



## **Brand Performance Check**

### **Stanley and Stella S.A.**

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

## Stanley and Stella S.A.

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

Member company information	
Headquarters:	Brussels , Belgium
Member since:	2013-07-18
Product types:	Garments, clothing, fashion apparel; Promotional wear and accessories; Bags; Accessories
Production in countries where Fair Wear is active:	Bangladesh, China
Production in other countries:	
Basic requirements	
Workplan and projected production location data for upcoming year have been submitted?	Yes
Actual production location data for evaluation period was submitted?	Yes
Membership fee has been paid?	Yes
Scoring overview	
% of own production under monitoring	89%
Benchmarking score	85
Category	Leader

## Summary:

Stanley/Stella has shown advanced results on performance indicators and has made exceptional progress. With a benchmarking score of 85, Stanley/Stella is once again placed in the Leader category. Although the monitoring threshold does not determine the category this year, Stanley/Stella has monitored 89% of its production volume.

## Corona Addendum:

2021 was a very successful year for Stanley/Stella, resulting in an increased volume with all its suppliers. The brand added three new suppliers to its portfolio to ensure capacity for the increased production demand. Stanley/Stella is very selective with its supplier choice and focuses on long-term partnerships as a key value.

In 2021, the brand engaged with suppliers regarding these risks and introduced a COVID-19 health and safety checklist, which the factories updated regularly. With all its suppliers, the brand followed up on vaccinating rates to ensure workers' safety and wellbeing. Having a local office in Bangladesh, Stanley/Stella could visit the suppliers regularly. The brand has one tail-end production location in China. Stanley/Stella engaged with the supplier to remain aware of the situation.

Stanley/Stella actively monitored its supply chain to ensure payment of legal minimum wages. The brand reviewed wage statements at all supplier locations in Bangladesh to ensure workers received legal minimum wages. In 2021 no lockdowns occurred at partner factories in Bangladesh or China.

In 2021, Stanley/Stella conducted six Fair Wear audits. Two factories in Bangladesh were able to resume the WEP Violence harassment prevention training sessions since the COVID-19 restrictions were lifted.

Internally, the brand has done a management-level review of living wage costs and the impact on FOB prices to achieve a living wage across its supply chain by 2025. The brand shared the gap analysis results between minimum and living wages with its suppliers. In addition, the brand continued its Fair-priced Grocery Shops offering workers access to discounted groceries at two supplier locations in Bangladesh.

In 2021 the brand continued its work on developing a supplier score card defining clear scoring criteria across different areas. The scorecard will review suppliers quarterly and determine where they can increase leverage and invest further in the partnership.

Stanley/Stella has robust systems to enable human rights due diligence and actively works on high-risk areas in its supply chain. The brand must focus on the biggest challenges of excessive overtime and living wages in 2022 and strengthen the due diligence in China.

## 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.	90%	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:** Over 90% of the brand's production volume comes from production locations where Stanley/Stella buys at least 10% of production capacity. This increase compared to 2020 (84%) is linked to increased production and growth at a few supplier locations. At the same time, the brand has a policy of not having more than 30% FOB at one supplier location.

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.	5%	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:** A little over 5% of the brand's 2021 production volume came from production locations where the brand buys less than 2% of FOB. Compared to the previous year, this is an increase of 3%. The seven production locations accounting for this indicator are either doing test order, making a small collection or only a few styles for the brand. The brand is following a responsible growth strategy to shorten the tail again in future.

**Recommendation:** Fair Wear recommends to follow the responsible growth strategy as planned to shorten the tail to allow the member to improve working conditions more efficiently and effectively.

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.	70%	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:** Stanley/Stella works towards maintaining a long-term business relationship with suppliers and has been working with five of its suppliers for more than 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.	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:** Stanley/Stella started working with three new suppliers in 2021. The suppliers have signed and returned the questionnaire with the Code of Labour Practices.

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:** Stanley/Stella has a well-defined and structured due diligence process. New supplier scoping for Bangladesh is done by the local country manager, who has extensive knowledge of the sector and factories. When selecting a new factory, desk research is conducted to gather information about the factory's reputation, certification, and memberships. After that, factories are visited, and the Sustainability officer conducts an internal audit. The Sustainability Audit Report tool checks more than 108 criteria and covers topics such as compliance with local laws and tracking wage levels and overtime. A risk assessment score is attributed to each criterion and reflects the severity and likelihood of the requirement. Based on the findings from the internal audit, a CAP is developed, and after the factory agrees to work on the findings, the supplier is approved for the test phase. Production quality is checked with the test order.

The brand uses a formal appraisal sheet that evaluates and scores the supplier based on various indicators: production capacity and operation, forecasted importance for Stanley/Stella, financial stability and compliance, production quality, and sustainability (certifications, existing audit reports, minimum wages paid, social initiatives and environmental efforts). The concerned department managers score the relevant sections in the tool, and the CEO reviews and approve the factory.

During the COVID-19 pandemic of 2021, the described approach was followed as usual, and the brand onboarded three new suppliers in Bangladesh. In 2020, Stanley/Stella identified the main human rights risks related to COVID-19 and checked them with production locations daily. In 2021, the brand introduced a COVID-19 health and safety checklist, which the factories updated regularly. Having a local office in Bangladesh, Stanley/Stella could visit the suppliers. The brand has one tail-end production location in China. Stanley/Stella engaged with the supplier to remain aware of the situation.

In 2022, the brand strengthened the due diligence in China by assigning additional sustainability responsibilities to the current Sourcing manager, which will be reviewed in the next Brand Performance Check.

**Recommendation:** With the newly assigned sustainability responsibilities in China, Stanley/Stella should ensure that the due diligence process for Chinese factories will become as strong as the current process for all Bangladesh partners.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.5 Production location compliance with Code of Labour Practices is evaluated in a systematic manner.	Yes, and leads to production decisions	A systemic approach is required to integrate social compliance into normal business processes, and supports good decisionmaking.	Documentation of systemic approach: rating systems, checklists, databases, etc.	2	2	0

**Comment:** Since 2020, Stanley/Stella has been developing a supplier scorecard defining clear scoring criteria across different areas, considering the daily overtime monitoring reports, monthly sustainability observation reports, audits and CAPs, and other factory initiatives. Stanley/Stella finished the scorecard in 2021 and shared the final scorecard with all suppliers in March 2022. The brand intends to use the scorecard to review suppliers quarterly and define where they can increase leverage and invest further in the relationship. Partners with score A are rewarded with growth through increased order allocation.

In 2021, the scorecard was used informally and supported the brands' decisions on where to increase production volume.

**Recommendation:** Fair Wear encourages Stanley/Stella to formally use the supplier scorecard, actively discuss results with its partners and reward suppliers that achieve a high score with more production volume or other incentives such as training or capacity building.

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:** Stanley/Stella mainly deals with Never Out of Stock items. The brand uses historical data and the current stock situation to forecast and place orders monthly. The brand shares a six-month outlook with suppliers, both in units and raw materials required, to allow suppliers to estimate the business they can expect from the brand and plan accordingly.

The brand agrees on lead times with suppliers through discussion and negotiation based on understanding the supplier's capacity, expertise, availability of raw materials, public holidays at the factory, etc. The lead times are short if raw materials are available (seven weeks). This increases to ten weeks if raw materials are locally available and 16 weeks if the supplier needs to import raw materials.

To deal with demand fluctuations, the brand tries to maintain sufficient stock. In scenarios when the suppliers inform that the order requested cannot be delivered in the required time, the orders are shuffled based on priority and capacity available at the supplier. That apart, the brand also ensures multiple suppliers can make its products. Stanley/Stella accepts delays in deliveries, up to two months. In exceptional cases, the brand requests penalty airfreight at the factory's cost (only for the urgent quantity needed and not the total order volume). In 2021, air freight (at factory cost) was requested at four suppliers with a maximum impact of 0,2% of the factory's revenue with Stanley/Stella.

**Recommendation:** In case of airfreight penalties, the brand should always check why delivery is not being met and how it can support the supplier.

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

**Comment:** All six Fair Wear audits in Bangladesh conducted in 2021 indicate that excessive overtime remains a common issue. In addition, two complaints conducted in Bangladesh in 2021 reported excessive overtime. The brand acknowledges this as a systemic issue and has set up an overtime check at a factory level. Quality assurance officers at each factory collect the working hours data for lines working for Stanley/Stella. Any overtime above 2 hours per day or 12 hours per week is flagged. An online overtime tracker tool is shared with concerned teams. When excessive overtime occurs, the brand immediately reaches out to factory management, understands the reasons, and reiterates that excessive overtime is unacceptable. But as Stanley/Stella shares the factories with other brands, the brand can only influence working hours for its own production. Therefore, excessive overtime remains a challenge in the brand's supply chain.

Nevertheless, the brand could show thorough remediation, including root cause analyses and clear action plans, improving four suppliers' working hour records. Production lines were added for the brands at one supplier to ensure sufficient production capacity. Another supplier worked on capacity planning and initiated awareness training for the production team, where fabric and accessory delays led to excessive overtime. Additionally, the suppliers working hour policy and procedure were officially updated in 2021.

**Recommendation:** It is recommended to use the Fair Working Hours Guide, which aims to prevent excessive overtime at suppliers. The tool can support Stanley/Stella to work on preventing excessive overtime at its suppliers as the brand acknowledges it is a systemic issue.

Fair Wear recommends to discuss whether wages below the living wages might be the root cause for the excessive overtime at its partners. Increased wages might help to reduce excessive overtime.

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.	Advanced	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.	4	4	0

**Comment:** Over 98% of Stanley/Stella's FOB is from suppliers with whom the brand has a direct relationship. The brand's relationship with suppliers is built on trust and is consciously working towards mapping out the 'real' costs of its products. For each product, the brand is aware of the cost of raw material and labour minutes and generally understands the costs of every department at the factory. Since the factory on its own does not share an open costing, the brand shares its estimates with the factory to seek their feedback. The labour costs indicated by the factory where found logical are not discussed or negotiated. The brand uses an excel based price simulator to evaluate and arrive at price changes. For example, in the past, when the minimum wage went up in Bangladesh, the brand already discussed and agreed on a new increased price with its suppliers. Stanley/Stella has not explicitly addressed the impact of increased costs for suppliers related to COVID-19. At the same time, suppliers have not requested financial support from the brand to cover these costs.

**Recommendation:** Stanley/Stella could provide suppliers who don't use open costing training on product costing and how to quote prices, including (direct and indirect) labour costs. Fair Price product owners can conduct such training in all Fair Wear production countries.

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:** Stanley/Stella is actively monitoring its supply chain to ensure payment of legal minimum wages. The brand monitors wage payments at all supplier locations in Bangladesh by reviewing wage statements to ensure workers receive legal minimum wages. In 2021 no lockdowns occurred at partner factories in Bangladesh or China.

In four factories audited in 2021 by Fair Wear, issues regarding payment of wages and benefits were found. The brand diligently followed up on all findings as part of its CAP follow-up.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.10 Evidence of late payments to suppliers by member company.	No	Late payments to suppliers can have a negative impact on production locations and their ability to pay workers on time. Most garment workers have minimal savings, and even a brief delay in payments can cause serious problems.	Based on a complaint or audit report; review of production location and member company financial documents.	0	0	-1

**Comment:** There were no findings of late payment by Stanley/Stella. The brand did not change its payment terms because of COVID-19 and reassured all suppliers early in the pandemic that all orders would be maintained and paid.

For one supplier, the brand makes payments earlier than the required payment schedule as the supplier has been facing financial difficulties since the pandemic's start.

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.	Advanced	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	6	6	0

**Comment:** Internally, the brand has done a management-level review of living wage costs and the impact on FOB prices to achieve a living wage across its supply chain by 2025. The brand shared the results of the gap analysis between minimum and living wages with its suppliers. In addition, Stanley/Stella emphasised to all suppliers the willingness to increase FOB prices, increase factory efficiency and deploy the Fair Price App to close the gap. In March 2022, top management confirmed the commitment by organising a top-level CEO presentation on Living Wages with all partner factories.

Nevertheless, the brand wanted to implement initiatives to deliver benefits to workers (through savings on expenses). In 2020 and 2021, the brand facilitated the establishment of Fair-priced Grocery Shops offering workers access to discounted groceries at two supplier locations.

At one factory which does not fall in the RMG category and has lower legal minimum wage requirements, the brand worked with the supplier to raise minimum wages to RMG wage levels by increasing the FOB price, with payouts starting from January 2021.

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.	Intermediate	Assessing the root causes for wages lower than living wages will determine what strategies/interventions are needed for increasing wages, which will result in a systemic approach.	Evidence of how payment below living wage was addressed, such as: internal policy and strategy documents, reports, correspondence with factories, etc.	2	6	0

**Comment:** The brand has committed to payment of living wages at supplier locations by 2025 and has set the target wage at 18,000 takas, reviewing the GLWC's estimate and Fair Wear guidance (2021). The brand has started using the Fair Price App (as the successor of the Labour Minute Value costing tool) to gain more insights and develop a strategy to support wage increases at its supplier locations.

In 2020, Stanley/Stella supported the establishment of a Fair-priced Grocery Shop at two supplier locations to deliver benefits to workers (through savings on expenses) by facilitating access to discounted groceries. These benefits amount to 300 to 400 taka, which is a 40% and 50% discount offered. As the project was very successful, it continued in 2021 to phase two and is rolled out further in 2022. In 2021, 83% and 100% of workers used this benefit at the two supplier locations.

**Recommendation:** Fair Wear advises companies to avoid the concept of a one-time charitable contribution. We strongly recommend members integrate the financing of wage increases in its own systems, herewith committing to a long-term process that leads to sustainable implementation of living wages.

Fair Wear recommends Stanley/Stella to use the Living Wage estimates included in Fair Wear’s latest living wage policy for calculating the Living Wage Factor for facilities in Bangladesh.

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:** The member is yet to pay target wages set at production locations.

**Recommendation:** We encourage Stanley/Stella to show that discussions and plans for wage increases have resulted in the payment of a target wage.

In addition, we recommend to have verified wage data available through audit Fair Wear or external audit reports. Thus we recommend to audit the Chinese supplier.

## Purchasing Practices

**Possible Points: 52**

**Earned Points: 40**



## 2. Monitoring and Remediation

Basic measurements	Result	Comments
% of production volume where an audit took place.	89%	
% of production volume where monitoring requirements for low-risk countries are fulfilled.		
Member meets monitoring requirements for tail-end production locations.	No (implementation will be assessed next performance check)	FWF members must meet tail-end monitoring requirements. Implementation will be assessed during next Brand Performance check.
Requirement(s) for next performance check	Five Bangladesh suppliers of Stanley/Stella have not been monitored in the last three years. After three years of membership, Stanley/Stella is required to monitor its full supply chain. Regular monitoring requirements apply to all production locations that produce more than 2% of the member's volume OR where the member is responsible for >10% supplier's overall production capacity. Fair Wear has defined lighter monitoring requirements for tail-end production locations. At production locations in specific high-risk areas where Fair Wear requires an enhanced programme tail-end requirements do not apply and regular monitoring is required. Hence, the brand is expected to monitor all production locations in Bangladesh.	
Total monitoring threshold:	89%	Measured as percentage of production volume (Minimums: 1 year: 40%; 2 years 60%; 3 years+: 80-100%)

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

**Comment:** The Sustainability Operation Team is 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

**Comment:** Member makes use of Fair Wear audits and/or external audits only (N/A)

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:** Six Fair Wear audits were conducted in 2021. The Sustainability Operations Team translates the CAP findings into a checklist for each supplier, clarifying required remediation and defining needed documents or tasks for completion. Each checkpoint has a clearly defined timeline. CAP findings are shared in a face-to-face meeting by the Sustainability Operations Team in Bangladesh, which always includes worker representation. Monitoring and remediation are done via follow-up emails, online meetings and calls until the remediation is done.

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.	Advanced	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.	8	8	-2

**Comment:** In 2021, six Fair Wear audits were conducted. As described under 2.3, the Sustainability Operations Team in Bangladesh has a standardized process to follow up on CAP findings. The in-person meetings with factory management and worker representatives ensure that all findings are well understood before remediation is started. In these sessions, Stanley/Stella emphasizes the collaborative approach to improving working conditions in the factory. Generally, monitoring and remediation are done via follow-up emails, online meetings and calls until all findings are completed. The follow-up is quarterly. If a result is remediated, the proof is saved on the shared platform to which all team members in Bangladesh and Belgium have access.

During the Brand Performance Check, the brand showed remediation on several findings, including findings related to living wages and freedom of association. For these complex findings, Stanley/Stella showed root causes are addressed. For living wages, the brand used the audit data to do a gap analysis between the living wage benchmark and the wage ladders provided in the audit report.

Regarding COVID-19, in 2021, the brand used the COVID-19 Health and Safety checklist provided by Fair Wear. In addition, as mentioned under 1.4, all factories in Bangladesh are visited daily by the Bangladesh team and quality assurance officers, who support follow-up and verification of remediation progress.

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.	99%	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:** In Bangladesh, all production locations were visited by the Bangladesh team and quality assurance officers during production. During these visits, the team discussed topics related to monitoring, overtime, CAP remediation, and special projects such as the Fair-priced Grocery Shops with the supplier and factory management.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.6 Existing audit reports from other sources are collected.	No existing reports/all audits by FWF or FWF member company	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.	N/A	3	0

**Comment:** The brand mainly uses Fair Wear audits but collects external audits at almost all suppliers to review the scores and ratings to stay informed of the situation at the factory and address customer requirements.

**Recommendation:** Existing reports form a basis for understanding the issues and strengths of a supplier, and reduces double work. Existing audits can be counted towards the monitoring threshold if the quality of the report is assessed using the Fair Wear audit quality tool and corrective actions are implemented.

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	Intermediate			3	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:** Bangladesh: The brand is not a signatory of the Bangladesh Accord on Fire and Building Safety but only works with factories the Accord covers. Despite this, one supplier of the brand, with around 2% FOB, is not covered under the Accord programme. The brand shared that the factory falls under cottage industries (not covered in the BGMEA) and hence does not qualify to be covered under the Accord. Nevertheless, due to the Fair Wear requirement, a fire and building safety inspection by an independent third party took place in December 2021. No non-compliances were found. The Accord has transitioned to RMG Sustainability Council (RSC) for Building Safety and in 2021, follow up-audits of the RSC could take place again at production locations. The brand is aware of gender-related risks for Bangladesh and has facilitated the participation of production locations in the violence prevention training of Fair Wear.

China: The brand has one tail-end supplier making one type of product. The brand's Sourcing Manager oversees this supplier's compliance with the brand's quality and sustainability policies. Stanley/Stella has not proactively mapped out country-specific risks for follow-up. The brand started to strengthen its social and environmental compliances in 2022 with the increased responsibilities of the Sourcing Manager. Fair Wear will evaluate those efforts in the next Brand Performance Check.

Regarding the risk of forced labour, the brand could confirm that 97% of the organic cotton used in its production comes from India, and 3% is from Turkey. An investigative report from a British university published in 2021 revealed the potential risks of forced labour at one partner of Stanley/Stella's deeper supply chain. For this Tier 3 supplier, the brand did its own investigation and made once more clear that they do not accept forced labour as stated in the brand's Code of Conduct. The brand stated that external social audits did not show any findings about forced labour at that Tier 3 partner.

COVID-19: In 2020, Stanley/Stella mapped out key risks and the impact of COVID-19 on suppliers in Bangladesh. Also, in 2021, the brand engaged with suppliers regarding these risks and introduced a COVID-19 health and safety checklist, which the factories updated regularly. With all its suppliers, the brand followed up on vaccination rates to ensure workers' safety and well-being. Having a local office in Bangladesh, Stanley/Stella was able to visit the suppliers when it was possible. The brand has one tail-end production location in China. Stanley/Stella engaged with the supplier to remain aware of the situation.

**Recommendation:** Fair Wear recommends to join the Bangladesh Accord.

Stanley/Stella should closely monitor the risks of forced labour within its entire supply chain as part of the brand's human rights due diligence obligations.

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:** No CAPs are active at shared production locations.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.9 Percentage of production volume where monitoring requirements for low-risk countries are fulfilled.	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

**Member undertakes additional activities to monitor suppliers.:** N/A (N/A)

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

**Requirement:** Stanley/Stella did not conduct audits at tail-end suppliers.

**Recommendation:** Fair Wear encourages members to go beyond the minimum required monitoring threshold and rewards members who audit production locations in the tail end as well to mitigate potential social compliance risks. As Stanley/Stella's main production is taking place in Bangladesh this indicator could only be applicable for the Chinese partner. Fair Wear recommends to audit the tail-end supplier based in China.

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: 22**

**Earned Points: 19**



### 3. Complaints Handling

Basic measurements	Result	Comments
Number of worker complaints received since last check.	5	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.	2	
Number of worker complaints resolved since last check.	5	

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.1 A specific employee has been designated to address worker complaints.	Yes	Followup is a serious part of Fair Wear membership, and cannot be successfully managed on an ad-hoc basis.	Manuals, emails, etc., demonstrating who the designated staff person is.	1	1	-1

**Comment:** The sustainability operation team of the brand is designated to follow up on 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:** Workers at production locations are informed about the Fair Wear CoLP and complaints hotline through the Fair Wear worker information sheets posted in the factories on boards located at the sewing floors. The brand's sustainability team checks if the worker information sheets are posted as part of monthly sustainability audits.

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 of conducting training, this indicator was not applicable in 2021. However, two production locations underwent the WEP Violence and harassment prevention module of Fair Wear within the last three years. This module also covers the topics included in the basic 'workplace education programme'.

**Recommendation:** Fair Wear recommends Stanley/Stella to actively raise awareness about the Fair Wear Code of Labour Practices and Fair Wear complaint helpline among a larger portion of its suppliers. Stanley/Stella should ensure good quality systematic training of workers and management on these topics. To this end, Stanley/Stella can either use Fair Wear's WEP Basic module, or implement training related to the Fair Wear CoLP and complaint helpline through third-party training providers or brand staff. Non-Fair Wear training must follow the standards outlined in Fair Wear's guidance and checklist available on the Member Hub.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.4 All complaints received from production location workers are addressed in accordance with the FWF Complaints Procedure.	Yes + Preventive steps taken	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.	6	6	-2

**Comment:** Stanley/Stella received five complaints from workers via the Fair Wear complaints hotline regarding living wages, discrimination, verbal abuse and physical harassment and excessive overtime at supplier locations of the brand. Stanley/Stella actively followed up on the complaints with the factory management, discussed root causes, and defined per complaint if it is a systematic or an isolated case. The brand collaborated (if applicable) with other Fair Wear members to remediate the issue. All five complaints have been resolved, and preventive actions have been taken.

Three complaints were identified as systemic issues. One of these was a complaint about excessive overtime, and the brand solved the systemic problem of excessive overtime and discrimination against security guards. The factory management added shifts for female workers to eliminate overtime and prevent discrimination. Another complaint raised issues of, among others, unpaid wages of overtime and leave for more than 300 security guards. Dues dating back until 2017 were paid back, and the brand ensures close monitoring to prevent future cases. Stanley/Stella also resolved the third systemic complaint about excessive overtime and the quality of meals in collaboration with another Fair Wear member. In a joint meeting of both members, Fair Wear and the factory management, the factory's managing director formally committed to reduce overtime to legally permitted limitations and a process for workers' consent on overtime was introduced. Follow-up checks by Fair Wear and the brand confirmed that excessive overtime stopped and the meal quality improved. Stanley/Stella resolved another complaint about discrimination and harassment. As preventive measures, the factory started conducting periodic anti-harassment training for all employees.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.5 Cooperation with other customers in addressing worker complaints at shared suppliers.	Active cooperation	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.	2	2	0

**Comment:** Stanley/Stella actively collaborated with two other Fair Wear members to resolve a complaint at a shared supplier through emails, calls, and joint meetings with factory management and Fair Wear teams. Stanley/Stella took the lead in the complaint follow-up.

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## Complaints Handling

**Possible Points: 11**

**Earned Points: 11**

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## 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:** All new staff attend an 'inspiration day', which includes topics and updates to the brand's approach to CSR, including the Fair Wear membership.

Documentation on Fair Wear membership and other CSR topics is available to all employees. The Bangladesh team participated in relevant Fair Wear webinars and meetings. The result of the Brand Performance Check is communicated each year. The China Sourcing Manager joins meetings around Sustainability, including the Fair Wear membership.

The brand has an employee programme to improve staff awareness of its supply chain, across departments, by facilitating factory visits for staff based in the headquarters.

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:** Dedicated sourcing and CSR training are offered to staff to understand key CSR concepts (which includes the Fair Wear COLP). Quality officers receive training on the Fair Wear requirements and monthly sustainability observation checks.

The Bangladesh team participates in relevant Fair Wear webinars and meetings. The China Sourcing Manager is specifically trained to understand the Fair Wear requirements.

CAPs at all supplier locations are actively tracked and updated. A status summary is maintained in a shared folder internally between the brand team at headquarters and the Bangladesh liaison office.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
4.3 All sourcing contractors/agents are informed about FWF's Code of Labour Practices.	Yes + actively support COLP	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.	2	2	0

**Comment:** The member uses one agent for a supplier based in Bangladesh. The agent fully supports the implementation of the Code of Labour Practices (COLP) and signed the questionnaire before production started. In addition, the Bangladesh Sustainability Operations Team is also in direct contact with the supplier to implement the COLP.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
4.4 Factory participation in training programmes that support transformative processes related to human rights.	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. However, two production locations underwent the WEP Violence and harassment prevention module of Fair Wear within the last three years.

**Recommendation:** As discussed during the Brand Performance Check, Fair Wear encourages Stanley/Stella to reevaluate where new training sessions might be beneficial, especially for strategic partners where the last violence and harassment prevention modules took place more than five to eight years ago. A refresher training would be helpful mainly due to staff turnover.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
4.5 Degree to which member company follows up after a training programme.	Active follow-up	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.	2	2	0

**Comment:** Stanley/Stella continues to monitor the Anti-Harassment Committee (AHC) set-up at main supplier locations in Bangladesh and participates in the follow-up meetings.

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## Training and Capacity Building

**Possible Points: 7**

**Earned Points: 7**

## 5. Information Management

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
5.1 Level of effort to identify all production locations.	Advanced	Any improvements to supply chains require member companies to first know all of their production locations.	Supplier information provided by member company. Financial records of previous financial year. Documented efforts by member company to update supplier information from its monitoring activities.	6	6	-2

**Comment:** The brand's policies do not allow subcontracting. The brand is aware of all its production locations, has a local team in Bangladesh that visits each supplier location regularly and monitors the production during the production cycle to mitigate any risks of unauthorized subcontracting. For China, the brand has a sourcing manager who visits the supplier to ensure there is no unauthorized subcontracting.

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:** CAPs at all supplier locations are actively tracked and updated. A status summary is maintained in a shared folder internally between the brand team at headquarters and the Bangladesh liaison office.

That apart, the brand has an online shared platform to consolidate and document all information about each supplier (overtime tracking, monthly sustainability reports, certifications, accord updates etc.) in one place, accessible by both brand teams at headquarters and the Bangladesh liaison office. In addition, there are weekly sustainability meetings between sourcing, operations, management and the sustainability teams to discuss social and environmental topics.

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## Information Management

**Possible Points: 7**

**Earned Points: 7**

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## 6. Transparency

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
6.1 Degree of member company compliance with FWF Communications Policy.	Significant problems found, but appropriately remediated	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.	0	2	-3

**Comment:** Stanley/Stella communicates about Fair Wear through the company website, social media, sustainability report, catalogues, and on-garment communication and follows Fair Wear's communication guidelines. However, a check of various third-party resellers revealed violations of Fair Wear's communication policy. One reseller referred to Fair Trade Foundation instead of Fair Wear Foundation and communicated products are Fair Wear certified. Another third-party reseller mentioned Stanley/Stella products are certified by Fair Wear and GOTS.

**Requirement:** Any communication that implies that products, factories or brands are 'certified' or 'fair' must be avoided. Stanley/Stella must inform all third-party resellers about Fair Wear's communication policy and ensure these are implemented correctly.

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:** The brand discloses 100% of its suppliers to other Fair Wear members and 100% suppliers on the Fair Wear website as well.

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:** Stanley/Stella publishes the Brand Performance Check and Sustainability Report on its website.

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## Transparency

**Possible Points: 6**

**Earned Points: 4**

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## 7. Evaluation

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

**Comment:** 2021 has been a transition year for the Stanley/Stella sustainability department: Top Management and the operation team got more involved in sustainability projects, including the Fair Wear membership. As usual, the team and management reviewed the 2021 Brand Performance Check results and created an action plan for the Sustainability team.

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.	83%	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.	4	4	-2

**Comment:** The member had six requirements from the previous performance check and addressed five of them. The requirement of monitoring tail-end suppliers in Bangladesh still needs to be addressed.

**Recommendation:** Stanley/Stella should focus on resolving all requirements given by Fair Wear.

## Evaluation

**Possible Points: 6**

**Earned Points: 6**

## Recommendations to Fair Wear

1. Fair Price App: Stanley/Stella would appreciate more concrete guidance and support from Fair Wear, including sharing the brand reports and results of the discussions Fair Wear had with the factories. Stanley/Stella sees their role as a facilitator between Fair Wear and the factories. Still, they would appreciate it if Fair Wear worked concretely on implementing the tool with the factory management. There is some confidential information that factories are not eager to share with their buyers.
2. Worker Education Programme (WEP): Stanley/Stella would appreciate more concrete guidance and support from Fair Wear about what to do next when training is completed. There seems to be room for implementation in the efficiency of the anti-harassment committee once they are set up, even if they have been trained.
3. Fair Wear audit reports: Stanley/Stella found many discrepancies between the 2021 Fair Wear audits and CAPs. The brand would appreciate more clarity and accuracy in these reports to be efficient in the follow-up with the factories. On top of that, the brand thinks there are insufficient feedback sessions and time factories to discuss all findings in the closing meeting. This could help prevent inconsistencies in the audit reports. Factories should understand and agree on the conclusions and CAPs following their audits.
4. Complaints: Stanley/Stella mentioned that when they receive a complaint, they often do not know if the complainant did flag the issue internally. This information should be included in the first complaint summary as default.
5. Collaboration: Stanley/Stella sees the need for more collaboration, especially on key issues such as living wages. The brand asked: How could Fair Wear use its status to push the brand to collaborate?

## Scoring Overview

Category	Earned	Possible
Purchasing Practices	40	52
Monitoring and Remediation	19	22
Complaints Handling	11	11
Training and Capacity Building	7	7
Information Management	7	7
Transparency	4	6
Evaluation	6	6
Totals:	94	111

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

85

### Performance Benchmarking Category

Leader

## Brand Performance Check details

Date of Brand Performance Check:

14-06-2022

Conducted by:

Julia Kraemer

Interviews with:

Jean Chabert -Managing Director

Céline Charveron - Sustainability Ambassador

Isabelle Koss - - Sustainability Ambassador

Andreea Cristescu - Accounting Manager

Michel Hublet - Sustainability Manager

Jean Chabert - CEO

Abdulla Al Rumi -Bangladesh Country Manager

Sharif Nehal - Bangladesh Sustainability Officer

Md Shihab Nur - Bangladesh Pricing and Sourcing Manager

Jahin Rahat Khan - Bangladesh Assistant Sustainability Officer