



BRAND PERFORMANCE CHECK

Tailor and Stitch

PUBLICATION DATE: MAY 2018

this report covers the evaluation period 01-01-2017 to 31-12-2017

ABOUT THE BRAND PERFORMANCE CHECK

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

FWF's Brand Performance Check is a tool to evaluate and report on the activities of FWF's member companies. The Checks examine how member company management systems support FWF's Code of Labour Practices. They evaluate the parts of member company supply chains where clothing is assembled. This is the most labour intensive part of garment supply chains, and where brands can have the most influence over working conditions.

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

Even if outcomes at the product location level cannot be guaranteed, the importance of good management practices by member companies cannot be understated. Even one concerned customer at a product location can have significant positive impacts on a range of issues like health and safety conditions or freedom of association. And if one customer at a product location can demonstrate that improvements are possible, other customers no longer have an excuse not to act. The development and sharing of these types of best practices has long been a core part of 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 member company employees who play important roles in the management of supply chains, and a variety of documentation sources, financial records, supplier data. The findings from the Brand Performance Check are summarized and published at www.fairwear.org. The online [Brand Performance Check Guide](#) provides more information about the indicators.

BRAND PERFORMANCE CHECK OVERVIEW

Tailor and Stitch

Evaluation Period: 01-01-2017 to 31-12-2017

MEMBER COMPANY INFORMATION	
Headquarters:	Sneek, Netherlands
Member since:	28-01-2013
Product types:	Fashion, Workwear
Production in countries where FWF is active:	China, India, Turkey
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?	No
SCORING OVERVIEW	
% of own production under monitoring	100%
Benchmarking score	63
Category	Good

Summary:

In 2017, Tailor and Stitch has shown progress and met most of FWFs' performance requirements. After insufficiently monitoring its suppliers in 2016, Tailor and Stitch has ensured that all suppliers were monitored in 2017 and has a monitoring percentage of 100%. Due to the efforts to improve its management systems and work closely with suppliers on the follow up of audits, Tailor and Stitch has a benchmarking score of 63 and is in the 'Good' category.

Through the introduction of a new planning system, Tailor and Stitch has taken steps to help reduce overtime at its suppliers and improve both its own purchasing practices and support the suppliers in planning. Additionally, it has committed additional resources to its suppliers to help remediate the issues from Corrective Action Plans, for example by hiring a consultant to work with the supplier on documentation.

Despite efforts, knowledge of the Code of Labour Practices and the FWF hotline amongst workers at its suppliers is low. Tailor and Stitch should work with suppliers to ensure workers are properly trained on the Code of Labour Practices and have access to the grievance mechanism. Tailor and Stitch should also further its discussions with suppliers on taking steps towards a living wage. FWF provides tools such as the wage ladder to support Tailor and Stitch in these discussions and expects to take an active role in discussing living wages with its suppliers during the next year.

Overall Tailor and Stitch has made positive steps in 2017 and FWF recommends it continues to improve communications with its suppliers and work closely with them on remediating identified issues in 2018.

PERFORMANCE CATEGORY OVERVIEW

Leader: This category is for member companies who are doing exceptionally well, and are operating at an advanced level. Leaders show best practices in complex areas such as living wages and freedom of association.

Good: It is FWF's belief that member companies who are making a serious effort to implement the Code of Labour Practices—the vast majority of FWF member companies—are 'doing good' and deserve to be recognized as such. They are also doing more than the average clothing company, and have allowed their internal processes to be examined and publicly reported on by an independent NGO. The majority of member companies will receive a 'Good' rating.

Needs Improvement: Member companies are most likely to find themselves in this category when major unexpected problems have arisen, or if they are unable or unwilling to seriously work towards CoLP implementation. Member companies may be in this category for one year only after which they should either move up to Good, or will be moved to suspended.

Suspended: Member companies who either fail to meet one of the Basic Requirements, have had major internal changes which means membership must be put on hold for a maximum of one year, or have been in Needs Improvement for more than one year. Member companies may remain in this category for one year maximum, after which termination proceedings will come into force.

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

1. PURCHASING PRACTICES

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.1a Percentage of production volume from production locations where member company buys at least 10% of production capacity.	30%	Member companies with less than 10% of a production location's production capacity generally have limited influence on production location managers to make changes.	Supplier information provided by member company.	2	4	0

Comment: Tailor and Stitch works with two suppliers where it buys a significant portion of the production location's capacity. 60% of Tailor and Stitch's supply base is from three suppliers who produce the main workwear products. The other four suppliers in its supply chain make up the remaining 40% and focus on promotional wear and supplementing the main suppliers' workwear production. At its main supplier in India it buys less than 10% of total production capacity, but have recently set up a team of four people in the factory who are dedicated to the oversight of Tailor and Stitch's production within the facility.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.1b Percentage of production volume from production locations where member company buys less than 2% of its total FOB.	0%	FWF provides incentives to clothing brands to consolidate their supplier base, especially at the tail end, as much as possible, and rewards those members who have a small tail end. Shortening the tail end reduces social compliance risks and enhances the impact of efficient use of capital and remediation efforts.	Production location information as provided to FWF.	4	4	0

Comment: Only less than 1% of Tailor and Stitch's total FOB is sourced from a production location where it buys less than 2% of its total FOB. This is due to the need for a very specific product, caps, which this supplier specialises in.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.2 Percentage of production volume from production locations where a business relationship has existed for at least five years.	22%	Stable business relationships support most aspects of the Code of Labour Practices, and give production locations a reason to invest in improving working conditions.	Supplier information provided by member company.	1	4	0

Comment: At only one of Tailor and Stitch's suppliers has a business relationship existed for more than five years.

Recommendation: FWF recommends Tailor and Stitch to maintain stable business relationships with suppliers. Long term relationships support most aspects of the Code of Labour Practices, and give factories a reason to invest in improving working conditions.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.3 All new production locations are required to sign and return the questionnaire with the Code of Labour Practices before first bulk orders are placed.	Yes	The CoLP is the foundation of all work between production locations and brands, and the first step in developing a commitment to improvements.	Signed CoLPs are on file.	2	2	0

Comment: Two new production locations were added in 2017 - one in a low-risk country and the other to produce a small trial run order of caps. Tailor and Stitch has sent and received the questionnaire from one location and has followed up several times with the other location. No bulk orders have currently been placed at the second location.

Requirement: Before Tailor and Stitch places a bulk order at the new supplier, it needs to ensure that this supplier signs and returns the questionnaire.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.4 Member company conducts human rights due diligence at all (new) production locations before placing orders.	Intermediate	Due diligence helps to identify, prevent and mitigate potential human rights problems at suppliers.	Documentation may include pre-audits, existing audits, other types of risk assessments.	2	4	0

Comment: Prior to starting to source from its new supplier in China, Tailor and Stitch gathered a current audit report from another FWF member, with whom they also discussed the production location and current status. The supplier has not however returned the signed questionnaire with the Code of Labour Practices. For the other new supplier located in a low-risk country, Tailor and Stitch visited the location and received a completed questionnaire.

Recommendation: It is advised to put a standard process together for assessing working conditions at a potential new supplier. This could include collecting existing audit reports, visits to the location, doing a health and safety check using FWF's checklist, discussions with the factory regarding FWF policies, checking if the production location has a (legally required) anti-harassment committee and other risks specific to the sourcing country. Having a standard process that is followed for all new suppliers can help ensure consistency and greater insight up front.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.5 Production location compliance with Code of Labour Practices is evaluated in a systematic manner.	Yes	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.	1	2	0

Comment: In its main production locations in India, Tailor and Stitch's consultant visits the locations regularly and monitors and discusses implementation of the Code of Labour Practices with factory management. She relays this information to the Netherlands based team. Additionally, the General Manager of Tailor and Stitch visits the production locations in India multiple times a year and ensures the CoLP is a point of discussion. Tailor and Stitch asks for updates from its suppliers in China and Turkey and monitors the progress of issues in the Corrective Action Plans.

Recommendation: Tailor and Stitch is encouraged to develop an evaluation/grading system for suppliers where compliance with labour standards is a criterion for future order placement. Part of the system can be to create an incentive for rewarding suppliers for realised improvements in working conditions.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.6 The member company's production planning systems support reasonable working hours.	General or ad-hoc system.	Member company production planning systems can have a significant impact on the levels of excessive overtime at production locations.	Documentation of robust planning systems.	2	4	0

Comment: In 2017 Tailor and Stitch introduced a production planning system called TexTracker to better track the overall production process and provide more transparency between suppliers, themselves and their buyers. The online system tracks the entire production flow - from inception to delivery - and allows for all relevant documents, including agreed costing, patterns, designs etc to be stored in one place. If there is a delay in one step of the process, the system automatically adjusts the delivery date, ensuring that there is no additional pressure placed on the production step. The system has reduced the administrative work on the part of the supplier and Tailor and Stich (less emails needed, easier saving and tracking of documentation) and increased transparency amongst them.

The system was developed in close cooperation with Tailor and Stitch's main supplier in India, who gave input into what would be realistic and helpful to them. As Tailor and Stitch have rolled out the system to additional suppliers they have been met with favourable reactions. The system was developed throughout 2017 and implemented towards the end of the year, so the impacts of it will likely be seen in 2018.

Recommendation: FWF recommends Tailor and Stitch to work with suppliers to gain further insight into estimated time needed to make the products for all suppliers and use that information to further ensure that the production time is enough. This information could also be included as part of the online system for full transparency. Additionally, once the production planning system has been in place for a year, Tailor and Stitch could analyse the impact it had on facilitating suppliers' planning and see if there is a direct link to working hours.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.7 Degree to which member company mitigates root causes of excessive overtime.	Intermediate efforts	Some production delays are outside of the control of member companies; however there are a number of steps that can be taken to address production delays without resorting to excessive overtime.	Evidence of how member responds to excessive overtime and strategies that help reduce the risk of excessive overtime, such as: root cause analysis, reports, correspondence with factories, etc.	3	6	0

Comment: Excessive overtime was found at two recent audits of supplier of Tailor and Stitch. Tailor and Stitch has subsequently discussed the issue with these suppliers and understand from them that the overtime is most often caused by late orders or changes from clients. Although these issues are not linked to Tailor and Stitch directly they have added two extra weeks into their production timeline, in hopes of giving the suppliers more time and flexibility to complete orders. Additionally, when there are further delays and the deadline cannot be moved, Tailor and Stitch will use air freight to ship orders at their own cost. At one of the suppliers, the amount and severity of overtime could not be verified by the auditors due to lack of proper documentation. Tailor and Stitch has offered to pay for the services of a consultant to support this supplier in getting the appropriate documentation in order (and working on other issues from the audit).

Recommendation: The Member company could discuss with factory management on the causes of excessive overtime and, especially with the suppliers where it has higher leverage, have discussions to try and ensure that overtime is voluntary. Additionally, FWF recommends cooperating with other customers at the suppliers to increase leverage, when trying to mitigate excessive overtime hours.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.8 Member company'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

Comment: Tailor and Stitch knows the cost of each element of its products, and for some, the time required to make them. It currently is unable to link the price that it pays to the wage levels of the workers to compare its pricing to the minimum wage levels. Tailor and Stitch is knowledgeable about the different minimum wage levels in India, Turkey and China and keeps up to date with changes to these laws in order to discuss with suppliers.

Recommendation: As an advanced step, increased transparency in costing and productivity gives insight in the labour costs per product. This forms the basis for ensuring enough is paid to cover at least minimum wage and for making steps towards living wages. Tailor and Stitch can continue asking supplier for increased transparency on the wages of workers and overall costs of its products. In order to do this Tailor and Stitch should ensure it knows the amount of time required to make each product and then can use FWF's Labour Minute Costing Tool to help ensure wages are enough for minimum wage and to work towards a Living Wage.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.9 Member company actively responds if suppliers fail to pay legal minimum wages.	No data available	If a supplier fails to pay minimum wage, FWF member companies 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

Comment: The documentation on wages at two of Tailor and Stitch's suppliers could not be verified, and therefore full data on this indicator is not available and cannot be assessed.

Recommendation: Tailor and Stitch is recommended to continue working with its suppliers to ensure proper documentation on wages and other elements relating to the Code of Labour Practices is kept. This documentation forms the basis for Tailor and Stitch's knowledge of the actual wages being earned at its suppliers; without this information Tailor and Stitch cannot know that management at the production location are adhering to local laws.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.10 Evidence of late payments to suppliers by member company.	No	Late payments to suppliers can have a negative impact on production locations 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 production location and member company financial documents.	0	0	-1

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.11 Degree to which member company 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 member companies' policies.	Documentation of policy assessments and/or concrete progress towards living wages.	2	8	0

Comment: Tailor and Stitch has discussed Living Wages with its suppliers but has not made progress in taking steps towards the implementation of living wages. In discussions with suppliers, the suppliers feel that because they pay minimum wage, that is enough for the workers. Tailor and Stitch believe that the prices they pay are enough to pay more than minimum wage and move towards a Living Wage. Because there is a lack of transparency between the suppliers and Tailor and Stitch into the direct and indirect labour costs of producing the garments, they have not been able to take the conversation further.

Recommendation: FWF encourages Tailor and Stitch to assess the hypothetical cost effects of increasing wages towards benchmarks that are included in the wage ladder, especially at its main suppliers. To support companies in this process FWF has developed a calculation model that estimates the effect on FOB and retail prices under different pricing models. This will require more transparency on labour costs between the suppliers and Tailor and Stitch.

Additionally, FWF recommends that Tailor and Stitch further discuss with suppliers why it is important to work together to take steps towards implementation of a living wage, and how often minimum wages are not enough to support workers and their basic needs. Involving workers in these discussions could help to inform Tailor and Stitch and factory management on the specific needs of workers in that area. Working together with other brands who source from the same suppliers could also be used as a way to increase leverage with factory management.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.12 Percentage of production volume from factories owned by the member company (bonus indicator).	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 member company's score.	Supplier information provided by member company.	N/A	2	0

PURCHASING PRACTICES

Possible Points: 42

Earned Points: 21

2. MONITORING AND REMEDIATION

BASIC MEASUREMENTS	RESULT	COMMENTS
% of own production under standard monitoring (excluding low-risk countries)	93%	
% of production volume where monitoring requirements for low-risk countries are fulfilled	7%	FWF low risk policy should be implemented. 0 = policy is not implemented correctly. N/A = no production in low risk countries.
Meets monitoring requirements for tail-end production locations.	Yes	
Total of own production under monitoring	100%	Minimums: 1 year: 40%; 2 years 60%; 3 years+: 80-100% 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

Comment: Tailor and Stitch have a staff member in headquarters responsible on following up on problems identified. She works directly with in country consultants to follow up where appropriate.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.2 Quality of own auditing system meets FWF standards.	Member makes use of FWF audits and/or external audits only	In case FWF teams cannot be used, the member companies' own auditing system must ensure sufficient quality in order for FWF to approve the auditing system.	Information on audit methodology.	N/A	0	-1

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.3 Audit Report and Corrective Action Plan (CAP) findings are shared with factory and worker representation where applicable. 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

Comment: Tailor and Stitch can demonstrate follow up with its suppliers following both FWF and external audits, including developing CAPs with the suppliers when necessary. Following the FWF audit done last year, the Managing Director of Tailor and Stitch traveled to India to meet with the factory management and discussed the audit report and follow up steps. Tailor and Stitch offered to hire a consultant to support this supplier in timely follow up of the issues identified in the Corrective Action Plan. There is no active worker representation in the factory.

Recommendation: FWF recommends Tailor & Stitch to involve workers in CAP remediation.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.4 Degree of progress towards resolution of existing Corrective Action Plans and remediation of identified problems.	Intermediate	FWF considers efforts to resolve CAPs to be one of the most important things that member companies can do towards improving working conditions.	CAP-related documentation including status of findings, documentation of remediation and follow up actions taken by member. Reports of quality assessments. Evidence of understanding relevant issues.	6	8	-2

Comment: Tailor and Stitch can demonstrate significant effort and improvements on the resolution of identified problems at its main suppliers. Following an audit at one of its main suppliers in 2016, Tailor and Stitch hired a consultant to work together with the supplier on the key issues, particularly around required documentation. The supplier has since shared with Tailor and Stitch the new documentation they have in place and the advancement on their internal systems due to this support. Tailor and Stitch has offered this same support to another supplier following an audit in 2017.

At other suppliers Tailor and Stitch has actively followed up on Corrective Action Plans and gathered evidence from the suppliers of remediation. With one of their suppliers in Turkey, it has still been difficult to get full cooperation from the supplier and track remediation, despite follow up. Tailor and Stitch has invited the owner from this factory to visit their head office in the coming months and will follow up with a visit to the factory later in the year to try and improve this relationship and support remediation efforts.

Recommendation: To further facilitate remediation, Tailor and Stitch is encouraged to work with other brands sourcing at their suppliers, to share the responsibility and to increase the focus on these issues. Additionally Tailor and Stitch could provide factory training via FWF's Workplace Education Programme to ensure workers and management are adequately trained to be involved in the remediation of issues as well.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.5 Percentage of production volume from production locations that have been visited by the member company in the previous financial year.	94%	Formal audits should be augmented by annual visits by member company staff or local representatives. They reinforce to production location managers that member companies are serious about implementing the Code of Labour Practices.	Member companies should document all production location visits with at least the date and name of the visitor.	4	4	0

Comment: Tailor and Stitch has visited most of its suppliers in 2017, including all suppliers in India. In addition to the Managing Director visiting, local staff visit each production location in India at least twice a month. The Managing Director plans to visit its supplier in Turkey in 2017.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.6 Existing audit reports from other sources are collected.	Yes, quality assessed and corrective actions implemented	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.	3	3	0

Comment: Tailor and Stitch has collected and assessed existing audit reports from its suppliers which have not had FWF audits. The Quality Assessment Tools have been filled out with support from the suppliers, and where necessary, new Corrective Action Plans have been established.

Recommendation: Tailor and Stitch should ensure that it is filling out the Quality Assessment Tool itself (gathering input from the supplier where necessary), rather than asking the supplier to fill it out. The tool is provided to ensure that the brand itself understands the quality of external audits and helps to identify areas that may need further investigation or attention. Simply asking the supplier to fill out the Quality Assessment Tool does not ensure that Tailor and Stitch itself is informed and aware of the key issues that need to be addressed.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.7 Compliance with FWF risk policies.	Average score depending on the number of applicable policies and results	Aside from regular monitoring and remediation requirements under FWF membership, countries, specific areas within countries or specific product groups may pose specific risks that require additional steps to address and remediate those risks. FWF requires member companies to be aware of those risks and implement policy requirements as prescribed by FWF.	Policy documents, inspection reports, evidence of cooperation with other customers sourcing at the same factories, reports of meetings with suppliers, reports of additional activities and/or attendance lists as mentioned in policy documents.	3	6	0
Compliance with FWF enhanced monitoring programme Bangladesh	Policies are not relevant to the company's supply chain			N/A	6	-2
Compliance with FWF Myanmar policy	Policies are not relevant to the company's supply chain			N/A	6	-2
Compliance with FWF guidance on abrasive blasting	Policies are not relevant to the company's supply chain			N/A	6	-2
Compliance with FWF guidance on risks related to Turkish garment factories employing Syrian refugees	Intermediate			3	6	-2
Other risks specific to the member's supply chain are addressed by its monitoring system	Intermediate			3	6	-2

Comment: Tailor and Stitch has significant knowledge of the working environment in India, and has a full time staff member based there with extensive knowledge of the garment industry and high-risk issues. In 2017 Tailor and Stitch was unable to participate in FWF seminars based in India to look further at these issues, but would like to participate in the future.

Tailor and Stitch is somewhat familiar with the risks in Turkey, and has read the updated guidance provided by FWF and discussed this with their supplier. The supplier has stated that they do not have any Syrian refugees working in its factory and is not in an area of high risk. However, neither Tailor and Stitch or its supplier participated in the recent seminars and webinars put on by FWF to address the specific issues in Turkey.

Recommendation: Knowing the country specific risks facilitates the starting point for discussing this with suppliers. Tailor and Stitch can agree with its suppliers on additional commitments that are required to mitigate risks and can provide additional measures for support and integrate that in the monitoring system. For instance: encouraging its suppliers to participate in webinars on high-risk issues and having regular discussions regarding the risks.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.8 Member company cooperates with other FWF member companies in resolving corrective actions at shared suppliers.	No CAPs active, no shared production locations or refusal of other company to cooperate	Cooperation between customers increases leverage and chances of successful outcomes. Cooperation also reduces the chances 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

Comment: In late 2017 Tailor and Stitch started sourcing from a new supplier who also supplies for another FWF member. Tailor and Stitch originally found out about the supplier due to the other member, and they are in regular communication. Tailor and Stitch has requested the audit report and CAP from the other member and received this in early 2018. They are happy to work with the other FWF member moving forward on follow up of this audit.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.9 Percentage of production volume where monitoring requirements for low-risk countries are fulfilled.	50-100%	Low-risk countries are determined by the presence and proper functioning of institutions which can guarantee compliance with national and international standards and laws.	Documentation of visits, notification of suppliers of FWF membership; posting of worker information sheets, completed questionnaires.	1	2	0

Comment: Tailor and Stitch works with one supplier based in Portugal for a small percentage of its total FOB. Tailor and Stitch has visited this supplier and received the signed questionnaire. Tailor and Stitch was able to show the Worker Information Sheet posted at the production location.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.10 Extra bonus indicator: in case FWF member company conducts full audits above the minimum required monitoring threshold.	90%+	FWF encourages all of its members to audit/monitor 100% of its production locations and rewards those members who conduct full audits above the minimum required monitoring threshold.	Production location information as provided to FWF and recent Audit Reports.	3	3	0

Comment: Via FWF audits and external audits which it has assessed and followed up on, Tailor and Stitch has monitored 100% of its suppliers in 2017.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.11 Questionnaire is sent and information is collected from external brands resold by the member company.	Yes, and member has collected necessary information	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.	2	2	0

Comment: Tailor and Stitch worked with one external producer in 2017 and has received the signed questionnaire from them.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.12 External brands resold by member companies that are members of another credible initiative (% of external sales volume).	0%	FWF believes members who resell products should be rewarded for choosing to sell external brands who also take their supply chain responsibilities seriously and are open about in which countries they produce goods.	External production data in FWF's information management system. Documentation of sales volumes of products made by FWF or FLA members.	0	3	0

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.13 Questionnaire is sent and information is collected from licensees.	No licensees	FWF believes it is important for member companies to know if the licensee is committed to the implementation of the same labour standards and has a monitoring system in place.	Questionnaires are on file. Contracts with licensees.	N/A	1	0

MONITORING AND REMEDIATION

Possible Points: 35

Earned Points: 26

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

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
3.2 System is in place 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 production location visits, etc.	2	2	0

Comment: Tailor and Stitch asks suppliers for photos of the posted Worker Information Sheets and saves these systematically. Additionally, the local staff in India visit production locations at least twice a month and verify that the Worker Information Sheets are posted during these visits.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
3.3 Percentage of FWF-audited production locations where at least half of workers are aware of the FWF worker helpline.	25%	The FWF complaints procedure is a crucial element of verification. If production location 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. Production location participation in the Workplace Education Programme also count towards this indicator.	Percentage of audited production locations where at least 50% of interviewed workers indicate awareness of the FWF complaints mechanism + percentage of production locations in WEP programme.	2	4	0

Comment: At only one production location audited by FWF were half of workers aware of the FWF worker helpline. According to audit reports, workers were not aware at the other main suppliers of Tailor and Stitch.

Recommendation: Tailor and 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, Tailor and Stitch can use the worker information cards available for download on FWF's website, distributing them during visits.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
3.4 All complaints received from production location 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. Member company involvement is often essential to resolving issues.	Documentation that member company has completed all required steps in the complaints handling process.	N/A	6	-2

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
3.5 Cooperation with other customers in addressing worker complaints at shared suppliers	No complaints or cooperation not possible / necessary	Because most production locations supply several customers with products, involvement of other customers by the FWF member company 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	0

COMPLAINTS HANDLING

Possible Points: 7

Earned Points: 5

4. TRAINING AND CAPACITY BUILDING

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
4.1 All staff at member company are made aware of FWF membership.	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

Comment: Tailor and Stitch has a small team and they are all aware of FWF membership.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
4.2 All staff in direct contact with suppliers are informed of FWF requirements.	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	-1

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
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 member company to ensure agents actively support the implementation of the CoLP.	Correspondence with agents, trainings for agents, FWF audit findings.	2	2	0

Comment: Tailor & Stitch works with contractors in India. They all visit the factories in India. One of them is specifically designated to follow up on labour standard issues. She is highly involved in due diligence at new suppliers and following up improvements of working conditions at suppliers.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
4.4 Production location 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 production locations. 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

Comment: Tailor and Stitch has not actively encouraged their suppliers to participate in FWF's Workplace Education Programme, and none have currently done so.

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.

Recommendation: 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. FWF currently offers the following training modules for the WEP: Basic, Communication, Gender Based Violence, Supervisor and the Factory Guide. More info on availability in countries can be found on the FWF website. Tailor and Stitch should motivate its main supplier(s) to join WEP trainings.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
4.5 Production location 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, member companies 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

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 member companies to first know all of their production locations.	Supplier information provided by member company. Financial records of previous financial year. Documented efforts by member company to update supplier information from its monitoring activities.	3	6	-2

Comment: Tailor and Stitch has good knowledge of its first tier suppliers and visits its main ones regularly. Tailor and Stitch knows that some of its suppliers in India use subcontractors for embroidery and printing, but does not have in depth knowledge of which products use them, or of the production locations of these subcontractors.

Tailor and Stitch has discussed subcontracting with its Turkish supplier who has said they do not use subcontractors.

Requirement: After the end of each financial year, Tailor and Stitch must confirm its list of suppliers and provide relevant financial data. A complete suppliers list means ALL suppliers are included. This includes data for subcontractors, which will be more thoroughly assessed under the new Brand Performance Check guidelines for 2018.

Recommendation: FWF recommends Tailor and Stitch to periodically check with its agents whether all known production locations are still up to date and use the information coming from questionnaires to update supplier data, including subcontractors.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
5.2 CSR and other relevant staff actively share information with each other about working conditions at production locations.	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 team at Tailor and Stitch is fairly small and they share information on conditions at production locations regularly, via meetings and shared emails.

INFORMATION MANAGEMENT

Possible Points: 7

Earned Points: 4

6. TRANSPARENCY

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
6.1 Degree of member company compliance with FWF Communications Policy.	Minimum communications requirements are met AND no significant problems found	FWF's communications policy exists to ensure transparency for consumers and stakeholders, and to ensure that member communications about FWF are accurate. Members will be held accountable for their own communications as well as the communications behaviour of 3rd-party retailers, resellers and customers.	FWF membership is communicated on member's website; other communications in line with FWF communications policy.	2	2	-3

Comment: During 2017 Tailor and Stitch was placed in the category 'Suspended' and therefore had restricted access to communicate about FWF membership. Tailor and Stitch removed all relevant information from their website and adhered to the communication requirements explained to them.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
6.2 Member company engages in advanced reporting activities	Published Performance Checks, Audits, and other efforts lead to increased transparency	Good reporting by members helps to ensure the transparency of FWF's work and shares best practices with the industry.	Member company publishes one or more of the following on their website: Brand Performance Check, Audit Reports, Supplier List.	1	2	0

Comment: Tailor and Stitch publishes its Brand Performance Checks online, and will do so again for 2017.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
6.3 Social Report is submitted to FWF and is published on member company's website	Complete and accurate report published on member's website	The social report is an important tool for members to transparently share their efforts with stakeholders. Member companies should not make any claims in their social report that do not correspond with FWF's communication policy.	Social report that is in line with FWF's communication policy.	2	2	-1

Comment: Tailor and Stitch has completed its Social Report for 2017 and submitted it to FWF. Tailor and Stitch has published this, and previous years' Social Reports on its website.

TRANSPARENCY

Possible Points: 6

Earned Points: 5

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

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
7.2 Level of action/progress made on required changes from previous Brand Performance Check implemented by member company.	50%	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.	Member company should show documentation related to the specific requirements made in the previous Brand Performance Check.	4	4	-2

Comment: In last year's Brand Performance Check Tailor and Stitch received eight requirements, and has successfully followed up on four of these including:

- creating a systematic approach to evaluating supplier compliance with the Code of Labour Practices
- ensuring minimum wage is paid by working with its supplier to improve related documentation
- following up on the implementation and remediation of issues in the Corrective Action Plans
- ensuring all staff are aware of FWF requirements

Requirement: It is required to work towards remediation of previous requirements from the last Brand Performance Check. Further engagement needs to be taken with regard to the following requirements mentioned in the last Brand Performance Check.

- taking steps with suppliers towards the implementation of living wages
 - ensuring it is aware of the high risks associated with the countries it sources from, particularly Turkey
 - taking steps to ensure workers are aware of the FWF worker helpline
 - ensuring that manufacturers and their workers are informed about FWF and the implementation of the Code of Labour Practices
-

EVALUATION

Possible Points: 6

Earned Points: 6

RECOMMENDATIONS TO FWF

Tailor and Stitch has the following recommendations for FWF:

- discuss with members how to further share learnings and information amongst each other. Involve members in any discussions and decisions around transparency and ensure there is a strong understanding of how this might affect members' businesses.
- try to ensure more consistency between audit teams, and with other audits. For example, issues were found in a 2016 FWF audit that were not found or noted in the previous FWF audit, despite being there (no license for operation). Thus some of the audit results have been surprising for Tailor and Stitch because they had previously believed, based on FWF and other audits, that the supplier was doing well.
- make the Audit Quality Assessment Tool simpler to fill out. Currently Tailor and Stitch feels that it cannot know all the information needed just from reading the external audit report, so relies on their suppliers to fill this in.

SCORING OVERVIEW

CATEGORY	EARNED	POSSIBLE
Purchasing Practices	21	42
Monitoring and Remediation	26	35
Complaints Handling	5	7
Training and Capacity Building	5	11
Information Management	4	7
Transparency	5	6
Evaluation	6	6
Totals:	72	114

BENCHMARKING SCORE (EARNED POINTS DIVIDED BY POSSIBLE POINTS)

63

PERFORMANCE BENCHMARKING CATEGORY

Good

BRAND PERFORMANCE CHECK DETAILS

Date of Brand Performance Check:

01-02-2018

Conducted by:

Tina Rogers

Interviews with:

Bart Ebink

Gea van der Schaaf