



## **Brand Performance Check**

### **Munro Tailoring**

**Publication date: May 2022**

This report covers the evaluation period 01-01-2021 to 31-12-2021

## 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 year's 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 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

## Munro Tailoring

Evaluation Period: 01-01-2021 to 31-12-2021

Member company information	
Headquarters:	Amsterdam , the Netherlands
Member since:	2021-01-01
Product types:	Garments, Clothing, Fashion apparel, Accessories, Footwear
Production in countries where Fair Wear is active:	China, India
Production in other countries:	Italy
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	55%
Benchmarking score	63
Category	Good

## Summary:

Munro Tailoring has met most of Fair Wear's performance requirements. With a benchmark score of 63, the company is placed in the Good category. In its first year of membership, Munro Tailoring monitored 55% of its FOB, which is in line with Fair Wear's expectations.

## Corona Addendum:

Munro Tailoring joined Fair Wear in 2021. The company produces tailor-made men's wear (suits, shirts, pants and shoes), mainly as a private label producer for retail customers. During the past financial year, the brand continued to experience the impact of the pandemic. Due to store closures, the company had to reduce its staff by around 30%.

Munro Tailoring maintained the business relationship with all its production locations. It continued to share production forecasts and adjusted planning and capacity depending on the situation with its customers or the situation in the production location. Throughout the process, both its retail customers and the factories were flexible. As Munro Tailoring only orders products that the retail customers have bought, no orders were cancelled.

As it was the first year of Munro Tailoring's Fair Wear membership, the company focused on informing its production locations and staff about Fair Wear and the membership requirements. In addition, it developed a process for human rights due diligence and updated its sourcing policy. At the end of the financial year, it conducted an audit at its Indian production location and started remediation soon afterwards. It also used an external audit report to monitor labour conditions at one of its Chinese production locations. This resulted in a better understanding of risks related to excessive overtime.

Fair Wear recommends Munro Tailoring to focus on getting insight into the link between the prices it pays production locations and the wages workers earn in those locations. This would be a first step to address the topic of living wages throughout the supply chain.

The first performance check makes clear that Munro Tailoring used its first year of membership to create a solid foundation, preparing the company for progress in the coming years.

## 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.	76%	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:** Munro Tailoring has eight production locations, each specialising in a specific product. The company buys 76% of its production volume from production locations where the company buys at least 10% of production capacity.

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.	1%	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:** 1% of Munro Tailoring's FOB comes from production locations where the company buys less than 2% of its total FOB. These are accessory producers.

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.	52%	Stable business relationships support most aspects of the Code of Labour Practices, and give production locations a reason to invest in improving working conditions.	Supplier information provided by member company.	3	4	0

**Comment:** Munro Tailoring is highly dependent on the craftsmanship of its production locations. Once the company has selected a production location that is a good fit, it commits to producing in that location for two to three years as part of the standard contract. Munro Tailoring was founded in 2013, and it has not ended the business relationship with any of its production locations. Over the years a few locations have been added, which was related to expanding the collection.



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:** Munro Tailoring joined Fair Wear at the beginning of 2021. At first, it informed all production locations about its Fair Wear membership via email, requesting them to sign and return the questionnaire with the Code of Labour Practices. Some locations in Italy questioned the relevance of the questionnaire. Munro Tailoring then visited these production locations to explain the rationale behind their Fair Wear membership and the expectations. One production location has not yet signed the questionnaire, but the discussions with the brand are ongoing. In its first year of membership, Munro Tailoring developed an onboarding process, where signing and returning the questionnaire is included.

**Recommendation:** It is advised to use the outcome of the questionnaires to update the production location data, for instance on leverage and subcontractor information. Moreover, Munro Tailoring is also encouraged to continue its follow up with suppliers in case they do not endorse the Code of Labour Practices or show resistance in some of the replies.

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:** Munro Tailoring focused in its first year of membership on developing a due diligence process. This process consists of several steps and combines product requirements with human rights risks related to the product and to the production country. Throughout the process, different people from different departments are involved and it is clear what steps need to be taken to onboard a factory. During this process, Munro Tailoring uses information provided by Fair Wear through its country studies, and tools such as the Health and Safety checklist.

Besides the general due diligence process, Munro Tailoring also created an overview of the main risks related to COVID-19 (Health & Safety, Wages, Subcontracting, Freedom of Association) and discussed the situation in the different production locations.

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:** Munro Tailoring has a general supplier evaluation process focused on quality and order accuracy, which is discussed with suppliers on a regular basis. The company is planning to include compliance with the Code of Labour Practices in this process. Because Munro Tailoring has specialised production locations for specific products and only orders items that have been requested by the final customer, it is not possible to use the results of supplier evaluation to reward production locations with more orders.

**Recommendation:** As an additional step on top of the supplier evaluation, Munro Tailoring could consider giving suppliers the tools to conduct a self-evaluation. Furthermore, it could ask its suppliers to evaluate the purchasing practices of Munro Tailoring.

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:** Munro Tailoring places orders at its production locations every week. At the beginning of the year, it provides all production locations with an estimate of expected pieces per week, outlining a pessimistic, realistic and optimistic scenario. Every quarter these forecasts are adjusted if needed. The company is in weekly, and sometimes daily, contact with production locations to monitor capacity and unexpected overtime. In its planning, it accommodates public holidays, planned vacation times and longer-term absences, for example, due to COVID-19.

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:** An external audit report Munro Tailoring collected indicated excessive overtime. Munro Tailoring discussed this finding with the factory and received information about actual working hours, which did not signal excessive overtime. The company is aware of the general risk of excessive overtime in China and is in discussion with the factory about the discrepancies between the audit and the provided evidence. As this was the first time Munro Tailoring discussed audit results with the factory, the company did not yet discuss and address root causes.

**Recommendation:** Besides discussing it with the supplier and assessing root causes, Fair Wear strongly recommends Munro Tailoring actively take measures when excessive overtime is found. Measures such as regular checks by the local technician, document checking and interviewing workers help assess whether and why excessive overtime takes place.

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

**Comment:** Munro Tailoring has a detailed breakdown of its production costs and also has insights into the minutes needed to produce each item. At the moment the company does not yet link the labour costs to wages paid in the factory.

**Requirement:** Munro Tailoring needs to demonstrate an understanding of the link between buying prices and wage levels, to ensure their pricing allows for the payment of the legal minimum wage.

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:** Audits did not identify problems with the payment of legal minimum wage. In addition, Munro Tailoring checked with all production locations about the impact of COVID-19 measures on wages. In India, the factory was closed due to a lockdown. The factory manager ensured all workers continued to be paid the legal minimum wage during this period.

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:** Due to COVID-19, Munro Tailoring extended its payment terms from 30 to 60 or 90 days. This was done in discussions with and after agreement from the production locations. Munro Tailoring resumed its regular payment terms with most production locations after a few months.

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:** The audit for the production location in India indicated wages are below living wage estimates. Munro Tailoring has discussed this finding with the production location and also started to discuss possible solutions internally and with Fair Wear experts.

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

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.12 Percentage of production volume from factories owned by the member company (bonus indicator).	None	Owning a supplier increases the accountability and reduces the risk of unexpected CoLP violations. Given these advantages, this is a bonus indicator. Extra points are possible, but the indicator will not negatively affect an member company's score.	Supplier information provided by member company.	N/A	2	0

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.13 Member company determines and finances wage increases.	None	Assessing the root causes for wages lower than living wages will determine what strategies/interventions are needed for increasing wages, which will result in a systemic approach.	Evidence of how payment below living wage was addressed, such as: internal policy and strategy documents, reports, correspondence with factories, etc.	0	6	0

**Comment:** As it was the first year of Munro Tailoring's Fair Wear membership, the company did not determine or finance wage increases.

**Recommendation:** In determining what is needed and how wages should be increased, it is recommended to involve worker representation.

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

**Comment:** As it was the first year of Munro Tailoring's Fair Wear membership, the company did not actively contribute to higher wages.

---

## Purchasing Practices

**Possible Points: 52**

**Earned Points: 27**

---

## 2. Monitoring and Remediation

Basic measurements	Result	Comments
% of production volume where an audit took place.	55%	
% of production volume where monitoring requirements for low-risk countries are fulfilled.	0%	To be counted towards the monitoring threshold, FWF low-risk policy should be implemented. See indicator 2.9. (N/A = no production in low risk countries.)
Member meets monitoring requirements for tail-end production locations.	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:	55%	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:** Munro Tailoring has a specific staff person designated to follow up on problems identified by the monitoring system.

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:** Munro Tailoring had one Fair Wear audit in the last financial year. It shared the audit and Corrective Action Plan with the factory.

**Recommendation:** Before an audit takes place, Munro Tailoring 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 to the audit opening and exit meeting. Including workers when following up on audit reports allows them to be informed of issues in the factory and have a voice in the prioritisation 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.	Basic	Fair Wear considers efforts to resolve CAPs to be one of the most important things that member companies can do towards improving working conditions.	CAP-related documentation including status of findings, documentation of remediation and follow up actions taken by member. Reports of quality assessments. Evidence of understanding relevant issues.	4	8	-2

**Comment:** Munro Tailoring maintains an overview of all CSR information of its suppliers, which is also used as input for the specific development plans per production location. In 2021, the company followed up after audits in India and China. The focus was initially on Health and Safety issues, such as floor mats. Munro Tailoring also discussed the possibility of worker training and asked for additional evidence related to working hours (see indicator 1.7).



Related to COVID-19, the company continued to discuss necessary Health and Safety measures and the possible impact of absent workers (due to illness or quarantine) on production. The company continued to accommodate changes in capacity, often together with its retail partners.

**Recommendation:** Fair Wear encourages Munro Tailoring 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.	100%	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.	4	4	0

**Comment:** Munro Tailoring has local staff in all production countries that visit the factory regularly or are even stationed at the factory to oversee the production process. In addition, staff from the Netherlands visited production locations in Italy and India in the past financial year.

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:** Munro Tailoring received an external audit for one of its Chinese production locations. It created a Corrective Action Plan based on the audit report and could show active follow-up.

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

**Comment:** Munro Tailoring produces in Italy, India and China. The company is aware of the main human rights risks as described in the Fair Wear country studies and has addressed these with the production locations when introducing the Fair Wear membership. The company does not have specific policies in place focused on specific risk areas.

Regarding COVID-19, Munro Tailoring monitored the situation in its production countries as well as in the specific production locations and responded whenever necessary. For Italy the main risks related to COVID-19 were obstructions in production due to people falling ill or having to quarantine, Munro Tailoring discussed this with the production location and adjusted its capacity planning accordingly. For its production location in India it also closely monitored the continuous payment of legal minimum wage during lockdown. The production location in China did not have any problems because of COVID-19.

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

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.8 Member company cooperates with other FWF member companies in resolving corrective actions at shared suppliers.	No CAPs active, no shared production locations or refusal of other company to cooperate	Cooperation between customers increases leverage and chances of successful outcomes. Cooperation also reduces the chances of a factory having to conduct multiple Corrective Action Plans about the same issue with multiple customers.	Shared CAPs, evidence of cooperation with other customers.	N/A	2	-1

**Comment:** Munro Tailoring does not share production locations with other Fair Wear members.

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

**Comment:** Munro Tailoring does not produce in low-risk countries.

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

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

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

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

---

## Monitoring and Remediation

**Possible Points: 26**

**Earned Points: 18**

---

### 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:** Munro Tailoring has a specific employee designated to address worker complaints.

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:** Munro Tailoring has informed factory management and workers about the Fair Wear Code of Labour Practices and complaints helpline during the introduction of their Fair Wear membership. The Worker Information Sheet (WIS) is posted in eight out of nine production locations. With the last production location, Munro Tailoring is in the process of convincing them to post the WIS.

**Requirement:** Munro Tailoring 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. Munro Tailoring should check by means of a visit whether the Worker Information Sheet is posted in the factories.

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.	All production in low-risk countries/training not possible	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.	N/A	6	0

**Comment:** Because of COVID-19 restrictions in 2021 that limited the possibility to conduct training, this indicator is considered not applicable in this check for all Fair Wear members.

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:** Munro Tailoring did not receive any complaints.

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: 3**

**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:** Munro Tailoring informed staff of its Fair Wear membership via the intranet, through presentations, in magazines and during meetings.

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

**Comment:** Fair Wear requirements are discussed within the product managers team, which is responsible for sourcing, capacity planning, and other direct factory communication and cooperation. At some production locations, Munro Tailoring has local staff responsible for day-to-day activities. These staff members are always involved, and updated about any topic concerning labour conditions in their specific production location.

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.	All production in low-risk countries/training not possible	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.	N/A	6	0

**Comment:** Because of travel restrictions in 2021 that limited the possibility of conducting training, this indicator is not applicable in 2021 for all members.

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: 3**

**Earned Points: 3**

## 5. Information Management

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
5.1 Level of effort to identify all production locations.	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:** In the first year of its Fair Wear membership, Munro Tailoring improved the awareness of its production locations. In the beginning, the company knew their direct production locations but not all subcontractors, especially in Italy. It put in a lot of effort in 2021 to gather all information about the subcontractors. By 2022, the company expects to have all information complete and has improved its systems to identify production locations.

**Recommendation:** Fair Wear recommends that Munro Tailoring periodically checks with its production locations whether all known production locations are still up to date and to use the information from questionnaires to update supplier data, including subcontractors.

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:** Within Munro Tailoring, information about production locations is regularly shared between relevant departments during meetings and in a shared file.

---

## Information Management

**Possible Points: 7**

**Earned Points: 4**

---

## 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:** Munro Tailoring communicates about its Fair Wear membership in its customer magazine.

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:** Munro Tailoring discloses its production locations through the Fair Wear Transparency Portal.

**Recommendation:** Fair Wear recommends Munro Tailoring to publish the Brand Performance Check report. 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	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.	1	2	-1

**Comment:** Munro Tailoring has submitted a social report to Fair Wear.

**Recommendation:** Fair Wear recommends Munro Tailoring to publish its social report.

---

## **Transparency**

**Possible Points: 6**

**Earned Points: 5**

---

## 7. Evaluation

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

**Comment:** The CSR manager regularly discuss Fair Wear membership with the different team leads in the organisation, including the CEO.

**Recommendation:** Fair Wear advises Munro Tailoring to organise a meeting with management and sourcing staff to discuss the outcomes of this performance check and use those to formulate plans.

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

## Evaluation

**Possible Points: 2**

**Earned Points: 2**

## Recommendations to Fair Wear

Munro Tailoring recommends Fair Wear to organise more peer-to-peer learning opportunities. In addition, the company feels Fair Wear has a lot of resources available, but most or quite lengthy and therefore not always useful.



## Scoring Overview

Category	Earned	Possible
Purchasing Practices	27	52
Monitoring and Remediation	18	26
Complaints Handling	3	3
Training and Capacity Building	3	3
Information Management	4	7
Transparency	5	6
Evaluation	2	2
Totals:	62	99

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

63

### Performance Benchmarking Category

Good

## Brand Performance Check details

Date of Brand Performance Check:

21-04-2022

Conducted by:

Anne van Lakerveld

Interviews with:

Sander Bressers - CEO

Jouko Nonne - Production manager

Milou Schijf - CSR

Kim Hofslagg - Finance

Hanneke Manders - External communication