



## **Brand Performance Check**

### **Ballyclare B.V.**

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

## Ballyclare B.V.

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

Member company information	
Headquarters:	Doetinchem , Netherlands
Member since:	2013-07-18
Product types:	Workwear
Production in countries where Fair Wear is active:	China, Tunisia
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	100%
Benchmarking score	42
Category	Suspended

## Summary:

Ballyclare has shown insufficient progress in performance indicators. The benchmark score is 42, which is below the scoring benchmark required of brands in 3+ years of membership. This places the member in the needs improvement category. As this is for the second time, this automatically leads to suspended status. Ballyclare has monitored 100% of its supply chain.

## Corona Addendum:

As a workwear company, Ballyclare was less affected by COVID-19, and it did not experience a large decline in their existing projects, though new projects were put on hold. The only reduction in orders Ballyclare experienced was from retailers ordering protective equipment.

At the start of the pandemic, Ballyclare decided to make protective hospital gear, and with these orders the Tunisian suppliers were allowed to reopen after an 8-day closure.

From the start, Ballyclare has had frequent contact with its main Tunisian supplier. All Tunisian suppliers and its Portuguese supplier received a questionnaire about the impact of COVID-19. Ballyclare did not contact its Chinese supplier where it places two small orders a year, as these were only scheduled for late 2020.

While Ballyclare has not reduced or cancelled orders that were already in process, it reduced its forecasted orders. In Tunisia, the company could balance the reduced forecasting somewhat by the orders of the hospital gear and placing more stock orders. The Chinese supplier was informed well in time about the reduced forecasts.

From its communication with suppliers, Ballyclare understood that while the Tunisian suppliers were mostly concerned with health and safety measures to prevent workers from contracting COVID-19, the Portuguese supplier was struggling with reduced capacity because many workers fell ill. Delivery delays were accepted by Ballyclare. Upon request the brand made some upfront payments to its Portuguese supplier.

Ballyclare did not take an active role in supporting with the implementation of health and safety measures nor did it use the guidance documents that Fair Wear made available to support suppliers.

The short closure of the Tunisian facilities resulted in somewhat lowered paid wages. Ballyclare has been informed that the workers received governmental allowance but has not verified whether all workers received this allowance, and how much the workers actually received.

Ballyclare's monitoring relies heavily on frequent factory visits, which it finds very beneficial. However, since the company has not used alternative options during the pandemic, there was no continued monitoring of outstanding CAP issues, or of the implementation of COVID-19 related health and safety measures and other issues that could have come up during the pandemic. The company could have taken a more proactive role in supporting its suppliers, verifying the impact on workers' wages and finding ways to continue its due diligence.

## 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.	83%	Member companies with less than 10% of a production location's production capacity generally have limited influence on production location managers to make changes.	Supplier information provided by member company.	4	4	0

**Comment:** In 2020 Ballyclare sourced at five different production locations. It has one main supplier in Tunisia from which it sources more than one third of its production. This Tunisian supplier, owned by the same holding as Ballyclare, uses two Tunisian satellite locations. It has another supplier in Portugal. Furthermore, Ballyclare sources a small part of its production from one Chinese factory.

By concentrating production in Tunisia and Portugal, stock arrives more quickly in Ballyclare's warehouse. Also by concentrating its production in a handful of facilities, the member finds it can establish more personal contact with its suppliers.

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.	0.6%	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.	4	4	0

**Comment:** Ballyclare's Chinese supplier - where the member has very low leverage- only makes up 0.6% of Ballyclare's total order volume.

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.	87%	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.	4	4	0



**Comment:** 87% Of Ballyclares production volume is sourced from locations where it has a business relationship for at least 5 years. This is a slight decrease from 2019, when 93% of Ballyclares production was sourced from long term suppliers and can be explained by Ballyclare placing more orders at a newer supplier.

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.	2nd years + member and no new production locations selected	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.	N/A	2	0

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:** Ballyclare does not have a sourcing strategy detailing the steps that are taken to conduct due diligence before adding a new supplier. However, before agreeing on cooperation all factories are asked to return the Ballyclare Supplier Assurance Questionnaire and the Ballyclare Code of Conduct/Supplier Compliance Commitment. New suppliers will also be asked to share existing audit reports. In 2020 no new factories were added.

There was no human rights due diligence system in place that could serve as a basic strategy for Ballyclare's response to the Covid-19 pandemic. Since the start of the pandemic Ballyclare had very frequent contact with their main supplier in Tunisia. Ballyclare also created a questionnaire to ask its suppliers about the impact of Corona on compliance to the FW CoLP, but has not used the country information Fair Wear published that could help interpreting the suppliers' answers.

The main Tunisian supplier identified transport from workers' homes to factories as the biggest risk, as they were afraid workers would contract the virus during public transport.

Ballyclare's Tunisian suppliers closed for 8 production days. The main supplier informed Ballyclare that the closure has impacted workers' wages by 20 to 50%. Ballyclare was informed that workers did receive a governmental allowance, but Ballyclare does not know how much this was and has not verified whether all workers got this allowance. The member assumes that the closure of the other two Tunisian facilities has had a similar effect on the wages.

The brand did not enlist their Tunisian suppliers for Fair Wear audits, while this has been possible for the larger part of 2020, nor did it use alternative monitoring tools to continue conducting due diligence and monitoring during the pandemic.

Via its questionnaire Ballyclare was informed that the main concern for the Portuguese supplier was its reduced production capacity because many workers fell ill.

Ballyclare only places one to two small orders a year in China, and had no orders running when the pandemic hit China early 2020, and therefore has not checked in with the supplier about the issues it faced.

Ballyclare has a very consolidated supply chain, and communicates twice a week with its main supplier that is responsible for nearly 70% of Ballyclare's total order volume. As this supplier is part of the same holding, the assumption is that Ballyclare would have been informed about any COVID-19 related issues. This, and the fact that Ballyclare sent a questionnaire, awards the member with an intermediate score for this indicator.

**Requirement:** When temporary factory closure has an impact on wages, Ballyclare needs to investigate how much workers' wages were affected and ensure they do not fall below the legal minimum wage.

**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. Fair Wear recommends Ballyclare to use its Supplier Assurance Questionnaire together with information from FW country studies and local stakeholders to come to a balanced risk assessment.

Other sources such as the information that Fair Wear publishes can also be used to interpret answers from COVID-19 questionnaires. Additionally, the company can verify answers by requesting pay slips, photos and videos. These options, or other alternative monitoring tools described in Fair Wears 'Guidance on monitoring labour conditions during the COVID-19 pandemic' in lieu of visits or audits when these are not possible. In its contact with suppliers about Covid-19, the company can use the Fair Wear brand-supplier conversation framework.

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.	No	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.	0	2	0

**Comment:** With its small supply chain Ballyclare has for a long time considered a formal evaluation system not essential, and throughout 2020 such an evaluation system has not been in place.

In August, Ballyclare stopped with one of the Tunisian locations where the company buys 14% of the production volume via its main Tunisian supplier. The location was not committed to follow up on outstanding CAP issues and informed Ballyclare that they are not willing to be audited by Fair Wear again. This was topic of multiple conversations and in the end Ballyclare did not see another option then to stop relations with them. Ballyclare informed the supplier two months ahead about their final decision to discontinue. The company did not thoroughly assess the potential social impact of its decision, however, Ballyclare was informed that the supplier found another client right away, and therefore understands there has been no effect on workers.

While Ballyclare has not reduced or cancelled orders that were already in process, it reduced its forecasted orders in response to the pandemic. In Tunisia the company could balance the reduced forecasting somewhat by ordering protective hospital gear, a new product group for the company. At its main supplier Ballyclare increased its orders for stock to help out with reduced orders of other clients. To cope with the reduced forecasting of Ballyclare and other clients, the main supplier reduced the hours of temporary workers or did not renew temporary contracts. When Ballyclare stopped with the other Tunisian location in August, these orders were shifted to the main supplier. To check whether the main supplier had sufficient capacity to produce the orders taken away from the discontinued supplier, Ballyclare asked about the number or workers. In this way the company discovered there was no reduction in staff size before and after the worst of the pandemic. In the end, the forecasting was reduced by 10-12% in Tunisia.

A similar reduction in forecasting took place in China, and as orders were only scheduled for end 2020, this could be discussed with the supplier well in advance.

**Requirement:** A systematic approach is required to integrate social compliance into normal business processes, and supports good decision-making. The approach needs to ensure that Ballyclare B.V. consistently evaluates the entire supplier base and includes information into decision-making procedures.

**Recommendation:** As Ballyclare is currently in the process of setting up an evaluation system and defining clear criteria to measure suppliers' performance and commitment to the implementation of the CoLP, Fair Wear can advise which criteria to include in the supplier evaluation system. A responsible exit strategy includes assessing the social impact of the decision to leave and ensuring the supplier is compliant with severance laws if applicable.

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:** For Tunisia, Ballyclare knows the standard working minutes for each product. This, in combination with knowing the production capacity, allows Ballyclare to plan production in a way that avoids excessive overtime, planning for a 4,8 hour week with quarterly forecasts which are shared with the factory, and taking into account holidays. The production schedule for the main supplier includes every item that will be produced every 4, 8 or 12 weeks, divided so that production capacity is spread over the entire year and can be kept in Ballyclare's warehouse. The different styles that Ballyclare needs are also spread out over the entire year, which enables the supplier to have a steady workflow for all of its workers independent of their skills or specialisation.

If Ballyclare needs unexpectedly more capacity from this supplier, it discusses within the holding that the other companies shift their order and in this way the main supplier can free up capacity. When fabric delay would hinder the order currently in production, the company can easily swap with an order that was planned for a later date for which the supplier already has the fabric.

Ballyclare's main supplier closely plans production with the two Tunisian satellite locations and Ballyclare does not have insight in their available capacity.

In 2017 Ballyclare started with a production location in China. Ballyclare does not discuss planning with this supplier, but the brand asks for a delivery date which is often between 14-16 weeks, and offers flexibility in production planning and delivery. Due to the small number of orders and the low leverage Ballyclare has at these supplier, the brand assumes that its orders would not affect the production process that much.

Where the pandemic caused delays in production Ballyclare accepted these delays and informed its clients about the situation.

**Recommendation:** Ballyclare is recommended to learn more about how the production of its products impact the total production capacity at the Tunisian satellite locations and its Chinese production location.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.7 Degree to which member company mitigates root causes of excessive overtime.	No production problems /delays have been documented.	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.	N/A	6	0

**Comment:** In an audit at the end 2019 at one of the two Tunisian subcontractors, it was found that time records were inconsistent. Ballyclare advised to improve the time keeping system, but the factory was reluctant to cooperate. As Ballyclare stopped working with this location in August 2020, and therefore could not continue following up on this issue, this indicator is non applicable.

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:** For their Tunisian suppliers, Ballyclare knows the working minutes required for each style. The brand also calculates the working minute price with a price surcharge or discount depending on the order volume. Negotiations are focused on the standard minutes per style. Ballyclare is aware of the legal minimum wage levels, and knows that generally 80-85% of the cost per minute is labour cost. Increases in minimum wage levels are covered by a price increase. In Portugal and China, Ballyclare works with price quotations and checks whether the prices are competitive. Labour costs are not known. As the minimum order quantities are very low China, Ballyclare accepts a surcharge.

The company has not inquired about its suppliers' additional (wage) costs to implement COVID-19 measures. It estimates the costs to implement health and safety measures would not have been more than 1000 euros for each supplier. Ballyclare has not incorporated these costs in its pricing.

**Requirement:** The member should engage in a dialogue with the supplier about the additional costs due to COVID-19, the effect on wages, etc. and take steps to incorporate these additional costs into their prices.

**Recommendation:** Increased transparency in costing and productivity gives insight in the labour costs per product. This forms the basis for ensuring enough is paid to cover at least minimum wage and for making steps towards living wages. This recommendation applies specifically to the Chinese production locations.

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

**Comment:** An audit conducted at the end of 2019 showed issues regarding inconsistent wage-records, insufficient pay out of bonuses as well as missing social security at one of Ballyclare's suppliers in Tunisia. As mentioned above, follow up on CAP issues strained the relation and Ballyclare discontinued with the supplier in summer 2020.

During the COVID-19 pandemic, the risk of non-payment of LMW was very high in the garment industry. If Ballyclare's main supplier would have experienced difficulty to pay out legal minimum wages, Ballyclare assumes the holding to which the supplier and Ballyclare belong would have been informed and taken measures.

However, that is different with the Tunisian satellite locations. Ballyclare supposes the wage drop in these locations was similar to that at the main supplier, and assumes that workers received government allowance. It has not used additional monitoring tools to verify that workers received legal minimum wage, nor if workers received the allowance. Tunisian suppliers faced a lot of difficulty with requesting the governmental allowance for its workers, and the majority of requests were not accepted. If the wages indeed have dropped by 20 to 50% because of the short factory closure, looking at the wage data included in the 2019 audit reports of the main supplier and the satellite location, it is possible that workers received less than the legal minimum wage.

As Ballyclare had no orders running in China during the worst of the pandemic, the member did not check with the supplier about potential problems with legal minimum wage payment.

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

Please note that following Fair Wear's policy for repeated non-compliance in Fair Wear's Brand Performance Checks, members that receive an insufficient or -2 score on this indicator for the second year in a row, will be placed in the 'Needs Improvement' category.

**Recommendation:** When visits are not possible, Ballyclare can check paid wages by requesting a sample of detailed wage slips. FWs local teams can help interpreting these documents. The company could also require its suppliers to check with their workers if they received the governmental allowance.

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:** Ballyclare has different payment terms for its suppliers and these have not changed during the pandemic. The main Tunisian supplier and the discontinued Tunisian facilities are paid within a week of arrival. The Chinese supplier receives a partial payment when the order leaves the Chinese harbour and the rest upon arrival in Rotterdam. The third Tunisian location and Portugal have an invoice date of 30 days, where the invoice is received a week before arrival. There is no evidence of late payments.

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:** Ballyclare discussed the topic of living wages with its Tunisian suppliers, and heard back that the reason for payment below living wage is that suppliers pay what they are legally are required to. The company regularly checks the wages at its main supplier. It has found that the paid wages at this supplier have increased with 7.5% while the living wage benchmark increased 5.2% and therefore Ballyclare concludes the gap is narrowing. The company has not actively responded to the mentioned root causes, but has taken these for granted.

Ballyclare has received some information from its Chinese supplier about wages. Though the provided information is too general to be useful, it can be considered a first important step in the discussion about wages.

**Requirement:** Ballyclare B.V. is expected to take more steps responding to the root causes with its main supplier that is part of the same holding. and should take steps to work towards living wages.

**Recommendation:** Fair Wear encourages Ballyclare 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 and the follow up steps 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).	69%	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	2	0

**Comment:** Ballyclares' main supplier is owned by the same holding, but it does not own this production facility itself.

**Recommendation:** Fair Wear recommends for Ballyclare to have a more active discussion with the holding company on a collaborative approach towards CSR goals at its main supplier.



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:** Ballyclare has internally decided on a target wage for its main Tunisian supplier, which is exactly between the legal minimum wage and the living wage benchmark. The benchmark is not communicated yet with the supplier. Fair Wear considers this an essential step in order to ensure that increased prices do result in higher wages. Ballyclare could not yet show a target wage strategy or any other documentation about this. For these reasons, the member scores 'none' on this indicator.

When their benefits are taken into account, most workers in the facility are earning more than the target wage that Ballyclare has decided upon, which shows that the target wage can be set more ambitious.

Ballyclare expects that the target wage can be financed partly out of the devaluation of the Tunisian dinar that has resulted in higher prices in euros and also intends to absorb higher prices by increasing prices to its clients. The currency of the dinar will fluctuate, and devaluation is accompanied with high inflation, which results in workers needing to pay higher prices for food etc. Therefore it is very important that Ballyclare's commitment to pay higher prices is explicit part of its living wage strategy.

**Requirement:** Ballyclare should develop a strategy to finance the costs of wage increases.

**Recommendation:** Fair Wear encourages Ballyclare to set a more ambitious target wage, that will make a difference for all workers at the supplier. A target wage strategy that includes SMART goals and is not (partly) based on the devaluation of the dinar, will help Ballyclare with continued progress.

Working towards a target wage is not feasible without the active involvement of the supplier. If a supplier does not commit to working towards a target wage, higher pricing will not automatically result in higher wages. It is also recommended to involve the factory and worker representation in the setting of the target wage and discussion on how to pay out the wage increase. Ballyclare is advised to use the Fair Wear Living Wage Policy as guidance. Given the strong union presence in Tunisia a starting point may be enrolling the supplier in a social dialogue training, Fair Wear can offer advice on this.

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:** Ballyclare is not yet paying its share of target wage in its production locations.

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## Purchasing Practices

**Possible Points: 44**

**Earned Points: 24**

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## 2. Monitoring and Remediation

Basic measurements	Result	Comments
% of production volume where an audit took place.	97%	
% 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.	Yes	
Total monitoring threshold:	100%	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 Head of Finance is responsible for all Tunisian operations and the Director of Sourcing is responsible for the monitoring processes in all other production locations.

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.	No Corrective Action Plans were active during the previous year	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.	N/A	2	-1

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.	Insufficient	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.	-2	8	-2

**Comment:** Ballyclare usually follows up on CAPs during visits, and does not yet have a system in place to document progress. This makes it difficult to show improvements. Ballyclare has been informed that the health and safety findings from the 2019 audit at its main supplier are remediated. But as visits were not possible, and the company did not use alternative monitoring tools, it could not show evidence for all of the improvements. As explained in chapter one, follow up on the audit issues at the other Tunisian supplier led to Ballyclare deciding to discontinue with them.

Ballyclare identified wage issues due to the pandemic for its Tunisian suppliers, but did not follow up on it. The only Covid-19 related concern that its main supplier shared with Ballyclare was the risk of workers contracting the virus in the overcrowded public transport to work. Therefore, as per governmental requirement, the supplier organised vans and taxis to bring their workers to work and home. The brand did not offer support for this solution in practical or financial terms. At some point, the Portuguese supplier indicated liquidity problems, and therefore Ballyclare accepted their request and paid for fabric upfront in some cases.

The company did not send the Fair Wear Covid-19 health and safety checklist to its suppliers and has been informed that the needed safety measures were being taken.

**Requirement:** Issues related to COVID-19 should not be considered solved without adequate verification.

Please note that following Fair Wear's policy for repeated non-compliance in Fair Wear's Brand Performance Checks, members that receive an insufficient or -2 score on this indicator for the second year in a row, will be placed in the 'Needs Improvement' category.

**Recommendation:** A monitoring system includes keeping an overview of progress towards CAP remediation and storing proof in a way that is accessible for all relevant staff. COVID-19 related issues can be included in outstanding CAPs to facilitate monitoring. Fair Wear recommends Ballyclare B.V. to only close issues when verification can be provided by showing proof (pictures, documentation) or by on-site visits of Ballyclare B.V. , by including worker representation, or an independent third party. When visits are not possible, video tours can be used to verify remediation of health and safety findings.

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 pandemic, this indicator is not applicable in 2020 for all Fair Wear members.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.6 Existing audit reports from other sources are collected.	Yes	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.	1	3	0

**Comment:** Ballyclare collected an external audit report of their Chinese supplier. Though the quality of the audit report has not been assessed, the positive results confirms the impression it got during a 2016 visit.

**Recommendation:** Fair Wear recommends Ballyclare B.V. to assess the quality of the external audit report and immediately discuss with the supplier what information is missing and how to collect that information.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.7 Compliance with FWF risk policies.	Average insufficient result on relevant policies	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.	-2	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	Insufficient			-2	6	-2

**Comment:** Ballyclare left Bangladesh in 2019 as the small size of their orders was not in comparison to the due diligence that is needed to be carried out when sourcing in Bangladesh.

During the pandemic, Ballyclare helped its main supplier with keeping a steady flow of orders, and where asked made some upfront payments to its Portuguese supplier.

However, Ballyclare did not take an active role in supporting with the implementation of health and safety measures. The Tunisian government issued strong regulations that suppliers needed to follow. Ballyclare could have checked if these regulations were indeed followed. The brand did not use the the COVID-19 Factory Health and Safety Discussion Sheet and the COVID-19 Health and Safety Measures Checklist that Fair Wear published. Nor did Ballyclare take steps to remediate the wage loss due to the 8 day closure of its Tunisian locations.

In general, the company is aware of country specific risks in China and Tunisia, but does not assess these risks in a systematic manner nor does it actively follow up on these risks in China. In the Tunisian garment industry, the use of short term contracts is rampant, and it does not provide income security to workers. The member does not discuss the use of short term contracts with its main supplier, while this is all the more important since a 2019 audit concluded some workers were shifted to another location to avoid giving them tenure.

**Requirement:** Even though its Tunisian suppliers had to follow the strong regulations of the Tunisian government, Ballyclare must verify the OHS measures that its suppliers took in response to COVID-19. The member should take measures to prevent the loss of jobs or lowering of wages at suppliers due to COVID-19, following the guidelines in Handbook: COVID-19 Lost wages and jobs series.

Please note that following Fair Wear's policy for repeated non-compliance in Fair Wear's Brand Performance Checks, members that receive an insufficient or -2 score on this indicator for the second year in a row, will be placed in the 'Needs Improvement' category.

**Recommendation:** Ballyclare B.V. is advised to discuss with its suppliers which support they can provide in implementing OHS measures in response to COVID-19. The member could use the COVID-19 Factory Health and Safety Discussion Sheet and the COVID-19 Health and Safety Measures Checklist that Fair Wear made available and share these with its suppliers.

Members can agree on additional commitments that are required to mitigate country specific risks. Ballyclare is advised to discuss with its main supplier the type and terms of the contracts given to the workers , and especially what the supplier needs from its clients to be able to cut down the use of temporary contracts.

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:** There are no shared CAPs active.

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)

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.	Yes, and member has collected necessary information	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.	2	2	0

**Comment:** Ballyclare was able to show the filled in questionnaires collected from its 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).	0%	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.	0	3	0

**Comment:** None of the external brands sold by Ballyclare are member of a sustainability initiative.

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: 27**

**Earned Points: 3**

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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 Head of Finance is responsible for all Tunisian operations and the Director of Sourcing is responsible for the monitoring processes in all other production locations.

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:** During the previous Brand Performance Check, Ballyclare was able to show that the Fair Wear CoLP was posted in all production locations and since then no new locations have been added.

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:** Since 2018, no trainings to raise awareness about the FWF CoLP and complaints hotline have been organised for Ballyclare's suppliers.

**Requirement:** Fair Wear requires members to actively raise awareness about the Fair Wear Code of Labour Practices and Fair Wear complaint hotline. Ballyclare 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.

**Recommendation:** When Ballyclare wants to make clear to its supplier it values the training but cannot be physical present because of travel restrictions, the member could consider other options such as being present via videocall.

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

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:** Once a year, staff is updated on the Brand Performance Check outcomes and all Fair Wears' activities, actions and plans. Sales meetings and other joint team meetings also include Fair Wear updates and production location findings from teams on location. Quarterly meetings include Fair Wear agenda points.

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 in direct contact with suppliers is informed about Fair Wear requirements.

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

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:** The company has not enrolled its suppliers in advanced training programmes supporting human rights.

**Recommendation:** Fair Wear recommends Ballyclare B.V. 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, Ballyclare B.V. can 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

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## **Training and Capacity Building**

**Possible Points: 9**

**Earned Points: 3**

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## 5. Information Management

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
5.1 Level of effort to identify all production locations.	Intermediate	Any improvements to supply chains require 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.	3	6	-2

**Comment:** Ballyclare is generally well aware of all its production locations and makes an effort to discuss this issue when visiting its suppliers to make sure that no unauthorized subcontracting is taking place. By visiting the locations Ballyclare can check that the suppliers have the production lines needed for its production.

For China, Ballyclare asks the supplier if the orders are made in house and checks the labels for signs that could indicate it made elsewhere. Quality issues may be a sign of subcontracting. So far, Ballyclare has not had reason to suspect its orders were outsourced.

**Recommendation:** Ballyclare could consider asking its befriended agent to visit the Chinese location when its orders are being produced and verify the available capacity and production lines.

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:** Information about working conditions is shared during meetings, when needed.

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## Information Management

**Possible Points: 7**

**Earned Points: 4**

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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:** Ballyclare communicates about its Fair Wear membership to customers and in tenders. Ballyclare Netherlands is sharing the website of their mother company Ballyclare UK. Ballyclare UK is not member of Fair Wear which in 2020, and therefore Fair Wear membership is only briefly mentioned.

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

**Comment:** Ballyclare has not published the previous performance check report, nor any other reports such as audit reports, that would lead to more transparency. The company has not yet disclosed production locations to other member brands in the internal system Fair Force, nor on the Fair Wear website.

**Requirement:** Fair Wear requires Ballyclare to disclose production locations to other member brands in the internal system Fair Force and on the Fair Wear website.

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

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

**Comment:** Ballyclare submitted its social report to Fair Wear and the website of Ballyclare UK includes a link to the report.

## Transparency

**Possible Points: 6**

**Earned Points: 4**

## 7. Evaluation

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
7.1 Systemic annual evaluation of FWF membership is conducted with involvement of top management.	Yes	An annual evaluation involving top management ensures that Fair Wear policies are integrated into the structure of the company.	Meeting minutes, verbal reporting, Powerpoints, etc.	2	2	0

**Comment:** Ballyclare holds annual evaluations of Fair Wear membership with top management. Furthermore, top management discusses the outcomes of the Brand Performance Check to ensure progress is made.

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.	28%	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:** In the previous performance check, requirements were included for 1.5, 1.11, 1.13, 1.14, 2.4, 2.7 and 7.2. The company has started discussing living wages with its suppliers, and has left Bangladesh as it could not fulfill the needed human rights due diligence there. This means that indicator 1.11 is partly resolved, and indicator 2.7 is resolved, bringing the percentage of resolved indicators to 28 %.

## Evaluation

**Possible Points: 6**

**Earned Points: 4**

## Recommendations to Fair Wear

Ballyclare would like Fair Wear to issue a certification that confirms membership. This document can be used for tenders, and can be shown to clients. Next to that Ballyclare would like to see Fair Wear requiring less due diligence for suppliers where Ballyclare only sources a negligible part of its total FOB.

## Scoring Overview

Category	Earned	Possible
Purchasing Practices	24	44
Monitoring and Remediation	3	27
Complaints Handling	3	9
Training and Capacity Building	3	9
Information Management	4	7
Transparency	4	6
Evaluation	4	6
Totals:	45	108

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

42

### Performance Benchmarking Category

Suspended

## Brand Performance Check details

Date of Brand Performance Check:

13-04-2021

Conducted by:

Niki Janssen

Interviews with:

Katja Woonink, CSR and project manager

Ruud Wissink, CEO

Erik Nelis, Commercial director

Peter Goejer, Purchase and product development director