

Brand Performance Check

Selective Marketplace Ltd.

This report covers the evaluation period 01-01-2022 to 31-12-2022

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. The online Brand Performance Check Guide provides more information about the indicators.

Scoring overview

Total score: 82
Possible score: 202
Benchmarking Score: 41
Performance Benchmarking Category: Good



Sourcing strategy

35%



Identifying continuous human rights risks

33%



Responsible purchasing practices

46%



Quality and coherence of prevention and remediation system

33%



Improvement and prevention

39%



Communication, transparency and evaluation

62%

Summary:

Selective Marketplace has made progress and met part of Fair Wears' performance requirements. With a total benchmarking score of 41, the member is placed in the Good category.

In the past financial year, Selective Marketplace conducted a country and supplier risk assessment on a basic level, not including all risk factors (sourcing model, business model, product). The brand assessed the risks but did not always connect high-country risks properly to the factories in the country. Sourcing mainly in China, the member did not sufficiently follow enhanced due diligence processes for this country. The member has made a start on the gender lens by collecting gender-related data from its main suppliers but has not applied a general gender lens to the risk scoping or factory risk assessment.

Selective Marketplace's monitoring tools are audits and visits. The brand's main sourcing country is China (83% FOB). While the brand has a strong focus on its main sourcing country China, with monthly visits, less attention is paid to other sourcing countries where high risks have also been identified, such as India (4% FOB) and Tunisia (1% FOB) and Romania (1% FOB). As this is the second year of membership, the brand prioritised the country with high risk and high FOB.

Selective Marketplace does not have a structured action plan in place to systematically follow up on the assessed risks at its suppliers but focused on CAP follow-up instead. As a result, Selective Marketplace has followed up on severe findings such as non-payment of legal minimum wage at its suppliers and is working on the topic of excessive overtime. However, topics such as the lack of freedom of association in China have not been prioritised based on the risk assessment.

Fair Wear advises Selective Marketplace to improve its country and supplier risk assessment and to integrate outcomes of human rights risk identification into prioritisation and follow-up programmes according to the risk profile. Fair Wear strongly recommends Selective Marketplace include enhanced or heightened due diligence in its risk assessment for China. Fair Wear encourages Selective Marketplace to strengthen its understanding of the topic of living wage and continue working on this.

In 2023, Fair Wear implemented a new performance check methodology aligned with the OECD guidelines on HRDD. This new methodology raises the bar and includes some new indicators, which may result in a lower score for member brands. Because this is a transition year, Fair Wear lowered the scoring threshold for this year only.

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.

Company Profile Selective Marketplace Ltd.

Member company information

Member since: 1 Jan 2021
Product types: Garments, clothing, fashion apparel, Bags, Accessories and Footwear
Percentage of CMT production versus support processes 66%
Percentage of FOB purchased through own or joint venture production 0%
Percentage of FOB purchased directly 95%
Percentage of FOB purchased through agents or intermediaries 4%
Percentage of turnover of external brands resold 4%
Are vertically integrated suppliers part of the supply chain? Yes
FLA Member No
Number of complaints received last financial year 0

Basic requirements

Definitive production location data has been submitted for the financial year under review? Yes
Work Plan and projected production location data have been submitted for the current financial year? Yes
Membership fee has been paid? Yes

Production countries, including number of production locations and total production volume.

Production Country	Number of production locations	Percentage of production volume
China	17	83
Portugal	3	11
India	2	4
Italy	4	1
Romania	1	1
United Kingdom of Great Britain and Northern Ireland	1	0
Tunisia	1	0

Layer 1 Foundational system's criteria

1.1 Member company has a Responsible Business Conduct policy adopted by top management.: Yes

Comment: Selective Marketplace has several policies which make up their Responsible Business Conduct plan together, such as the Human Rights Policy, HRDD Process document, and the Code of Conduct. The brand has yet to bring them together in one RBC policy.

1.2 All member company staff are made aware of Fair Wear's membership requirements.: Yes

1.3 All staff who have direct contact with suppliers are trained to support the implementation of Fair Wear requirements.: Yes

1.4 A specific staff person(s) is designated to follow up on problems identified by the monitoring system, including complaints handling. The staff person(s) must have the necessary competence, knowledge, experience, and resources.: Yes

1.5 Member company has a system in place to identify all production locations, including a policy for unauthorised subcontracting.: Yes

1.6 Member company discloses internally through Fair Wear's information management system, in line with Fair Wear's Transparency Policy.: Yes

Comment: Selective Marketplace discloses 86% of production locations internally through Fair Wear's information management system.

1.7 Member company discloses externally on Fair Wear's transparency portal, in line with Fair Wear's Transparency Policy.: Yes

Comment: Selective Marketplace discloses 86% of production locations externally on Fair Wear's transparency portal.

1.8 Member complies with the basic requirements of Fair Wear's communication policy.: Yes

Layer 2 Human rights due diligence, including sourcing strategy and responsible purchasing practices.

Possible Points: 90
Earned Points: 34

Indicators on Sourcing strategy

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.1 Member company's sourcing strategy is focused on increasing influence to meaningfully and effectively improve working conditions.	Basic	Fair Wear expects members to adjust their sourcing strategy to increase their influence over working conditions. Members should aim to keep the number of production locations at a level that allows for the effective implementation of responsible business practices.	Strategy document; consolidation plans, examples of implementation.	2	6	0

Comment: Selective Marketplace has a sourcing strategy addressing influencing labour conditions in a general way. The sourcing strategy refers to Selective Marketplace's human rights policy and Human Rights Due Diligence procedure, which outline the brand's expectations from the suppliers with regards to human rights and its risk scoping process.

The member has 29 production locations, of which 18 are direct suppliers. 68% of the production volume comes from suppliers where the member has at least 10% leverage at suppliers. This is a decrease compared to the previous financial year. 6% of the production volume comes from suppliers where Selective Marketplace buys less than 2% of its total FOB.

A consolidation plan is not part of Selective Marketplace's sourcing strategy because its suppliers are all specialised in the use of specific materials.

Recommendation: Fair Wear recommends Selective Marketplace to consider leverage when moving its production to new suppliers. The member should consider the risk of human rights violations at suppliers, the influence it has on bringing change and the impact it can have at a factory level. Selective Marketplace could include in its sourcing strategy a plan to increase influence on suppliers by cooperating with other buyers.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.2 Member company's sourcing strategy is focused on building long-term relationships.	Basic	Stable business relationships underpin the implementation of the Code of Labour Practices and give factories a reason to invest in improving working conditions.	Strategy documents; % of FOB from suppliers where a business relationship has existed for more than five years; Examples of contracts outlining a commitment to long-term relationship; Evidence of shared forecasting.	2	6	0

Comment: Selective Marketplace has a sourcing strategy that focuses on maintaining long-term relationships. 80% of the member's total FOB volume comes from suppliers with whom Selective Marketplace has a business relationship for at least five years. The member does not commit to forward-looking contracts yet.

Recommendation: Fair Wear recommends Selective Marketplace to commit to forward-looking contracts.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.3 Member company conducts a risk scoping exercise as part of its sourcing strategy.	Basic	Human rights due diligence, according to the OECD guidelines, requires companies to undertake a scoping exercise to identify and mitigate potential human rights risks in supply chains of potential business partners.	HRDD policy; Sourcing strategy linked to results of scoping exercise; HRDD processes, including specific responsibilities of different departments; Use of country studies; Analysis of business and sourcing model risks; Use of licensees and/or design collaborations.	2	6	-2

Comment: Selective Marketplace conducts risk scoping on country level. Other factors, such as sector and product level, business model and sourcing model are considered implicitly but not formally integrated into the risk scoping document. All labour standards are included in the risk assessment.

Selective has relied mainly on statistical indices, such as the Gender Diversity Index, as source of input for its risk scoping. This has led the member to not assess the impact and prevalence of all risks correctly. For example, Selective Marketplace assessed the risk of discrimination in China low, while several sources indicate otherwise.

The risk scoping does not include a gender lens, although the member has collected some factory-level gender data. Selective Marketplace has yet to include input from workers, suppliers and stakeholders in its risk assessment. To date, Selective Marketplace's sourcing strategy does not mention a preference for countries where workers can freely form or join a trade union and/or bargain collectively, as China is Selective Marketplace's main sourcing country.

Requirement: Selective Marketplace must reconsider the impact and/or prevalence of the risks in China.

Recommendation: Fair Wear strongly recommends Selective Marketplace to privilege countries where workers can freely form or join a trade union and/or bargain collectively and make this explicit in its sourcing strategy.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.4 Member company engages in dialogue with factory management about Fair Wear membership requirements before finalising the first purchase order.	Intermediate	Sourcing dialogues aim to increase transparency between the member and the potential supplier, which can benefit improvements efforts going forward.	Process outline to select new factories; Material used in sourcing dialogue; Documents for sharing commitment towards social compliance; Meeting reports; On-site visits; Reviews of suppliers' policies.	2	4	0

Comment: It is the standard process for Selective Marketplace to inform new suppliers about Fair Wear membership by sending the Code of Conduct which includes all Fair Wear labour standards. The Ethics and Sustainability Manager participates in the meetings with the potential supplier before the first order is placed and membership with Fair Wear and the requirements are discussed. The product developers also include it from the start in their conversations with potential suppliers. Selective Marketplace has not added any direct suppliers in the year 2022. When subcontractors are added by the main supplier, the supplier has to share the relevant information with the subcontractor. One subcontractor was added in 2022, but the brand was informed after this had happened, and therefore could not follow the process ahead of production. Selective Marketplace has engaged in dialogue about Fair Wear requirements with its most important suppliers since it became a member two years ago.

Recommendation: Fair Wear recommends that Selective Marketplace engages in a dialogue with the supplier about Fair Wear requirements and how to cooperate in implementing these. Selective Marketplace is recommended to engage in dialogue about Fair Wear membership with all suppliers.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.5 Member company collects the necessary human rights information to inform sourcing decisions before finalising the first purchase order.	Basic	Human rights due diligence processes are necessary to identify and mitigate potential human rights risks in supply chains. Specific risks per factory need to be considered as part of the decision to start cooperation and/or place purchasing orders.	Questionnaire with CoLP, reviewing and collecting existing external information, evidence of investigating operational-level grievance system, union and independent worker committee presence, collective bargaining agreements, engaging in conversations with other customers and other stakeholders, including workers.	2	6	0

Comment: Selective Marketplace collects human rights information of potential new suppliers by asking them to fill out the supplier set-up form, collecting the Code of Conduct (including Fair Wear Code of Labour practices) and collecting audit reports. Selective Marketplace also checks whether any other Fair Wear brands are sourcing at a potential factory and collects their input on working with them, including Fair Wear audits if available. The company does not collect information from workers or stakeholders besides audit reports to inform sourcing decisions, but does check whether there are functioning grievance mechanisms in the collected audit reports. Selective Marketplace does not add new suppliers often. When this happens, CSR and the CEO review the country risks together. As it does not happen often, the process of adding new suppliers and collecting human rights information has not been written down step-by-step. The Sourcing Strategy does include the basic steps. In the past financial year only one subcontractor was added to the factory list. The factory signed the Code of Conduct.

The member's sourcing strategy does not mention a preference for suppliers where workers are free to form or join a trade union and/or bargain collectively.

Recommendation: Fair Wear encourages the member to collect worker and stakeholder input before placing the first order.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.6 Member actively ensures awareness of the Fair Wear CoLP, the complaints helpline, and social dialogue mechanisms within the first year of starting business.	Basic	This indicator focuses on the preliminary mitigation of risks by actively raising awareness about the Fair Wear Code of Labour Practices and complaints helpline. Discussing Fair Wear's CoLP with management and workers is a key step towards ensuring sustainable improvements in working conditions and developing social dialogue at the supplier level.	Evidence of social dialogue awareness raised through earlier training/onboarding programmes, onboarding materials, information sessions on the factory grievance system and complaints helpline, use of Fair Wear factory guide, awareness-raising videos, and the CoLP.	2	6	0

Comment: In the previous financial year, Selective Marketplace has added one factory in China, a subcontractor to one of its main suppliers.

Selective Marketplace has shared information about Fair Wear's CoLP and the complaints helpline within the first year of doing business. The Worker Information Sheet has been posted.

Selective Marketplace has not yet organised onboarding sessions for its new supplier to raise awareness about the Fair Wear CoLP and the complaints helpline or the importance of social dialogue.

Recommendation: Selective Marketplace is recommended to organise onboarding sessions specifically focusing on the CoLP and the complaints mechanism within the first year of doing business.

Indicators on Identifying continuous human rights risks

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.7 Member company has a system to continuously monitor human rights risks in its supply chain.	Basic	Members are expected to regularly evaluate risk in a systematic manner. The system used to identify human rights risks determines the accuracy of the risks identified and, as such, the possibilities for mitigation and remediation.	Use of risk policies, country studies, audit reports, other sources used, how often information is updated.	2	6	0

Comment: Selective Marketplace uses some monitoring tools such as visits and the Supplier Set-up Form, on top of audit reports. The member also collects wage slips and verifies follow-up on audits with the local Fair Wear team. Besides this, the member uses audits for its monitoring. The risk assessment file is used to maintain an overview of the monitoring status of all its suppliers. This is reviewed on an ongoing basis, depending mostly on suppliers' efforts in CAP-follow-up.

There is a discrepancy between the monitoring outcomes and the common risks as identified in Selective Marketplace's risk scoping/external sources such as Fair Wear country studies. For instance, while limited freedom of association is a common risk in China, the monitoring tools Selective Marketplace do not identify non-compliances on this issue. The member has not adapted its monitoring approach to ensure thorough identification of potential harms.

Recommendation: Fair Wear recommends Selective Marketplace to approach monitoring systematically, identifying the appropriate monitoring tool and frequency depending on the outcome of the risk scoping and risk assessment. Fair Wear strongly recommends that Selective Marketplace changes its monitoring tool when it does not identify risks that are common in the production country.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.8 Member company's continuous monitoring of human rights risks includes an assessment of freedom of association (FoA).	Basic	Freedom of association and collective bargaining are 'enabling rights.' When these rights are respected, they pave the way for garment workers and their employers to address and implement the other standards in Fair Wear's Code of Labour Practices - often without brand intervention.	Use of supplier questionnaire to inform decision-making, collected country information, and analyses.	2	6	0

Comment: Selective Marketplace has mapped the risks to FoA for its sourcing countries but does not properly connect this to the factory risk profiles, nor has it identified risks for women workers. While Selective Marketplace sources the majority of its FOB from China, FoA is not a focal topic for Selective Marketplace. The brand has started to try addressing the topic at its suppliers in India, but it has not yet resulted in active engagement with external stakeholders on the topic. The member informs itself of the status in the factory regarding freedom of association through the audit reports.

Recommendation: The member is recommended to ensure supplier-level monitoring is in place to assess and understand the risk to FoA at suppliers - for example, through the Supplier Questionnaire (tool 2 in Fair Wear's FoA Guide), modular assessment on Social Dialogue, in-depth discussions with suppliers, or a full audit.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.9 Member company includes a gender analysis throughout their continuous monitoring of human rights risks, to foster a better understanding of gendered implications.	Basic	Investing in gender equality creates a ripple effect of positive societal outcomes. Members must apply gender analyses to their supply chain to better address inequalities, violence, and harassment.	Evidence of use of the gender mapping tools and knowledge of country-specific fact sheets.	2	6	0

Comment: Selective Marketplace has not included gender in its country risk scoping, but has included the topic when looking at the risk of discrimination and violence and harassment. The member used the Gender Development Index as input for the risk scoping on this labour standard. However, the member has not applied a gender lens more widely to all Code of Labour Practices. Nevertheless, the member has collected gender-disaggregated (wage) data for its main suppliers in China, including for example the number of women and men in management positions. The data has not been analysed or connected to the country level gender risks.

Recommendation: Fair Wear recommends the member to collect country-level gender risks for each Code of Labour Practices.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.10 Member company considers a production location's human rights performance in its purchasing decisions.	Intermediate	Systematic evaluation is part of continuous human rights monitoring. A systematic approach to evaluating production location performance is necessary to integrate social compliance into normal business processes and to support good decision-making.	Supplier evaluation format, meeting notes on supplier evaluation shared with the factory, processes outlining purchasing decisions, link to responsible exit strategy.	2	4	0

Comment: Suppliers' human rights performance is evaluated systematically using the risk assessment excel sheet. Suppliers' performance on human rights issues is evaluated in this sheet, which then feeds into the purchasing department. There is no system in place that also weighs other relevant elements, such as quality and responsiveness/communication, but this is done regularly on a more informal basis. The CSR and other departments exchange information constantly. Selective Marketplace is generally happy with its suppliers' performances on human rights as well as other topics and has not ended any relationships in 2022.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.11 Member company prevents and responds to unauthorised or unknown production and/or subcontracting.	Intermediate	Subcontracting can decrease transparency in the supply chain and has been demonstrated to increase the risk of human rights violations. Therefore, when operating in higher-risk contexts where it is likely subcontracting occurs, the member company should increase due diligence measures to mitigate these risks.	Production location data provided to Fair Wear, financial records from the previous financial year, evidence of member systems and efforts to identify all production locations (e.g., interviews with factory managers, factory audit data, web shop and catalogue products, etc.), licensee contracts and agreements with design collaborators.	2	4	0

Comment: Selective Marketplace uses the outcomes of its human rights monitoring to respond to unauthorised subcontracting. There is no evidence of missing first-tier locations in the database. To date, the member has not yet taken active preventive measures. Getting better insight into all production locations, especially subcontractors responsible for supporting processes, was a focal topic for Selective Marketplace in 2022. The member has reached out to all suppliers to request information about subcontractors and added those to the Fair Wear database. The improved subcontractor form is used to collect information about the subcontractors. The member finds that suppliers usually indicate when they cannot meet an order delivery date, and considers this an indication that there is no hidden subcontracting taking place.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.12 Member company extends its due diligence approach to homeworkers.	Insufficient	Homeworkers should be viewed as an intrinsic part of the workforce, entitled to receive equal treatment and have equal access to the same labour rights, and therefore should be formalised to achieve good employment terms and conditions.	Supplier policies, evidence of supplier and/or intermediaries' terms of employment, wage-slips from homeworkers.	0	4	0

Comment: According to the member there is a very low risk of homeworkers being used by its suppliers because the products made are all machine-based. Homework is included in the member's Code of Conduct. According to the member, there is a low risk of home-work for this type of production. This includes embroidery, which is also done on a machine. The member has analysed the capacity of suppliers in its process to work on reducing excessive overtime at its suppliers and finds the outcome of this analysis supports its belief that the risk of homeworkers is low. However, the member has not had a conversation about this with its suppliers.

Requirement: Fair Wear recommends Selective to conduct a capacity analysis looking into specific production processes to validate the suppliers' statements that no homeworkers are used.

Indicators on Responsible purchasing practices

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.13 Member company's written contracts with suppliers support the implementation of Fair Wear's Code of Labour Practices and human rights due diligence, emphasising fair payment terms.	Insufficient	Written, binding agreements between brands and suppliers, which support the Fair Wears CoLP and human rights due diligence, are crucial to ensuring fairness in implementing decent work across the supply chain.	Suppliers' codes of conduct, contracts, agreements, purchasing terms and conditions, or supplier manuals.	0	4	0

Comment: Selective Marketplace does not use contracts with its suppliers. The member has agreements in the form of the supplier setup form, that stipulate terms of payment. The supplier setup form is filled out by the supplier when the first order is placed. The supplier inputs the desired payment terms. Usually, Selective Marketplace accepts the terms set by the supplier. This means that the payment terms vary per factory. Some suppliers receive the full payment upon shipment, others receive 30-60% of the payment upon order placement and the rest upon goods received, in some cases within 30 days upon delivery. When intermedaries are involved, Selective Marketplace do not know the payment terms of the intermediaries to the production locations.

Requirement: Selective Marketplace needs to use written contracts with all its suppliers that include shared responsibilities and support the implementation of human rights due diligence.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.14 Member company has formally integrated responsible business practices and possible impacts on human rights violations in their decision-making processes.	Basic	Corporate Social Responsibility (CSR), purchasing, and other staff that interact with suppliers must be able to share information to establish a coherent and effective strategy for improvements. This indicator examines how this policy and Fair Wear membership requirements are embedded within the member company.	Internal information systems, status Corrective Action Plans, sourcing score- cards, KPIs listed for different departments that support CSR efforts, reports from meetings from purchasing and/or CSR staff, and a systematic manner of storing information.	2	6	0

Comment: Selective Marketplace is a small company where information about production location is regularly shared between people and departments. The member has not yet included responsible business practices in job role competencies of non-CSR staff, nor do sourcing and purchasing staff work with KPIs supporting good sourcing and pricing strategies. As a small company, Selective Marketplace does not work with KPIs at all.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.15 Member company's purchasing practices support reasonable working hours.	Intermediate	Members' purchasing practices can significantly impact the levels of excessive overtime at factories.	Proof that planning systems have been shared with production locations, examples of production capacity knowledge that is integrated into planning, timely approval of samples, and proof that management oversight is in place to prevent late production changes.	4	6	0

Comment: Selective Marketplace runs two collections, which are mainly sold through the brands' catalogues (or webshop). Prior to the order process, suppliers fill in a critical path form outlining the deadlines the company needs to take into account in the planning process, such as material and sample approval. Once the initial order volume is set, the company's merchandisers discuss the order planning with each supplier in more detail. The first order has a leadtime of approximately six months, which is also dependent on the leadtime of materials. The supplier usually sets the leadtime based on what is feasible for them. Once the catalogue is designed, the company puts in an additional order based on the lay-out of and photos in the catalogue. For this order the leadtime is approximately four months, because at that time the materials should be in. A final order is placed after the first week of receiving customer's orders, which also has a shorter leadtime than the initial order.

On average the production process requires two sampling rounds, but sometimes more. When this happens, Selective Marketplace discusses the impact on other deadlines with the production location and if necessary will pay for air freight.

Selective Marketplace does not know production capacity for its production locations, but because their order volume is relatively stable and they put production locations in charge of setting the deadlines the company expects its planning process supports reasonable working hours. Suppliers are never penalised for delays and are free to fill up production downtime with repeat orders as fits their planning.

Recommendation: Fair Wear recommends the member to explore planning production in minutes instead of pieces to assess better its suppliers' production capacity (and wage levels). Furthermore, at suppliers where Selective Marketplace is not a large customer, Fair Wear recommends the member to learn more about their production planning, for example, about peak season.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.16 Member company can demonstrate the link between its buying prices and wage levels at production locations.	Basic	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, cost sheets including labour minutes.	2	6	0

Comment: Selective Marketplace has understanding of the wage levels at its suppliers and sometimes connects this understanding to its own buying prices. As wages are relatively high at most of the member's main suppliers, Selective Marketplace assumes its wages are high enough to support payment of these wages. Selective Marketplace does not negotiate much on price and generally bases its prices on previous prices for similar products. When the price the supplier asks for is really too high, the brand and supplier together look at simplifying the product to lower the price. For some products, Selective Marketplace uses a costing sheet which itemises cut-make costs, but not labour costs separately. The member does not have insight into the minutes it takes to produce the garments. Nevertheless, Selective Marketplace accepts price increases when they are asked for due to rising (labour) costs. Selective Marketplace was planning a Fair Price Introduction Training at one of its suppliers in 2022, but this had to be postponed until 2023 on the request of the factory.

Recommendation: Selective Marketplace is encouraged to provide buyers (or other employees involved in price negotiations with suppliers) training on cost breakdown, for example using the Fair Price app.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.17 All sourcing intermediaries play an active role in upholding Fair Wear's Code of Labour Practices and ensure transparency about where production takes place.	Advanced	Intermediaries have the potential to either support or disrupt CoLP implementation. It is members' responsibility to ensure production relation intermediaries actively support the implementation of the CoLP.	Correspondence with intermediaries, trainings for intermediaries, communication on Fair Wear audit findings, etc.	4	4	0

Comment: Selective Marketplace has informed its sourcing intermediaries of Fair Wear requirements and could show they informed production locations. Next to that, the intermediaries actively support the implementation of the CoLP by supporting in audit follow-up. The member is yet to require from its intermediaries that they uphold the purchasing practices as mentioned in the Common Framework of Responsible Purchasing Practices (CFRPP).

Recommendation: Selective Marketplace could require its intermediaries to uphold the purchasing practices mentioned in the CFRPP framework.

Layer 3 Remediation and impact

Possible Points: 86
Earned Points: 32

Indicators on Quality and coherence of prevention and remediation system

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.1 Member company integrates outcomes of human rights risk identification (layer 2) into prioritisation and follow-up programmes according to the risk profile.	Intermediate	Based on the risk assessment outcomes, a factory risk profile can be determined with accompanying intervention strategies, including improvement and prevention programmes.	Overview of supplier base with accompanying risk profile and follow-up programmes.	4	6	0

Comment: Selective Marketplace has conducted follow-up action on some high risks it identified, such as excessive overtime, supply chain transparency and living wage. Selective Marketplace has done this across its Chinese supplier base which accounts for over 83% of its FOB. As described in Layer 2, Selective Marketplace based its factory risk assessment mostly on audit reports rather than the country risk profiles. This resulted in risk assessments which excluded certain risks which are known to be common in its main sourcing country, China. Selective Marketplace based its follow-up on this risk assessment, i.e. mostly following up on CAPs. Selective Marketplace is yet to create full follow-up plans based on the factory risk profiles which go beyond CAP-follow-up. Nevertheless, Selective Marketplace has demonstrated action has been taken on part of the important risks. Therefore, half of the FOB from these suppliers is counted towards this indicator, i.e. 42%. Currently, the member prioritises action mostly based on its leverage at a factory, as it finds this gives most possibility to make an impact. Only in the case of severe CAP findings, this is prioritised regardless of the leverage.

Recommendation: Fair Wear recommends Selective Marketplace to ensure more factories have a follow-up plan that matches their risk profile.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.2 Member company's improvement and prevention programmes include a gender lens.	Insufficient	The prevention and improvement programmes should ensure equitable outcomes. Thus, a gender lens should be incorporated in all programmes regardless of whether or not the programme is specifically about gender.	Proof of incorporation of the gender lens in follow up programmes, including stakeholder input.	0	6	0

Comment: Selective Marketplace has not yet applied a gender lens to its prevention or improvement plans.

Requirement: Selective Marketplace must start including a gender lens in the implementation of improvement or prevention actions.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.3 Member company's improvement and prevention programmes include steps to encourage freedom of association and effective social dialogue.	Insufficient	Freedom of Association and Collective Bargaining are enabling rights. Therefore, ensuring they are prioritised in improvement and prevention programmes can help support improvements in all other areas.	Available prevention and improvement programmes, including stakeholder input.	0	6	0

Comment: Selective Marketplace has not yet included steps to encourage FoA and effective social dialogue in its improvement or prevention actions.

Requirement: Members must include steps to promote FoA and social dialogue in its improvement or prevention actions. This should be linked with its assessment of risks to FoA and social dialogue as part of its human rights monitoring (see indicator 2.8). Examples of steps that could be included can be found in Fair Wears brand guide on FoA and collective bargaining.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.4 Member company actively supports operational-level internal grievance mechanism.	Basic	Fair Wear's complaints helpline is a safety net in case local grievance mechanisms do not provide access to remedy. Members are expected to actively support and monitor the effectiveness of operational-level grievance mechanisms as part of regular contact with their suppliers.	Communication with suppliers, responses to grievances, minutes of internal worker committees, evidence of democratically elected worker representation, evidence of handled grievance, review of factory policies, and proof of effective social dialogue.	2	6	0

Comment: Selective Marketplace monitors but does not support the effectiveness of internal grievance mechanisms. The member monitors this through audit reports, which found poorly functional internal grievance mechanisms at several suppliers. Selective Marketplace asked the factory to follow up on this, for example by organising a training on the role of worker representation. Selective did not actively support this but is monitoring the effectiveness of the training. At other factories in China the topic does not have priority, due to other issues found through the CAP, such as excessive overtime and wage findings.

Recommendation: Fair Wear recommends Selective Marketplace to respond when internal grievance mechanisms are not functioning.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.5 Member company collaborates with other Fair Wear members or customers of the production location.	Intermediate	Cooperation between Fair Wear members increases leverage and the chances of successful outcomes. Cooperation also reduces the chances of a factory needing to conduct multiple improvement programmes about the same issue with multiple customers.	Communication between different companies.	4	6	0

Comment: Selective Marketplace cooperates with other Fair Wear members at its shared suppliers, responding to CAPs and complaints.

Next to that, the member also cooperates in taking more preventive measures, such as organising training on Fair Price, although this was delayed and took place in 2023, it was planned in collaboration with other members in 2022.

Selective Marketplace has not yet cooperated with customers that are not Fair Wear members.

Indicators on Improvement and prevention

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.6 Degree of progress towards implementation of improvement programme per relevant factory.	50%	Fair Wear expects members to show progress towards the implementation of improvement programmes. Members are expected to be actively involved in the examination and remediation of any factory-specific problem.	Progress reports on improvement programmes.	4	6	-2

Comment: During the performance check, the member could demonstrate with a sample that up to a half of the CAP issues requiring improvement actions have been addressed and are resolved or are in the process of being followed up. Selective Marketplace has focused a lot of effort on improving transparency on wages and working hours at its key Chinese suppliers, and this is an ongoing process, although some improvement has been noted. Selective Marketplace continues monitoring the time-keeping records in 2023. Several less complex findings related to ergonomic working conditions were not prioritised because of the focus on these more time-consuming issues.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.7 Degree of progress towards implementation of prevention programme.	Basic progress	Fair Wear expects members to show progress towards the implementation of prevention programmes. With this indicator, Fair Wear assesses the degree of progress based on the percentage of actions addressed within the set timeframe.	Update on prevention programmes.	2	6	-2

Comment: Selective Marketplace recognises the lack of freedom of association as a root cause to findings about non-functioning internal grievance mechanisms, but finds it difficult to address this. Nevertheless, Selective Marketplace has planned a Worker Education Programme at one of its Chinese suppliers where a lack of awareness on internal grievance mechanisms was found. This training was postponed by Fair Wear and will take place in 2023. Besides this, Selective Marketplace has not yet identified root causes of CAP findings other than excessive overtime (assessed under indicator 3.9) or living wage (assessed under indicator 3.11).

Recommendation: Selective Marketplace should identify root causes of CAP issues besides excessive overtime and living wage and discuss these with its suppliers. The member needs to start developing preventive actions to address these root causes.

Fair Wear recommends Selective Marketplace to identify root causes of CAP issues together with its suppliers.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.8 Member company validates risk profile and maintains regular dialogue with factories where no improvement or prevention programme is needed.	Intermediate	When no improvement or prevention programme is needed, Fair Wear expect its member companies to actively monitor the risk profile and continue to mitigate risks and prevent human rights abuses.	Use of Fair Wear workers awareness digital tool to promote access to remedy. Evidence of data collected, worker interviews, monitoring documentation tracking status quo.	4	6	0

Comment: Selective Marketplace has some suppliers where improvement or prevention steps are not needed. These cover 12% of the member's total FOB. These are suppliers located in Europe, which are visited regularly. During these visits, human rights topics and Fair Wear membership are also discussed. Besides this, the member requests external audits for these suppliers as well. The topic is discussed with these suppliers every four to six months.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.9 Degree to which member company mitigates root causes of excessive overtime.	Intermediate	Member companies should identify excessive overtime caused by the internal processes and take preventive measures. In addition, members should assess ways to reduce the risk of external delays.	This indicator rewards self-identification of efforts to prevent excessive overtime. Therefore, member companies may present a wide range of evidence of production delays and how the risk of excessive overtime was addressed, such as: reports, correspondence with factories, collaboration with other customers of the factory, use of Fair Wear tools, etc.	4	6	0

Comment: In the previous year, five audit reports of the total five audits mention excessive overtime.
Selective Marketplace analysed the root causes of these findings. According to the member, a lack of skilled workers is a significant cause for excessive overtime. Selective Marketplace acknowledges the importance of a good planning system to prevent causing excessive overtime. The member has invested in strengthening its planning system in 2022 and works more with forecasts which are shared with the factory management. Suppliers are asked to fill out a critical path document, outlining the time needed for the various production steps. When placing the orders, Selective Marketplace asks the factory what is a feasible delivery date. Selective knows the capacity needed for its orders and on average stays below that, but sometimes there are peaks. The member tries to mitigate this by allowing certain carry-over styles to be produced in the low season. In case of delays, the member accepts split deliveries.

Some of Selective Marketplace's suppliers remain reluctant to be open about working hours. The member has addressed this and promotes transparency about working hours by asking for more transparent systems in which working hours are documented.

Selective Marketplace could not yet show that its efforts resulted in reduced excessive overtime. This will be verified through audits in 2023.

Recommendation: With its suppliers where excessive overtime occurs, Fair Wear recommends Selective Marketplace to verify whether production is planned with overtime. If production is planned with overtime, the brand should ensure that its products can be produced during regular working hours.

Fair Wear advises Selective Marketplace to discuss with its supplier which solutions included in the Fair Working Hours Guide are applicable.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.10 Member company adequately responds if production locations fail to pay legal wage requirements and/or fail to provide wage data to verify that legal wage requirements are paid.	Intermediate	Fair Wear members are expected to actively verify that all workers receive legal minimum wage. If a supplier does not meet the legal wage requirements or is unable to show they do, Fair Wear member companies are expected to hold the management at the production location accountable for respecting local labour law.	Complaint reports, CAPs, additional emails, Fair Wear Audit Reports or additional monitoring visits by a Fair Wear auditor, or other documents that show the legal wage issue is reported/resolved.	2	4	-2

Comment: In the previous year, five out of five audits included findings regarding non-payment of legally required wage elements, mainly statutory leaves which were not paid to piece-rate workers. As these workers do not receive a base wage but are only paid by piece, the workers do not receive any wage for statutory leave days when no pieces are produced. These audits also included findings regarding failure to provide wage data, and two audits state that the factory cannot guarantee the piece rates meet the legal minimum wage in standard working time. The brand asked the factory to ensure all wages are paid to the workers and collected wage slips to verify wether this has been done. As there is an issue with transparency at these factories, the wage slips were verified by the local Global Services team. Follow-up by the brand on this is ongoing. The factories need to set up a wage comparison system to better do this and demonstrate all workers receive legal minimum wage (regardless of productivity). The factories have had some difficulties understanding how this looks and are still trying to establish such a system.

In the previous performance check, this indicator included a requirement because of non-payment of legal minimum wage during a lockdown at an Indian supplier. The brand followed up on this and collected pay slips as evidence that this has been setlled.

Recommendation: Fair Wear strongly recommends Selective Marketplace to ensure problems of payments below legal minimum wages are not just prevented going forward but also remediated retroactively.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.11 Degree to which member company assesses and responds to root causes of wages lower than living wages in production locations.	Basic	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.	Member companies may present a wide range of evidence of how payment below living wage was addressed, such as: internal policy and strategy documents, reports, wage data/wage ladders, gap analysis, correspondence with factories, etc.	2	6	0

Comment: Selective Marketplace has a basic overview of the wage levels at its suppliers and discusses the topic of wages with 24% of its suppliers.

As the member believes most of its suppliers pay quite high wages, Selective Marketplace has not done a thorough root-cause analysis to find out why wages at suppliers are below the living wage. Most audits in 2022 also reported problems related to wage data transparency, which the member has been addressing actively. The member has not yet made an active connection between this problem and the topic of living wage. The member has not discussed the topic at suppliers outside of China.

Recommendation: Fair Wear encourages Selective Marketplace to discuss with suppliers about different strategies to work towards higher wages and develop a systemic and time-bound approach. Fair Wear encourages Selective Marketplace to discuss the topic of living wage also with suppliers which supposedly pay high wages, especially when there are issues related to wage data transparency at these factories. It is recommended to make a follow-up plan regarding living wage based on the factory risk assessment.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.12 Member company determines and finances wage increases.	Insufficient	Member companies should have strategies in place to contribute to and finance wage increases in their production locations.	Analysis of wage gap, strategy on paper, demonstrated roll out process.	0	6	0

Comment: Selective Marketplace does not have a strategy on how to finance wage increases at its suppliers, because the member believes at most suppliers in China the wages are already meeting the living wage (see 3.10). The member has not yet created a plan to address the topic at suppliers outside of China.

Requirement: Selective Marketplace should analyse what is needed to increase wages and develop a strategy to finance the costs of wage increases.

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

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.13 Percentage of production volume where the member company pays its share of the living wage estimate.	2%	Fair Wear requires its member companies to act to ensure a living wage is paid in their production locations to each worker.	Member company's own documentation such as reports, factory documentation, evidence of Collective Bargaining Agreement (CBA) payment, communication with factories, etc.	2	6	0

Comment: Audits show a living wage estimate calculated by the Global Living Wage Coalition for the Chinese region Suzhou is paid at a supplier responsible for 2% of Selective Marketplace's FOB.

Recommendation: We encourage Selective Marketplace to show that discussions and plans for wage increases have resulted in the payment of a target wage. We recommend Selective Marketplace reviews the Fair Wear Living Wage Policy annex and its recommended estimates per country/region.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.14 Member addresses grievances received through Fair Wear's helpline in accordance with the Fair Wear Complaints Procedure.	No complaints received	Members are expected to actively support the operational-level grievance mechanisms as part of regular contact with their suppliers. The complaints procedure provides a framework for member brands, emphasising the responsibility towards workers within their supply chain.	Overview of supporting activities, overview of grievances received and addressed, etc.	N/A	4	-2

Comment: Selective Marketplace received no complaints in the past financial year.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.15 Degree to which member company implements training appropriate to the improvement or prevention programme.	Basic	Training programmes can play an important role in improving working conditions, especially for more complex issues, such as freedom of association or gender-based violence, where factory-level transformation is needed.	Links between the risk profile and training programme, documentation from discussions with management and workers on training needs, etc.	2	6	0

Comment: The member has enrolled one of its suppliers with findings on lack of awareness of the role of worker representation and issues related to wage transparency in a WEP and a Fair Price introduction training. However, both training modules were postponed into 2023 by Fair Wear. Besides this, two factories independently organised a training for workers to better understand their work slips and the Code of Labour Practices were included in this as well. Selective Marketplace finds some factories are reluctant to have training take place.

Recommendation: Selective Marketplace is recommended to implement training for all factories where this is part of its improvement and/or prevention programme, and to discuss with suppliers where reluctance comes from to find a joint solution.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.16 Degree to which member company follows up after a training programme.	Member company did not implement any training	Training is a crucial tool to support transformative processes but complementary activities such as remediation and changes at the brand level are needed to achieve lasting impact	Evidence of engagement with factory management regarding training outcomes, documentation on follow-up activities, and proof of integration into further monitoring and risk profiling efforts.	N/A	6	0

Comment: Selective Marketplace did not implement training at its suppliers in 2022.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.18 Member company's measures, business practices and/or improvement programmes go beyond the indicators or scope.	Member company's activities do not go beyond the indicators or scope.	Fair Wear would like to reward and encourage members who go beyond the Fair Wear policy or scope requirements. For example, innovative projects that result in advanced remediation strategies, pilot participation, and/or going beyond tier 2.	Overview of Human Right risk monitoring, remediation and prevention activities and processes.	N/A	6	0

Layer 4 External communication, outreach, learning, and evaluation

Possible Points: 26
Earned Points: 16

Indicators on Communication, transparency and evaluation

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
4.1 Member company actively communicates about Fair Wear membership and its human rights due diligence efforts.	Intermediate	Fair Wear membership includes the need for a brand to show its efforts, progress, and results. Fair Wear members have the tools and targeted content to showcase accountability and inform customers, consumers, and retailers. The more brands communicate about their sustainability work, the greater the overall impact of the work of the Fair Wear member community.	Member website, sales brochures, and other communication materials.	2	4	0

Comment: Selective Marketplace communicates accurately about Fair Wear membership on its website.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
4.2 Member company sells external brands with a Human Rights Due Diligence system (if applicable).	Intermediate	Some member companies resell other brands, which Fair Wear refers to as 'external production'. These members are expected to investigate the Human Rights Due Diligence system of these other brands, including production locations and the availability of monitoring information.	External production data in Fair Wear's information management system, collected information about other brands' human rights due diligence systems, and evidence of external brands being part of other multi-stakeholder initiatives that verify their responsible business conduct.	2	4	0

Comment: Selective Marketplace sells external brands. The member has collected information about the human rights due diligence of these brands, for example through the supplier set-up form and the Code of Conduct.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
4.3 Social report is submitted to Fair Wear and is published on the member company's website.	Advanced	The social report is an important tool for member companies to share their efforts with stakeholders transparently. The social report explicitly refers to the workplan and the yearly progress related to the brands goals identified in the workplan.	Social report.	4	4	0

Comment: Selective Marketplace has submitted its social report, which Fair Wear approved. Selective Marketplace has also published the report on its website.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
4.4 Member company engages in advanced reporting activities.	Intermediate	Good reporting by members helps ensure the transparency of Fair Wear's work and helps share best practices within the industry. This indicator reviews transparency efforts reported beyond (or included in) the social report.	Brand Performance Check, audit reports, information about innovative projects, specific factory compliance data, disclosed production locations (list tier 2 and beyond), disclosure of production locations, alignment with the Transparency Pledge.	2	4	0

Comment: Selective Marketplace published its social report, which includes some factory-level data and remediation results, on its website. The member has yet to disclose its time-bound improvement plans.

Recommendation: Fair Wear recommends Selective Marketplace to publish time-bound plans for its suppliers.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
4.5 Member company has a system to track implementation and validate results.	Intermediate	Progress must be checked against goals. Members are expected to have a system in place to track implementation and validate the progress made.	Documentation of top management involvement in systematic annual evaluation includes meeting minutes, verbal reporting, PowerPoint presentations, etc. Evidence of worker/supplier feedback.	4	6	0

Comment: Selective Marketplace uses its risk assessment as a system to track progress and check if implemented measures have been effective in preventing and remediating human rights violations. Selective Marketplace's CEO is actively involved in all parts of the organisation, including this evaluation.

Recommendation: The member is advised to separate the evaluation system from its risk assessment and to include feedback from workers and suppliers in its evaluation system.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
4.6 Level of action/progress made on requirements from previous Brand Performance Check.	Intermediate	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 should show documentation related to the specific requirements made in the previous Brand Performance Check.	2	4	-2

Comment: The previous performance check included six requirements. More than half of the requirements were (partly) addressed in 2022.

- A formal process should exist to evaluate the risks of labour violations in the production areas Selective Marketplace 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. - addressed

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

- Selective Marketplace needs to demonstrate an understanding of the link between buying prices and wage levels to ensure their pricing allows for the payment of the legal minimum wage. - not addressed

- Selective Marketplace must assess the root causes of wages that are lower than living wages, taking into account its leverage and effect of its own pricing policy. Selective Marketplace is expected to take an active role in discussing living wages with its suppliers. The Fair Wear wage ladder can be used as a tool to implement living wages, to document, monitor, negotiate and evaluate the improvements at its suppliers. - partly addressed

- If a supplier is not transparent about wages, Selective Marketplace is expected to respond as if minimum wages have not been paid. Selective Marketplace is required to start an investigation into the causes of the incomplete data, discuss this with the supplier and collect evidence of payment of legal minimum wage. Factory visits with a documents check or additional verification by Fair Wear may be needed to verify remediation. - addressed

- Selective Marketplace's monitoring system should identify and address high risk issues that are specific to the member's sourcing practices, specifically production in China. Fair Wear provides policies and country-specific requirements to member companies. Priorities in remediation efforts are guided by these policies. - partly addressed

5 Appreciation chapter

5.1 Member company publicly responded to problems/allegations raised by consumers, the media, or NGOs.: Not applicable

5.2 Member company actively participated in lobby and advocacy efforts to facilitate an enabling environment in production clusters.: Not applicable

5.3 Member company actively contributed to industry outreach, visibility, and learning in its main selling markets.: Not applicable

Recommendations to Fair Wear

Selective Marketplace recommends Fair Wear to provide training to other departments at the brands, such as sourcing departments. Furthermore, Selective Marketplace would appreciate more guidance regarding living wage estimates from Fair Wear.

Brand Performance Check details

Date of Brand Performance Check: **20-06-2023**
Conducted by: **Paula de Beer**
Interviews with: Luke Dashper- Managing Director
Liene Kazaka- Ethics and Sustainability Manager
Pallika Sood- Product Developer
Olivia Sage- Product Developer
Louise Cheng- Senior Merchandiser
Holly Rodwell- Merchandiser
Paul Banner- Import Export Manager