Brand Performance Check

Bel&Bo-Fabrimode NV

Publication date: May 2026

This report covers the evaluation period 01-02-2025 to 31-01-2026

About the Brand Performance Check

Fair Wear's Brand Performance Check is a tool to annually evaluate and publicly report on the Human Rights Due Diligence (HRDD) efforts of the companies for which Fair Wear facilitates the implementation of HRDD. These efforts are assessed based on the standard that Fair Wear sets, which in turn is based on the OECD guidelines for business and human rights in the garment and footwear sector.

For the Brand Performance Check, Fair Wear focuses on the assembly stage of garment and textile production (i.e., Cut-Make-Trim factories and their supporting processes). Importantly, this focus does not entail a direct assessment of factories, but serves to evaluate how Fair Wear's affiliated companies translate their HRDD commitments into concrete practices and outcomes at factory level, vis-à-vis their suppliers.

During a Brand Performance Check, Fair Wear evaluates to what extent companies have integrated human rights due diligence into their core business practices and evaluates to what extent the practices of member companies support the Fair Wear Code of Labour Practices (CoLP) by scoring companies against a set of indicators. Based on this process, each company is assigned a benchmarking score and a corresponding category: Leader, Good or Needs Improvement. Each Brand Performance Check report is published online for transparency and accountability. Through these reports, Fair Wear member brands demonstrate the changes that are possible. For more information on the scope and indicators of the Brand Performance Check, please see the Brand Performance Check Guide.

Based on their Brand Performance Check, brands are placed into a category that corresponds with their performance. Categories are calculated based on a combination of benchmarking scores. The specific requirements for each category are outlined in the Brand Performance Check Guide. The categories are as follows:

Performance Check categories:

Leader:

The **Leader** score signifies that a company has scored exceptionally well on the Brand Performance Check indicators. It could show it has comprehensive processes in place for Human Rights Due Diligence and made strong, demonstrable efforts to engage in prevention and remediation of (potential) harms.

Good:

The **Good** score signifies that a company has scored well on the Brand Performance Check indicators. It could show it has appropriate processes in place for Human Rights Due Diligence and made demonstrable efforts to engage in prevention and remediation of (potential) harms.

Needs Improvement:

The **Needs Improvement** score signifies that a company has not been able to demonstrate sufficient evidence of improvement on requirements from the previous Brand Performance Check or that it has not yet demonstrated sufficient efforts on the overall Brand Performance Check indicators.

Disclaimer:

Brands receiving a Brand Performance Check have committed to work in accordance with Fair Wear's policies based on international standards, such as the UNGP's and the OECD Guidance for Responsible Supply Chains in the Garment and Footwear Sector, with the goal of achieving a positive impact on the working conditions in their supply chains.

The Fair Wear Brand Performance Check measures the results of the efforts of an affiliated brand to respect human rights and to carry out human rights due diligence (HRDD). HRDD is the process through which companies can identify, prevent, mitigate and address their actual and potential adverse impacts throughout their supply chains. The efforts are measured against a set of indicators developed by Fair Wear and publicly available on the Fair Wear website.

The statuses -Leader, Good, Needs Improvement- are granted according to calculated levels of achievement in the system. It does not compare the efforts and achievements of the affiliated brands against other non-affiliated brands.

Scoring overview

Total score: 100
Possible score: 198
Benchmarking Score: 51
Performance Benchmarking Category: Good



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
88%	59%	53%	62%	40%	43%	56%

Summary:

Bel&Bo has shown progress and met most of Fair Wear's performance requirements. With a total benchmarking score of 51, the member is placed in the Good category.

This Brand Performance Check report includes Bel&Bo-Fabrimode NV's (Bel&Bo) financial years 2024/2025 and 2025/2026.

The member brand has 127 active suppliers. Bel&Bo's main sourcing country is Bangladesh, and the member company has signed the International Accord. Bel&Bo's second and third largest sourcing countries are India and China. Bel&Bo's sourcing strategy is committed to long-term relationships and consolidating its supplier base. The member brand does not yet commit to long-term contracts. Bel&Bo is recommended to increase collaboration with other member brands and customers to prevent, mitigate and remediate human rights violations at production locations.

In 2025, Bel&Bo introduced a new factory risk tool, mapping suppliers according to social supply chain risk and commercial relevance criteria. The member brand conducts risk scoping on the country level, sourcing model and product level. Business model risks are not yet included. The risk scoping does not systematically include all eight labour standards. The member also conducts a risk assessment for all its suppliers. The member brand began incorporating a gender lens into its risk assessment and scoping. Using its factory risk tool, the member brand evaluates suppliers' human rights performance twice a year and considers the outcomes in its purchasing decisions.

Bel&Bo has action plans for all suppliers. The action plans are based on the supplier's score from the factory risk tool. This means the action plans do not always match the supplier's risk profile. The member brand could demonstrate with a sample that more than half of the Corrective Action Plans (CAP) issues requiring improvement actions have been followed up on and verified, and that 16% of findings were validated and solved within the set timeframe. While the member brand is an International Accord signatory, it has not yet used the outcomes of RSC assessments for its supplier risk assessment, and has not yet collaborated on joint remediation, mitigation and prevention. However, the member brand collaborates with other Fair Wear member brands on remediation.

In the previous two financial years, a total of one finding related to non-payment of legally mandated wage components has been identified across Bel&Bo's factories. The member brand worked on a shared CAP with another member brand, but still needs to validate the finding as resolved. Additionally, five grievances related to non-payment of legal minimum wage or legally required wage elements. Four of the five grievances occurred at one of the member brand's Indian suppliers. Bel&Bo responded immediately to these findings by actively supporting the grievance investigation and talking to factory management. All grievants received their outstanding payments, and the grievance cases were closed. The fifth grievance occurred at a supplier in Bangladesh, where another Fair Wear member brand with higher leverage took the lead. The grievance case was closed as well. The member brand also organised a Fair Price app training at one of its main suppliers in India to gain a better understanding of the fact-based costing methodology and as a first step in their attempts to increase prices to pay the share of a Living Wage. The member brand is recommended to further deepen its understanding of the root causes of wages below living wages.

Company Profile Bel&Bo-Fabrimode NV

Member company information

Member since: 1 Jan 2015
Product types: Apparel
Member of other MSI's/Organisations International Accord - Bangladesh
Number of grievances received last financial year 11

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	23	39%
India	18	26%
China	72	21%
Türkiye	6	5%
France	5	3%
Morocco	2	2%
Tunisia	3	2%
Romania	1	2%
Malaysia	1	0%
Italy	1	0%

Layer 1 Foundational system's criteria

Possible Points: 8
Earned Points: 7

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

Comment: Bel&Bo has a Human Rights Due Diligence (HRDD) policy, but some elements need improvement, such as implementing a gender lens, Freedom of Association, collaborations with other customers and Meaningful Stakeholder Engagement. The policy does not yet include a stronger commitment to shared responsibility for HRDD between the member brand and its suppliers and describe the member brand's HRDD process in more detail. Bel&Bo has published its Human Rights Due Diligence policy.

Requirement: Bel&Bo needs to improve its Human Rights Due Diligence policy, to ensure better alignment with the OECD guidelines.

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

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

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

Comment: In the financial year 2025/2026, the Fair Wear communication Guidelines are not applicable for consumer-facing communication due to changes in the policy related to the Empowerment of Consumer Directive (EU 2024/825). Therefore, this indicator is not applicable.

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

Possible Points: 90
Earned Points: 52

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.	Intermediate	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.	4	6	0

Comment: Bel&Bo has a sourcing strategy addressing influencing labour conditions. The member has 127 active suppliers. 30% of the production volume comes from suppliers where the member has at least 10% leverage. 46% of the production volume comes from suppliers that account for less than 2% of Bel&Bo's total FOB. This is comparable to the previous year. Bel&Bo's sourcing strategy explicitly focuses on increasing influence through consolidation. The member brands' sourcing strategy does not explicitly focus on influence through collaboration with other buyers.

Recommendation: Bel&Bo 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: Bel&Bo has a sourcing strategy that focuses on maintaining long-term relationships. 86% of the member's total FOB volume comes from suppliers with whom Bel&Bo has a business relationship for at least five years. The member has not yet committed to long-term contracts.

Recommendation: Fair Wear recommends Bel&Bo to commit to long-term 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: Bel&Bo conducts risk scoping and includes sector and country-level risks. The member brand has not yet systematically included all eight labour standards for all sourcing countries. For example, the labour standard 'No Child Labour' has been included only in the member brand's risk scoping for China and Türkiye. To assess country-level risks, the member brand uses Fair Wear country risk information and Worldwide Governance Indicators. Based on the World Governance Indicator and Fair Wear country information, the member brand calculates a risk score for each country. In the overall risk score per factory, the country risk score is weighted at 20%.
Bel&Bo includes sourcing model and product risks in its risk scoping. The member brand has not yet included the business model risk factor in its risk scoping.
Bel&Bo introduced a new factory risk-scoping tool in 2025. The tool was tested out with several suppliers and the member brand's buying team before implementation. The included information is reassessed every six months or updated in case of any updates or news in the specific country.
Where the member brand uses information from Fair Wear's country profile, it has assessed the impact and prevalence of the risks in the Fair Wear risk scoping tool and has done so correctly. For example, the member brand has identified occupational safety and health as a high risk for Bangladesh, and violations related to Freedom of Association as a high risk for China. However, risk prioritisation is not included in the member brand's factory risk-scoping tool, where it keeps the main overview of its risk scoping.
The risk scoping includes a gender lens. The member particularly looks at issues related to (living) wages, sexual violence and harassement and discrimination. Input from workers, suppliers, and stakeholders is included in the risk scoping by using country risk information from Fair Wear's country risk profiles.
While consolidating its supply chain, to date, Bel&Bo's sourcing strategy does not mention a preference for countries where workers can freely form or join a trade union and/or bargain collectively.

Requirement: Bel&Bo must include all labour standards in its risk scoping.

Recommendation: Fair Wear recommends Bel&Bo to include all risk factors in its risk scoping. Fair Wear strongly recommends Bel&Bo 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 Bel&Bo to inform new suppliers about its HRDD policy and Fair Wear membership by sharing information through their onboarding process. The onboarding process includes sharing its Code of Conduct, including its Responsible Business Conduct policy, Unauthorised Subcontracting policy and Responsible Exit Policy. It also includes the supplier self-assessment questionnaire, worker information sheets, and information on the transparency pledge. This process has been followed for all 14 suppliers added in the last two financial years. The member brand discusses suppliers' questions during on-site visits.

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.	Intermediate	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.	4	6	0

Comment: Bel&Bo collects human rights information of potential new suppliers by collecting self-assessments, existing external assessment reports, proof that the Worker Information Sheets have been posted and confirming the supplier agrees with its Code of Conduct. Moreover, the member brand collects information on the number of grievances submitted through a factory's internal grievance mechanism.
The member adjusts sourcing decisions based on this information. With the collected information, (potential) new suppliers are positioned within the factory risk tool matrix. If a supplier's social risk level is high, but the commercial relevance is not, the supplier will not be onboarded. When onboarding suppliers in Bangladesh, the member brand only onboards suppliers covered by the Ready-Made-Garment Sustainability Council (RSC) but does not consider a supplier's remediation status on the RSC website. The member brand does not collect information from workers or stakeholders to inform the sourcing decision. The member brand'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. Fair Wear recommends Bel&Bo to further investigate whether an operational grievance mechanism exists and is functional. Fair Wear strongly recommends Bel&Bo to privilege suppliers 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
2.6 Member actively ensures awareness of the Fair Wear CoLP, the grievance mechanism, and social dialogue mechanisms within the first year of starting business.	Intermediate	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.	4	6	0

Comment: Bel&Bo has added 14 new suppliers in the last two financial years. The member brand 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. Bel&Bo organised onboarding sessions for workers and the management of one of its new suppliers. The member organised these sessions to raise awareness about the Fair Wear CoLP and the grievance mechanism. The onboarding session included discussions to raise awareness about social dialogue.

Recommendation: Bel&Bo is recommended to organise onboarding sessions specifically focusing on the CoLP and the grievance mechanism for all suppliers 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 assess human rights risks in its production locations.	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: Bel&Bo has a system for identifying human rights risks at its production locations. While the country risk score influences the factory's overall position in the factory risk matrix (see indicator 2.3), the member brand does not have an overview of the risks across the different CoLPs for each supplier. The member brand assesses the overall factory risk score by including external assessment ratings, the type of business relationship (sourcing model) with the factory, and the product category or production process (e.g., automated vs manual use of chemicals). The presence of a trade union or a worker committee and of a gender committee is also included in the risk assessment. The external assessment rate is weighed with 40% in the overall risk score per factory. Additionally, the member brand assesses risks during supplier visits, health & safety checks and with information collected through agents or local staff in China, Bangladesh, and India. The factory risk assessment is updated every six months. The approach does not yet explicitly assess potential or forward-looking harms.
The member brand is a signatory to the International Accord and sources only from production locations monitored by the RSC, but does not include findings from RSC assessments in its risk assessment of its suppliers in Bangladesh.
While Bel&Bo uses a structured methodology, its current approach is not yet fully aligned with Fair Wear's HRDD policy because the risk assessment per factory is not conducted across the eight labour standards and does not assess which human rights risks are most significant in terms of severity and likelihood.

Recommendation: Fair Wear recommends Bel&Bo make its risk assessment more comprehensive. Fair Wear recommends Bel&Bo to include all relevant factory-level information in its risk assessment. Fair Wear recommends Bel&Bo to further align its risk assessment methodology with the Human Rights Due Diligence approach.

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).	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: Bel&Bo has mapped the risks to FoA across all its sourcing countries and can explain the main risks in each country. The risks identified are, for example: In Bangladesh, independent union registration is slow and often blocked; factory owners pressure workers not to join unions; in China, independent unions are banned; in India, complex labour laws and employer resistance make it difficult for workers to form independent unions. The member knows which suppliers have trade unions and worker committees in place. This information is collected through the supplier questionnaire and is verified by information included in external assessment reports. For example, external assessment reports include information on elected worker committees and meeting minutes. The member does not yet formally record information on existing CBAs. The member has yet to apply the gender lens to FoA-related risks.

Recommendation: Bel&Bo should include risks specific to women workers in its risk assessment regarding FoA at its suppliers. The member is recommended to assess the status of FoA at the supplier level, understanding the risk at each of its suppliers - for example, through the Supplier Questionnaire (tool 2 in Fair Wear's FoA Guide), modular assessments on Social Dialogue, in-depth discussions with suppliers, or a full or modular assessment.

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.	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: Bel&Bo has included gender in its human rights risk identification. The member could show it understands the basic gender risks for most of its sourcing countries, and, for instance, identified sexual violence and harassment as important risks prevalent in Bangladesh and India. However, the member has yet to complete its gender lens. For example, the risk scoping for Türkiye does not include the prevalent risk of sexual violence and harassment.
Additionally, Bel&Bo collects basic gender data per factory. The member collects the total number of women and men in the workforce and the number of women and men in management positions. This information is collected through external assessment reports. The member has yet to analyse the collected gender-disaggregated data at the factory and country levels.

Recommendation: Fair Wear recommends that the member collect country-level gender risks for each Code of Labour Practices. Bel&Bo is recommended to collect gender data for each factory and across all 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.	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: Suppliers' human rights performance is systematically evaluated twice a year. At the start of each season, Bel&Bo holds cross-departmental evaluation sessions that include CSR, buying and sourcing staff. Both commercial relevance criteria and social supply chain risk criteria are updated during those sessions. The brand systematically integrates the outcome of this evaluation into its purchasing decisions: Suppliers with medium social supply chain risks and low commercial relevance, or with high social supply chain risk and medium commercial relevance, are marked. The member brand discusses performance with these suppliers and, for suppliers in the latter group, sets improvement expectations and launches an investigation into critical issues. For suppliers that fall into the high social supply chain risk and low commercial relevance category, the member's responsible exit strategy kicks in after an internal discussion.
Bel&Bo shares the evaluation results with its suppliers. Suppliers are aware of their position in the factory risk tool matrix and therefore know whether they risk being exited. The member brand shared that suppliers inquire about where they can improve.

Recommendation: Fair Wear recommends that Bel&Bo also share and discuss the outcome of the supplier evaluation with worker representatives. The member brand could include incentives in its system for rewarding suppliers for realised improvements in working conditions.

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: Bel&Bo uses the outcomes of its human rights monitoring to respond to unauthorised subcontracting. The member takes measures to prevent unauthorised subcontracting or unknown locations. The member brand has a subcontracting policy and collects information on suppliers' production capacity (pieces per year) and subcontractors in the supplier questionnaire. Moreover, the member brand cross-checks information with external quality reports, i.e. whether the product quality aligns with the factory's quality levels, or with documents found in shipments that do not correspond to the indicated production location. The member brand also assesses whether production volumes are aligned with the factory's capacity by comparing the member brand's total order volumes with the factory's capabilities as indicated in the supplier questionnaire. The member does not yet apply plausibility checks, such as assessing capabilities, machinery, and capacity, when visiting suppliers during production.

Recommendation: The member could apply extra plausibility checks when visiting suppliers during production.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.12 Member company extends its due diligence approach to homeworkers.	Intermediate	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.	2	4	0

Comment: Bel&Bo 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, as its products do not pose a higher risk of homeworker involvement in their production. The member brand included specific risks related to homework in its country risk scoping and collects information on homeworkers through the supplier questionnaire. However, the member brand does not verify the collected information, for example, through plausibility checks regarding suppliers' production capacity, since it finds that due to small orders and thus small leverage, it only has a small impact on the factory's overall production capacity.

Recommendation: Fair Wear recommends Bel&Bo 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: The member currently has agreements in the form of purchase orders, a supplier manual and a Code of Conduct that stipulate terms of payment, liability and penalties. The conditions outlined in the supplier manual negatively affect the supplier. For example, the clauses on late delivery do not include proof of fault as a condition for penalties. The supplier manual also states that the member brand has the right to cancel all current orders and that the supplier must bear the cost of follow-up assessments if the supplier's non-compliance with the Code of Conduct is found. The member brand agrees on payment terms with suppliers before orders are placed, however, these are not included in the supplier manual where it states that payment conditions are set out in the purchase order form.
However, the member brand is in the process of revising its purchase agreements. It has drafted a contract template that includes shared responsibility for the implementation of CoLP and includes a long-term commitment to order volumes for three years. The member brand intends to discuss the contract with one of its main suppliers in India as a pilot before rolling it out to other suppliers. This new contract still needs to be signed.

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

Recommendation: Fair Wear strongly recommends Bel&Bo to include the shared responsibility of CoLP implementation in its contracts, including fair payment terms. Fair Wear strongly recommends that Bel&Bo remove penalties for late delivery from its contracts, or at least ensure there is applied with 'proof of fault'.

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: Bel&Bo shares relevant CSR information with other departments. There is an active interchange of information between CSR and other departments to enable coherent and responsible business practices. The member brand works in cross-departmental teams to implement key projects, including Fair Wear membership commitments. In each team, there are so-called sustainability champions to ensure the member brand's sustainability strategy is implemented company-wide. This includes top management. Moreover, the member brand holds CSR strategy meetings with top management four times per year. Sourcing and purchasing staff, including buying assistants, received training on HRDD and responsible sourcing. Additionally, the member brand uses two KPIs supporting good sourcing and pricing strategies. These KPIs are a Brand Performance Check score in the category "Good" and suppliers' progress measured by the factory risk tool. The Buying team is also monitored for maintaining a stable number of orders and pieces per supplier. The member has not yet formally included responsible business practices in job role competencies.

Recommendation: Bel&Bo could adopt more KPIs that support good sourcing and pricing strategies within its sourcing, purchasing and design departments. The member brand 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.	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: Bel&Bo shares long-term production planning with suppliers in advance. Sample planning takes place 5 months before production starts, and seasonal planning (including Never out of Stock items) 7 months before production starts. The member brand works with lead times of at least 20 weeks, in discussion with the supplier. Retroplanning is discussed during supplier visits, and lead times and planning performance are reviewed regularly. The member brand produces two seasons per year, and the production planning is evaluated with suppliers twice a year. Bel&Bo collects supplier capacity (pieces per year) through the supplier questionnaire. For larger orders, such as denim, the member brand aligns production planning with factory capacity. For more complex product groups like jackets and knitwear, part of the orders are placed at the start of the season, giving suppliers a clearer overview and maximum planning stability.
Additionally, the member brand focuses on clear, consistent technical specs and clear Quality Manuals and labelling instructions to guarantee a smooth production process. Buyers come together in a monthly alignment meeting to guarantee quantity consistency across suppliers. For magazine-related styles, the member brand builds in flexibility by holding a final review moment before publication, allowing delayed items to be removed rather than pushing suppliers to meet fixed deadlines. Sometimes, the member brand accepts early production and 'sleeping stock' in the warehouse to decrease pressure on suppliers.
The member brand currently includes penalty clauses without proof of fault in its supplier manuals regarding late delivery, but is in the process of setting up contracts that support shared responsibility for implementing CoLP.

Recommendation: Fair Wear recommends the member to explore planning production in minutes instead of pieces to better assess its suppliers' production capacity (and wage levels). Furthermore, at suppliers where Bel&Bo 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: Bel&Bo has a basic understanding of the wage levels at its suppliers and does not yet connect this understanding to its own buying prices. The member brand collects data on the lowest wage through external audits. Bel&Bo has no insight yet into the labour component of its prices. However, in the previous financial year, the member brand organised a Fair Price App training at one of its Indian suppliers. Since the member received the training report one month before its Brand Performance Check, it was not yet able to follow up on the training. Bel&Bo includes changes in legal minimum wage or inflation in its buying prices when suppliers share the buying prices with the member brand.

Recommendation: Bel&Bo could use information from suppliers about what they need in terms of orders to pay at least minimum wage or current wage as input for a plausibility check. Bel&Bo 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 HRDD and 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: Bel&Bo has informed its sourcing intermediaries of Fair Wear requirements and could show that they informed production locations. Next to that, the intermediaries actively support HRDD and the implementation of the CoLP by collaborating on consolidation, collecting necessary assessment reports and remediating CAPs. The member brand has also onboarded its intermediaries on its new factory risk tool. Intermediaries are therefore aware that responsible performance and transparency at the factory level are essential for maintaining and developing business relationships. The member brand does not yet use agreements with its intermediaries.

Recommendation: Fair Wear recommends that the member brand continue advancing its collaborative approach with its intermediaries by implementing a due diligence agreement.

Layer 3 Prevention, mitigation and remediation

Possible Points: 90

Earned Points: 38

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.	Basic	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.	2	6	0

Comment: Bel&Bo creates action plans based on a supplier's overall score according to the factory risk tool (see indicators 2.3 and 2.7). Suppliers are scored on two dimensions, i.e. social supply chain risks and commercial relevance. The member brand plots the overall supplier scores on a matrix. Each quadrant of the matrix corresponds to an action plan strategy. These action plans do not systematically account for specific risks identified at the supplier level and therefore, are not systematically linked to the appropriate follow-up of the supplier's risk profile. For example, suppliers with high social supply chain risk and low commercial relevance do not receive specific attention in CAP follow-up or preventive measures.
Bel&Bo has identified and begun developing preventive actions for suppliers with high commercial relevance and low to high social supply chain risk. For example, for suppliers with high commercial relevance and high social supply chain risk, the member brand is considering training implementation. For suppliers with high commercial relevance and low social supply chain risk, the member brand focuses on specific preventive measures.
The member brand could not show that it has integrated the Accord Bangladesh Safety Program into action plans for its suppliers in Bangladesh, and does not work on joint prevention, mitigation and remediation with the RSC and signatories of the International Accord.

Requirement: The member brand should base its prioritisation and actions on the Accord Bangladesh safety program: e.g. outcomes of the inspections and remediation program, safety committee, safety training program and safety complaints mechanism should determine Bel&Bo's action plan.

Recommendation: Fair Wear recommends Bel&Bo to ensure more factories have an action plan that matches their risk profile. Fair Wear recommends that the member brand further complete/improve its action plans.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.2 Member company's action plans include a gender lens.	Basic	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.	2	6	0

Comment: Bel&Bo partly incorporates a gender lens into its action plans. In the member brand's corrective action planning process, each action requires an explicit assessment of whether a gender lens is applicable. This is operationalised through a mandatory field that must be completed for every action point (yes/no). When "yes" is selected, this indicates that the finding or action requires additional attention to potential gender-differentiated impacts. For each relevant action, the member brand reflects on whether the issue could affect women and men differently, whether it could reinforce existing inequalities, or whether structural disadvantages need to be taken into account in the remediation approach. The member brand has started to develop guidance on how to assess these questions. It has not yet recorded the outcomes of these analyses.

Recommendation: Fair Wear recommends Bel&Bo to make the gender lens in its action plans more comprehensive.

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.	Basic	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.	2	6	0

Comment: Bel&Bo included some steps to encourage FoA and effective social dialogue in its action plans for suppliers with medium social supply chain risk and medium commercial relevance. These steps include collecting more information from these suppliers through a FoA questionnaire. The member has yet to make these steps more comprehensive and detailed.

Recommendation: Fair Wear recommends Bel&Bo to include steps encouraging FoA and effective SD in all action plans.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.4 Member company actively supports a factory-level 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: Bel&Bo monitors suppliers' factory-level grievance mechanisms by reviewing the number of grievances reported in external assessments. If no grievances are reported, the member brand tries to collect more information on the existence and the functionality of the grievance mechanism, e.g. through assessment reports if information on, for example, access points is included, or during supplier visits. The member brand is still working on a process for what to do if no grievances are recorded, suggesting that the factory-level grievance mechanism is not functional.
Bel&Bo does not actively support the effectiveness of factory-level grievance mechanisms yet. The member brand follows up on issues related to factory-level grievance mechanisms when they arise in CAPs. For example, there were recurring grievances at one of the member brand's Indian suppliers related to resignation of management staff and outstanding payments. According to the member brand, these recurring issues are linked to frequent turnover among management staff. Since these grievances were raised through the Fair Wear grievance mechanisms, the factory-level grievance mechanism does not appear to be functional for addressing them. The member brand discussed the grievances during a visit, and the supplier contacted Fair Wear for additional advice. The member brand offers continuous support to the supplier, as they are not yet clear on how to resolve the issue structurally. The member brand concluded that the grievances do not necessarily link to a non-functional grievance mechanism, but to the specific situation at the supplier.

Recommendation: Fair Wear recommends Bel&Bo to support and monitor the internal grievance mechanisms at suppliers. Fair Wear recommends Bel&Bo to always involve suppliers and worker representatives in the assessment of the factory-level grievance mechanism and to share and discuss the outcome of the assessment with the above stakeholders, who should be encouraged to lead a discussion on how the mechanisms can be improved.

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: Bel&Bo cooperates with other Fair Wear members at its shared suppliers and responds to CAPs and complaints. For example, in 2024, the member brand addressed a grievance with another member brand at a shared supplier. In addition to their active support during Fair Wear's grievance handling process, both member brands and the supplier agreed to pay the grievant and their relative compensation, with each party covering one-third of the compensation. At suppliers that are not shared with other members, Bel&Bo aims to work together with other customers. Through a mapping on the Open Supply Hub, the member brand identified customers at shared suppliers and used this information to contact one customer to collaborate on a grievance. However, since the other customer determined that the grievance was outside the scope of their HRDD responsibilities, the member brand addressed it on its own. The member brand cannot demonstrate it works on joint prevention, mitigation and remediation with the RSC and signatories of the International Accord. Bel&Bo has yet to start cooperation on taking preventive measures.

Recommendation: Fair Wear recommends Bel&Bo to document the status of joint follow-up actions. Even though one brand commonly takes the lead, it is important to be kept informed of the status. We recommend Bel&Bo to also work together on preventing human rights violations.

Indicators on implementation: improvement and prevention

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.6 Degree of verified actions.	63%	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: With a sample of CAPs, Bel&Bo could demonstrate that it has verified and completed 63% of all outstanding actions within the set timeframe. These actions are linked to findings identified in the previous three financial years. Most completed actions pertain to safe and healthy working conditions and excessive overtime.

Recommendation: Fair Wear recommends Bel&Bo to start implementing actions that address the root causes of findings.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.7 Degree of validated, solved findings.	16%	Validated solved findings are findings that have effectively been prevented, mitigated or remediated. This indicator assesses if actions have led to findings being solved and therefore measures actual progress at suppliers.	Fair Wear Member Hub.	2	6	-2

Comment: Bel&Bo can prove that 16% of findings were validated and solved within the set timeframe. These validated and solved findings either relate to a closed grievance or to a shared CAP with another Fair Wear member. 37% of findings were validated and confirmed as not resolved, suggesting that the brand's action plans have not sufficiently addressed the issue. The member brand intends to conduct Fair Wear validation assessments in the upcoming financial year.

Recommendation: Fair Wear recommends using Fair Wear's validation assessments as a tool to confirm whether a production location's action plan has effectively addressed identified issues, and to help guide further action on unresolved or newly emerging issues.

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: Bel&Bo has action plans for all suppliers.

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: A total of six findings related to excessive overtime have been identified across Bel&Bo's factories, of which none have been resolved to date. The majority of these findings relate to overtime exceeding the legal limit. Bel&Bo analysed the root causes of these findings. According to the member brand, its own production planning and factory-specific factors are the main causes of excessive overtime. Bel&Bo has taken action to address the root causes. With one supplier, the member brand reviewed its production planning, and the supplier hired more workers for peak seasons. However, these actions have not yet been effective, as excessive overtime was again found in the most recent external assessment. In general, the member brand has adjusted its production planning process, as described under indicator 2.15, to further reduce excessive overtime at its suppliers. Bel&Bo could not yet show that its efforts resulted in reduced excessive overtime.

Recommendation: Fair Wear advises Bel&Bo to discuss with its supplier which solutions included in the Fair Working Hours Guide are applicable. Fair Wear recommends cooperating with other customers at the factory to increase leverage when mitigating excessive overtime. Fair Wear recommends Bel&Bo to verify and validate if excessive overtime could be reduced for all of its suppliers.

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: A total of one finding related to non-payment of legally mandated wage components has been identified across Bel&Bo's factories, which has not been resolved to date. The member brand worked on a shared CAP with another member brand and verified with the supplier that the outstanding amount has been paid retroactively. The finding still needs to be validated as resolved.
Additionally, in the previous two financial years, five grievances related to non-payment of legal minimum wage or legally required wage elements. Four of the five grievances occurred at one of the member brand's Indian suppliers. These grievances related to the resignation of management staff and outstanding payments, as already mentioned under indicator 3.4. Bel&Bo responded to these findings by actively supporting the grievance investigation and by speaking with factory management. All grievants received their outstanding payments, and the grievance cases were closed. The member brand is still in follow-up with factory management to implement preventive measures. The fifth grievance occurred at a supplier in Bangladesh, where another Fair Wear member brand with higher leverage took the lead. The grievance case was closed as well.

Recommendation: Fair Wear strongly recommends Bel&Bo to always validate whether issues related to the legal minimum wage have been resolved, rather than only relying on verification.

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: Bel&Bo has a basic overview of the wage levels at its suppliers. The member brand collects data on the lowest-paid wages through external assessment reports. The member brand also discusses wages with a few suppliers. Bel&Bo has not yet conducted a root-cause analysis to determine why wages at suppliers are below the living wage.

Recommendation: Fair Wear encourages Bel&Bo to discuss with suppliers about different strategies to work towards higher wages and develop a systemic and time-bound approach. It is advised to start with suppliers where the member is responsible for a large percentage of production and has a long-term business relationship.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.12 Member company determines and finances wage increases.	Basic	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.	2	6	0

Comment: Bel&Bo has a basic overview of wages paid in production locations. The member brand has started to address the topic of living wage internally. Additionally, the member brand, based on an exchange with another Fair Wear member brand, has started to look into calculations for a living wage bonus. However, the member brand still needs to collect additional data from suppliers to conduct a living wage gap analysis. The member brand uses living wage estimates from the Global Living Wage Coalition (Anker methodology), the Living Wage Institute and WageIndicator.

Recommendation: Fair Wear recommends Bel&Bo to enrol in the Living Wage programme on Fair Wear's learning platform. Fair Wear advises companies to avoid the concept of a one-time charitable contribution. We strongly recommend that members integrate the financing of wage increases into their own systems, herewith committing to a long-term process that leads to sustainable implementation of living wages.

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: Bel&Bo does not contribute to higher wages at any of its production locations.

Requirement: Bel&Bo is expected to begin setting a target wage for its production locations.

Recommendation: We encourage Bel&Bo 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.	Intermediate	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.	2	4	-2

Comment: Bel&Bo received 14 grievances in the previous financial years 2024/2025 and 2025/2026 at its suppliers in Bangladesh and India related to the following labour standards: legally binding employment relationship, living wage, safe and healthy working conditions, employment is freely chosen and factory communication. The member actively responded to these grievances in accordance with Fair Wear's Grievance Procedure. The member brand supported the investigation, reached out to factory management, and offered support to Fair Wear members at shared suppliers if they took the lead in grievance handling. For a grievance related to sexual violence and harassment, the member brand participated financially in the remediation of the grievant and their relative. Bel&Bo is still working to incorporate the outcomes of these grievances to determine further preventive actions in its supply chain. The member brand could not follow up on one grievance because the business relationship with the supplier ended.

Recommendation: The member is recommended to take steps to prevent similar grievances from occurring at its supplier. Member brands remain responsible for ensuring that any grievances that occurred during the business relationship are remediated, even if the business relationship ends. The member brand should therefore provide or contribute to the remediation of grievances received about issues occurring at suppliers up to 180 days after the business relationship has ended.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.15 Degree to which member company implements training to address the risks identified.	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: Bel&Bo has some CAP findings where training is a recommended follow-up action. The member has not yet enrolled all of its suppliers with findings on workers' unawareness of WIS or the grievance handler's contact info in the following training modules: Onboarding training for suppliers and workers. The member brand organised onboarding training at one of its new suppliers in Bangladesh. Additionally, the member brand, together with another member brand, has organised a Violence and Harassment Prevention Programme at one of its shared suppliers after the grievance related to sexual harassment and violence (see indicator 3.14). Even though it is not part of a CAP, Bel&Bo has implemented training on the Fair Price app at one supplier in India.

Recommendation: The member brand is recommended to implement training for all factories where this is part of its action plan.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.16 Degree to which member company follows up after a training programme.	Basic	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.	2	6	0

Comment: Bel&Bo has received the training report for the Fair Price App one month prior to the Brand Performance Check and is still awaiting further instructions from Fair Wear to determine the appropriate follow-up. The member brand could not follow up on the Violence and Harassment Prevention Programme since it exited the supplier while the training programme was still ongoing. The member brand still has to follow up on the onboarding training organised at its supplier in Bangladesh.

Recommendation: Fair Wear recommends that Bel&Bo use the training results as input for its human rights due diligence.

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.	Advanced	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.	4	4	0

Comment: In the previous financial year, the member stopped with 29 suppliers, and in the financial year 2024/2025, the member stopped with 29 suppliers. The member followed the steps in the responsible exit strategy. The member brand's responsible exit strategy applies when it has more than 2% leverage with a supplier. This was the case for one supplier. The member brand contacted this supplier twice, offering its support for a phase-out plan. However, the supplier never replied. Bel&Bo has discussed the responsible exit strategy with all its suppliers during the rollout of the new factory risk tool. All suppliers were asked to agree to the updated Code of Conduct, which includes the annex on the member brand's responsible exit strategy.

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

Comment: Bel&Bo does not undertake activities related to human rights that go beyond Fair Wear's scope.

Layer 4 External communication, outreach, learning, and evaluation

Possible Points: 18
Earned Points: 10

Indicators related to communication

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
4.1 Member company actively communicates about Fair Wear membership.	In the financial year 2025/2026 the Fair Wear communication Guidelines are not applicable due to changes in the policy related to the EU Empowerment of Consumer Directive.	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.	N/A	4	0

Comment: In the financial year 2025/2026, the Fair Wear communication Guidelines are not applicable for consumer-facing communication due to changes in the policy related to the Empowerment of Consumer Directive (EU 2024/825). Therefore, this indicator is not applicable.

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: Bel&Bo does not sell 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: In the previous financial year, Bel&Bo submitted a HRDD Report, which was reviewed by Fair Wear. The member brand 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.	Insufficient	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.	0	4	0

Comment: Bel&Bo does not report on factory-level data and remediation results.

Requirement: Bel&Bo should report on factory-level data and remediation results. Good reporting by members helps to ensure the transparency of the member brand and Fair Wear's work.

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: Bel&Bo has a system to track progress and check if implemented measures have been effective in preventing and remediating human rights violations. The internal evaluation system involves top management. In its evaluation system, the member includes triangulated information from external sources, such as supplier feedback during visits and supplier feedback included in the member brand's evaluation of purchasing practices, such as production planning.

Recommendation: The member brand is advised to also include feedback from workers and external stakeholders 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: Bel&Bo followed up on 10 out of 12 requirements. Therefore, more than half of the requirements were addressed. The member brand could demonstrate improvements in including a gender lens and FoA its risk assessment and action plans (indicator 2.9, 3.2, 3.3). The member brand also started to work on the topic of living wage and gaining insights into the labour cost of its prices by conducting a Fair Price App training and collecting wage data (indicator 2.16, 3.11). The member brand improved its monitoring of factory-level grievance mechanisms (indicator 3.4) and started to conduct training (indicator 3.15).
In the previous Brand Performance Check, the member brand had requirements on two repeated non-compliance indicators. The member brand was able to show sufficient progress on brand performance check requirements (indicator 4.6) and showed that it adequately responded if production locations fail to pay legal wage requirements (indicator 3.10).
The member brand was not able to meet the requirements regarding including all CoLP in its risk scoping (indicator 2.3) and reporting on factory-level data and remediation results (indicator 4.4).
The last requirement was on indicator 3.7. Since the Brand Performance Check Guide has been updated in alignment with the OECD Guidelines in 2026, the requirement was assessed under indicator 3.1. The member brand has addressed the requirement by starting to work on root cause analyses of assessment findings.

Recommendation: Bel&Bo is strongly recommended to address the requirements that are still outstanding.

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: By joining the Ghana Charter for Responsible Supply Chain Management, Bel&Bo publicly committed to a collective industry effort to strengthen due diligence, improve labour conditions, enhance transparency, and address systemic risks in production countries. This charter, published by Flanders DC, brings together Belgian fashion companies to speak with one voice on responsible sourcing and sector-wide improvements.

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

Comments: As mentioned above, Bel&Bo is part of the Ghana Charter for Responsible Supply Chain Management.

Recommendations to Fair Wear

Bel&Bo recommends Fair Wear to facilitate more collaboration opportunities between member brands, especially for member brands with similar supply chain/profile/business model. Fair Wear is well-positioned to give recommendations to member brands on whom to reach out to with a similar business model. The member brand also recommends Fair Wear to further improve the user-friendliness of the Member Hub, such as simplifying processes to make it easier for member brands to manage bigger supply chains. The member brand also recommends Fair Wear to look into increasing the response time during the process of requesting and organising Fair Wear training and on-site assessments.
The member brand appreciates the good guidance it receives from its Human Rights and Business Advisor, and also values Fair Wear's stakeholder network, collaborations and visibility at high-level industry events, such as the OECD forum. The member brand is interested in Fair Wear collaborating with stakeholders such as SLCP and Policy Hub to facilitate easier access for its members.

Brand Performance Check details

Date of Brand Performance Check: **14-04-2026**
Conducted by: **Leonie Kohn**
Interviews with: Lieselore Collier (CSR, Buying)
Pauline Delfosse (Management, Production Planning, Sourcing)
Charlotte Delfosse (CEO)
Stephanie Bruneel (Sourcing)
Catherine Louies (CSR consultant)