |
| % of production volume where monitoring requirements for low-risk countries are fulfilled. | 0%     | To be counted towards the monitoring threshold, FWF low-risk policy should be implemented. See indicator 2.9. (N/A = no production in low risk countries.) |
| Member meets monitoring requirements for tail-end production locations.                    | Yes    |  |
| Requirement(s) for next performance check  |        |  |
| Total monitoring threshold:  | 80%    | Measured as percentage of production volume (Minimums: 1 year: 40%; 2 years 60%; 3 years+: 80-100%)  |

| 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 Fair Wear 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:** Sol's Quality Director is in charge of following-up on the problems identified. At the end of 2019, a new CSR and Quality manager took over this responsibility.

| Performance indicators                                  | Result   | Relevance of Indicator  | Documentation                     | Score | Max | Min |
|---|--|---|-----------------------------------|-------|-----|-----|
| 2.2 Quality of own auditing system meets FWF standards. | Member makes use of FWF audits and/or external audits only | In case Fair Wear teams cannot be used, the member companies' own auditing system must ensure sufficient quality in order for Fair Wear to approve the auditing system. | Information on audit methodology. | N/A   | 0   | -1  |



| Performance indicators   | Result | Relevance of Indicator  | Documentation  | Score | Max | Min |
|--|--------|---|--|-------|-----|-----|
| 2.3 Audit Report and Corrective Action Plan (CAP) findings are shared with factory and worker representation where applicable. Improvement timelines are established in a timely manner. | Yes    | 2 part indicator: Fair Wear 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  |

**Comment:** Audit Reports and CAP findings are shared with factory and worker representation where applicable. Improvement timelines are established. In the follow up of corrective actions, Sol's includes local staff. CAPs are also discussed in meetings with other departments which then follow up on improvement with factories every month.

| Performance indicators  | Result | Relevance of Indicator  | Documentation  | Score | Max | Min |
|---|--------|---|--|-------|-----|-----|
| 2.4 Degree of progress towards resolution of existing Corrective Action Plans and remediation of identified problems. | Basic  | Fair Wear considers efforts to resolve CAPs to be one of the most important things that member companies can do towards improving working conditions. | CAP-related documentation including status of findings, documentation of remediation and follow up actions taken by member. Reports of quality assessments. Evidence of understanding relevant issues. | 4     | 8   | -2  |

**Comment:** Sol's has a clear system to file and monitoring progress on CAPs with factories. A CAP status check is done every month, but the focus in 2019 was mainly on production and quality requirements.

Relevant staff (such as the responsible buyer) is involved in the CAP follow up and coordinated by the Quality Director. The system works with colour categorization, indicating the priority of each finding.

The new Quality Director, onboard since the end of 2019, visits Bangladesh two weeks per month, which enables him to act immediately on critical findings for the majority of the suppliers, as most of them are based in Bangladesh. Visits are done regularly, by both the Quality Director and the local team in Bangladesh.

In the case of critical findings, top management is involved. Less critical findings can be handled through visits by the local team. Feedback from the factory management on the implementation status of improvements is also checked by Sol's local staff who visit the production sites regularly. This is mainly done in Bangladesh, but the new local staff in China will most likely advance the progress of CAP follow up at Chinese production locations.

For the audit done at the Bangladeshi supplier, significant efforts (documents, pictures and factory visits) are shown to follow up on findings and remediate non-compliance. One of Sol's main suppliers, audited in 2019, has six production locations, falling under the same management and using the same payment system. This supplier represents 26% of Sol's total production volume. Even though not all separate production locations have been audited yet, it was shown that each of the locations is frequently visited by local Sol's staff and during follow up meetings with management, issues were discussed and actions were taken for all locations.

Progress towards resolution of the CAPs for the two Chinese suppliers is still very basic and needs more attention. Sol's indicated that the arrival of the new Quality Director and the local Chinese employee will improve this process.

**Recommendation:** Fair Wear encourages SOL'S to continue strengthening their system to analyse how they might have contributed to findings and what changes they can make in their purchasing practices.

Fair Wear also recommends SOL'S to gradually ensure factories establish independent worker representation and involve these representatives in monitoring and remediation of findings.

The remaining production locations of the audited supplier in Bangladesh are expected to be properly monitored, either through Fair Wear audits or external audits in the next financial year.

| Performance indicators   | Result | Relevance of Indicator   | Documentation   | Score | Max | Min |
|--|--------|--|---|-------|-----|-----|
| 2.5 Percentage of production volume from production locations that have been visited by the member company in the previous financial year. | 95%    | Formal audits should be augmented by annual visits by member company staff or local representatives. They reinforce to production location managers that member companies are serious about implementing the Code of Labour Practices. | Member companies should document all production location visits with at least the date and name of the visitor. | 4     | 4   | 0   |

**Comment:** Visits are made regularly by the Quality and Purchasing teams of Sol's headquarters. The local staff of Bangladesh is on the ground often, and for some locations, the intermediary conducts visits.

| Performance indicators                                       | Result   | Relevance of Indicator  | Documentation  | Score | Max | Min |
|--|--|---|--|-------|-----|-----|
| 2.6 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:** Third-party audit reports are collected by Sol's as part of the due diligence process for potential new production locations. The Fair Wear audit quality assessment tool was not used to assess these external audit reports, but Sol's could show proof of diligent analysis and follow-up on the CAPs in cooperation with factory management.

| Performance indicators   | Result   | Relevance of Indicator  | Documentation   | Score | Max | Min |
|--|--|---|---|-------|-----|-----|
| 2.7 Compliance with FWF risk policies.   | Average score depending on the number of applicable policies and results | Aside from regular monitoring and remediation requirements under Fair Wear membership, countries, specific areas within countries or specific product groups may pose specific risks that require additional steps to address and remediate those risks. Fair Wear requires member companies to be aware of those risks and implement policy requirements as prescribed by Fair Wear. | Policy documents, inspection reports, evidence of cooperation with other customers sourcing at the same factories, reports of meetings with suppliers, reports of additional activities and/or attendance lists as mentioned in policy documents. | 3     | 6   | -2  |
| Compliance with FWF enhanced monitoring programme Bangladesh   | Intermediate   |   |   | 3     | 6   | -2  |
| Compliance with FWF Myanmar policy   | Intermediate   |   |   | 3     | 6   | -2  |
| Compliance with FWF guidance on abrasive blasting  | Policies are not relevant to the company's supply chain                  |   |   | N/A   | 6   | -2  |
| Compliance with FWF guidance on risks related to Turkish garment factories employing Syrian refugees | Policies are not relevant to the company's supply chain                  |   |   | N/A   | 6   | -2  |

**Comment:** Bangladesh: Sol's is aware of the risks in Bangladesh and stays up-to-date about these risks by consulting the Fair Wear country team regularly, working with local staff members and information gathered in audit reports. Sol's has become a signatory of the Bangladesh Accord on Fire and Building Safety, after a successful yet intensive on-boarding process. All production locations in Bangladesh fall under the Accord.

The local staff of Sol's in Bangladesh visits all sites on a monthly basis. For the main suppliers, Sol's has facilitated own training on Health and Safety and gender-based violence, yet not through Fair Wear's WEP or equivalent.

Cambodia: is a new production country in 2019 for Sol's, who followed the advice of their trading partner in China to expand to a specific site in Cambodia, owned by the same management as one of Sol's production locations in China.

The Quality Director discussed with FWF Bangladesh country manager what to pay attention to. The site was visited by Sol's before orders were placed. The main risk according to Sol's is that the factory is run by Chinese management instead of Cambodian management. The main risks related to this: wage and working hour issues and cultural differences between management and workers. Sol's addressed these risks by requiring the supplier to hire a local Cambodian HR person and to pay extra attention to wages and working hours during factory visits and audit report assessment.

Myanmar: for Sol's, the main risk in Myanmar is similar to that in Cambodia; Chinese management in a foreign country resulting in wage and working hours related risks. External audit reports have been collected and assessed in 2019, from which Sol's used the information to better understand and address the country-specific risks.

China: Sol's is well aware of the risks in China, such as prison labour, subcontracting (in general and to North Korea), lack of transparency regarding resources used. There are various ways in which Sol's addresses these risks: relationship building, discussing the importance of transparency and unannounced inspection by third parties. Out of Sol's 15 Chinese suppliers, a total of 14 are tail-end supplier. Early 2020, a local person has been hired to improve the monitoring system and better address country-specific risks. This will be assessed in next year's performance check.

**Recommendation:** For BANGLADESH; In terms of ensuring women's safety at work, Sol's should make sure that suppliers have sufficient knowledge and a functional system to promote gender equality and prevent gender-based violence. A functional system to prevent violence needs the involvement of both factory management and workers representatives. FWF local team has extensive experience in supporting both employees and employers in setting up anti-harassment systems. FWF local team could provide training and regular support to suppliers upon request.

For MYANMAR; Sol's is advised to promote processes to ensure Freedom of Association and enhance social dialogue at suppliers. In this regard, the brand could enrol the factory in Fair Wear's WEP-COMMUNICATIONS that aims to strengthen social dialogue at participating factories.

For CHINA; Fair recommends Sol's to actively follow up on the risk of prison labour and subcontracting in China. The message that this is not tolerable is a good step, but it is advised to continue communication with the Chinese suppliers about this and set up a system for solid monitoring.

| Performance indicators   | Result             | Relevance of Indicator  | Documentation  | Score | Max | Min |
|--|--------------------|---|--|-------|-----|-----|
| 2.8 Member company cooperates with other FWF member companies in resolving corrective actions at shared suppliers. | Active cooperation | Cooperation between customers increases leverage and chances of successful outcomes. Cooperation also reduces the chances 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  |

**Comment:** In 2019, Sol's cooperated with a fellow Fair Wear member in the follow up of findings at one shared supplier.

**Recommendation:** Fair Wear recommends SOL'S to document status of joint follow-up actions. Even though one brand commonly takes the lead it is important to be kept informed of the status in order to be aware of required implementation steps before communication with or visits to the factory.

| Performance indicators  | Result                              | Relevance of Indicator  | Documentation   | Score | Max | Min |
|---|-------------------------------------|---|---|-------|-----|-----|
| 2.9 Percentage of production volume where monitoring requirements for low-risk countries are fulfilled. | No production in low-risk countries | Low-risk countries are determined by the presence and proper functioning of institutions which can guarantee compliance with national and international standards and laws. Fair Wear has defined minimum monitoring requirements for production locations in low-risk countries. | Documentation of visits, notification of suppliers of Fair Wear membership; posting of worker information sheets, completed questionnaires. | N/A   | 2   | 0   |

| Performance indicators  | Result | Relevance of Indicator  | Documentation  | Score | Max | Min |
|---|--------|---|--|-------|-----|-----|
| 2.10 Extra bonus indicator: in case FWF member company conducts full audits at tail-end production locations (when the minimum required monitoring threshold is met). | No     | Fair Wear encourages its members to monitor 100% of its production locations and rewards those members who conduct full audits above the minimum required monitoring threshold. | Production location information as provided to Fair Wear and recent Audit Reports. | N/A   | 2   | 0   |

| Performance indicators   | Result                    | Relevance of Indicator   | Documentation               | Score | Max | Min |
|--|---------------------------|--|-----------------------------|-------|-----|-----|
| 2.11 Questionnaire is sent and information is collected from external brands resold by the member company. | No external brands resold | Fair Wear believes it is important for affiliates that have a retail/wholesale arm to at least know if the brands they resell are members of Fair Wear or a similar organisation, and in which countries those brands produce goods. | Questionnaires are on file. | N/A   | 2   | 0   |

| Performance indicators  | Result                    | Relevance of Indicator   | Documentation   | Score | Max | Min |
|---|---------------------------|--|---|-------|-----|-----|
| 2.12 External brands resold by member companies that are members of another credible initiative (% of external sales volume). | No external brands resold | Fair Wear believes members who resell products should be rewarded for choosing to sell external brands who also take their supply chain responsibilities seriously and are open about in which countries they produce goods. | External production data in Fair Wear's information management system. Documentation of sales volumes of products made by Fair Wear or FLA members. | N/A   | 3   | 0   |

| Performance indicators  | Result       | Relevance of Indicator  | Documentation   | Score | Max | Min |
|---|--------------|---|---|-------|-----|-----|
| 2.13 Questionnaire is sent and information is collected from licensees. | No licensees | Fair Wear believes it is important for member companies to know if the licensee is committed to the implementation of the same labour standards and has a monitoring system in place. | Questionnaires are on file. Contracts with licensees. | N/A   | 1   | 0   |

---

## Monitoring and Remediation

**Possible Points: 28**

**Earned Points: 20**

### 3. Complaints Handling

| Basic measurements  | Result | Comments   |
|---|--------|--|
| Number of worker complaints received since last check.    | 4      | 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.    | 4      |  |

| 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 Fair Wear 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:** Sol's Quality Director together with the new CSR manager is in charge of complaints follow-up.

| Performance indicators  | Result | Relevance of Indicator   | Documentation  | Score | Max | Min |
|---|--------|--|--|-------|-----|-----|
| 3.2 Member company has informed factory management and workers about the FWF CoLP and complaints hotline. | Yes    | Informing both management and workers about the Fair Wear Code of Labour Practices and complaints hotline is a first step in alerting workers to their rights. The Worker Information Sheet is a tool to do this and should be visibly posted at all production locations. | Photos by company staff, audit reports, checklists from production location visits, etc. | 2     | 2   | -2  |

**Comment:** For all new suppliers, photographic proof was shown of the posted Worker Information Sheet.

**Recommendation:** Members are advised to follow Fair Wear's style/size/colour specifications for the Worker Information Sheet. In addition, it is important to make sure that the photographic evidence shows the location as well, instead of a closeup of the information sheet.



| Performance indicators   | Result | Relevance of Indicator   | Documentation  | Score | Max | Min |
|--|--------|--|--|-------|-----|-----|
| 3.3 Degree to which member company has actively raised awareness of the FWF CoLP and complaints hotline. | 3%     | After informing workers and management of the Fair Wear CoLP and the complaints hotline, additional awareness raising and training is needed to ensure sustainable improvements and structural worker-management dialogue. | Training reports, Fair Wear's data on factories enrolled in the WEP basic module. For alternative training activities: curriculum, training content, participation and outcomes. | 4     | 6   | 0   |

**Comment:** Two suppliers were trained in the past three financial year; one in China and one in Bangladesh. Together representing 3% of Sol's total production volume.

**Recommendation:** Fair Wear recommends SOL'S to actively raise awareness about the Fair Wear Code of Labour Practices and Fair Wear complaint helpline among a larger portion of its suppliers. SOL'S should ensure good quality systematic training of workers and management on these topics. To this end, SOL'S can either use Fair Wear's WEP Basic module, or implement training related to the Fair Wear CoLP and complaint helpline through third-party training providers or brand staff. Non-Fair Wear training must follow the standards outlined in Fair Wear's guidance and checklist available on the Member Hub.

| Performance indicators  | Result | Relevance of Indicator   | Documentation  | Score | Max | Min |
|---|--------|--|--|-------|-----|-----|
| 3.4 All complaints received from production location 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. Member company involvement is often essential to resolving issues. | Documentation that member company has completed all required steps in the complaints handling process. | 3     | 6   | -2  |

**Comment:** In 2019 four complaints were received by workers at Sol's suppliers. Three in Bangladesh, one in Myanmar. The complaints were related to wage level, payment and employment contract. All complaints were addressed in accordance with the Fair Wear Complaints Procedure and it was shown that Sol's took the necessary steps to resolve the issues. For all complaints it was shown that Sol's pro-actively followed up and took responsibility to discuss the issue with the factory management.

The complaint in Myanmar was filed by a group of factory workers without a proper employment contract and consequently did not get paid properly. Sol's actively followed up by contacting the factory, ensured that the correct payment was done and verified this during a factory visit through document check. Next, Sol's discussed the importance of providing these temporary workers a fixed contract as a preventive step. This was arranged by the factory management shortly after and confirmed by the workers involved.

For the complaints filed in Bangladesh no such preventive actions were shown (yet).

**Recommendation:** It is recommended to uncover the root causes of complaints and prevent them from recurring. When appropriate, the investigation includes incidents at other factories.

| Performance indicators  | Result  | Relevance of Indicator   | Documentation  | Score | Max | Min |
|---|---|--|--|-------|-----|-----|
| 3.5 Cooperation with other customers in addressing worker complaints at shared suppliers. | No complaints or cooperation not possible / necessary | Because most production locations supply several customers with products, involvement of other customers by the Fair Wear member company 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   | 0   |

## Complaints Handling

**Possible Points: 15**

**Earned Points: 10**

## 4. Training and Capacity Building

| Performance indicators  | Result | Relevance of Indicator   | Documentation                                      | Score | Max | Min |
|---|--------|--|--|-------|-----|-----|
| 4.1 All staff at member company are made aware of FWF membership. | Yes    | Preventing and remediating problems often requires the involvement of many different departments; making all staff aware of Fair Wear membership requirements helps to support cross-departmental collaboration when needed. | Emails, trainings, presentation, newsletters, etc. | 1     | 1   | 0   |

**Comment:** As part of the introduction for new employees, information is shared about the company's charter and values is shared. Every new staff will spend time in each department to learn about their work, which means they will necessarily hear about FWF membership. This happens for staff at the local office in Bangladesh as well.

| Performance indicators   | Result | Relevance of Indicator   | Documentation   | Score | Max | Min |
|--|--------|--|---|-------|-----|-----|
| 4.2 All staff in direct contact with suppliers are informed of FWF requirements. | Yes    | Sourcing, purchasing and CSR staff at a minimum should possess the knowledge necessary to implement Fair Wear requirements and advocate for change within their organisations. | Fair Wear Seminars or equivalent trainings provided; presentations, curricula, etc. | 2     | 2   | -1  |

**Comment:** Regular Management meetings and Salesforce meetings are held throughout the year. In both meetings, KPIs results are shared and when relevant, updates about Fair Wear membership are also shared.

During the monthly meetings between all departments, the next 12 months of work and adjustments are discussed and planned.

The Bangladesh team is closely involved in CAP follow up and frequently discusses status with the Quality and CSR manager, during his frequent visits to Bangladesh.

In general, when staff members travel they need to use H&S checklist as part of Sol's awareness and engagement process. This is coordinated by the Quality and CSR manager.

| Performance indicators   | Result                      | Relevance of Indicator   | Documentation   | Score | Max | Min |
|--|-----------------------------|--|---|-------|-----|-----|
| 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 member company to ensure agents actively support the implementation of the CoLP. | Correspondence with agents, trainings for agents, Fair Wear audit findings. | 2     | 2   | 0   |

**Comment:** Sol's needs support from agents/traders in order to source some specific products and manage some factories' relationships. In China, Sol's works closely together with one agent in China, who is actively involved in complaints and CAP follow up. This was shown during the performance check. Agents are given an important role in monitoring subcontracting and overall communication with the factories. Factory visits are often done by Sol's, together with the agent involved.

| Performance indicators  | Result | Relevance of Indicator   | Documentation   | Score | Max | Min |
|---|--------|--|---|-------|-----|-----|
| 4.4 Factory participation in training programmes that support transformative processes related to human rights. | 0%     | Complex human rights issues such as freedom of association or gender-based violence require more in-depth trainings that support factory-level transformative processes. Fair Wear has developed several modules, however, other (member-led) programmes may also count. | Training reports, Fair Wear's data on factories enrolled in training programmes. For alternative training activities: curriculum, training content, participation and outcomes. | 0     | 6   | 0   |

**Comment:** Participation in training programmes that support transformative processes related to human rights was done by none of Sol's suppliers in 2019.

**Recommendation:** Fair Wear recommends SOL'S to implement training programmes that support factory-level transformation such as establishing functional internal grievance mechanisms, improving worker-management dialogue and communication skills or addressing gender-based violence. Training assessed under this indicator should go beyond raising awareness and focus on behavioural and structural change to improve working conditions. To this end, SOL'S can make use of Fair Wear's WEP Communication or Violence and Harassment Prevention modules or implement advanced training through external training providers or brand staff. Non-Fair Wear training must follow the standards outlined in Fair Wear's guidance and checklist available on the Member Hub.

| Performance indicators  | Result   | Relevance of Indicator  | Documentation  | Score | Max | Min |
|---|--|---|--|-------|-----|-----|
| 4.5 Degree to which member company follows up after a training programme. | No training programmes have been conducted or member produces solely in low-risk countries | After factory-level training programmes, complementary activities such as remediation and changes on brand level will achieve a lasting impact. | Documentation of discussions with factory management and worker representatives, minutes of regular worker-management dialogue meetings or anti-harassment committees. | N/A   | 2   | 0   |

## 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. | Advanced | Any improvements to supply chains require member companies to first know all of their production locations. | Supplier information provided by member company. Financial records of previous financial year. Documented efforts by member company to update supplier information from its monitoring activities. | 6     | 6   | -2  |

**Comment:** Sol's has a clear policy on subcontracting with a written agreement for all its suppliers. A strict policy is used in case production locations seem dishonest about subcontracting. In 2019, Sol's learned that one of their production locations was not transparent about a subcontractor. The order was immediately put on hold until evidence through visits was gathered.

The local team in Bangladesh conducts unannounced inspections to constantly monitor production and crosscheck planning with capacity. The Quality Manager visits the main suppliers in Bangladesh twice per month.

For China, the brand has a part-time sourcing manager, who visits the supplier to ensure compliance with the brand's social compliance policies.

| Performance indicators  | Result | Relevance of Indicator   | Documentation   | Score | Max | Min |
|---|--------|--|---|-------|-----|-----|
| 5.2 CSR and other relevant staff actively share information with each other about working conditions at production locations. | 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  |

**Comment:** CAPs are discussed in meetings between buyers and quality team before sharing those with the factories. Teams in contact with factories work together to create the suppliers' evaluation system described in 1.5. Fair Wear tools, such as the Health and Safety checklist are used by relevant staff during factory visits. The outcome is reported back to the rest of the team.

The Quality team in charge of Fair Wear implementation receives order emails sent by buyers to factories, so they can follow up production schedule etc.

---

## Information Management

**Possible Points: 7**

**Earned Points: 7**

---

## 6. Transparency

| Performance indicators  | Result  | Relevance of Indicator  | Documentation  | Score | Max | Min |
|---|---|---|--|-------|-----|-----|
| 6.1 Degree of member company compliance with FWF Communications Policy. | Minimum communications requirements are met AND no significant problems found | Fair Wear's communications policy exists to ensure transparency for consumers and stakeholders, and to ensure that member communications about Fair Wear are accurate. Members will be held accountable for their own communications as well as the communications behaviour of 3rd-party retailers, resellers and customers. | Fair Wear membership is communicated on member's website; other communications in line with Fair Wear communications policy. | 2     | 2   | -3  |

**Comment:** Sol's publishes information about Fair Wear Foundation and its membership commitments on its website. The new FWF logo is used in compliance with Fair Wear's communications policy.

| Performance indicators                                       | Result | Relevance of Indicator  | Documentation  | Score | Max | Min |
|--|--------|---|--|-------|-----|-----|
| 6.2 Member company engages in advanced reporting activities. | No     | Good reporting by members helps to ensure the transparency of Fair Wear's work and shares best practices with the industry. | Member company publishes one or more of the following on their website: Brand Performance Check, Audit Reports, Supplier List. | 0     | 2   | 0   |

**Comment:** Sol's did not conduct any advanced reporting activities.

**Recommendation:** Fair Wear recommends SOL'S to publish one or more of the following reports on its website: the Brand Performance Check report, audit reports, supplier information. Good reporting by members helps to ensure the transparency of the member and Fair Wear's work.



| Performance indicators  | Result   | Relevance of Indicator  | Documentation  | Score | Max | Min |
|---|--|---|--|-------|-----|-----|
| 6.3 Social Report is submitted to FWF and is published on member company's website. | Complete and accurate report submitted to FWF AND published on member's website. | The social report is an important tool for members to transparently share their efforts with stakeholders. Member companies should not make any claims in their social report that do not correspond with Fair Wear's communication policy. | Social report that is in line with Fair Wear's communication policy. | 2     | 2   | -1  |

**Comment:** The social report is submitted and will be published on Sol's website shortly. Delay of publication was due to Covid19 consequences and therefore points have been granted by Fair Wear in advance. Sol's committed to publishing the report as soon as possible.

---

## Transparency

**Possible Points: 6**

**Earned Points: 4**

## 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 Fair Wear policies are integrated into the structure of the company. | Meeting minutes, verbal reporting, Powerpoints, etc. | 2     | 2   | 0   |

**Comment:** Sol's considers its Fair Wear membership as a core part of its business and an important basis for improvement on social compliance and more transparency.

Fair Wear membership is on the agenda of management's monthly meetings. Managers meet every two weeks where all departments share KPIs and main updates including Fair Wear topics: points of information/points of decision making and brainstorming. If decisions need to be escalated it comes back up to discussion with the President.

The President is also directly in contact with long-time factories-partners to discuss matters and travels twice a year on the field.

| Performance indicators   | Result | Relevance of Indicator  | Documentation   | Score | Max | Min |
|--|--------|---|---|-------|-----|-----|
| 7.2 Level of action/progress made on required changes from previous Brand Performance Check implemented by member company. | 66%    | 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 company should show documentation related to the specific requirements made in the previous Brand Performance Check. | 4     | 4   | -2  |

**Comment:** A total of six requirements were given to Sol's in the previous financial year. Sol's has shown progress on indicators 3.2, 2.7, 6.3 and 7.2 where requirements existed for 2018.

The indicators 1.13 and 1.14 still need progress and thus requirements will remain valid.

---

## Evaluation

**Possible Points: 6**

**Earned Points: 6**

---

## Recommendations to Fair Wear

- Sol's considers online meetings as good and necessary, but face to face meetings are valuable for attention, involvement and engagement.
- Sol's suggests Fair Wear to make online meetings more interactive.
- Fair Wear is recommended to conduct more audits in Myanmar and China.
- Sol's highlights that Fair Wear is not a union and should not only represent workers but also help employers. According to Sol's, this would make a difference and improve the environment to have a positive impact.

## Scoring Overview

| Category                       | Earned | Possible |
|--------------------------------|--------|----------|
| Purchasing Practices           | 21     | 52       |
| Monitoring and Remediation     | 20     | 28       |
| Complaints Handling            | 10     | 15       |
| Training and Capacity Building | 5      | 11       |
| Information Management         | 7      | 7        |
| Transparency                   | 4      | 6        |
| Evaluation                     | 6      | 6        |
| Totals:                        | 73     | 125      |

### Benchmarking Score (earned points divided by possible points)

58

### Performance Benchmarking Category

Good

## Brand Performance Check details

Date of Brand Performance Check:

02-09-2020

Conducted by:

Hendrine Stelwagen

Interviews with:

Geert de Wael, Head of quality and CSR

Ashikur Rahman, CSR Bangladesh