



BRAND PERFORMANCE CHECK

Tailor and Stitch

PUBLICATION DATE: AUGUST 2015

this report covers the evaluation period 01-01-2014 to 31-12-2014

ABOUT THE BRAND PERFORMANCE CHECK

Fair Wear Foundation believes that improving conditions for apparel factory workers requires change at many levels. Traditional efforts to improve conditions focus primarily on the factory. FWF, however, believes that the management decisions of 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. They evaluate the parts of affiliate supply chains where clothing is assembled. This is the most labour intensive part of garment supply chains, and where brands can have the most influence over working conditions.

In most apparel supply chains, clothing brands do not own 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.

The Brand Performance Check system is designed to accommodate the range of structures and strengths that different companies have, and reflects the different ways that brands can support better working conditions.

This report is based on interviews with affiliate employees who play important roles in the management of supply chains, and a variety of documentation sources, financial records, supplier data. The findings from the Brand Performance Check are summarized and published at www.fairwear.org. The online [Brand Performance Check Guide](#) provides more information about the indicators.

BRAND PERFORMANCE CHECK OVERVIEW

Tailor and Stitch

Evaluation Period: 01-01-2014 to 31-12-2014

AFFILIATE INFORMATION	
Headquarters:	Bolsward, Netherlands
Member since:	28-01-2013
Product types:	Workwear, Fashion
Production in countries where FWF is active:	China, India
Production in other countries:	Portugal
BASIC REQUIREMENTS	
Workplan and projected production location data for upcoming year have been submitted?	Yes
Actual production location data for evaluation period was submitted?	Yes
Membership fee has been paid?	Yes
All suppliers have been notified of FWF membership?	Yes
SCORING OVERVIEW	
% of own production under monitoring	75%
Benchmarking score	58
Category	Good

Summary:

Tailor & Stitch meets most of FWF's management system requirements. With an audit at two main suppliers in India and China, Tailor & Stitch has monitored 75% of the company's 2014 purchasing volume, which meets the requirement for members in their second year of membership. The brand has stable supplier relations and substantial leverage at their main supplier in India.

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. The company should work on increasing transparency on working hour records with the Chinese supplier. Follow up of the 2013 and 2014 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 and China 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. Leaders show best practices in complex areas such as living wages and freedom of association.

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	75%	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.	4	4	0

Comment: Tailor & Stitch has substantial leverage at two of its main suppliers, one in India and one in China, representing nearly 75% of its 2014 total purchasing volume. The supplier in India 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	58%	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.	3	4	0
----------------------------------------------------------------------------------------------------------------------	-----	------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------	---	---	---

Comment: Tailor & Stitch values long term relationships; the majority of its 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. Due to phasing out orders at one Indian supplier, Tailor & Stitch had to source new factories in 2014.

1.3 All new suppliers are required to sign and return the Code of Labour Practices before first orders are placed.	No	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.	0	2	0
--------------------------------------------------------------------------------------------------------------------	----	-------------------------------------------------------------------------------------------------------------------------------------	---------------------------	---	---	---

Requirement: Tailor & Stitch needs to ensure that all new suppliers sign and return the questionnaire before first orders are placed.

Comment: Three new suppliers in India were selected and one in Portugal. Two questionnaires from India were returned.

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
---------------------------------------------------------------------------------------------	-----	---------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------	---	---	---

Recommendation: FWF recommends Tailor & Stitch to document the procedure for assessing labour standards when selecting new factories. Particularly given that sourcing is for a large part done by the agent in India, it is important to document the findings regarding the level of working conditions in order to serve as input for further sourcing decisions.

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. 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 selecting new suppliers. A visual inspection is done, using the FWF health and safety guidelines and meetings are held with factory management, among others to explain the requirements under FWF membership.

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
--------------------------------------------------------------------------------------------	----------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------	---	---	---

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 an 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
-----------------------------------------------------------------------------------	--------------------------------------	-----------------------------------------------------------------------------------------------------------------------	-------------------------------------------	---	---	---

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 clothing, 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 can calculate the number of tailors needed to produce their orders. Once this is checked, the company sends a definitive order confirmation to the client. For both fashion and workwear collection, after the final order placement, there are no style changes. 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.

1.7 Degree to which affiliate mitigates root causes of excessive overtime.	Intermediate efforts	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.	3	6	0
----------------------------------------------------------------------------	----------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------	---	---	---

Requirement: In order to further investigate the working hours at their suppliers, Tailor & Stitch must ensure suppliers are transparent in their working hour records. Based on the working hour records the company could discuss with factory management on the causes of excessive overtime and provide support to manage overtime. If necessary, Tailor & Stitch could hire local experts to analyse root cause of excessive overtime in cooperation with the supplier.

Comment: Most orders go to their main supplier in India. In case of more styles orders are split in order to avoid peak pressure on the factory. In case there are delays, Tailor & Stitch can split orders or postpones the delivery time and 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. The audit conducted by FWF team at a supplier in China in 2014 showed working hour records were incomplete. The FWF team did conclude excessive overtime took place based on interviews with workers and management. Tailor & Stitch requested the factory to set up a system to register working hours correctly, however this has not yet been verified.

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
----------------------------------------------------------------------------------------------------------------	----------------------	------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------	---	---	---

Recommendation: FWF suggests to have a further dialogue with factories to gain more insight into the share of the CMT price that goes to the workers' wages.

Comment: Tailor & Stitch uses an open costing calculation system in cooperation with the suppliers in India. The company knows the price of each part of the garment (fabrics, trimmings, zippers etc), including the time it costs to make their products, and can estimate the share that is spent on salaries. They are not aware of costing calculations at other suppliers.

1.9 Affiliate actively responds if suppliers fail to pay legal minimum wages.	No data available	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.	N/A	2	-2
-------------------------------------------------------------------------------	-------------------	------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------	-----	---	----

Recommendation: FWF recommends Tailor & Stitch to investigate the wage levels for unskilled workers and work with the supplier in India and work on ensuring minimum wage is guaranteed through transparent records with all suppliers.

Comment: No findings were documented of payment below minimum wage during the audit in China in 2014. However, this conclusion was based on interviews since attendance records were not complete. The wage ladder of the audit that took place at the Indian supplier in 2013 showed unskilled workers were paid below the Dehli minimum wage. This was a conclusion from the interviews which could not be corroborated by documentation.

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
-----------------------------------------------------------	----	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------	---	---	----

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.	Factory-level approach	Sustained progress towards living wages requires adjustments to affiliates' policies.	Documentation of policy assessments and/or concrete progress towards living wages.	4	8	0
-----------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------	---------------------------------------------------------------------------------------	------------------------------------------------------------------------------------	---	---	---

Recommendation: FWF encourages Tailor & Stitch to further discuss with suppliers about possibilities to work towards higher benchmarks. 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.

Comment: Tailor & Stitch has been discussing payment of living wages with the main Indian supplier after the audit. The company has been looking at ways to ensure payment of leave is paid correctly by creating a stable order flow throughout the year.

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
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

PURCHASING PRACTICES

Possible Points: 38

Earned Points: 26

2. MONITORING AND REMEDIATION

BASIC MEASUREMENTS	RESULT	COMMENTS
% of own production under standard monitoring (excluding low-risk countries)	75%	
% of own production in low risk production countries where FWF's Low Risk policy has been implemented	0%	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	75%	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: In addition to realising improvements on health & safety and policy requirements, a next step would be to further improve the payment systems, reducing excessive overtime and increasing awareness of workers' rights and social dialogue by organizing a factory training as part of FWF's Workplace Education Programme.

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 discussed the wage levels with the supplier which is still the most important area for improvement where a solution needs to be found. Tailor & Stitch did support the factory in enabling the correct leave payment by continuing their project that financial supported the factory. 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	99%	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 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.	0	3	0

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

2.5 Audit Report and Corrective Action Plan (CAP) findings are shared with factory. Improvement timelines are established in a timely manner	Yes	2 part indicator: FWF audit reports were shared and discussed with suppliers within two months of audit receipt AND a reasonable time frame was specified for resolving findings.	Corrective Action Plans, emails; findings of followup audits; brand representative present during audit exit meeting, etc.	2	2	-1
----------------------------------------------------------------------------------------------------------------------------------------------	-----	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------	---	---	----

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 for instance mean looking into gender specific problems and dormitories in India, 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.

Comment: The factories Tailor & Stitch is working with in India have been long term business partners. They are visited often by the company staff and agent. The majority of the workforce are men, high skilled tailors who produce complex garments.

2.6a High risk issues specific to Bangladesh are identified and addressed by the monitoring system and remediation activities.	Not sourcing in Bangladesh	Affiliates sourcing in Bangladesh should take additional action to address both building and fire safety and the prevention of violence against women.	Building, electrical and fire safety inspection reports, evidence of cooperation with other customers sourcing at the same factories (Accord signatories and/or FWF affiliates), etc.	N/A	3	0
--------------------------------------------------------------------------------------------------------------------------------	----------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----	---	---

2.6b High risk issues specific to Myanmar are identified and addressed by the monitoring system and remediation activities.	Not sourcing in Myanmar	Myanmar is still in the process of establishing the legal and civil society infrastructure needed to ensure compliance with labour rights. Extra care must be taken when doing business in Myanmar.	Shared CAPs, Wage Ladders per factory.	N/A	3	0
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	No	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.	0	2	0

Requirement: Monitoring requirements need to be fulfilled for production in low-risk countries in order for it to be counted towards the monitoring threshold. All production sites in low-risk countries must:

- Be visited annually by affiliate representatives;
- Be informed of FWF membership and return the completed CoLP questionnaire before production orders are placed;
- Be aware of specific risks identified by FWF;
- Have the FWF Worker Information Sheet posted in local languages.

2.9 External brands resold by the affiliate who have completed and returned the external brand questionnaire. (% of external sales volume)	100%	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.	3	3	0
--------------------------------------------------------------------------------------------------------------------------------------------	------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------	---	---	---

Comment: Tailor & Stitch sent out the questionnaire to the external supplier, but immediately stopped working with this supplier after the first order. The questionnaire was not returned.

2.10 External brands resold by affiliates that are members of another credible initiative. (% of external sales volume)	0%	FWF believes affiliates who resell products should be rewarded for choosing to stock external brands who also take their supply chain responsibilities seriously.	External production data in FWF's information management system. Documentation of sales volumes of products made by FWF or FLA members.	0	3	0
-------------------------------------------------------------------------------------------------------------------------	----	-------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------	---	---	---

Requirement: Tailor & Stitch has to ensure progress towards an external supplier base that is covered by either FWF or have another acceptable system in place for monitoring its supply chain.

MONITORING AND REMEDIATION

Possible Points: 33

Earned Points: 18

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	0	
Number of worker complaints resolved since last check	0	

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

Comment: Tailor & Stitch checks whether the Worker Information Sheet is posted when visiting and requests the agent to do so where possible as well. Pictures were stored on file.

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
--------------------------------------------------------------------------------------------------------------	----	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----	---	----

Recommendation: Tailor & Stitch can stimulate its suppliers to participate in WEP trainings, to raise awareness about the existence and the functioning of FWF's worker hotline. In addition to sending the worker information sheet, affiliates can use the worker information cards available for download on FWF's website.

Comment: Audit showed workers were not aware of the FWF complaints procedure.

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.	Yes	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.	2	2	0

Comment: 2 staff members of Tailor & Stitch took part in the member training seminar in 2014.

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
----------------------------------------------------------------------------------------	-----------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------	---	---	----

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 monitored the status of the Corrective Action Plan and documented pictures to verify the improvement.

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: Manufacturers and their workers should be systematically informed about FWF and the implementation of the Code of Labour Practices. All factory management and workers should be informed and aware about the relevant labour standards and grievance mechanisms. In order to ensure awareness and enhance understanding of the relevant labour standards, grievance mechanisms and the importance of a good mechanism for communication between employers and workers in the workplace, FWF developed the Workplace Education Programme. Tailor & Stitch should motivate its main supplier(s) to join WEP trainings.

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
-----------------------------------------------------------------------------------------	---------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------	-----	---	---

Comment: In addition to India and China, 2014 production took place in the low risk country Portugal.

TRAINING AND CAPACITY BUILDING

Possible Points: 11

Earned Points: 5

5. INFORMATION MANAGEMENT

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
5.1 Level of effort to identify all production locations	Intermediate	Any improvements to supply chains require affiliates to first know all of their 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

Recommendation: It is recommended to include information on subcontractors the company's efforts to monitor improvements.

Comment: Through frequent visits by company staff or agent, and the small number of suppliers, Tailor & Stitch knows all production locations. However, not yet all subcontractors are included in the company's monitoring system.

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
--------------------------------------------------------------------------------------------------------------------------------------------------	-----	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------	---	---	----

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

Recommendation: FWF suggests Tailor & Stitch to include a link to FWF's website.

Comment: Tailor & Stitch communicates FWF membership on the corporate website in correct wording. FWF logo is placed on the homepage. 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
--------------------------------------------------------	----	-----------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------	---	---	---

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 member and FWF's work.

6.3 Social Report is submitted to FWF and is published on affiliate's website	Published on affiliate's website	The Social Report is an important tool for affiliates to transparently share their efforts with stakeholders.	Report adheres to FWF guidelines for Social Report content.	2	2	-2
-------------------------------------------------------------------------------	----------------------------------	---------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------	---	---	----

TRANSPARENCY

Possible Points: 4

Earned Points: 3

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 Changes from previous Brand Performance Check implemented by affiliate	37%	In each Brand Performance Check report, FWF may include requirements for changes to management practices. Progress on achieving these requirements is an important part of FWF membership and its process approach.	Affiliate should show documentation related to the specific requirements made in the previous Brand Performance Check.	2	4	-2
----------------------------------------------------------------------------	-----	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------	---	---	----

Comment: Tailor & Stitch is in process of following up requirements from last performance check. It has made steps into gaining more insight into the cost of labour and discussing the findings regarding payment of living wages. The company has submitted its social report.

Tailor & Stitch can take more steps to inform factory managers and workers of the Code of Labour Practices.

EVALUATION

Possible Points: 6

Earned Points: 4

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 is open to cooperate in that area.

SCORING OVERVIEW

CATEGORY	EARNED	POSSIBLE
Purchasing Practices	26	38
Monitoring and Remediation	18	33
Complaints Handling	1	7
Training and Capacity Building	5	11
Information Management	4	7
Transparency	3	4
Evaluation	4	6
Totals:	61	106

BENCHMARKING SCORE (EARNED POINTS DIVIDED BY POSSIBLE POINTS)

58

PERFORMANCE BENCHMARKING CATEGORY

Good

BRAND PERFORMANCE CHECK DETAILS

Date of Brand Performance Check:

08-06-2015

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.