



BRAND PERFORMANCE CHECK

Tailor and Stitch

PUBLICATION DATE: JULY 2014

this report covers the evaluation period 01-01-2013 to 31-12-2013

ABOUT THE BRAND PERFORMANCE CHECK

Fair Wear Foundation believes that improving conditions for apparel factory workers requires change at multiple levels. Traditional efforts to improve conditions focus primarily on the factory. FWF, however, believes that the management decisions of the clothing brands have an enormous influence for good or ill on factory conditions.

FWF's Brand Performance Check is a tool to evaluate and report on the activities of FWF's affiliate members. The Checks examine how affiliate management systems support FWF's Code of Labour Practices.

In most apparel supply chains, clothing brands do not own factories, and most factories work for many different brands. This means that in most cases FWF affiliates have influence, but not direct control, over working conditions. As a result, the Brand Performance Checks focus primarily on verifying the efforts of affiliates. Outcomes at the factory level are assessed via audits and complaint reports, however the complexity of the supply chains means that even the best efforts of FWF affiliates cannot guarantee results.

Even if outcomes at the factory level cannot be guaranteed, the importance of good management practices by affiliates cannot be understated. Even one concerned customer at a factory 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 factory 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 FWF's work.

Improvement of supply chains is a step-by-step process, through which affiliates must address many different issues. FWF affiliates vary greatly in management structures, and have different strengths. The Performance Benchmarking system is designed to reflect these differences, and the many different ways that a company can support better working conditions.

During the Brand Performance Check, FWF staff speak to various employees at the affiliate who have important roles to play in the management of supply chains. FWF verifies the actions of affiliates based on several sources including documentation of activities, financial records, the affiliate's supplier register and staff interviews. Following the Brand Performance Check, FWF summarizes findings in this report, which is made public via www.fairwear.org. The [Brand Performance Check Guide](#) provides more information about the indicators and is available for download.

BRAND PERFORMANCE CHECK OVERVIEW

Tailor and Stitch

Evaluation Period: 01-01-2013 to 31-12-2013

AFFILIATE INFORMATION	
Headquarters:	Bolsward, Netherlands
Member since:	28-01-2013
Product types:	Workwear, Fashion
Production in countries where FWF is active:	China, India, Poland, Portugal
Production in other countries:	N/A
BASIC REQUIREMENTS	
Workplan for this evaluation period was submitted?	Yes
Actual supplier register for this evaluation period has been submitted?	Yes
Membership fee has been paid?	Yes
All suppliers have been notified of FWF membership?	Yes
SCORING OVERVIEW	
% of own production under monitoring	48%
Benchmarking score	58
Category	Good

Summary:

Tailor & Stitch meets most of FWF's management system requirements. With an audit at one of their biggest suppliers in India and production in low risk countries, Tailor & Stitch meets the monitoring threshold of 40% for the first year of membership. The brand has stable supplier relations and substantial leverage at a majority of its suppliers.

Working conditions and the willingness of suppliers to cooperate on improvements are a criterion in the selection of new suppliers. Tailor & Stitch 's production planning and order placement system provide sufficient space to avoid excessive overtime. Follow up of the 2013 supplier audit showed intermediate steps of improvements.

In the future, steps can be taken with regards to moving towards the implementation of living wages. Moreover, with regards to raising awareness among workers for the Code of Labour Practices, it is advised to enrol suppliers in India in FWF's Workplace Education Programme.

PERFORMANCE CATEGORY OVERVIEW

Leader: This category is for affiliates who are doing exceptionally well, and are operating at an advanced level.

Good: It is FWF's belief that affiliates who are making a serious effort to implement the Code of Labour Practices—the vast majority of FWF affiliates—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 affiliates will receive a 'Good' rating.

Needs Improvement: Affiliates 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. Affiliates 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: Affiliates 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. Affiliates may remain in this category for one year maximum, after which termination proceedings will come into force.

Categories are calculated based on a combination of benchmarking score and the percentage of own production under monitoring. The specific requirements for each category are outlined in the Brand Performance Check Guide.

1. PURCHASING PRACTICES

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.1 Percentage of production volume from suppliers where affiliate buys at least 10% of production capacity	48%	Affiliates with less than 10% of a factories' production capacity generally have limited influence on factory managers to make changes.	Supplier information provided by affiliate.	2	4	0

Comment: Tailor & Stitch has substantial leverage at two of its main suppliers, representing nearly 50% of its 2013 total purchasing volume. Despite small order quantities, the most important supplier produces over 80% of the factory's production capacity for Tailor & Stitch. The company strives to find a balance between investing in a supplier, building stable relationships and increasing their leverage. Tailor & Stitch mostly works with smaller textile producers; as the company continues growing, the aim is to have suppliers grow with them.

1.2 Percentage of production volume from suppliers where a business relationship has existed for at least five years	80%	Stable business relationships support most aspects of the Code of Labour Practices, and give factories a reason to invest in improving working conditions.	Supplier information provided by affiliate.	4	4	0
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Comment: Tailor & Stitch values long term relationships; 80% of the company's 2013 purchasing volume is sourced from suppliers with whom they work with from the re-start of Tailor & Stitch (2009). The company works with smaller suppliers with whom they have a close relationship.

1.3 All new suppliers are required to sign and return the Code of Labour Practices before first orders are placed.	Yes	The CoLP is the foundation of all work between factories and brands, and the first step in developing a commitment to improvements.	Signed CoLPs are on file.	2	2	0
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Comment: All new suppliers are required to sign and return the Code of Labour Practices. Tailor & Stitch is looking into expanding production in China. For those new suppliers it proved difficult to receive all the supplier information. Returned questionnaires are filed and documented.

1.4 Company conducts human rights due diligence at all new suppliers before placing orders.	Yes	Due diligence helps to identify, prevent and mitigate potential human rights problems at new suppliers.	Documentation may include pre-audits, existing audits, other types of risk assessments.	4	4	0
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Recommendation: A risk analysis as part of the decision-making process of selecting new suppliers is an important step to mitigate risk and prevent potential problems. FWF recommends Tailor & Stitch to assess the risks associated with operating in China. FWF advises to use information from FWF country studies and wage ladders. For sourcing in India, it is recommended to read the recent publication on factory floor harassment: http://www.fairwear.org/ul/cms/fck-uploaded/documents/fwfpublishations_reports/StandingFirmReportFWF2013.pdf and the updated country study: <http://www.fairwear.org/ul/cms/fck-uploaded/documents/countrystudies/india/CSIndia2012.pdf>

Comment: Tailor & Stitch has a long history with sourcing in India. The company works together with an agent who is very familiar with working conditions issues in the garment industry and who has a close relationships, especially with female workers in the garment industry. In some cases, the agent even supported workers financially to make sure their daughters would receive proper education. Through this agent, Tailor & Stitch is aware of the risks associated with production in India. When Tailor & Stitch decided to expand part of their production to China, they encountered a few problems in cooperating with Chinese suppliers; both in terms of quality as well as in commitment towards improving working conditions. Establishing commitment to the Code of Labour Practices is an important part of the selecting new suppliers, however, Tailor & Stitch does not yet have a formal procedure to analyse risks on labour rights violations when selecting new suppliers.

1.5 Supplier compliance with Code of Labour Practices is evaluated in a systematic manner.	Yes, and performance improvement is rewarded	A systemic approach is required to integrate social compliance into normal business processes, and supports good decisionmaking.	Documentation of systemic approach: rating systems, checklists, databases, etc.	2	2	0
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Comment: Tailor & Stitch increases orders at suppliers who perform well in terms of quality, communication as well as social compliance. Given the small number of factories and the close relationship with these factories, this has been a intuitive process where cooperation continues naturally with suppliers that perform well in these areas.

1.6 The affiliate's production planning systems support reasonable working hours.	Strong, integrated systems in place.	Affiliate production planning systems can have a significant impact on the levels of excessive overtime at factories.	Documentation of robust planning systems.	4	4	0
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Comment: Most of Tailor & Stitch's production is not season driven, but based on clients demands. The company has several instruments in place to support reasonable working hours. For workwear, the company buys and delivers the material and ensures there is enough material on stock to produce the order and checks if the concerning factories will be able to produce within the lead time of approximately 14 weeks (including fabric delivery, production and transport). Tailor & Stitch knows the production capacity of each factory and is mostly aware of what the suppliers produces for other clients. When this is checked, the company sends an definitive order confirmation to the client. After the final order placement, there are no style changes. With this, Tailor & Stitch is able to set a realistic deadline and does not create problems in case of delay. Agents monitor the production and in case there are any problems during the production the company can try to come to solutions at an early stage. Tailor & Stitch often makes a down payment for the fabric so the payment of the tailors wages will not be on hold. Air freight can be a last-resort option in case of a delay.

1.7 Degree to which affiliate mitigates root causes of excessive overtime.	No production problems documented.	Some production delays are outside of the control of affiliates; however there are a number of steps that can be taken to address production delays without resorting to excessive overtime.	Documentation of root cause analysis and positive steps taken to manage production delays or improve factory processes.	N/A	6	0
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Recommendation: Tailor & Stitch could urge factory management to be transparent about their working hour records. This forms the basis for assessing whether excessive overtime could have taken place. As a next step, the company is advised to investigate to what extent its current buying practices has an effect on the working hours at supplier level. A root cause analysis of excessive overtime should be done to investigate which steps can be most effective to reduce overtime.

Comment: The audit conducted by FWF in India did not find excessive overtime. However, the audit team found the supplier was not completely transparent with their overtime records.

1.8 Affiliate's pricing policy allows for payment of at least the legal minimum wages in production countries.	Country-level policy	The first step towards ensuring the payment of minimum wages - and towards implementation of living wages - is to know the labour costs of garments.	Formal systems to calculate labour costs on per-product or country/city level.	2	4	0
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Requirement: The affiliate needs to develop a pricing policy where the affiliate knows the labour cost of garments and which allows the payment of at least legal minimum wages in production countries.

Comment: Tailor & Stitch uses an open costing calculation system in cooperation with the suppliers. The company exactly knows the price of each part of the garment (fabrics, trimmings, zippers etc), however it is not aware of the cost of labour and the share of their price that goes to workers' wages.

1.9 Affiliate actively responds if suppliers fail to pay legal minimum wages.	No minimum wage problems reported	If a supplier fails to pay minimum wage, FWF affiliates are expected to hold management of the supplier accountable for respecting local labour law.	Complaint reports, CAPs, additional emails, FWF audit reports or other documents that show minimum wage issue is reported/resolved.	2	2	-2
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1.10 Evidence of late payments to suppliers by affiliate.	No	Late payments to suppliers can have a negative impact on factories and their ability to pay workers on time. Most garment workers have minimal savings, and even a brief delay in payments can cause serious problems.	Based on a complaint or audit report; review of factory and affiliate financial documents.	0	0	-1
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1.11 Degree to which affiliate assesses root causes of wages lower than living wages with suppliers and takes steps towards the implementation of living wages.	Basic approach	Sustained progress towards living wages requires adjustments to affiliates' policies.	Documentation of policy assessments and/or concrete progress towards living wages.	2	8	0
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Recommendation: FWF encourages Tailor & Stitch to discuss with suppliers about possibilities to work towards higher benchmarks. The company should take an active role in discussing living wages with its suppliers. The FWF wage ladder can be used as a tool support making steps towards implementing living wages. FWF has developed experience with approaches that ensure that production workers in the selected factory take full benefit from the additional amounts that are committed to wage increases.

1.12 Affiliate sources from an FWF factory member.	No	When possible, FWF encourages affiliates to source from FWF factory members. On account of the small number of factories this is a 'bonus' indicator. Extra points are possible, but the indicator will not negatively affect an affiliate's score.	Supplier information provided by affiliate.	N/A	1	0
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1.13 Percentage of production volume from factories owned by the affiliate.	None	Owning a supplier increases the accountability and reduces the risk of unexpected CoLP violations. Given these advantages, this is a bonus indicator. Extra points are possible, but the indicator will not negatively affect an affiliate's score.	Supplier information provided by affiliate.	N/A	2	0
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Comment: Tailor & Stitch does not own a supplier, but does have an extensive buying relationship with one of its suppliers in India where it invests in a new production location, buys new machinery and pays part of the rent.

PURCHASING PRACTICES

Possible Points: 34

Earned Points: 24

2. MONITORING AND REMEDIATION

BASIC MEASUREMENTS	RESULT	COMMENTS
% of own production under standard monitoring (excluding low-risk countries)	43%	
% of own production in low risk production countries where FWF's Low Risk policy has been implemented	5%	FWF low risk policy should be implemented. 0 = policy is not implemented correctly. N/A = no production in low risk countries.
Total of own production under monitoring	48%	Minimums: 1 year: 40%; 2 years 60%; 3 years+: 90% Measured as a percentage of turnover.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.1 Specific staff person is designated to follow up on problems identified by monitoring system	Yes	Followup is a serious part of FWF membership, and cannot be successfully managed on an ad-hoc basis.	Manuals, emails, etc., demonstrating who the designated staff person is.	2	2	-2
2.2 Degree of progress towards resolution of existing Corrective Action Plans	Intermediate	FWF considers efforts to resolve CAPs to be one of the most important things that affiliates can do towards improving working conditions.	Documentation of remediation and followup actions taken by affiliate.	4	8	-2

Recommendation: To facilitate remediation, Tailor & Stitch could consider:

- Hire a local consultant to assist factory in developing an action plan and to assist factory management in investigating root causes.
- Organise supplier seminars.
- Provide factory training.
- Share knowledge/material.
- providing financial support to the supplier for implementing improvements.

Comment: The follow up of the audit at Tailor & Stitch's biggest supplier in India showed intermediate steps of improvements: for instance, the factory has received a fire & safety training and set up an anti-discrimination policy. Tailor & Stitch has drafted a document with the supplier with potential measures in case there is no improvement.

2.3 Percentage of production volume from suppliers that have been visited by the affiliate in the past financial year	90%	Formal audits should be augmented by annual visits by affiliate staff or local representatives. They reinforce to factory managers that affiliates are serious about implementing the Code of Labour Practices.	Affiliates should document all factory visits with at least the date and name of the visitor.	4	4	0
2.4 Existing audit reports from other sources are collected.	No existing reports/all audits by FWF or FWF affiliate	Existing reports form a basis for understanding the issues and strengths of a supplier, and reduces duplicative work.	Audit reports are on file; evidence of followup on prior CAPs. Reports of quality assessments.	N/A	3	0
2.5 Audit Report and Corrective Action Plan (CAP) findings are shared with factory. Improvement timelines are established in a timely manner	Yes	FWF audit reports should be shared and discussed with suppliers within two months of audit receipt. Timely sharing of information and agreement on corrective actions is essential for improvement. A reasonable time frame should be specified for resolving findings.	Corrective Action Plans, emails; findings of followup audits; brand representative present during audit exit meeting, etc.	2	2	-1
2.6 High risk issues specific to the affiliate's supply chain are identified and addressed by the monitoring system.	Intermediate Capacity	Different countries and products have different risks associated with them; monitoring systems should be adapted to allow appropriate human rights due diligence for the specific risks in each affiliates' supply chain.	Documentation may take many forms; additional research, specific FWF project participation; extra monitoring activities, extra mitigation activities, etc.	3	6	0

Recommendation: Knowing the country specific risks facilitates the starting point for discussing this with suppliers and shows if there are additional commitments that are required to mitigate risks. For Tailor & Stitch this could possible mean looking into gender specific problems and investigating working hours and restrictions towards freedom of association in China. With this, the company can provide additional measures as support and integrate that in the monitoring system.

2.7 Affiliate cooperates with other customers in resolving corrective actions at shared suppliers	No CAPs active or no shared suppliers.	Cooperation between customers increases leverage and chances of successful outcomes. Cooperation also reduces the changes of a factory having to conduct multiple Corrective Action Plans about the same issue with multiple customers.	Shared CAPs, evidence of cooperation with other customers.	N/A	2	-1
2.8 Monitoring requirements are fulfilled for production in low-risk countries	Yes	Low risk countries are determined by the presence and proper functioning of institutions which can guarantee compliance with basic standards.	Documentation of visits, notification of suppliers of FWF membership; posting of worker information sheets, completed questionnaires.	2	2	0
2.9 External brands resold by the affiliate who have completed and returned the external brand questionnaire. (% of external sales volume)	No external brands resold	FWF believes it is important for affiliates that have a retail/wholesale arm to at least know if the brands they resell are members of FWF or a similar organisation, and in which countries those brands produce goods.	Questionnaires are on file.	N/A	3	0

Comment: The one external supplier Tailor & Stitch uses is Buttonboss, an affiliate of FWF.

2.10 External brands resold by affiliates that are members of another credible initiative. (% of external sales volume)	100%	FWF believes affiliates who resell products should be rewarded for choosing to stock external brands who also take their supply chain responsibilities seriously.	Supplier register; Documentation of sales volumes of products made by FWF or FLA members.	3	3	0
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Comment: Tailor and Stitch sell caps of FWF Affiliate Buttonboss.

MONITORING AND REMEDIATION

Possible Points: 27

Earned Points: 20

3. COMPLAINTS HANDLING

BASIC MEASUREMENTS	RESULT	COMMENTS
Number of worker complaints received since last check	0	At this point, FWF considers a high number of complaints as a positive indicator, as it shows that workers are aware of and making use of the complaints system.
Number of worker complaints in process of being resolved		
Number of worker complaints resolved since last check		

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
3.1 A specific employee has been designated to address worker complaints	Yes	Followup is a serious part of FWF membership, and cannot be successfully managed on an ad-hoc basis.	Manuals, emails, etc., demonstrating who the designated staff person is.	1	1	-1
3.2 System exists to check that the Worker Information Sheet is posted in factories	Yes	The Worker Information Sheet is a key first step in alerting workers to their rights.	Photos by company staff, audit reports, checklists from factory visits, etc.	2	2	0
3.3 Percentage of FWF-audited factories where at least half of workers are aware of the FWF worker helpline.	0%	The FWF complaints procedure is a crucial element of verification. If factory-based complaint systems do not exist or do not work, the FWF worker helpline allows workers to ask questions about their rights and file complaints. Factory participation in the Workplace Education Programme also count towards this indicator.	Percentage of audited factories where at least 50% of interviewed workers indicate awareness of the FWF complaints mechanism + percentage of factories in WEP programme.	-2	4	-2

Requirement: Tailor & Stitch should inform the factory managers about the existence of the hotline and ensure workers are aware of the hotline and Code of Labour Practices.

Comment:

3.4 All complaints received from factory workers are addressed in accordance with the FWF Complaints Procedure	No complaints received	Providing access to remedy when problems arise is a key element of responsible supply chain management. Affiliate involvement is often essential to resolving issues.	Documentation that affiliate has completed all required steps in the complaints handling process.	N/A	6	-2
3.5 Cooperation with other customers in addressing worker complaints at shared suppliers	No complaints or cooperation not possible / necessary.	Because most factories supply several customers with products, involvement of other customers by the FWF affiliate can be critical in resolving a complaint at a supplier.	Documentation of joint efforts, e.g. emails, sharing of complaint data, etc.	N/A	2	-2

COMPLAINTS HANDLING

Possible Points: 7

Earned Points: 1

4. TRAINING AND CAPACITY BUILDING

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
4.1 All staff is made aware of FWF membership requirements	Yes	Preventing and remediating problems often requires the involvement of many different departments; making all staff aware of FWF membership requirements helps to support cross-departmental collaboration when needed.	Emails, trainings, presentation, newsletters, etc.	1	1	-1
4.2 Ongoing training in support of FWF requirements is provided to staff in direct contact with suppliers.	No	Sourcing, purchasing and CSR staff at a minimum should possess the knowledge necessary to implement FWF requirements and advocate for change within their organisations.	FWF Seminars or equivalent trainings provided; presentations, curricula, etc.	0	2	0
4.3 All sourcing contractors/agents are informed about FWF's Code of Labour Practices.	Yes + actively support COLP	Agents have the potential to either support or disrupt CoLP implementation. It is the responsibility of affiliate to ensure agents actively support the implementation of the CoLP.	Correspondence with agents, trainings for agents, FWF audit findings.	2	2	-2
<p>Comment: Tailor & Stitch works closely with an agent in India who is committed to improve working conditions and actively supports the company in implementing the Code of Labour Practices. The agent previously owned garment factories and is active in community based work to support education for young girls.</p>						
4.4 Factory participation in Workplace Education Programme (where WEP is offered; by production volume)	0%	Lack of knowledge and skills on best practices related to labour standards is a common issue in factories. Good quality training of workers and managers is a key step towards sustainable improvements.	Documentation of relevant trainings; participation in Workplace Education Programme.	0	6	0

Requirement: All factory workers should be informed about the labour standards and the process of monitoring and remediation. In order to further communication between employers and workers in the workplace, FWF developed the Workplace Education Programme in 4 priority countries. The affiliate should motivate its main supplier(s) to join WEP trainings. It is made available to FWF members free of charge.

4.5 Factory participation in trainings (where WEP is not offered; by production volume)	All production is in WEP areas.	In areas where the Workplace Education Programme is not yet offered, affiliates may arrange trainings on their own or work with other training-partners. Trainings must meet FWF quality standards to receive credit for this indicator.	Curricula, other documentation of training content, participation and outcomes.	N/A	4	0
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Comment: 2013 production took place in China, India and in the low risk countries Portugal and Poland.

TRAINING AND CAPACITY BUILDING

Possible Points: 11

Earned Points: 3

5. INFORMATION MANAGEMENT

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
5.1 Level of effort to identify all production locations and update supplier information.	Intermediate	Any improvements to supply chains require affiliates to first know all of their suppliers and production locations.	Supplier information provided by affiliate. Financial records of previous financial year. Documented efforts by affiliate to update supplier information from its monitoring activities.	3	6	-2

Requirement: Information on subcontractors should be included in the company's efforts to monitor improvements.

5.2 A system exists to allow purchasing, CSR and other relevant staff to share information with each other about working conditions at suppliers	Yes	CSR, purchasing and other staff who interact with suppliers need to be able to share information in order to establish a coherent and effective strategy for improvements.	Internal information system; status CAPs, reports of meetings of purchasing/CSR; systematic way of storing information.	1	1	-1
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Comment: The small team at Tailor & Stitch allows for frequently sharing information regarding working conditions at suppliers; all staff at the company is fully aware of factory conditions.

INFORMATION MANAGEMENT

Possible Points: 7

Earned Points: 4

6. TRANSPARENCY

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
6.1 Communication about FWF membership adheres to the FWF communications policy	Yes	FWF membership should be communicated in a clear and accurate manner. FWF guidelines are designed to prevent misleading claims.	Logo is placed on website; other communications in line with policy. Affiliates may lose points if there is evidence that they did not comply with the communications policy.	1	1	-2

Comment: Tailor & Stitch communicates FWF membership on the corporate website in correct wording. A FWF logo and link to the website is posted. FWF membership is communicated to clients and used for tenders to attract new clients.

6.2 Affiliate engages in advanced reporting activities	No	Good reporting by members helps to ensure the transparency of FWF's work and shares best practices with the industry.	Affiliate publishes one or more of the following on their website: Brand Performance Check, Audit Reports, Supplier List.	0	1	0
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Recommendation: FWF recommends Tailor & Stitch to publish one or more of the following reports on its website: Brand performance check, Audit Reports, suppliers register. Good reporting by members helps to ensure the transparency of the affiliate and FWF's work.

6.3 Social Report is submitted to FWF and is published on affiliate's website	Incomplete or not done	The Social Report is an important tool for brands to transparently share their efforts with stakeholders.	Report adheres to FWF guidelines for Social Report content.	-2	2	-2
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Requirement: FWF approach requires transparency on affiliates work towards social standards. The social report needs to be submitted to FWF and published on affiliate's website.

TRANSPARENCY

Possible Points: 4

Earned Points: -1

Additional comments on Transparency:

As a private label company, Tailor & Stitch does not directly communicate to the end-consumer. The company works with wholesale (mostly public institutions) clients and does not sell its own brand.

7. EVALUATION

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
7.1 Systemic annual evaluation of FWF membership is conducted with involvement of top management	Yes	An annual evaluation involving top management ensures that FWF policies are integrated into the structure of the company.	Meeting minutes, verbal reporting, Powerpoints, etc.	2	2	0

Comment: With the outcomes of this performance check, Tailor & Stitch evaluates FWF membership. Input from the agent in India in terms of supplier developments is included in the evaluation. Given the small team, process is informally evaluated on a regular basis.

7.2 Percentage of required changes from previous Brand Performance Check implemented by affiliate	No requirements were included in previous Check	In each Brand Performance Check report, FWF may include requirements for changes to management practices. Adherence to these requirements is an important part of FWF membership.	Affiliate should show documentation related to the specific requirements made in the previous Brand Performance Check.	N/A	8	-4
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Comment: This is the first performance check for Tailor & Stitch.

EVALUATION

Possible Points: 2

Earned Points: 2

RECOMMENDATIONS TO FWF

Tailor & Stitch would appreciate more support in obtaining factory information when selecting new suppliers. If those suppliers are already in the FWF system, it would be good to share that information. Tailor & Stitch encourages more learning and sharing between FWF affiliates.

Moreover, given their clients are public institutions, increasing awareness of FWF among public procurement would support the company in their efforts.

SCORING OVERVIEW

CATEGORY	EARNED	POSSIBLE
Purchasing Practices	24	34
Monitoring and Remediation	20	27
Complaints Handling	1	7
Training and Capacity Building	3	11
Information Management	4	7
Transparency	-1	4
Evaluation	2	2
Totals:	53	92

BENCHMARKING SCORE (EARNED POINTS ÷ POSSIBLE POINTS)

58

PERFORMANCE BENCHMARKING CATEGORY

Good

BRAND PERFORMANCE CHECK DETAILS

Date of Brand Performance Check:

10-04-2014

Conducted by:

Annabel Meurs

Interviews with:

Bart Ebink, General Manager

Gea Kuipers, Finance/Purchasing

Audit Summary:

Publication of the audit summary section previously included in Brand Performance Checks has been suspended while Fair Wear Foundation develops a new information system to manage and summarize the data. Future Brand Performance Checks will include improved usability and transparency for audit data.