Brand Performance Check

Stanley and Stella S.A.

Publication date: March 2026

This report covers the evaluation period 01-01-2024 to 31-12-2024

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: 170
Possible score: 202
Benchmarking Score: 84
Performance Benchmarking Category: Leader



Foundational system's criteria	Sourcing strategy	Identifying continuous human rights risks	Responsible purchasing practices	Quality and coherence of prevention and remediation system	Improvement and prevention	Communication, transparency and evaluation
100%	94%	87%	77%	93%	73%	91%

Summary:

Stanley and Stella has shown advanced results on performance indicators and has made exceptional progress. With a total benchmarking score of 84, the member is placed in the Leader category.

Stanley and Stella has a sourcing strategy focused on maintaining long-term relationships with its main suppliers. The brand conducts comprehensive risk assessments covering country, sector, product, sourcing model, and business model risks. In Bangladesh, this includes monitoring elevated risks due to political unrest, such as non-payment of wages, overtime, and health and safety issues. At the factory level, the brand systematically identifies human rights risks and links them to specific action plans that incorporate worker and stakeholder feedback. Its local offices in sourcing countries enable continuous HRDD monitoring and implementation at production sites.

In 2024, the brand added three new suppliers in Bangladesh and one in China. All new suppliers were enrolled in Fair Wear's training to increase workers' awareness of their rights, including freedom of association.

Stanley and Stella sources from Bangladesh and China. In Bangladesh, the brand sources from 13 production locations, accounting for 99% of its FOB, and has not signed the International Accord. All factories—except one, as it falls outside scope—are covered by the Ready-Made Garments Sustainability Council (RSC). At the factory not covered by the RSC, the brand conducts third-party audits to evaluate safety conditions. In its new supplier contractual framework, the brand explicitly states that its buying prices must also cover the costs of implementing safety measures in its factories; however, this framework has not yet been signed by suppliers. The brand is also in contact with other brands that are signatories to the Accord at shared factories to gain more insight into CAP follow-up and remediation activities.

Stanley and Stella has detailed knowledge of the labour costs embedded in its prices, and labour costs are non-negotiable in price setting. The brand analysed the gap between current wage levels and living wage standards. Based on this analysis, it has developed a roadmap to raise wages across production locations and has selected a supplier in Bangladesh where it will pilot its approach in the coming financial years.

To address overtime issues, the brand has set up an overtime check at factory level. Quality assurance officers track working hours at each factory and immediately follow up on any cases of excessive overtime. Through its production planning, the brand also aims to reduce excessive overtime—for example, by being flexible with lead times when delays occur and by working with a high share of repeat orders, which increases efficiency.

Fair Wear recommends that the brand begin implementing its living wage project and pay its share of the living wage at the selected supplier. The brand should also investigate how its suppliers in Bangladesh factor fire, structural, and electrical safety costs into their FOB prices.

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 Stanley and Stella S.A.

Member company information

Member since: 15 Dec 2011
Product types: Apparel, Accessories and Bags and luggage
Percentage of turnover of external brands resold 0%
Member of other MSI's/Organisations GOTS, Peta, OEKOTEX and Textile Exchange
Number of grievances received last financial year 4

Basic requirements

Definitive production location data has been submitted for the financial year under review? Yes
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
Bangladesh	13	99%
China	2	1%

Layer 1 Foundational system's criteria

Possible Points: 8
Earned Points: 8

1.1 Member company has a publicly shared Human Rights Due Diligence policy that has been adopted by top management.: Yes

Comment: Stanley and Stella has a solid Human Rights Due Diligence policy in place and has published it on its website.

1.2 All member company staff are made aware of Fair Wear's membership requirements, in particular the Fair Wear's HRDD policy and Fair Wear's Code of Labour Practices.: Yes

1.3 All staff who have direct contact with suppliers are trained to support the implementation of Fair Wear requirements, in particular the Fair Wear's HRDD policy and Fair Wear's Code of Labour Practices.: Yes

1.4 A specific staff person(s) is designated to follow up on problems identified by the monitoring system, including grievance 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: Stanley and Stella discloses 100% 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: Stanley and Stella discloses 100% 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: 78

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.	Advanced	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.	6	6	0

Comment: Stanley and Stella has a sourcing strategy addressing influencing labour conditions. The brand is in the process of formalising this sourcing strategy into a written-down policy. However, the principles of its sourcing strategy are known and implemented throughout the company.

The member sources from 15 active suppliers. In the financial year under review, 79% of its production volume originated from suppliers where the member holds at least 10% leverage, while 7% of the volume came from suppliers where Stanley and Stella purchased less than 2% of its total FOB. Compared to the previous financial year, the member added additional tail-end suppliers due to the bankruptcy of one of its main suppliers, which required reallocating orders to existing suppliers as well as onboarding new suppliers to meet capacity needs.

Stanley and Stella's sourcing strategy explicitly focuses on increasing influence through consolidation and active cooperation with other clients. At the same time, the brand is expanding its business, which necessitates the addition of new suppliers.

Recommendation: Stanley and Stella should formalise its sourcing strategy by combining several documents into one formal strategy. In addition, Fair Wear recommends Stanley and Stella to determine whether suppliers where it buys less than 2% of its FOB are strategically relevant.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.2 Member company's sourcing strategy is focused on building long-term relationships.	Advanced	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.	6	6	0

Comment: Stanley and Stella has a sourcing strategy that focuses on maintaining long-term relationships.

37% of the member's total FOB volume comes from suppliers with whom Stanley and Stella has a business relationship for at least five years. Compared to the previous financial year, the member added four new suppliers to cover the brand's production capacity.

The member has long-term contracts with all its suppliers. In the financial year under review, the contract did not specify an end date. The new contract—yet to be signed by the suppliers—has a duration of three years, with the possibility of extension unless otherwise agreed by the parties.

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.	Intermediate	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.	4	6	-2

Comment: Stanley and Stella conducts risk scoping and includes all relevant risk factors, including country, sector, product-level, sourcing model, and business model risks. For each sourcing country, the brand has assessed potential harms across all OECD sector risks, including the eight labour standards, rating them as low, medium, or high. These sector risks are also evaluated in the context of the brand's production processes in those countries.

The brand bases its assessments on desk research, drawing from multiple sources such as international indices, reports, and resources from organisations like Fair Wear. Input from workers, suppliers, and stakeholders is incorporated through information from Fair Wear country profiles and onsite assessments. In addition, the brand's local teams provide feedback on the risk scoping to ensure accuracy of the scoring. In Bangladesh, the brand included risks related to the payment of a living wage, excessive working hours, and health and safety issues. In China, key risks such as forced labour, excessive working hours, and restrictions on freedom of association were flagged as high. In both sourcing countries, the risks of gender discrimination and gender-based violence are assessed; however, the brand has yet to incorporate a more comprehensive gender lens across all other labour standards in its risk scoping.

The member adjusts its sourcing strategy based on the outcome of the risk scoping. Specifically, the brand is looking to expand its sourcing countries to avoid being overly dependent on only two countries. The decision to pursue certain countries over others is based on the risks identified through the pre-sourcing risk scoping exercise for each country, as well as other business considerations.

While freedom of association (FoA) risks are included in the risk scoping, the brand's sourcing strategy does not prioritise countries where workers can freely form or join trade unions or bargain collectively. According to the brand, this is because FoA-related challenges exist across all of their potential sourcing countries.

Recommendation: Fair Wear strongly recommends Stanley and Stella 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.	Advanced	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.	4	4	0

Comment: It is the standard process for Stanley and Stella to inform new suppliers about its HRDD policy, Code of Conduct, and Fair Wear membership by sharing these documents before the contract is signed and the first production order is placed. This process was followed for all four suppliers added last year.

In addition, the local teams in Bangladesh and China visit the factory several times to assess its sustainability and human rights performance, and to engage in dialogue on how the factory and Stanley and Stella can cooperate on these topics.

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.	Advanced	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.	6	6	0

Comment: Stanley and Stella collects human rights information on potential new suppliers by asking them to complete Fair Wear's self-assessment questionnaire on the Code of Labour Practices, by gathering existing audits where available, and by commissioning an initial lighter audit covering the eight fundamental labour rights.
If the results are acceptable and the supplier shows commitment to sustainability, the brand then commissions a full audit. Based on the findings, the sustainability team advises the sourcing department to proceed, proceed with reserve, or reject the prospective supplier. In some cases, the brand works with the supplier on the corrective action plan (CAP) while placing an order at the same time, or it requests the supplier to implement remediation based on the CAP and only places its first order after remediation is completed. The brand collects workers' input through Fair Wear factory assessments which include both onsite and offsite worker interviews.
The brand followed this process for all new suppliers. Stanley and Stella onboarded three new supplier in Bangladesh and checked if they were part of the International Accord and the remediation status on the RSC website before placing the first purchasing order.

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

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.6 Member actively ensures awareness of the Fair Wear CoLP, the grievance mechanism, and social dialogue mechanisms within the first year of starting business.	Advanced	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.	6	6	0

Comment: Stanley and Stella has added four new suppliers (three in Bangladesh and one in China).

Stanley and Stella has shared information about Fair Wear's CoLP and the grievance mechanism within the first year of doing business. The Worker Information Sheet has been posted.

It is the standard process of Stanley and Stella to onboard factory management on the CoLP. After this is done by the brand's local teams, the factories are requested to inform workers about the CoLP and the Fair Wear hotline. Later on, but still within the first year of the business relationship, the member enrolled all its new suppliers in Fair Wear's onboarding sessions to raise awareness about the Fair Wear CoLP and the complaints helpline.

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 assess human rights risks in its production locations.	Intermediate	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.	4	6	0

Comment: Stanley and Stella has a systematic approach to assessing human rights risks in its supply chain and has assessed the risks for each production location. It has identified the appropriate tools and monitoring frequency per country. For example, in Bangladesh, the brand assesses human rights risks at its production locations through multiple monitoring tools: daily visits by quality control officers who monitor overtime through a daily overtime tracker; monthly visits by the sustainability operations team, who complete a monthly sustainability observation report; Fair Wear onsite assessments and third-party audits; a quarterly factory risk assessment through the Sustainability Audit Reports (SARs); and quarterly supplier evaluations through the Supplier Sustainability Scorecards (SSSs). Stanley and Stella applies the same monitoring tools in China, with the exception of the daily overtime tracker (in China, the brand collects working-hour reports for the workers of its production lines on a quarterly basis).

All factory-level risk information is captured in the brand's SARs. These reports assess risks of harm across all OECD sector risks. Each risk receives a severity score based on the country risk scoping and a likelihood score determined by factors such as factory self-assessment questionnaires, corrective action plan (CAP) results, audit findings, and root cause analyses. These scores are combined to create an overall factory-level risk assessment for every human rights risk. The resulting scores are then consolidated into an overall SAR score, which is reflected in the quarterly Supplier Sustainability Scorecards. This allows the brand to consistently evaluate and compare supplier performance across multiple metrics. In addition, based on this continuous monitoring and evaluation, Stanley and Stella drafts specific action plans for its factories, with clear timelines for implementation.

Regarding the Enhanced Human Rights Due Diligence Policy for fire, structural, and electrical safety in Bangladesh, Stanley and Stella, which sources from 13 production locations in the country, has not signed the International Accord. 12 of its factories are covered by the RMG Sustainability Council (RSC), and one factory falls outside the RSC's scope. For this factory, the brand conducts third-party audits to specifically monitor fire, structural, and electrical safety risks. The brand stays informed of RSC audit findings, commissions additional Fair Wear assessments, monitors RSC activities, and includes this information in its own monitoring reports. The brand has reached out to several other brands, including Fair Wear members that are active in the same factories and are signatories to the Accord, to explore collaboration on preventing, mitigating, and remediating safety risks.
In addition to placing audits, the brand has included in its new supplier contract (yet to be signed by suppliers) a commitment that Stanley and Stella will financially support factories in maintaining and improving their safety levels. The brand provides this support by asking suppliers to include these costs in the prices they present to Stanley and Stella. However, the brand cannot verify whether these costs are included, as suppliers do not provide detailed cost breakdowns.

Recommendation: Fair Wear strongly recommends that Stanley and Stella verify whether it financially contributes to the prevention and remediation actions in the factories in Bangladesh required to meet the RSC requirements.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.8 Member company's human rights due diligence process includes an assessment of freedom of association (FoA).	Advanced	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.	6	6	0

Comment: Stanley and Stella has mapped the risks to FoA in all its sourcing countries and can explain the main risks per country, including those affecting women workers. In Bangladesh, the brand identified that worker representation mechanisms are often ineffective or non-functional. In China, the brand acknowledges that FoA is highly restricted and complex. Stanley and Stella uses this information to understand the risks at its suppliers, and the member has supplier-level monitoring in place to assess and understand these risks. In particular, Stanley and Stella knows that worker representatives were elected in all its factories and collects the meeting minutes to evaluate whether the structures are functioning effectively and which topics are most relevant to workers. At the same time, there are no collective bargaining agreements at any of the factories from which the brand sources. In addition, the brand shared Fair Wear's supplier questionnaire on social dialogue with its suppliers to gather more data and further discuss this topic with factory managers.

In its quarterly Sustainability Audit Reports (SARs), the brand assesses the effectiveness of FoA and social dialogue structures within its suppliers against 15 indicators. It also evaluates the participation of women in worker representation. Additionally, in Bangladesh, the member systematically includes worker representatives and worker input in its monitoring and improvement plans. In China, the brand emphasises the importance of FoA during visits and by sharing relevant policies and guidance.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.9 Member company includes a gender analysis throughout its human rights risk identification, to foster a better understanding of gendered implications.	Intermediate	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.	4	6	0

Comment: Stanley and Stella has included gender in its human rights risk identification, focusing on the risks of discrimination and gender-based violence and harassment. The member demonstrated an understanding of the basic gender risks in its sourcing countries. For example, the brand is aware that in Bangladesh, women are overrepresented in sewing lines, while men hold most supervisory and management positions. In China, there is less gender segregation in job roles, with many women employed in HR and management positions.

Additionally, the brand collects gender-related data per factory, including the number of women in supervisory roles, the number of women participating in worker associations, the existence and effectiveness of anti-harassment committees, and the availability of career tracks for women supervisors within the factory. However, Stanley and Stella has not yet analysed these data nor drawn consequent improvement actions.

Recommendation: Fair Wear recommends that the member start analysing the gender data collected at the factory level and draft actions.

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.	Advanced	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.	4	4	0

Comment: Stanley and Stella has a strong and systematic evaluation system for assessing suppliers' human rights performance. This performance is reviewed quarterly through Supplier Sustainability Scorecards (SSS), which apply clear scoring criteria with different weights across various areas. The evaluation incorporates daily overtime monitoring reports, monthly sustainability observation reports, audits, and corrective action plans (CAPs). The SSS functions as a management tool to facilitate discussions between the operations and sustainability teams and to determine appropriate follow-up actions.

Stanley and Stella first prioritises working with suppliers to improve their performance, based on identified gaps. Only if sufficient progress is not achieved over time would the brand consider reducing business or planning a responsible exit. The evaluation outcomes have been shared with suppliers, and corrective actions based on the SSS results include clear timelines for implementation. The evaluation outcomes are not yet shared with workers' representatives.

Recommendation: Stanley and Stella is encouranged to share the supplier scorecards also with workers' represetatives.

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.	Advanced	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.	4	4	0

Comment: Stanley and Stella also has a policy on subcontracting, included in its Code of Conduct. Specifically, suppliers must inform the brand if they intend to use subcontractors and must obtain written authorisation. Stanley and Stella uses the outcomes of its human rights monitoring to respond to unauthorised subcontracting.

There is no evidence of missing first-tier locations or subcontractors in the database. The brand conducts extensive supply-chain mapping to monitor its production. Additionally, the member actively prevents unauthorised subcontracting. In Bangladesh, each supplier has an on-site quality assurance officer who monitors production and supplier capacity daily. In China, the brand's local employee regularly visits factories to conduct plausibility checks on supplier capacity.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.12 Member company extends its due diligence approach to homeworkers.	Advanced	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.	4	4	0

Comment: Stanley and Stella has identified whether homework is prevalent in its sourcing countries. According to the member there is a very low risk of homeworkers being used by its suppliers because all products the brand develops require heavy machinery. The brand monitors the risk of homeworkers in its suppliers through its regular on-site presence of its local team and the checking of employment records and factories' policy on homeworkers. Furthermore, audits have not identified homeworkers in Stanley and Stella's supply chain.

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: In the financial year 2024, Stanley and Stella used contracts with all suppliers with whom it had a direct business relationship. The member had agreements in the form of purchase orders, specifying the order quantity, lead times, that prices would be set through open costing to ensure labour costs were covered, and the payment terms. These contracts did not yet address shared responsibility between the brand and the supplier in implementing the CoLP and HRDD. However, the brand addressed these issues by drafting a new contract framework between 2024 and 2025, which will replace the previous terms and conditions of the purchase orders. This new contract framework is not yet signed by the suppliers and will be implemented in the upcoming financial years. As such, this will be evaluated during the next brand performance check period.

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

Recommendation: Stanley and Stella is advised to review its contracts together with suppliers.

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 its decision-making processes.	Advanced	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.	6	6	0

Comment: Within Stanley and Stella there is an active interchange of information between CSR and other departments to enable coherent and responsible business practices.
The member includes responsible business practices in job role competencies. For instance, in the job description of the Head of Global Sourcing, one of the responsibilities states, 'Monitoring economic criteria (price, time-to-market, min. quantities of order), you ensure that our high standards in terms of innovation, social compliance, and sustainability are met'.
The brands has not yet adopted KPIs supporting good sourcing and pricing strategies for its sourcing and purchasing staff.

Recommendation: Stanley and Stella could include responsible business practices in its job role competencies of sourcing and purchasing staff.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.15 Member company's purchasing practices support reasonable working hours.	Advanced	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.	6	6	0

Comment: At the beginning of each year, Stanley and Stella discuss capacity and order estimates for the coming year with its suppliers. Stanley and Stella applies fixed lead times as agreed in its contracts with its production locations. Any factory closures for public holidays are added to these lead times. Production lead times range from eight weeks when raw materials are available on-site to sixteen weeks if materials must be imported. For certain raw materials, Stanley and Stella maintains a buffer stock at the factory to shorten lead times.

According to supplier contracts, the brand provides a rolling forecast for the next six months. Orders are placed monthly, and each month Stanley and Stella reviews deviations between its forecasts and actual orders, reporting back to headquarters. If orders exceed forecasted quantities, the brand checks with the factory to confirm capacity and accepts extended lead times if necessary. In cases of delays, the brand is willing to accept longer lead times and, in some instances, covers air freight costs for raw materials.

Stanley and Stella primarily deals with Never Out of Stock items, maintaining sufficient stock levels to allow flexibility in case of production delays. For new product launches, the brand follows an extensive development process that can take up to 18 months. The supplier is involved in the product development process, and for launch orders, the brand sets a four-month lead time to give factories ample time to adjust. The product development team also travels to the factory, staying for 3-4 weeks to ensure a smooth transition for the new product.

In line with its Code of Conduct and the new supplier contract, which suppliers are required to sign, the brand does not permit overtime. In Bangladesh, the quality assurance team monitors any overtime through a daily overtime-tracking tool for its production line. If overtime or excessive overtime is identified, the brand immediately follows up with the supplier to reiterate that overtime is not permitted under the brand's Code of Conduct and to understand why workers had to work overtime. In China, the brand does not have an overtime tracker for its production line; however, Stanley and Stella requests the working hour reports from its suppliers on a quarterly basis.

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.	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, cost sheets including labour minutes.	6	6	0

Comment: Stanley and Stella has a good understanding of the wage levels at its suppliers and connects this understanding to its own buying prices, including the costs to improve safety in its factories in Bangladeh. To get insights into the labour component of its prices, the brand requires its factories to share the key cost elements. Together with a consultant, the brand then uses this information to calculate the labour minutes and labour costs. The calculation is afterwards shared with the factory to gather feedback. However, the brand cannot verify whether the safety costs are included, as suppliers do not provide detailed cost breakdowns.

Labour costs are non-negotiable in price setting, and Stanley and Stella include changes to the legal minimum wage or inflation in its buying prices.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.17 All sourcing intermediaries play an active role in upholding HRDD and Fair Wear's Code of Labour Practices and ensure transparency about where production takes place.	Intermediate	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.	2	4	0

Comment: Stanley and Stella uses one agent for one of its suppliers 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.

The agent negotiates the prices directly with the factory and then reports back to the brand. The agent pays the factory, as there is no direct business relationship between Stanley and Stella and the factory. The member is yet to require its intermediaries to uphold the purchasing practices outlined in the Common Framework of Responsible Purchasing Practices (CFRPP).

Recommendation: Stanley and Stella could require its intermediaries to uphold the purchasing practices mentioned in the CFRPP framework.

Layer 3 Prevention, mitigation and remediation

Possible Points: 90
Earned Points: 72

Indicators on the quality and coherence of a members' 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 risk prioritisation and creates subsequent action plans.	Advanced	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.	6	6	0

Comment: Based on the risk identification described in Layer Two, Stanley and Stella has linked factory-level risks to appropriate follow-up actions for factories covering 100% of FOB. The brand prioritises follow-up by first ensuring that each factory meets the mandatory requirements it has set. Once these are met, it focuses on the highest risks identified in the quarterly Sustainability Audit Report (SAR), where risks are assessed based on likelihood and severity scores. All actions include a root cause analysis, the specific tasks to be implemented, the person responsible for follow-up, and the timeline. These actions are shared with suppliers, who are requested to collaborate for their implementation. Based on a sample of actions, the brand has primarily focused on occupational health and safety—specifically fire and electrical risks in Bangladesh—on ensuring workers are aware of their rights and the Fair Wear grievance mechanism, reducing overtime, and ensuring the legal minimum wage is paid to all workers.

Stanley and Stella sources from 13 production locations in Bangladesh. The member has not signed the International Accord. 12 of these factories are covered by the RMG Sustainability Council (RSC), and one factory falls outside the RSC's scope. For this factory, Stanley and Stella uses a third-party auditor to assess fire and building safety. In Bangladesh, the brand follows up on all non-compliances identified by the RSC and integrates these findings into its risk identification and action plans outlined in the SAR. The brand also ensures that a remediation audit is always requested to verify improvements. In its quarterly supplier evaluation, the brand includes the number of open and remediated non-compliances identified by the RSC. Stanley and Stella actively engages with customers in its factories who are signatories to the Accord to collaborate on joint prevention, mitigation, and remediation efforts.

Recommendation: Fair Wear strongly recommends Stanley and Stella to become a signatory of the International Accord.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.2 Member company's action plans include a gender lens.	Intermediate	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.	4	6	0

Comment: As described under 2.9, the brand has included gender-specific risks in its risk identification and has collected gender-specific data for each factory. Based on the risks identified, the brand has defined specific actions, such as providing training on female leadership, ensuring that anti-harassment committees are established in accordance with local law, conducting gender mapping at its factories, and sharing digital surveys among workers on various topics with the option for workers to indicate their gender. This should provide more insight into what the worker population perceives as most urgent. Among other actions, the brand requested that one of its factories maintain a candidate list of women interested in becoming supervisors to provide them with skills training.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.3 Member company's action plans include steps to encourage freedom of association and effective social dialogue.	Advanced	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.	6	6	0

Comment: Stanley and Stella included comprehensive steps to encourage FoA and effective social dialogue in most of its action plans. During monthly observation checks, the brand regularly verifies that worker representation and social dialogue mechanisms are functioning effectively by reviewing meeting minutes, training reports, and the clarity of processes, roles, and responsibilities. If issues are identified, the brand ensures that training is organised. In addition, the brand shared Fair Wear's supplier questionnaire on social dialogue with its suppliers to gather more data and further discuss this topic with factory managers.
In China, where FoA is more restricted, the brand wanted to establish anti-harassment committees, similar to those in Bangladesh, to address workers' complaints. However, the brand encountered resistance from the factories. Stanley and Stella is aware that none of its factories have collective bargaining agreements.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.4 Member company actively supports a factory-level grievance mechanism.	Advanced	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.	6	6	0

Comment: Stanley and Stella actively supports and monitors the effectiveness of factory-level grievance mechanisms. These mechanisms are assessed at the start of the business relationship and then monitored systematically throughout the year in the quarterly SAR. Their effectiveness is evaluated by reviewing the factory's grievance policy, confirming that grievance channels are clearly communicated, consulting with workers and their representatives, and examining the grievance registry to assess the number of grievances filed and resolved. If a mechanism is found to be ineffective, the brand provides support by organising training. The effectiveness of the internal grievance mechanism is also a criterion in the quarterly supplier evaluation.

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.	Advanced	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.	6	6	0

Comment: Stanley and Stella cooperates with other Fair Wear members and other brands at its shared suppliers, responding to CAPs and complaints. In addition, the brand collaborates with these brands on other topics, such as strategies and examples on how to pay living wages.
Regarding the Enhanced Human Rights Due Diligence Policy for fire, structural, and electrical safety in Bangladesh, the brand demonstrated that it reached out to Fair Wear members and other brands that are signatories to the International Accord to keep itself informed about the latest status of CAP findings and remediation. However, no specific joint actions have been adopted yet.

Indicators on implementation: improvement and prevention

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.6 Degree of verified actions.	92%	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.	6	6	-2

Comment: During the performance check, Stanley and Stella demonstrated that they had followed up on 92% of all outstanding actions across the three assessment reports. These actions are linked to the CAPs of full assessments conducted in the previous financial year. Most resolved actions relate to health and safety, excessive overtime, accessibility of the factory-level grievance mechanism, workers' awareness of wage calculations, discrimination and performance reviews, and ensuring workers receive formal employment contracts. Actions still outstanding concern living wages, ensuring women have equal access to supervisory roles, and ensuring that dismissals follow the correct legal procedure.

The CAP issues that remain open are more complex or structural in nature and therefore require additional time to remediate.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.7 Degree of progress towards implementation of prevention programme.	Intermediate 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.	4	6	-2

Comment: Stanley and Stella follows a standard process for identifying the root causes of all CAP issues arising from audits, as well as for risks identified in the SAR. These root causes are discussed with suppliers, and preventive steps are jointly defined. For example, the brand identified that findings on occupational health and safety often stem from low awareness among suppliers; similarly, low awareness of workers' rights is commonly observed at the beginning of a new business relationship, as workers have not yet been trained on the CoLPs. The brand has already implemented some actions to address the identified root causes.

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 action plan is needed.	No factories in the respective risk profile	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.	N/A	6	0

Comment: Stanley and Stella does not have suppliers where action plans are not needed.

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, three out of three onsite assessment reports mentioned excessive overtime. Stanley and Stella analysed the root causes of these findings, identifying factors such as poor communication between production departments and management, higher overtime allowances permitted by the Bangladeshi government compared to the brand's own standards, and poor production planning by other customers.
To address these root causes, the brand provides longer lead times to its suppliers and discusses the issue directly with factory management, making clear that overtime—and especially excessive overtime—is not in line with the brand's Code of Conduct and Fair Wear's requirements. In Bangladesh, the brand has an overtime tracker for all its production lines, which is checked by Stanley and Stella's local team. If overtime is found, the brand immediately follows up with the supplier to discuss the reasons behind it. In China, the brand does not have an overtime tracker but receives the working-hour reports of workers at its production lines every quarter and analyses the data.

Recommendation: Fair Wear recommends cooperating with other customers at the factory to increase leverage when mitigating excessive overtime.

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.	Advanced	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.	4	4	-2

Comment: In the previous year, three out of three audits included findings regarding non-payment of the legal minimum wage and legally required wage elements. In some cases, workers were not paid the overtime bonus, did not receive legally required allowances, or did not receive statutory leave. Stanley and Stella responded immediately to these findings by drafting a remediation plan with the suppliers. During the Brand Performance Check, the brand was able to show evidence that most of the findings were properly addressed and resolved; however, some findings are still to be resolved, although the brand addressed them in a timely manner.

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

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.	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.	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.	4	6	0

Comment: Stanley and Stella has an overview of the wage levels at its suppliers and discusses the topic of wages with 100% of its suppliers. The brand has conducted a thorough root-cause analysis to understand why wages at its suppliers remain below a living wage. Identified root causes include factory management's concerns about competitiveness, high inflation rates, the need for involvement from other buyers, and limited governmental support.

Stanley and Stella analysed the gap between current wage levels and living-wage standards for one of its suppliers in Bangladesh, where the brand intends to pilot its living-wage project.

Additionally, the brand has reached out to other buyers to collaborate on working towards living wages and to exchange approaches related to living-wage implementation.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.12 Member company determines and finances wage increases.	Intermediate	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.	4	6	0

Comment: Stanley and Stella has begun addressing the topic of living wages internally by deciding to adopt a long-term living-wage strategy and selecting a factory in Bangladesh where it will start a living-wage pilot. The brand selected this factory because the supplier is committed to the project and they are currently discussing the most appropriate approach to paying a living wage to workers. As part of this pilot, the brand and the supplier selected the Global Living Wage Coalition benchmark. According to Stanley and Stella's living wage strategy, the brand will finance the resulting cost increases by reducing its own margin.

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.	0%	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.	0	6	0

Comment: As mentioned in the previous two indicators, the brand drafted a living wage strategy and selected a supplier to pilot its living wage project. However, in the financial year 2024, Stanley and Stella did not yet contribute to higher wages at any of its production locations.

Requirement: Stanley and Stella is expected to begin setting a target wage for its production locations.

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

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's Access to Remedy Policy.	Advanced	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.	4	4	-2

Comment: Stanley and Stella received four complaints in the past financial year. These complaints were related to Fair Wear CoLPs: 'living wages', 'reasonable working hours', 'legally binding employment relationships', and 'no discrimination'.

The brand actively addressed each complaint following Fair Wear's Complaints Procedure. Upon receiving a grievance, Stanley and Stella communicated it to the factory to obtain their response and conducted a root-cause analysis. From there, the brand collaborated with factory management, worker representatives, and other sourcing brands to resolve the issue. Outcomes from each complaint are documented in the factory's Sustainable Audit Report (SAR) and are reviewed quarterly. All complaints are resolved and published on Fair Wear's website.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.15 Degree to which member company implements training to address the risks identified.	Intermediate	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.	4	6	0

Comment: Stanley and Stella has some CAP findings where training is a recommended follow-up action. The member has enrolled five of its suppliers with findings on limited worker awareness of the CoLPs in the following training module: Fair Wear Onboarding Training for Suppliers and Workers.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.16 Degree to which member company follows up after a training programme.	Advanced	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.	6	6	0

Comment: Stanley and Stella followed up on all training results by reviewing the training reports together with factory management and gathering feedback from both management and worker representatives. In addition, the brand followed up on the training recommendations and adjusted its risk assessments and factory action plans accordingly. As an example of follow-up, during one training, workers expressed that the heat in the factory was too high, and the brand discussed the matter with the factory and jointly developed a concrete roadmap of actions to reduce it. Furthermore, the sustainability team shared the training reports with the operations team whenever workers indicated that they were unable to attend the training—or attend the full session—due to production pressure.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.17 The member company's human rights due diligence system includes a responsible exit strategy.	Intermediate	Withdrawing from a non-compliant supplier should only be the last resort when no more impact can be gained from other strategies. Fair Wear members must follow the steps as laid out in the responsible exit strategy.	Exit strategy policy, examples of supplier communications.	2	4	0

Comment: Stanley and Stella's human rights due diligence system includes a responsible exit strategy, which is embedded in the brand's HRDD policy. In the previous financial year, one factory in Bangladesh went bankrupt. The brand pre-paid some orders to help the supplier maintain cash flow to continue operations and pay workers; however, the factory ultimately had to close. According to Stanley and Stella, the brand requested evidence of the payment of severance to workers, but there was no cooperation on the supplier's side.
While the brand's HRDD policy is shared with suppliers, Stanley and Stella does not yet engage in a dialogue on this topic with its suppliers.

Recommendation: Stanley and Stella could discuss the responsible exit strategy with its suppliers, for instance as part of its supplier evaluation.

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.	Basic	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.	2	6	0

Comment: Stanley and Stella undertakes activities related to human rights that go beyond Fair Wear's scope. The brand has conducted a thorough mapping of its supply chain and developed an onboarding process for all partners. Additionally, it performs country risk assessments for deeper supply chain tiers. In Tier 2, the brand regularly visits facilities and conducts monthly sustainability observation reports. However, the brand has not yet implemented any remediation and preventive activities in the deeper tiers.

Layer 4 External communication, outreach, learning, and evaluation

Possible Points: 22
Earned Points: 20

Indicators related to communication

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
4.1 Member company actively communicates about Fair Wear membership.	Advanced	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.	4	4	0

Comment: Stanley and Stella communicates accurately about Fair Wear membership on its website. The member also uses other channels (e.g., social media, on-garment lable etc.) to inform customers and stakeholders about Fair Wear membership. By communicating about Fair Wear and Stanley and Stella's HRDD efforts on its website, its garments and on its social media, Stanley and Stella actively spreads the Fair Wear message.

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).	No reselling of external brands	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.	N/A	4	0

Comment: Stanley and Stella does not sells external brands.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
4.3 Human rights due diligence reporting 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: Stanley and Stella has submitted its social report, which Fair Wear reviewed. Stanley and Stella 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.	Advanced	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.	4	4	0

Comment: Stanley and Stella published its social report—which includes factory-level data and remediation results—on its website. The factory-level information presented covers the full supply chain, including raw material suppliers, although the names of the factories are not disclosed. It also includes country risk scoping and factory risk assessments, such as audit findings, action plans, and remediation efforts.
Next to that, Stanley and Stella published a list of all grievances received through Fair Wear's hotline, specifying the nature of each complaint, the remediation status, and whether the brand collaborated with other Fair Wear brands in addressing them.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
4.5 Member company has a system to track implementation and validate results.	Advanced	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.	6	6	0

Comment: Stanley and Stella has a system to track progress and check if implemented measures have been effective in preventing and remediating human rights violations. The performance of the overall supply chain is evaluated quarterly between the CSR team and the suppliers using the Supplier Sustainability Scorecards (SSSs). Additionally, following the Brand Performance Check, a social action plan is developed and used throughout the year to monitor the brand's own progress. Lastly, top management and operations teams annually review the overall sustainability performance of the brand. In its evaluation system, the member includes triangulated information from external sources, such as Fair Wear assessment reports and supplier and worker representative feedback.

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 the following requirements:

'Stanley and Stella must adhere to the requirements of the 'Enhanced Human Rights Due Diligence Policy for fire, structural and electrical safety in Bangladesh' in its due diligence process. In accordance with the policy, the member must be able to demonstrate collaboration on prevention, mitigation and remediation with the signatories of the International Accord, as well as proof of actual (financial) contribution to what is required from the RSC activities for all its production locations in Bangladesh.'

'Members who are sourcing in Bangladesh and are not signatories of the International Accord must demonstrate proof of (financial) contribution to preventive, mitigative and remediating actions.'

'Stanley and Stella should analyse what is needed to increase wages and develop a strategy to finance the costs of wage increases.'

'Stanley and Stella is required to show that discussions and plans for wage increases have resulted in the payment of a target wage.'

Stanley and Stella followed up on three of the four requirements. While the brand has worked on a living wage strategy (3.13), Stanley and Stella has not yet been able to demonstrate that its living wage roadmap has resulted in workers actually receiving a living wage.

Recommendation: Stanley and Stella is strongly recommended to implement its living wage roadmap.

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.: Yes

Comments: Stanley and Stella actively participated in labour and advocacy efforts in both the EU and Bangladesh. These include, for example, advocacy efforts on the implementation of the the due diligence legislation in Europe; meeting with suppliers' representatives (BGMEA) and RSC sustainability council in Bangladesh.

5.3 Member company actively contributed to industry outreach, visibility, and learning in its main selling markets.: Yes

Comments: Stanley and Stella actively contribute to industry outreach by contributing to several events as a speaker on Due Diligence and Human Rights.

Recommendations to Fair Wear

Stanley and Stella recommends the following to Fair Wear:

To support brands' sourcing decisions, the brand recommends that Fair Wear develop a comparison mechanism for countries' human rights risk levels in the Member Hub.
To improve the Member Hub dashboard by making it more visual and ensuring it contains the crucial information the brand needs for its day-to-day supply chain management work and balk upload documents
To add the possibility to include root cause analysis per risk directly in the Member Hub, instead of requiring brands to create an action specifically for analysing root causes.
To ensure that communication between Fair Wear HQ and local staff is fully aligned.

In addition, Stanley and Stella expressed appreciation for the visit of Fair Wear's Executive Director to its headquarters and feels well supported by its Human Rights and Business Advisor.

Brand Performance Check details

Date of Brand Performance Check: **11-02-2026**
Conducted by: **Gemma Giammattei**
Interviews with: Céline Charveron – Sustainability Ambassador – Social
Jahin Rahat Khan – Senior Sustainability Officer
Jean Chamber – CEO
Matthew Ma – China Operations Manager
Md. Abdulla Al Rumi – BLO Country Manager
Michel Hublet – Head of Sustainability
Moinul Hossan – Pricing, Sourcing & Product Development Manager – BLO
Sharif Nehal – Sustainability Manager / BLO
Zayadul Ismal – Quotation & Sourcing Merchandiser