



# **Brand Performance Check**

**Kuyichi B.V.**

**Publication date: August 2021**

This report covers the evaluation period 01-01-2020 to 31-12-2020

## 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.

*This years' report covers the response of our members and the impact on their supply chain due to the Covid-19 pandemic which started in 2020. The outbreak of the Covid-19 pandemic limited the brands' ability to visit and audit factories. To ensure the monitoring of working conditions throughout the pandemic, Fair Wear and its member brands made use of additional monitoring tools, such as complaints reports, surveys, and the consultation of local stakeholders. These sources may not provide as detailed insights as audit reports. To assess outcomes at production location level, we have included all available types of evidence to provide an accurate overview of the brands' management systems and their efforts to improve working conditions. Nevertheless, brands should resume verifying working conditions through audits when the situation allows for.*

# Brand Performance Check Overview

## Kuyichi B.V.

Evaluation Period: 01-01-2020 to 31-12-2020

Member company information	
Headquarters:	Utrecht , Netherlands
Member since:	2020-03-01
Product types:	Garments, clothing, fashion apparel
Production in countries where Fair Wear is active:	China, Turkey
Production in other countries:	Morocco, Pakistan, 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	99%
Benchmarking score	63
Category	Good

## Summary:

Kuyichi met most of Fair Wear's performance requirements. Although the monitoring threshold does not determine the category this year, Kuyichi has fulfilled the monitoring requirements at suppliers responsible for 99 % of its production volume. Combined with a benchmark score of 63, the monitoring percentage means that Fair Wear has awarded Kuyichi 'Good' category.

## Corona Addendum:

Despite the negative impact of the corona pandemic in Europe and on retail, Kuyichi was able to keep a strong brand position and finished the year 2020 with growth.

From the start of the corona pandemic, Kuyichi informed itself about the situation in its sourcing countries and the suppliers by having close contact with them and watching relevant news. The brand also made use of the guidance from Fair Wear and other initiatives. Kuyichi produces mainly in Turkey and Pakistan and has some production in Morocco, China and Portugal. The main risks identified for all its sourcing countries were increased pressure on production due to lower capacity and fluctuating demand, production delays, risk of loss in income for workers during factory lockdowns, and risk of workers getting infected with COVID-19.

To follow up on these risks, the Corporate Responsibility (CR) manager worked closely with the production manager. The production manager regularly updated the team about factory closures and capacity. The CR manager contacted the different factories to understand what measures they had taken to prevent the spread of the virus and to ask if they needed support.

From dialogue with its suppliers, Kuyichi learned that many faced issues with production capacity and delays. In response, it adapted its purchasing practices. The brand was flexible with delivery terms and allowed for several delivery drops per product. In addition, the brand consciously moved certain styles that required more effort to the next season. The brand also asked whether factories could pay workers during factory lockdowns but did not take extra steps to check whether the factories paid the salaries. While business relationships based on trust and honesty with suppliers are important and form the basis for continuous improvement, Kuyichi is encouraged to include more verification in its process of remediating (possible) issues.

Kuyichi did not cancel any of its orders and kept to its payment terms. When COVID-19 just hit Europe in spring 2020, Kuyichi had to find a new balance for its supply chain to ensure each chain would receive regular payment. The CEO sent out a letter to both the retailers and suppliers and proposed to switch over to periodic (weekly) payments on both sides. In the end, it only needed to have these weekly payments for two months. After that, the brand switched back to its standard terms.

The overall response of Kuyichi shows that it has good systems in place to deal with a crisis such as COVID-19. The brand made a thorough risk assessment, entered into regular dialogue with its suppliers, and searched for joint solutions to overcome problems.

## 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.	41%	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:** In 2020, Kuyichi sourced 41 % of its total production volume at production locations where it has at least 10 % leverage. It covers one factory where the company produces most of its denim collection.

**Recommendation:** Fair Wear recommends Kuyichi 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.	2.2%	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:** Kuyichi produces two percent of the total production volume at seven of its 12 suppliers. Considering the size of its supply chain, the number of tail-end factories is still quite high. Therefore, Kuyichi took steps to reduce the number of factories in the tail-end of its supply chain: the brand ended the cooperation with four tail-end suppliers (see 1.5).

**Recommendation:** Fair Wear recommends Kuyichi to consolidate its supply base by limiting the number of production locations in its 'tail end'. To achieve this, Kuyichi should determine whether production locations where it buys less than 2% of its total FOB are of strategic relevance. Shortening the tail will reduce the social compliance risks the member is exposed to and will allow the member to improve working conditions in a more efficient and effective way. 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
1.2 Percentage of production volume from production locations where a business relationship has existed for at least five years.	27.2%	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:** The brand Kuyichi made a re-start in 2016, hence it does not have many suppliers with whom it has a business relationship of at least five years. In 2020, 27 % of its production volume came from long-term partners. It is the strategy of the brand to build long-term relations with its partners, preferably with partners in (or close to) Europe.

**Recommendation:** Fair Wear recommends Kuyichi to 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. It is advised to describe policies regarding maintaining long term business relationships in a sourcing strategy that is agreed upon with top management/sourcing staff.

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:** Kuyichi has received the signed FW Code of Labour Practises (CoLP) questionnaire from all its suppliers except for the four suppliers with whom the brand stopped in 2020. Fair Wear recognises it may be difficult to convince suppliers to sign the CoLP when the business relation is already ending. Kuyichi started with one new supplier in 2020, that supplier did sign and return the CoLP.

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.	Advanced	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.	4	4	0

**Comment:** Kuyichi added one new supplier in Turkey in 2020. The supplier was introduced to Kuyichi through one of its current suppliers. As a first step, Kuyichi has visited the supplier in 2019 and the supplier has visited Kuyichi as well. To assess working conditions prior to starting a new business relation, Kuyichi follows a systematic approach. First, the brand requests the new supplier to sign the Code of Conduct and basic information about the factory is requested such as the number of employees. Next, Kuyichi requests all certificates (environmental and social) that the factory has and relevant audit data. The production manager, designer, CR manager and CEO decide together whether a new supplier will be added, the CEO has the final say.

Kuyichi conducts a thorough risk analysis for its sourcing countries Turkey, Pakistan, China, Portugal and Morocco. The country risk analysis is linked to the suppliers performance in an overview that is updated on a regular basis. Kuyichi has a general sourcing strategy which is aimed at keeping the supply chain as compact as possible and increasing production in nearby countries such as Europe or Turkey. The due diligence approach is not yet formally integrated in the sourcing strategy.

From the start of the corona pandemic, Kuyichi has kept itself informed about the situation in its sourcing countries and at the suppliers by maintaining in close contact with the suppliers, watching the news and by reading guidance from Fair Wear and other initiatives. The main risks identified for all its suppliers were: increased pressure on production due to lower capacity and fluctuating demand, production delays, risk of loss in income for workers during to factory lockdowns, risk of getting infected with COVID-19.

To follow up on these risks, the CR manager worked closely together with the production manager. The production manager regularly updated the team about factory closures and capacity, the CR manager contacted the different factories to understand what measures they had in place to prevent the spread of the virus and to ask if they needed support. All information related COVID-19 measures and information per supplier was collated and updated in the internal information system of the company.

**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, and leads to production decisions	A systemic approach is required to integrate social compliance into normal business processes, and supports good decisionmaking.	Documentation of systemic approach: rating systems, checklists, databases, etc.	2	2	0

**Comment:** The CR manager systematically evaluates Kuyichi's suppliers based on the eight labour standards of Fair Wear and some additional elements such as the overall communication with the factory. The performance of the suppliers is rated (from not good enough to very good) per element, using audit report data and the brand's experience with the factory. The suppliers are not proactively informed about the evaluation. The evaluation is regularly discussed with production and design and Kuyichi is currently looking for possibilities to integrate the supplier evaluation with its ERP system. The brand has no formal system in place yet to reward suppliers with good performance.

In 2020, Kuyichi stopped working with four tail-end (FOB <2%, Leverage <2%) suppliers for various reasons. It stopped with one supplier in China because of quality and communication issues plus the aim of the brand is to move production to countries in Europe and nearby. Kuyichi stopped with one accessories supplier to remove leather from the accessories collection. Furthermore, Kuyichi stopped with two suppliers in Turkey. At one supplier, the minimum order quantity (MOQ) of Kuyichi was too low for the site and at the other one, the reason was that the factory was too slow in development of products. The brand did not follow a formal exit strategy; however, its order volume was low at these factories (at three below 2% and at one 6%) so the exit is not likely to have had a big impact on the factories.

Throughout the pandemic, the CR manager and production manager have remained in regular dialogue with factory management. The brand wanted to understand the situation at the factories and learn what support could be needed. From the conversations, the brand learned that many factories had concerns about how to open up again, how to keep the workers safe and, some had received many cancellation of orders from other brands sourcing. The brand responded to those concerns by adapting its purchasing practices. The brand showed its commitment towards suppliers, became more flexible with delivery terms and, allowed for multiple delivery drops per product. Also, the brand consciously moved certain styles that required more effort to a next season. The brand did not cancel or reduce any of its planned orders.

**Recommendation:** Fair Wear recommends Kuyichi to share and discuss the outcome of the supplier evaluation with all its suppliers. Furthermore, Fair Wear recommends Kuyichi to consider how it can stimulate progress on social issues, for example by offering price increases, trainings or financial support to resolve issues.

Furthermore, Fair Wear encourages Kuyichi to implement a responsible exit strategy and to make sure all relevant staff is informed about this. Please see Fair Wear's guidelines on a responsible exit strategy.

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:** Kuyichi has two seasons, spring/summer and autumn/winter. Next to that, a considerable part of its collections consists out of Never Out Of Stock (NOS) items. For the seasonal items, critical time paths for sampling and design are defined (together with factory management) per product, the process is overseen by the production manager. The samples are used during the pre-order season with retailer. During the pre-order season, Kuyichi does two to three forecasting rounds to communicate about major changes to the suppliers from an early stage. Once the final numbers are in, lead-times are defined together with the suppliers. Lead-times are usually between two to four months depending on the availability of fabric and capacity of the supplier. To ease the production process and speed lead-time, Kuyichi keeps stock of core fabrics which are used for multiple seasons and product types.

For its NOS items, Kuyichi has integrated a stock management in its ERP system. The system calculates, based on sales and stock levels, when it would be needed to place a re-order for an item. That way, Kuyichi knows well in advance when to place orders at its suppliers and it can plan its production during low-seasons.

Kuyichi has received an indication of the monthly capacity from its suppliers and uses that information not to overload the suppliers. The brand maintains in contact with supplier during production. Once travel restrictions are lifted it would also like to visit the suppliers during production again.

As mentioned before (indicator 1.5), the brand responded to production delays due to COVID-19 by offering flexible and multiple delivery drops. Moreover, it consciously adapted its purchasing practises by moving more complex styles to a next season. By doing so it could ease the production process for its products at suppliers.

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:** In 2020, the audit results of Kuyichi's main denim supplier included a finding related to inconsistent time records. Due to COVID-19, the factory had switched from a finger-print system to manual time-registering system to avoid contact points in the factory. The manual system could not show the over-time hours made correctly hence, the factory has now changed to another digital system. Kuyichi received a picture of the new system to proof the matter was solved.

In 2020, two other audits have been commissioned by the brand. Neither of them had findings related to overtime. Kuyichi did not make use of alternative monitoring tools to discover whether excessive overtime occurred at the production locations.

**Recommendation:** In cases where audits were not possible, the member could make use of additional monitoring tools, such as worker surveys, to monitor working hours at its suppliers

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:** With two main suppliers Kuyichi works based on open costing. From those suppliers, it receives information on the different cost components of its products including details of the labour cost component. The brand is planning to incorporate the information into its ERP system so more data can be collected. With the other suppliers, the brand knows only the CMT component of its items.

Generally, buying staff does not know how many minutes go into a style. In price negotiations with its suppliers the brand is considered a price-taker, it is usually aware of the cost of fabric and knows what range of retail-price would be acceptable. It trusts that its suppliers will propose a price within that range that allows for a fair wage for the workers.

**Requirement:** Kuyichi needs to demonstrate an understanding of the link between buying prices and wage levels at its suppliers.

**Recommendation:** Fair Wear recommends Kuyichi 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 its own buying prices. Fair Wear's labour minute value and product costing calculator also enables suppliers to include any COVID-19 related costs. Priority would be to make sure this level of transparency can be achieved with all 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 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

**Comment:** In 2020, Kuyichi had no cases where legal minimum wages were not paid.

During the corona pandemic, Kuyichi was in regular dialogue with its suppliers. As part of those conversations, the brand also asked if factories had been able to pay for workers' wages during factory lockdowns. There were no signs that factories had not been able to do so. The brand did not take extra efforts to verify whether wages have actually been paid.

**Requirement:** During COVID-19 the member is expected to thoroughly check and verify with its suppliers whether they foresee any issues with payment of wages.

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:** Kuyichi has different payment terms depending on the agreement with the suppliers. For one supplier it pays 100 % upfront and for another one it pays 50 % upfront and 50 % after 30 days. For the majority of its suppliers, payment is done in four or three terms. Usually, the first payment term is at the moment of order placement and the last one with shipment of the order. Every week, the CEO sits together with finance to ensure all payments are made on time.

When COVID-19 hit Europe in spring 2020, many of Kuyichi's retailers were closed and some experienced liquidity issues. As a response, Kuyichi tried to find a new balance for its supply chain to ensure each party would receive regular payment. The CEO sent out a letter to both the retailers and suppliers and proposed to switch over to periodic (weekly) payments on both supplier and retail side. In the end, it was only needed to have these weekly payments for a period of two months. After that, the brand switched back to its standard payment terms.

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:** Through auditing, Kuyichi knows that wage levels at all its production locations are below living wage. It is aware that another Fair Wear member is paying its share of living wage at one of the production locations.

Kuyichi has discussed the topic of living wage with its main denim supplier based on findings from a recent audit. The supplier had non-compliances related to living wage. To work on the findings, the Human Resources department of the factory has created a worker questionnaire. The worker survey will be used to find out about the cost of living from the employees. The factory management has also followed a Fair Wear webinar on living wages and could potentially be a good partner for Kuyichi to start working on this topic.

Kuyichi did not make a root-cause analysis of the reason why wages are lower than living wage for its production facilities yet.

**Recommendation:** Fair Wear encourages Kuyichi B.V. 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).	0%	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.		2	0

**Comment:** Kuyichi does not own a factory.

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:** Being first year member, Kuyichi has not yet been able to determine and finance any wage increases. Some first discussions on living wage have taken place with the main denim supplier. The main supplier has also communicated a target wage to Kuyichi and the CR manager has compared that with the benchmark of wageindicator. In the next year, Kuyichi is planning to collaborate together with another Fair Wear member to start the implementation of a target wage at this supplier.

The CR manager has had some first discussion with the CEO on how to finance wage increases at the factory. So far it is planned to integrate the additional costs into the cost price.

**Recommendation:** Kuyichi is advised to establish a strategy for how to finance wage increases that is agreed upon with management.



In case Fair Wear members are interested to develop a joint approach to improve wages at a shared supplier, Fair Wear can give advice on measures that need to be taken by Kuyichi to ensure compliance with anti-trust/anti-competition legislation in relevant jurisdictions.

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:** Being a first year member, Kuyichi has not yet set a target wage for any of its production locations. Moreover, from audit reports it can be concluded that none of Kuyichi's suppliers already pay for a wage that meets any of the Fair Wear recommended living wage estimates.

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## Purchasing Practices

**Possible Points: 52**

**Earned Points: 28**

## 2. Monitoring and Remediation

Basic measurements	Result	Comments
% of production volume where an audit took place.	96%	
% of production volume where monitoring requirements for low-risk countries are fulfilled.	3%	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.	First or second year member and tail-end monitoring requirements do not apply	1st or 2nd year member and tail-end monitoring requirements do not apply.
Requirement(s) for next performance check		
Total monitoring threshold:	99%	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:** The CR manager is responsible to follow up on problems identified by the monitoring system. The production manager supports the CR manager if needed.

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:** In 2020, Kuyichi has collected external audit reports from nearly all its suppliers. In establishing the time-frames for CAP follow up, the CR manager tries to stick as much as possible to time-frame indicated in the CAP.

The CR manager pays special attention to what has been written in the audit and CAP about worker representation and whether they were present for the closing meeting. The brand has not been able to involve worker representation in resolving CAP findings.

**Recommendation:** Before an audit takes place, Kuyichi B.V. is recommended to check with the supplier whether worker representatives are active. In this way, they can be involved from the start of an audit and be invited for the audit opening and exit meeting. Including workers when following up on audit reports gives them the opportunity to be informed of issues in the factory and have a voice in the prioritization of issues.

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.	Intermediate	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.	6	8	-2

**Comment:** In 2020, Kuyichi had no Fair Wear audits but it followed up on the CAPs of several external audit reports. The CR manager is in direct contact with the factory management and works in the CAP overview of the audit to keep track of resolved issues. If needed, the sourcing manager supports the CR manager in CAP follow up. Periodically, the CR manager sits together with the sourcing manager to check on the overall progress of all non-compliances from audits.

During the brand performance check, Kuyichi could show it had followed up on several CAP issues related to Health & Safety (H&S) but it did not always request proof of evidence. The brand also made efforts to discuss more complex issues related to payment of overtime with one supplier. Unfortunately, despite the brands efforts, the supplier was not willing to work on that issue so far. Moreover, Kuyichi followed up on COVID-19 related H&S issues with its main suppliers and received pictures of safety measures taken by the factories.

**Recommendation:** Fair Wear recommends Kuyichi to only close issues when verification can be provided by showing proof (pictures, documentation) or by on-site visits of Kuyichi, by including worker representation, or an independent third party. Moreover, Fair Wear encourages Kuyichi to continue strengthening their system to analyse how they might have contributed to findings and what changes they can make in their purchasing practices.

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.	not applicable	Due to the Covid-19 pandemic, brands could often not visit their suppliers from March - December 2020. For consistency purposes, we therefore decided to score all our member brands N/A on visiting suppliers over the year 2020.	Member companies should document all production location visits with at least the date and name of the visitor.	N/A	4	0

**Comment:** As travel was restricted due to the COVID-19, this indicator is not applicable in 2020 for all Fair Wear members. Kuyichi was able to visit its supplier in Portugal in summer 2020, which counts for about three percent of the brand's FOB.

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:** Kuyichi has collected external audit reports for nearly all its suppliers in 2020, it assessed the quality of the reports and could show that it had followed up on the issues identified in the reports.

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.	5	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	Advanced			6	6	-2
Compliance with FWF guidance on risks related to Turkish garment factories employing Syrian refugees	Advanced			6	6	-2
Other risks specific to the member's supply chain are addressed by its monitoring system	Intermediate			3	6	-2

### **Comment:** Turkey

Kuyichi produces about 70 % of its collection in Turkey and is well aware of the risks related to employing Syrian refugees. To identify the risk of subcontracting, the brand has several processes in place. As a first step, it actively checks whether the complete production process needed or the product is present in the factory. Based on the FW policy on employing Syrian refugees, the brand has created its own statement which was shared with and signed by all suppliers. Moreover, the brand discussed the use of subcontractors with all facilities in Turkey, most suppliers were open to discuss the matter except for two. The brand also collected audits for all facilities in Turkey, none of the audits revealed that Syrian refugees were employed. Due to the spread of the corona virus, Kuyichi has not been able to visit its factories in Turkey in 2020.

### Abrasive blasting

The main part of Kuyichi's collection is denim, hence the FW policy on abrasive blasting is also applicable. Kuyichi has a solid system in place to ensure abrasive blasting is not used. To start, the topic of abrasive blasting is integrated into the supplier manual so all suppliers are aware of Kuyichi's policies. The brand has visited all factories including a laundry subcontractor and there were no machines used for abrasive blasting present in the factory. Moreover, Kuyichi assesses the impact of its denim washes by EIM score of Jeanologia to improve the environmental sustainability. In that way, the brand can be assured that abrasive blasting is not used for the washing of its denims.

### Other Risks

Through its periodic risk assessment (see indicator 1.4), Kuyichi has also identified other risks related to its sourcing countries. For China, the brand has identified the risk of forced labour as one of the main issues which is actually one of main reasons that the brand decided to phase out China. For Morocco, it has identified risks related to gender discrimination, subcontracting and overtime. Kuyichi still sourced a small percentage of its FOB (< 1%) at one factory in Morocco in 2020 but has terminated the cooperation with the factory in that year. Kuyichi is aware of the high risks related to sourcing in Pakistan. Such as: gender discrimination, child labour and forced labour. The brand has consciously chosen its current supplier in Pakistan, it is felt that this supplier is purpose-driven like Kuyichi and it demonstrates willingness to improve labour conditions.

### COVID-19

The main risks related to COVID-19 that Kuyichi identified for all its suppliers were: increased pressure on production due to lower capacity and fluctuating demand, production delays, risk of loss in income for workers during to factory lockdowns, risk of getting infected with COVID-19.

Kuyichi remediated the increased pressure on production by accepting flexible delivery terms and multiple delivery drops for one style. The risk of loss in income for workers was remediated by entering in regular dialogue with factories and asking whether the payment of wages was continued during factory lockdowns. The brand did not take extra efforts to verify whether wages have actually been paid. Kuyichi consulted the Fair Wear H&S COVID-19 check list in conversations with factory management to check whether the correct measures were taken to prevent the spread of the virus, this was mainly on an ad-hoc basis.

**Recommendation:** Fair Wear recommends Kuyichi to check before and/or after an external audit whether the risk of subcontracting is sufficiently assessed during the audit. The member should take additional measures to assess the use of subcontractors in case external audits have not sufficiently assessed this risk.

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 2020, Kuyichi had no CAPS active at shared suppliers.

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:** Kuyichi has one supplier in Portugal and it fulfilled the requirements for low risk countries in 2020. The factory was visited in 2020 and the brand collected an external audit report. Moreover, the factory has signed the FW questionnaire and the WIS is posted in the factory.

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

**Comment:** Kuyichi is first year member, hence this indicator is not applicable.

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

**Comment:** Kuyichi does not re-sell external brands.

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

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## Monitoring and Remediation

**Possible Points: 24**

**Earned Points: 20**

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### 3. Complaints Handling

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

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.1 A specific employee has been designated to address worker complaints.	Yes	Followup is a serious part of 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:** The CSR manager is responsible to follow up on complaints. If necessary, the sourcing manager will give support.

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:** In the first year of membership, Kuyichi made efforts to inform all its suppliers and the workers about the FW CoLP and complaints helpline. By the end of the year, all necessary documents and proof was received by the brand apart from four factories that did not post the Worker Information Sheet (WIS) in their factories. The reason is that with all these factories, the relation was ended in 2020. The negative impact of COVID-19 made it more difficult for the brand to follow up on this issue. Kuyichi is planning to regularly check whether the WIS is still posted during factory visits. Moreover, the CSR manager will annually request new pictures of proof.

**Requirement:** Kuyichi must ensure that the Worker Information Sheet, including contact information of the local complaints handler of Fair Wear, is posted in factories in a location that is accessible to all workers.

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 the first year of membership, Kuyichi has focused on setting up the basics for the membership. The brand did not enrol its supplier in the FW Workplace Education Programme (WEP) basic module but is planning to do so in the next year (if the spread of COVID-19 allows for physical trainings to take place). Kuyichi has also not implemented any other activities to raise awareness of the CoLP at the suppliers.

**Recommendation:** Fair Wear strongly recommends members to actively raise awareness about the Fair Wear Code of Labour Practices and Fair Wear complaint hotline. Kuyichi B.V. 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.	No complaints received	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.	N/A	6	-2

**Comment:** Kuyichi did not receive any complaint in 2020.

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: 9**

**Earned Points: 3**

## 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:** Kuyichi is a small company as such it is relatively easy to keep all staff informed about the FW membership. In addition, the CSR manager periodically gives a presentation to the whole team to keep them informed about recent developments.

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:** Staff involved in production that is in direct contact with the suppliers is the CSR manager, the sourcing manager, the designer and the CEO. They are all directly involved in the Fair Wear membership and fully aware of the requirements.

The CSR manager often accompanies staff during supplier visits. If that is not the case, the CSR manager has a meeting before the visit and the points of attention are discussed.

**Recommendation:** Fair Wear encourages purchasing staff or agents to observe factory audits conducted by the Fair Wear audit teams to learn about the audit process and to be able to better follow up on corrective action plans.

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	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.	1	2	0

**Comment:** In 2020, Kuyichi worked with two agents. The relation with both was ended in 2020 as well as the brand has decided to stop producing at the production locations involved. Both agents have been informed about the FW membership by e-mail and have signed the FW CoLP questionnaire for intermediaries.

**Recommendation:** In case Kuyichi decides to start collaboration with another agent, Fair Wear recommends the member to actively train their sourcing contractors/agents on monitoring and remediating gender-related problems and enable them to support the implementation of the CoLP.

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:** Kuyichi has not enrolled its supplier for trainings on transformative processes related to human rights. The first year of membership, the company has focused more on setting up the basic processes.

**Recommendation:** Fair Wear recommends Kuyichi 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, 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: 4**

## 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:** Kuyichi has a small supply chain and has direct contact with nearly all suppliers. The company has several strategies in place to identify all production locations and the use of subcontracting. As a first step, the CSR manager collects information about the production processes available in the factory to find out whether the use of subcontracting would be needed for production. At the start of a new business relation, factories are required to fill in the FW questionnaire and Kuyichi's subcontractor guidance is shared with the supplier. Moreover, the brand commissions audits at nearly all of its production locations and would, in normal circumstances, visit the factory during production to identify unauthorised subcontracting. As a next step, Kuyichi is planning to integrate the use of production locations already in the process of sampling.

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:** CSR and other relevant staff actively share information with each other. The CSR manager regularly informs the sourcing manager of the situation at production locations and includes the sourcing manager in e-mails to factory management if needed. Moreover, all CSR activities are documented and saved on a public server available to all staff at Kuyichi.



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## Information Management

**Possible Points: 7**

**Earned Points: 7**

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## 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:** Kuyichi meets the communication requirements and is in line with the Fair Wear communication guidelines.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
6.2 Member company engages in advanced reporting activities.	Supplier list is disclosed to the public.	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.	2	2	0

**Comment:** Kuyichi has opted in for the Fair Wear transparency policy and has disclosed 100 % of its supply chain in FairForce to other members and on the Fair Wear website. Moreover, Kuyichi is transparent about its entire supply chain on its website and has signed the transparency pledge. Being first year member, Kuyichi does not have a brand performance check to publish yet.

**Recommendation:** Fair Wear recommends Kuyichi B.V. to publish one or more of the following reports on its website: the Brand Performance Check report or audit reports. 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:** Kuyichi has written a comprehensive social report which can be found on the sustainability page of its website.

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## Transparency

**Possible Points: 6**

**Earned Points: 6**

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## 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:** Kuyichi is planning to evaluate its first year of membership after having received the results of the brand performance check. The evaluation will take place with involvement of top management, sourcing, design and CSR. The brand performance check will be used to create future plans and as input for the next work plan.

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.	No requirements were included in previous Check	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.	N/A	4	-2

**Comment:** As this is the first brand performance check since Kuyichi re-joined Fair Wear foundation, the company has no requirements from last year.

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## Evaluation

**Possible Points: 2**

**Earned Points: 2**

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## Recommendations to Fair Wear

Kuyichi recommends Fair Wear to open up membership again for small-to-medium sized organisations. Possibly by offering an alternative membership type. Moreover, the brand recommends Fair Wear to organise live sessions again once possible and the brand would like to have more regular contact with its Fair Wear case manager. Lastly, Kuyichi recommends Fair Wear to focus on making FairForce more user-friendly.

## Scoring Overview

Category	Earned	Possible
Purchasing Practices	28	52
Monitoring and Remediation	20	24
Complaints Handling	3	9
Training and Capacity Building	4	11
Information Management	7	7
Transparency	6	6
Evaluation	2	2
Totals:	70	111

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

63

### Performance Benchmarking Category

Good

## Brand Performance Check details

Date of Brand Performance Check:

16-06-2021

Conducted by:

Annemiek Smits

Interviews with:

Zoé Daemen, Corporate Responsibility (CR) manager

Peter Schuitema, CEO

Laurent Safi, Production Manager