



## **Brand Performance Check**

### **Tailor and Stitch**

**Publication date: August 2020**

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

## Tailor and Stitch

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

Member company information	
Headquarters:	Sneek , Netherlands
Member since:	2013-01-27
Product types:	Garments, clothing, fashion apparel; Workwear
Production in countries where Fair Wear is active:	China, India
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
Scoring overview	
% of own production under monitoring	89%
Benchmarking score	57
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:

Tailor and Stitch met most of Fair Wear's performance requirements in 2019. With a monitoring percentage of 89%, it meets the monitoring threshold required by members after three years of membership. The monitoring threshold consists of Fair Wear audits, external audits and fulfilling monitoring requirements for its low-risk production location. The monitoring percentage, combined with a benchmark score of 57, means that Fair Wear has awarded Tailor and Stitch the category 'Good'.

In 2019, Tailor and Stitch has made steady progress in implementing Fair Wear requirements. Tailor and Stitch acquired its own factory in India, which gives the brand significant leverage to improve working conditions. Furthermore, Tailor and Stitch worked with an external consultant to conduct wage assessments and calculate factory line efficiency to gain more insight into production bottlenecks as well as root causes for wages lower than living wages. This information helped the brand link the necessary minutes, to the price per minute to extrapolate to wages, therefore learning connecting the price they pay to wages workers receive. Following this analysis, Tailor and Stitch can take the next steps to set target wages and establish a company policy around determining and financing wage increases across its suppliers.

In the next financial year, Fair Wear recommends Tailor and Stitch to prioritise actively raising awareness about the Fair Wear Code of Labour Practices and complaint hotline. This can be done either using Fair Wear's Workplace Education Programme (WEP) basic module, or implement training related to the Fair Wear CoLP and complaint hotline through service providers or brand staff.

## 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.	39%	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.	2	4	0

**Comment:** 39% of Tailor and Stitch's production volume came from production locations where it buys at least 10% of production capacity. The majority of the production for Tailor & Stitch takes place in India spread across two main suppliers, one of which they own. Tailor and Stitch also has production at one supplier in Portugal.

In 2019, Tailor and Stitch placed trial orders with three new smaller suppliers in India, however, does not plan to continue to work with them due to quality as well as proximity to their India local office, Tailor and Stitch followed a responsible exit strategy for these factories (see indicator 1.5).

**Recommendation:** Fair Wear recommends Tailor and Stitch to consolidate its supplier base where possible, and increase leverage at main production locations to effectively request improvements of working conditions. It is advised to describe the process of consolidation in a sourcing strategy that is agreed upon with top management/sourcing staff.

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.	2%	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.	3	4	0

**Comment:** In 2019, 2% of Tailor and Stitch production volume was bought from production locations where it buys less than 2% of its total FOB.

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.	37%	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.	2	4	0

**Comment:** Tailor and Stitch has had a business relationship existing for more than five years at only one of its suppliers. In 2019, Tailor and Stitch acquired its own new factory, therefore they redistributed their production and started a new business relationship.

**Recommendation:** Fair Wear recommends that Tailor and Stitch maintain stable business relationships with suppliers. Long-term relationships support most aspects of the Code of Labour Practices and give factories a reason to invest in improving working conditions.

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, Tailor and Stitch started working with 3 new production locations in India. All production locations have signed and returned the questionnaire before the first bulk 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 majority of Tailor and Stitch's production is sourced from India, where Tailor and Stitch also opened a local office. The local team is responsible for conducting human rights due diligence assessments at new and preexisting production locations in India. Tailor and Stitch has a clear process to assess risks at new factories using their own developed checklist. The process always starts with a visit to the facility where the following takes place:



- a) Assessment of product quality, factory capacity and in-house production ability.
- b) Facility inspection for environmental standards, waste management systems and performing the Fair Wear OHS check.
- c) Social compliance discussion: collecting existing audit, and introduction about FWF membership and requirement for compliance.

Based on the outcome of these assessments combined with the quality of workmanship the decision to source at this new location is finalised in the team meetings with the rest of the production team at the headquarters. Tailor and Stitch does not yet have this process clearly described in a sourcing strategy, however, works from experience of being in India and having a local team on the ground.

**Recommendation:** It is advised to describe the process of assessing working conditions at potential new suppliers in a sourcing strategy that is agreed upon with top management/sourcing staff.

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:** Tailor and Stitch makes use of in-person visits to factories, email and an extensive ERP system to communicate and evaluate individual supplier. The local staff in India visit production locations bi-monthly to follow up on order progress and address ongoing compliance issues. This is then communicated either via the ERP system or in meetings to the CSR person at the headquarters. In Portugal, Tailor and Stitch conducts yearly visits to the production location and the rest of the communication is done online.

In 2019, Tailor and Stitch started working with three new factories in India, however, this was based on a trial order. Tailor and Stitch also faced difficulties in communication and cooperation due to distance from the main office in India, this, as well as the low quality of bulk order, means Tailor and Stitch has already discussed phasing out the orders as part of their exit strategy at the factory.

Evaluation is being done on an individual supplier basis, and information is stored separately in either meeting minutes, or spreadsheets. The evaluation of compliance with the Code of Labour Practices, however, is not completed in a systematic way, and sometimes ad hoc based on ongoing issues at the factory. Tailor and Stitch does not have a systematic overview of the compliance of its suppliers, which is documented over time. The evaluation outcomes do not formally influence Tailor and Stitch's production decisions yet and there is not yet a reward system established.

**Recommendation:** Fair Wear encourages Tailor and Stitch to develop an evaluation/grading system for suppliers where compliance with labour standards is a criterion for future order placement. Part of the system can be to create an incentive for rewarding suppliers for realised improvements in working conditions. Such a system can show whether and what information is missing per supplier and can include outcomes of audits, trainings and/or complaints.

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:** Tailor and Stitch use an Enterprise resource planning (ERP) system, integrated with the factory systems where they are able to have an overview of the entire production planning process. Since Tailor and Stitch is responsible for fabrics, it is able to use the system to plan retrospectively, to set their own internal deadlines for fabric delivery to avoid any delays or time pressures. Tailor and Stitch has a good idea of the working minutes for their different styles. They have an overview of factory capacity and availability in specific months of the year. This has only been confirmed at the factory that they own, however not cross-checked with the other supplier in the region.

Factories are able to provide their own projected lead times and set deadlines and timelines for delivery of fabrics. This is easily tracked and modified where needed using the new planning software. The ERP system also works as a communication tool with suppliers where any production delays can be communicated and deadlines adjusted easily. Tailor and Stitch was able to show the efficiency of this system, due to the decrease in last-minute air freight needed to complete orders. Now the majority is produced on time and shipped via sea freight.

Finally, Tailor and Stitch does not work with seasons, but rather on an order basis, often with recurring orders; they have the flexibility to shift orders to outside peak production times for factories. Therefore orders are spread out throughout the year, and with the help of this new tool, both suppliers, as well as Tailor and Stitch, can keep an overview of orders and flag any delays or production issues, therefore, supporting reasonable working hours.

**Recommendation:** Fair Wear recommends Tailor and Stitch to learn more about the standard minute per style and how the production of its products impacts the total production capacity of the factory. This is already started at its own factory, however, should be done at other factories.

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 conducted by FWF in 2019 revealed issues with documenting working hours at the factories. Working hours could not be verified due to inconsistent or incomplete records. At two suppliers, which became consolidated and bought by Tailor and Stitch into their new own factory, the recording of work was done individually per worker and collected over a month by paper. At the third factory, overtime was not consistently recorded. In the case of its own factory, Tailor and Stitch is looking to invest in an electronic fingerprint recording system for their workers. Whereas, Tailor and Stitch had discussions with factory management at the other factory about recording over time and continue using the ERP system to indicate delayed or challenges in the planning which may result in overtime.

Tailor and Stitch has discussions with suppliers on how to reduce overtime. The company is flexible with their production plan, which gives the factory more freedom to decide when orders should be placed and deadlines for receiving materials. Tailor and Stitch feels like they have little influence on the overtime because the factory also produces largely for the internal market who place orders late and have last-minute changes to their orders. Tailor and Stitch uses air freight to ship orders at their own cost in case of any delays or if there are hard deadlines which cannot be moved.

In 2019, Tailor and Stitch hired an external company to help with the assessment of production line set up, evaluate the time efficiencies, they have the time it takes labour minutes per productions. The outcome of this assessment is yet to be put into a follow-up action plan, however, Tailor and Stitch have more insight into how it can influence the reduction in overtime through planning and discussions with factory management.

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:** Tailor and Stitch uses an open costing system that can give them the break down per material, overhead done, rates of work per day and rate per product. At its own production location Tailor and Stitch also has access and has gathered the wage level records in which the direct labour cost can be calculated. Whereas for remaining suppliers in India, Tailor and Stitch is able to see wages upon request and uses the wage ladder to continue estimations. At own factory, Tailor and Stitch has control over the price-setting process and has insight on the labour minutes needed per product.

In 2019, Tailor and Stitch worked with an external consultant for its own factory to assess the production lines, equipment and evaluate the working systems. This was aimed at increasing efficiencies through the factory in a more sustainable way. With this information Tailor and Stitch is able to link the necessary minutes, to the price per minute to extrapolate to wages the workers receive. The brand is able to connect the price they pay to wages for its own factory.

Tailor and Stitch does not have control over the pricing at the other locations however is in discussions with factory owners, using its factory as an example for making changes and increasing transparency. Tailor and Stitch is not yet able to confirm the prices and wage links at the remaining suppliers in India. The two remaining suppliers outside of India (China and Portugal) account for less than 10% of their total production, however, the cost break down at the production locations are less detailed. Tailor and Stitch mainly purchased ready-made promotion products from these locations and thus is still in discussions with the suppliers on the pricing breakdown. For the Chinese supplier who makes less than 1%, discussions of consolidation and phasing out this supplier have begun, Tailor and Stitch cooperates with one other Fair Wear member sourcing at the supplier who has a much higher leverage and thus leads the discussions with the supplier.

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 problems reported/no audits	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.	N/A	0	-2

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:** There was no evidence of late payment by Tailor and Stitch in 2019.

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.	Intermediate	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	4	6	0

**Comment:** In 2019, Tailor and Stitch commissioned a third-party assessment of wages and prices paid at their main supplier. The assessment included a calculation of regional benchmarks for a living wage. Tailor and Stitch also encouraged suppliers to attend the supplier seminars in order to get more knowledge on the importance of a living wage. Insight into the link between prices, wages and efficiency have yet to influence an internal policy to prevent the member contributing to wages lower than a living wage.

**Recommendation:** Fair Wear encourages Tailor and Stitch to discuss with suppliers about different strategies to work towards higher wages. It is advised to start with suppliers where the member is responsible for a large percentage of production and long term business relationship.

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).	32%	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.	1	2	0

**Comment:** Tailor and Stitch owns a factory which accounts for 32% of production.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.13 Member company determines and finances wage increases.	Intermediate	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.	2	6	0

**Comment:** In 2019, Tailor and Stitch increased monthly wages at their own factory which was financed through adjusted margins and also through the fluctuating exchange rate. Tailor and Stitch aimed to make annual reviews of wages and increases according to regional inflation however the member has not yet systematically implemented finance approaches throughout the supplier base. For the rest of their suppliers, Tailor and Stitch worked with the official minimum wage guide for all its production locations.

**Recommendation:** It is advised that the strategy for how to finance wage increases is agreed upon by top management. In determining what is needed and how wages should be increased, it is recommended to involve worker representation.

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

**Comment:** In 2019, Tailor and Stitch set a goal of increasing wages by 10% across suppliers starting with their own factory. However, this set target wage was not discussed with other suppliers and has not yet been implemented.

**Requirement:** Tailor and Stitch is expected to begin setting a target wage for its production locations.

---

## Purchasing Practices

**Possible Points: 52**

**Earned Points: 28**

## 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.	13%	
% of production volume where Fair Wear audits took place.	66%	
% of production volume where an audit took place.	79%	
% of production volume where monitoring requirements for low-risk countries are fulfilled.	10%	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:	89%	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:** Tailor and Stitch has a staff member in headquarters responsible for CSR, who works closely with the local office in India and to follow up on any problems identified.

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

**Comment:** Tailor and Stitch use of FWF audits only.



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:** Tailor and Stitch has shared the FWF audit reports and has set up timelines with the suppliers in a timely manner. The worker representative involved in the initial discussion about the follow up of the CAP.

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:** In 2019, Tailor and Stitch had three active Corrective Action Plans where shared with the factory and timelines were established together with factory management. It is noted that Tailor and Stitch was not able to commence follow up at one factory because of termination of the relationship, where the factory was acquired by Tailor and Stitch and converted facilities. The new facility was audited resulting in a CAP at the factory involved was owned by Tailor and Stitch. The worker representative was involved in addressing the CAP. The member showed extensive progress addressing the remediation of identified problems at their own factory. Tailor and Stitch was able to provide evidence of continuous communication with the suppliers and shared documents and photos showing the follow up on issues around the factory health and safety risks as well as communication policies within the factory. Tailor and Stitch still needs to further address issues around living wages, and working hours in which a fingerprint registration of hours worked was recommended.

Tailor and Stitch showed moderate followup at the other supplier, where there are still many open issues left to be addressed by the supplier. The local team based in India visits factories several times a year to raise awareness, discuss implementation and encourage factories to make improvements. The team discusses the changes that need to take place and was able to show evidence of the progress made through meeting notes, documents and photos of improvements within this factory.

**Recommendation:** Tailor and Stitch could consider organizing a joint training for their suppliers in India on wages and freedom of association, to ensure more commitment from the suppliers to remediate these more structural issues and facilitate peer to peer learning.

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.	97%	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:** In 2019, Tailor and Stitch visited 97% of their Production locations were visited except one factory in India that produces small quantities. This factory was visited before production was placed and thereafter meetings with factory management took place in the Tailor and Stitch local office in India.

**Recommendation:** Regular visits should be made for production sites (including subcontractors and production locations in low-risk countries). Regular visits provide opportunities to discuss problems and corrective actions in the time period between formal audits. Fair Wear has developed a Health & Safety Guide that can be used during these visits.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.6 Existing audit reports from other sources are collected.	Yes and quality assessed	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.	2	3	0

**Comment:** In 2019, Tailor and Stitch collected one existing audit report and CAP from one of their new suppliers in India. Tailor and Stitch assessed the quality using the Fair Wear's quality assessment tool and was able to show the initial discussions of the issues addressed in the audit. Tailor and Stitch has not yet implemented the corrective actions.

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	Policies are not relevant to the company's supply chain			N/A	6	-2
Compliance with FWF Myanmar policy	Policies are not relevant to the company's supply chain			N/A	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
Other risks specific to the member's supply chain are addressed by its monitoring system	Intermediate			3	6	-2

**Comment:** In 2019, Tailor and Stitch sources in India, China and Portugal. India serves are their main country of production where 89% of production takes place and tailor and Stitch owns its own production facility. Tailor and Stitch has significant knowledge of the working environment in India, and has a second office with local staff member based in India who also share their extensive knowledge of the garment industry and high-risk threats. Tailor and Stitch used the Fair Wear country study for India. Tailor and Stitch has placed strict quality checks as well as bi-monthly factory visits to suppliers by the team based in India, in order to mitigate risk for homeworkers. Furthermore, Tailor and Stitch has included a policy as part of their new code of conduct, in which the presence of all in-house facilities to finish products, is a criterion for selecting production location. Homeworkers have been included under their subcontracting policy, where it is restricted unless otherwise discussed and agreed upon by both parties. Tailor and Stitch is also aware of the risk for Gender discrimination issues, however, has not yet referred to the Fair Wear Gender toolkit or encouraged their supplier to take part in gender-specific/anti-harassment trainings.

In China, Tailor and Stitch made use of their existing knowledge of working there for a while, as a basis to gather more information as well as FWF country studies. Tailor and Stitch is aware of the risk for excessive overtime, freedom of association and issues around social insurances in China. Tailor and Stitch has had initial discussions with factory management about production risks within China, however, Tailor and Stitch is a very small client at the factory. Tailor and Stitch, therefore, works closely with another Fair Wear member to address concerns with factory management, since combined they have higher leverage at the supplier.

In Portugal, Tailor and Stitch is aware of production risks however supplier works predominantly with automated machinery, thus the risks to factory workers are limited. Nonetheless, Tailor and Stitch and discusses any potential risks that could arise in production.

**Recommendation:** Knowing the country-specific risks facilitates the starting point for discussing this with suppliers. Member companies can agree on additional commitments that are required to mitigate risks. Tailor and Stitch can provide additional measures for support and integrate that in the monitoring system.

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.	No CAPs active, no shared production locations or refusal of other company to cooperate	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.	N/A	2	-1

**Comment:** In 2019, Tailor and Stitch had shared production locations.

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.	100%	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.	2	2	0

**Member undertakes additional activities to monitor suppliers.:** No (o)

**Comment:** Tailor and Stitch fulfilled the monitoring requirements for its production volume in low-risk countries. The production location in low-risk country was visited; during visits suppliers were informed of FWF membership and completed CoLP questionnaires were returned before production orders were placed.

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: 19**

### 3. Complaints Handling

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

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.1 A specific employee has been designated to address worker complaints.	No	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:** In 2019 Tailor and Stitch received a complaint during the transition of employees resulting in no responsible person for complaint follow for 3 months following the complaint. This was rectified toward the end of the year with the appointment of new responsible employee and the managing director as a backup contact.

**Requirement:** A specific member company staff person should be designated to address any complaints filed by factory workers.

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:** An audit conducted at a Tailor and Stitch production location in 2019, revealed that the FWF CoLP was not displayed for the knowledge of the workers. This was right before the transition to a new production facility. Tailor and Stitch could demonstrate that the new production location had posted the Worker Information Sheets through photos of the production facility.

**Recommendation:** It is suggested to ask production locations to submit a photo of the posted Worker Information Sheet and to ask staff visiting a supplier to check if the documents are still posted as indicated on the obtained photo.

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.	0%	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.	0	6	0

**Comment:** In 2019, Tailor and Stitch did not initiate the FWF's Workplace Education Programme (WEP) training at any of their suppliers.

**Requirement:** Fair Wear requires members to actively raise awareness about the Fair Wear Code of Labour Practices and Fair Wear complaint hotline. Tailor and Stitch should ensure good quality systematic training of workers and management on these topics. To this end, members can either use Fair Wear's Workplace Education Programme (WEP) basic module or implement training related to the Fair Wear CoLP and complaint hotline through service providers or brand staff. Fair Wear's guidance on training quality standards is 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:** Tailor and Stitch received one complaint in 2019, from a complainant who works at the factory owned by Tailor and Stitch. This complaint took place during the transition of CSR staff, thus was not dealt in a timely manner. The complaint was regarding reasonable working hours and wages, and freely chosen employment. Once the new complaint responsible manager was in place, Tailor and Stitch was able to follow up and address the complaint in accordance with the FWF Complaints Procedure. With the help of the local staff based in India, Tailor and Stitch followed up with the factory onsite management and resolved the issue. A verification audit conducted in December 2019 showed that the individual complaint points as highlighted in the claim of the complainant have been successfully resolved.

**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

**Comment:** No complaints received at shared suppliers.

## Complaints Handling

**Possible Points: 15**

**Earned Points: 4**

## 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:** Tailor and Stitch is a relatively small company where information is easily shared among relevant staff therefore all staff are aware of FWF membership. This is done via weekly meetings together with the team based in India, who skype into the meetings.

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:** Tailor and Stitch is a relatively small company, where CSR and sustainability fall under the production team, with one CSR lead. All other staff members in direct contact with suppliers are informed of FWF requirements during meetings.

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.	Member does not use agents/contractors	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.	N/A	2	0

**Comment:** Tailor and Stitch does not use any agents or contractors.

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:** In 2019, Tailor and Stitch acquired a factory and prioritized getting it up to higher compliance standards. Tailor and Stitch facilitated the participation of factory management at the India Supplier seminar held by Fair Wear. Tailor and Stitch did not initiate any training programmes that support transformative processes related to human rights at any of their suppliers.

**Recommendation:** Fair Wear recommends Tailor and Stitch 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, Tailor and Stitch 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

Comment: No training programmes had been conducted in 2019.

---

## **Training and Capacity Building**

**Possible Points: 9**

**Earned Points: 3**

---

## 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:** Tailor and Stitch has a local office based in India that is responsible for visiting all production locations in the country monthly to observe the progress of production, this intervention is aimed at preventing subcontracting. The Portuguese production location is visited annually. Whilst in China, Tailor and Stitch works together with another Fair Wear member as part of a shared due diligence approach.

Tailor and Stitch uses Fair Wear supplier questionnaires and audits to find out whether the factory uses other production facilities, however Tailor and Stitch has signed agreements with suppliers that unauthorised subcontracting is not allowed. Tailor and Stitch observes factory capacity and in-house facilities to assure elements of garment do not need to be outsourced to be produced.

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:** Tailor and Stitch's team is fairly small and they share information on conditions at production locations regularly, via meetings and shared emails. After a factory visit staff is informed about the working conditions situation in the factory in a visit report.

---

## 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:** Tailor and Stitch's publishes information about Fair Wear Foundation and its membership commitments on its website. All communication is in line with Fair Wear communications policy.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
6.2 Member company engages in advanced reporting activities.	Published Brand Performance Checks, audit reports, and/or other efforts lead to increased transparency.	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.	1	2	0

**Comment:** Tailor and Stitch publishes it's Brand Performance Checks online. Tailor and Stitch is having internal discussions about disclosing their supplier list, however, still has concerns over competitors having direct access to their suppliers.

**Recommendation:** Fair Wear recommends Tailor and Stitch to publish one or more of the following reports on its website: audit reports or 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:** Tailor and Stitch have completed and submitted the social report and published on their website.

---

## Transparency

**Possible Points: 6**

**Earned Points: 5**

---



## 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:** Tailor and Stitch evaluates FWF membership throughout the year, by management as well as production team including the person responsible for CSR.

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.	25%	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.	2	4	-2

**Comment:** Tailor and Stitch received four requirements from the previous performance check, where only one was addressed to a certain extent in the financial year 2019. Tailor and Stitch was required to assess and respond to root causes for wages that are lower than living wages in production locations. Tailor and Stitch conducted an assessment through an external consultant to get insight into wage distribution as well as the pricing breakdown and link to regional living wages. Tailor and Stitch has made the first steps to get information and insight into the root causes before they can start addressing them together with the factory management.

Tailor and Stitch had two other wage-related requirements, the first one required the member company to determine and finance wage increases which has currently been increased based on annual inflation however Tailor and Stitch has not yet systematically integrated the wage increases into a company pricing policy. Whilst the second requirement involved the payment of the share of the target wage. Tailor and Stitch has not yet paid its share of the target wage.

Finally, Tailor and Stitch was required to make sure that all suppliers and their workers are systematically informed about FWF and the implementation of the Code of Labour Practices. This can be done via the participation in a FWF Workplace Education Programme (where WEP is offered; by production volume). This is a requirement carrying on from the last two financial years, Tailor and Stitch continue not to follow up on this requirement due to financial limitations.

**Requirement:** It is required to work towards remediation of previous requirements from the last Brand Performance Check. Further engagement needs to be taken with regard to the following requirements mentioned in the last Brand Performance Check.

---

## **Evaluation**

**Possible Points: 6**

**Earned Points: 4**

---

## Recommendations to Fair Wear

Tailor and Stitch would like more guidance around the new technical systems enforced by Fair Wear such as Fairforce.

## Scoring Overview

Category	Earned	Possible
Purchasing Practices	28	52
Monitoring and Remediation	19	28
Complaints Handling	4	15
Training and Capacity Building	3	9
Information Management	7	7
Transparency	5	6
Evaluation	4	6
Totals:	70	123

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

57

### Performance Benchmarking Category

Good

## Brand Performance Check details

Date of Brand Performance Check:

09-07-2020

Conducted by:

Sandra Gonza

Interviews with:

Bart Ebink, Managing Director/Owner

Anton Lammertse, Product Manager/Sustainability

Ritu Shrivastva, Operations Manager (India office)

Maaïke Sterling, Financial Administrator