



# **Brand Performance Check**

**Ballyclare B.V.**

**Publication date: June 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

## Ballyclare B.V.

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

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	
Scoring overview	
% of own production under monitoring	80%
Benchmarking score	50
Category	Suspended

## Summary:

Ballyclare has shown insufficient progress in performance indicators. The benchmark score is 50. On two repeated non-compliance indicators, Ballyclare scored insufficient, leading automatically to needs improvement. Last year it was the second time that Fair Wear put Ballyclare in the 'needs improvement' category. The brand applied for the COVID-19 appeal procedure and therefore was not placed in suspended. However, this time the needs improvement category automatically leads to suspended status. Ballyclare has monitored 80% of its supply chain.

## Corona Addendum:

In 2021, orders for Ballyclare stabilised again. It stopped producing protective hospital gear. The pandemic did not seriously impact the Tunisian and Chinese garment industries, and no lockdowns affected Ballyclare's suppliers in 2021. In some cases, material delivery was delayed, and Ballyclare had to shift the different orders for its main supplier or accept a later delivery date.

While audits were possible again in Tunisia, Ballyclare did not organise audits for its suppliers or use alternative monitoring tools. The brand checked the remediation of the CAP issues of 2019 at its main supplier, but some severe issues remained unresolved. Since Ballyclare UK owns this main supplier, and both Ballyclare companies are the only customers, Fair Wear expects more in this regard. Fair Wear expects the member to be more proactive in addressing risks specific to Tunisia, such as the rampant use of short-term contracts that deny workers any income security.

Given the close business relationship, it is surprising that the main supplier informed Ballyclare that it started using a subcontractor again, while this subcontractor broke ties with Ballyclare as it did not want to follow up on CAP issues. This shows that Ballyclare has not leveraged its business relationship with its supplier and should engage more in dialogue about how they can cooperate on Fair Wear membership.

Ballyclare has not continued monitoring its other four suppliers and is not aware of the current status of CAPs from previous Fair Wear audits or other audits. The brand still has a long journey to implement Fair Wear's Code of Labour Practices in its supply chain. Hopefully, with the Compliance Manager hired in September, the company can take steps towards a more thorough human rights 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.	78%	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 2021, 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 one subcontractor. Together with another Tunisian supplier, Tunisia is good for 98% of Ballyclare's total production volume. The member has another supplier in Portugal and sources a small part of its production from one Chinese factory.

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%	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 0.1% 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.	81%	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:** Ballyclare sources 81% of its production volume from locations where it has had a business relationship for at least five years.



Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.3 All (new) production locations are required to sign and return the questionnaire with the Code of Labour Practices before first bulk orders are placed.	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.	Insufficient	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.	0	4	0

**Comment:** In 2021, Ballyclare has not worked with a sourcing strategy detailing the steps to conduct due diligence before adding a new supplier. Likewise, the member did not systematically analyse the country- and production location risks and link these to required follow-up actions. Ballyclare requires all factories to return the Ballyclare Supplier Assurance Questionnaire and the Ballyclare Code of Conduct before cooperating. In 2021, Ballyclare added no new factories.

Ballyclare has not organised audits for its suppliers, working with the report from 2019 for its main supplier instead. The brand did not use alternative monitoring tools such as virtual factory tours to continue conducting due diligence and monitoring during the pandemic. However, its frequent contact with the main supplier helped to stay informed about developments within Tunisia, such as inflation and the subsequent CBA salary increase. Ballyclare did not contact its other suppliers about labour conditions or developments that could have impacted labour conditions. Ballyclare considers the main risks in Tunisia the political instability and -like in its other sourcing countries- a different interpretation of health and safety aspects.

Unlike 2020, in 2021, the pandemic did not seriously impact the garment industry in Tunisia, but Ballyclare resent the COVID-19 questionnaire to its suppliers.

**Requirement:** A formal process should exist to evaluate the risks of labour violations in the production areas Ballyclare is operating. This evaluation should influence the decision on whether to place orders, how to prevent and mitigate risks, and what remediation steps may be necessary.

**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.

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 considered a formal evaluation system not essential for a long time, and throughout 2021 such an evaluation system has not been in place. In 2020 a subcontractor used by Ballyclare's main supplier informed the member it would discontinue its relationship. The factory management did not want to continue producing for Ballyclare after the factory was enrolled in a Fair Wear audit and realised how many issues it would need to resolve. However, in 2021 Ballyclare's main supplier informed the member that they would use this subcontractor again for Ballyclare's production. There was no need to reduce forecasting or shift orders due to the pandemic in 2021.

**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 consistently evaluates the entire supplier base and includes information in 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. Ballyclare is recommended to discuss with its main supplier what requirements subcontractors need to fulfil before being used for Ballyclare's production to ensure that subcontractors are committed to following up on CAP issues.

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. Ballyclare reserves a weekly capacity of 4000 minutes, that's available at the main supplier and its subcontractor combined. This, in combination with knowing the production capacity, allows Ballyclare to plan production to avoid excessive overtime, planning for a 48-hour week with quarterly forecasts shared with the factory and taking into account holidays. The production schedule for the main supplier includes every item that is made 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. Ballyclare's different styles are also spread out over the year, enabling the supplier to have a steady workflow for all of its workers, independent of their skills or specialisation.

The main supplier only produces for the member, Ballyclare UK and has some own production. If Ballyclare needs more capacity from this supplier unexpectedly, it discusses within the holding that Ballyclare UK shifts their order. In this way, the main supplier can free up capacity or use its subcontractor. When fabric delay would affect the order that is planned, the company can easily swap with an order planned for a later date for which the supplier already has the fabric. Ballyclare does not have insight into the available capacity of the other Tunisian supplier and the subcontractor.

Ballyclare does not discuss planning with its Chinese supplier, but the brand asks for a delivery date between 14-16 weeks and offers flexibility in production planning and delivery. Due to the small number of orders and Ballyclare's low leverage at this supplier, the brand assumes that its orders would not affect the production process that much.

**Recommendation:** Ballyclare is recommended to learn more about how the production of its products impacts the total production capacity at the other Tunisian location and the subcontractor.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.7 Degree to which member company mitigates root causes of excessive overtime.	Insufficient 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.	0	6	0

**Comment:** In an audit at the end of 2019 at the Tunisian subcontractor, it was found that time records were inconsistent, and start and end times were not recorded. Ballyclare advised to improve the timekeeping system, but the factory did not want to produce for Ballyclare anymore (see indicator 1.5 for more information). As the relationship was discontinued, this indicator was non-applicable in the previous performance check. However, in 2021 Ballyclare's main supplier informed Ballyclare that it would use the subcontractor again for Ballyclare's production. Since then the member has not contacted the production location to check if the timekeeping system has been improved.

A 2020 Amfori audit report that Ballyclare requested from its Chinese supplier showed excessive overtime. The member has not followed up as it only sources for a negligible amount.

**Requirement:** Ballyclare should investigate to what extent its current buying practices have an effect on the working hours at the supplier level. A root cause analysis of excessive overtime should be done to investigate which steps can be most effective to reduce overtime.

**Recommendation:** The member should check whether the subcontractor has resolved the working hours findings in the audit of 2019. It can then assess whether it needs to offer more support to enable the facility to remediate these findings.

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:** Ballyclare knows the working minutes required for each style for its Tunisian suppliers. 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 knows the legal minimum wage levels and knows that 80-85% of the cost per minute is labour cost. For 2022, Ballyclare was requested to increase its prices in response to CBA salary increases.

Ballyclare works with price quotations in Portugal and China and checks whether the prices are competitive. Labour costs are not known. As the minimum order quantities are very low in China, Ballyclare accepts a surcharge.

**Recommendation:** Increased transparency in costing and productivity gives insight into 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.

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:** As described above, in 2021, a Tunisian subcontractor started producing for Ballyclare again. The audit conducted at the end of 2019 showed issues regarding inconsistent wage records, insufficient payout of bonuses, and workers' wages not being increased annually per the CBA advancement. Since the member was informed that this subcontractor was being used again for its production, it has not checked whether these findings were resolved. However, since the audit concluded that the paid wages were above the legal minimum wage, this indicator is non-appllicable.

According to Ballyclare, there was no risk of legal minimum wage violations caused by the pandemic in 2021. Factories in Tunisia, China and Portugal, did not experience lockdowns. In the COVID-19 questionnaire Ballyclare received from its Chinese supplier, the supplier informed the brand that it did not pay workers with COVID-19 during sick leave. Ballyclare has not addressed this.

**Recommendation:** Fair Wear advises Ballyclare to contact the Tunisian subcontractor and support in remediating the wage findings.

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, which have not changed during the pandemic. The member pays the main Tunisian supplier and the Tunisian facilities within a week of the arrival of the goods. 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 supplier and has received three wage slips from workers from different departments that show that workers earn above the CBA and below the Anker living wage benchmark. Looking at the inflation and the CBA adjustments, the member assumes that workers earn closer to the living wage benchmark, but there is no data to back this up.

**Recommendation:** Fair Wear encourages Ballyclare 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 and the follow-up steps form a basis for an embedded strategy. Fair Wear strongly recommends Ballyclare to cooperate with the other Fair Wear member at its main supplier who is actively addressing root causes below a living wage.

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).	76%	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 the member does not own this production facility itself.

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 not worked on financing wage increases in 2021, nor selected a target wage. Its main supplier has increased the wages in line with the CBA adjustment and therefore requested Ballyclare to increase its prices retrospectively. This will be assessed in the next performance check.

**Requirement:** In case Ballyclare buys exclusively at a production location or owns a production location, the member company has full influence over the wages and should be able to cost for a living wage.

**Recommendation:** Fair Wear encourages Ballyclare to set an ambitious target wage that will make a difference for all workers at the supplier. A target wage strategy that includes SMART goals will help Ballyclare with continued progress. Working towards a target wage is not feasible without the active involvement of the supplier. It is 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. Fair Wear advises Ballyclare 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 social dialogue training, and Fair Wear can offer advice on this. Early 2022, Ballyclare agreed to a price increase with its main supplier. Fair Wear advises the member to investigate whether the price increase can cover the new CBA wages.

Fair Wear recommends Ballyclare to check whether the newly negotiated prices in 2022 cover the increased wage levels.

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.	76%	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.	6	6	0

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

---

## Purchasing Practices

**Possible Points: 50**

**Earned Points: 30**

---



## 2. Monitoring and Remediation

Basic measurements	Result	Comments
% of production volume where an audit took place.	78%	
% of production volume where monitoring requirements for low-risk countries are fulfilled.	2%	To be counted towards the monitoring threshold, FWF low-risk policy should be implemented. See indicator 2.9. (N/A = no production in low risk countries.)
Member meets monitoring requirements for tail-end production locations.	Yes	
Requirement(s) for next performance check		
Total monitoring threshold:	80%	Measured as percentage of production volume (Minimums: 1 year: 40%; 2 years 60%; 3 years+: 80-100%)

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.1 Specific staff person is designated to follow up on problems identified by monitoring system.	Yes	Followup is a serious part of Fair Wear membership, and cannot be successfully managed on an ad-hoc basis.	Manuals, emails, etc., demonstrating who the designated staff person is.	2	2	-2

**Comment:** In September, a new Compliance Manager started who is responsible for follow-up on problems identified by its monitoring. Before that, the Head of Finance was responsible for all Tunisian operations, and the Director of Sourcing was accountable 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, but since the pandemic started it has not visited its production locations. The new Compliance Manager, who started in September, has been in touch with the main supplier to check the status of the 2019 CAP issues. During the performance check, Ballyclare showed that its main supplier remediated some health and safety findings. However, an urgent finding regarding insufficient fire detectors has not been resolved yet. Since Ballyclare UK owns the supplier, Fair Wear expects that the member would be quicker to resolve such an urgent finding. Other more complex findings, such as the practice of moving employees after four years to another location to avoid them getting tenure, have not yet been addressed. Again, having such a direct link with the factory via its holding, Fair Wear expects the member to have addressed this issue.

Ballyclare has not followed up on the audit 2019 findings of the subcontractor that started producing for Ballyclare again.

**Requirement:** 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.

In case Ballyclare buys exclusively at a supplier or owns a supplier, the member is held more accountable for ensuring critical audit findings are remediated on time.

**Recommendation:** The member should take steps to remediate CAP findings of all its suppliers and regularly check in with suppliers on the status and developments. Fair Wear recommends Ballyclare starts addressing more structural issues with its main supplier. Given that the same holding owns this supplier, there is more potential to resolve these. Fair Wear advises Ballyclare to check on the status of CAP findings of its Tunesian subcontractor and assess whether management is willing this time to remediate them.

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 2021.

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 its Chinese supplier. The quality of the audit report has not been assessed, nor has the member followed up on the findings yet.

**Recommendation:** Fair Wear recommends Ballyclare to assess the quality of the external audit report and discuss with the supplier what information is missing and how to collect that information and follow up on the findings.

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:** The company is generally aware of some country-specific risks in Tunisia, but it does not systematically assess these risks nor actively follow up on them. The member mentioned the political instability and different interpretation of health and safety standards as the two main risks of sourcing in Tunisia. By following up on the 2019 CAP, the member works on remediating the safety issues but has not come around to closing all of them (see indicator 2.4). One of the biggest risks in the Tunisian garment industry is the frequent use of short-term contracts. Short-term contracts do not give workers any income security, and it prevents them from getting a mortgage, for instance. The member has not discussed the use of short term contracts with its main supplier. This is all the more important since the 2019 audit concluded some workers were shifted to another location to avoid giving them tenure.

The Chinese supplier is only used for the yearly repeated order for one client and takes up 0,1 % of Ballyclare's total production volume. Ballyclare has not considered taking preventative action or follow-up on country-specific risks in China, such as bonded labour, excessive overtime or social dialogue.

**Requirement:** 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.

Ballyclare's monitoring system should identify and address high-risk issues specific to the member's sourcing practices. Ballyclare should use documentation from Fair Wear and other external sources to inform itself about the most prevalent labour rights risks in Tunisia.

**Recommendation:** If Ballyclare buys exclusively at a supplier or owns a supplier, the member is held more accountable to address high risks proactively. Fair Wear advises Ballyclare to discuss with its main supplier the type and terms of the contracts given to the workers and how workers can get income security and reach seniority.

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 uploaded the filled-in questionnaires collected from its external brands into Fair Wears internal system.

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:** The external brands sold by Ballyclare are not a 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

## Monitoring and Remediation

**Possible Points: 27**

**Earned Points: 3**

### 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:** Since September, the Quality and Compliance Manager has been responsible for addressing worker complaints. Before that, it was a shared responsibility of the Head of Finance and the Director of Sourcing.

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:** Ballyclare could show pictures of a posted Worker Information Sheet for all suppliers.

**Recommendation:** Fair Wear recommends Ballyclare to check whether the sheets are posted at a location that is easily accessible and safe for workers



Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.3 Degree to which member company has actively raised awareness of the FWF CoLP and complaints hotline.	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 travel restrictions in 2021 that limited the possibility to conduct training, this indicator is not applicable in 2021.

**Recommendation:** Fair Wear recommends enrolling its suppliers in training focusing on Fair Wears CoLP and complaint helpline. To this end, members can either use Fair Wear's Workplace Education Programme (WEP) basic module or implement training related to the Fair Wear CoLP and complaint hotline through service providers or brand staff. Fair Wear's guidance on training quality standards is available on the Member Hub.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.4 All complaints received from production location workers are addressed in accordance with the FWF Complaints Procedure.	No complaints received	Providing access to remedy when problems arise is a key element of responsible supply chain management. Member company involvement is often essential to resolving issues.	Documentation that member company has completed all required steps in the complaints handling process.	N/A	6	-2

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:** Sales meetings and other joint team meetings 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.	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.

**Recommendation:** Fair Wear recommends Ballyclare 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. Non-Fair Wear training must follow the standards outlined in Fair Wear's guidance and checklist available on the Member Hub.

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

---

## **Training and Capacity Building**

**Possible Points: 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:** 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. During the past two years, visits have not been made because of the pandemic. As described in indicator 1.5, Ballyclare's main supplier started outsourcing part of Ballyclare's production to a facility that previously stopped with Ballyclare, as it did not want to follow up on the CAP issues of the 2019 audit.

For China, Ballyclare asks the supplier if the orders are made in-house and checks the labels for signs that could indicate it is made elsewhere, but acknowledges it has little control over this. So far, Ballyclare has not had reason to suspect its orders were outsourced.

**Recommendation:** Ballyclare is strongly recommended to engage in a dialogue with its main supplier about subcontracting. The member can discuss which subcontractors can be used for its production and which requirements these subcontractors need to fulfil before being used for Ballyclare's production. Since Ballyclare UK owns the supplier, it should make it easier for the member to make clear agreements.

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.

---

## 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:** Ballyclare communicates about its Fair Wear membership to customers and in tenders. Ballyclare is sharing the website of their mother company Ballyclare UK. Ballyclare UK was not a member of Fair Wear in 2021; 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 to publish one or more of the following reports on its website: the Brand Performance Check report, audit reports, and 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 has submitted a social report and published this on the website of Ballyclare UK.

---

## 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 an annual evaluation of Fair Wear membership with top management within Ballyclare and Ballyclare UK. 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.	10%	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 ten requirements were included; on indicators 1.4, 1.5, 1.8, 1.9, 1.11, 1.13, 2.4, 2.7, 3.3, and 6.2. Indicator 1.9 has been partly followed up as Ballyclare checked the wage levels of its main supplier during the short Tunisian lockdown. The other requirements have not been followed up sufficiently.

## Evaluation

**Possible Points: 6**

**Earned Points: 4**

## Recommendations to Fair Wear

Ballyclare recommends Fair Wear invests more capacity in lobby activities in production countries.

## Scoring Overview

Category	Earned	Possible
Purchasing Practices	30	50
Monitoring and Remediation	3	27
Complaints Handling	3	3
Training and Capacity Building	3	3
Information Management	4	7
Transparency	4	6
Evaluation	4	6
Totals:	51	102

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

50

### Performance Benchmarking Category

Suspended

## Brand Performance Check details

Date of Brand Performance Check:

11-05-2022

Conducted by:

Niki Janssen

Interviews with:

Jan Raben - International Quality and Compliance Manager

Ruud Wissink - CEO

Gerrian Focking- Production Planning