



## BRAND PERFORMANCE CHECK

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### Tailor and Stitch

PUBLICATION DATE: APRIL 2019

this report covers the evaluation period 01-01-2018 to 31-12-2018

## 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](http://www.fairwear.org). The online [Brand Performance Check Guide](#) provides more information about the indicators.

## BRAND PERFORMANCE CHECK OVERVIEW

Tailor and Stitch

Evaluation Period: 01-01-2018 to 31-12-2018

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?	Yes
SCORING OVERVIEW	
% of own production under monitoring	96%
Benchmarking score	54
Category	Good

## Summary:

Tailor and Stitch has met most of FWF's performance requirements. Tailor and Stitch has monitored 96% of its purchasing volume, and meets the threshold for third-year members. The monitoring threshold consists of FWF audits, external audits and fulfilling monitoring requirements for its low-risk production location. The monitoring percentage, combined with a benchmark score of 54, means that FWF has awarded Tailor and Stitch the category 'Good'.

In 2018, Tailor and Stitch invested in a planning management software. This system was integrated with their supplier's planning system in order to enter projected lead times, track progress and project potential delays of orders and ultimately better manage excessive overtime. Furthermore, Tailor and Stitch completed their company code of conduct which integrates their company ethos as well as assessment of risks to the FWF labour standards. Tailor and Stitch made sure that each supplier signed their company code along side the FWF code of labour practice and supplier questionnaire as part of a binding agreement.

Tailor and Stitch has a second office in India, which means that production locations are regularly visited and there is frequent in person communication with factory management at their main suppliers. Whilst the majority of Tailor and Stitch's production is in India, FWF recommends that the company to also visit production locations such as China despite their small production quantities at this location. Furthermore, Tailor and Stitch should prioritise actively raising awareness about the FWF Code of Labour Practices and FWF complaint hotline. This can be done either using FWF's Workplace Education Programme (WEP) basic module, or another training related to the FWF CoLP and complaint hotline through service providers or brand staff.

In the next financial year, FWF recommends Tailor and Stitch to further analyse the wage levels in its factories and set target wages after analysis and discussion with factory management and local stakeholders. Tailor and Stitch can start this analysis at their newly acquired factory. Having ownership of this facility will allow Tailor and Stitch to further explore potential living wage pilots projects starting with this supplier.

## 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.	76%	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.	4	4	0

Comment: In 2018, 76% of Tailor and Stitch's production volume came from production locations where it buys at least 10% of production capacity.

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: In 2018, Tailor and Stitch had no production location where it buys less than 2% of its total FOB.

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.	11%	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:** Tailor and Stitch has had a business relationship existing for more than five years at only one of its suppliers. The other suppliers have more recently been acquired, and sometimes change due to quality issues.

**Recommendation:** FWF continues to recommend Tailor and Stitch to maintain stable business relationships with suppliers. Long term relationships support most aspects of the Code of Labour Practices, and can 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:** In 2018, Tailor and Stitch started working with one new production location. Tailor and Stitch was able to show that the new supplier had signed and returned the questionnaire before the first bulk orders were placed.

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:** Tailor and Stitch makes use of their India local team to visit new production locations, and gathers any existing audit reports. Tailor and Stitch also uses check list of their own internal criteria for quality and environmental standards as well as social compliance, which the team reports back to the headquarters. Evaluation of location include things like checking facilities safety, waste management as well as the ability to produce all products in-house. This is a basis for mitigating risks such as subcontracting. The decision to source at the new location is finalised in the team meetings with the rest of the production team at the headquarters, based on the checklist outcomes.

Furthermore, during these visits general factory information is collected, including asking who else is buying there to get an understanding of the customer base in case any other FWF members are working there. With the establishment of the new company code of labour practice, social and environmental compliance issues are also initially discussed with supplier. Discussions of the factory conditions and checks are regularly done by the local team to assure continuous evaluations. Representatives from the headquarter staff visit locations outside of India and use the same evaluation process.

**Recommendation:** FWF recommends Tailor and Stitch to further explicitly describe the process of assessing working conditions at potential new suppliers in a sourcing strategy that is agreed upon with top management/sourcing staff. Tailor and Stitch could still incorporate FWF's health and safety checklist as well as including discussions to check if the production location has a (legally required) anti-harassment committee and other risks specific to the sourcing country.

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.	No	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.	0	2	0

**Comment:** Tailor and Stitch makes use of in person visits to factories, communication via email and planning software evaluate individual supplier. In India, Tailor and Stitch makes use of their local staff to follow up on compliance issues, which is then communicated back to the CSR person at the headquarters. At the remaining production locations, compliance is checked during visits by the production manager. This evaluation is being done at individual supplier basis, and information is stored separately in either meeting minutes, or spreadsheets. The evaluation of compliance with Code of Labour Practices however is not completed in a systematic way, and sometimes adhoc based on ongoing issues at factory. Tailor and Stitch does not have a systematic overview of compliance of its supplier, which is documented over time. The evaluation outcomes do not formally influence Tailor and Stitch's production decisions yet.

**Recommendation:** FWF encourages Tailor and Stitch 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. Such a system can show whether and what information is missing per supplier and can include outcomes of audits, trainings and/or complaints. Similarly, developing a comparison of suppliers outcomes can help track progress at each supplier, and help identify which production location is best to reward.

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 2018, Tailor and Stitch set up an advanced management software to assist them and their suppliers with production planning. Whilst suppliers were resistant to the new system at first, Tailor and Stitch provided initial support to integrate the suppliers into this new system. Tailor and Stitch is responsible for fabrics, therefore is able to use the system to plan retrospectively, to set their own internal deadlines for fabric delivery. Tailor and Stitch has a good idea of the working minutes for their different styles. They have an overview of factory capacity and availability in specific months of the year.

Factories are able to provide their own projected lead times and set deadlines and timelines for delivery of fabrics. This is easily tracked and modified where needed using the new planning software. The new system also works as a communication tool with suppliers. Tailor and Stitch was able to show the efficiency of this system, due to the decrease in last minute air freight needed to complete orders. Now majority is produced on time and shipped via sea freight. Because Tailor and Stitch does not work with seasons, but rather on an order basis, often with recurring orders; they have the flexibility to shift orders to outside peak production times for factories. Therefore orders are spread out throughout the year, and with the help of this new tool, both suppliers as well as Tailor and Stitch can keep an overview of orders and flag any delays or production issues.

**Recommendation:** FWF advises Tailor and Stitch to reach out to other clients at the supplier to try resolve this issue. Furthermore, Tailor and Stitch can integrate an overview of factory capacities into their planning system to be able to better forecast peak production times. A good production planning system needs to be established based on the production capacity of the factory for regular working hours and information on working minutes per style.

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 in two audits conducted by FWF in November and December 2017, Tailor and Stitch had discussions with factory management in 2018 to follow up on these outcomes. Tailor and Stitch believes with the help of the new planning systems set up in 2018 with the suppliers, there should be a decrease in overtime. A verification audit is still needed to confirm this.

Tailor and Stitch has discussion with suppliers on how to reduce overtime. The company is flexible with their production plan, which gives the factory more freedom to decide when orders should be placed and deadlines for receiving materials. Tailor and Stitch feels like they have little influence on the overtime because the factory also produces largely for the internal market who place orders late and have last minute changes to their orders.

Tailor and Stitch uses air freight to ship orders at their own cost in case of any delays or if there are hard deadlines which cannot be moved. Furthermore, in 2018, Tailor and Stitch moved orders to the low season, in order not to compete with other production for clients at peak times.

**Recommendation:** FWF recommends Tailor and Stitch to conduct further analysis at suppliers on overtime across the 12 months of the year to find a link between their dates for orders and occurrence of excessive overtime. Besides discussing it with the supplier and assessing root causes, FWF strongly recommends Tailor and Stitch to actively take measures when excessive overtime is found. Taking measures to ensure that the brand knows and shows whether excessive overtime takes place at a supplier is key in resolving the issue. Measures such as regular checks by the local technician, documents checking and interviewing workers help assess whether excessive overtime takes place.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.8 Member company can demonstrate the link between its buying prices and wage levels in production locations.	Intermediate	Understanding the labour component of buying prices is an essential first step for member companies towards ensuring the payment of minimum wages – and towards the implementation of living wages.	Interviews with production staff, documents related to member's pricing policy and system, buying contracts.	2	4	0

**Comment:** Tailor and Stitch uses an open costing system that can give them the break down per material, overhead done, rates of work per day and rate per product.  
(main supplier works with hourly wages rather than piece rate, Tailor Stitch uses total wages per workers other supplier)

This information is available for their main product groups made at all main suppliers in India. Especially with payments being made to the bank, Tailor and Stitch is able to see payslips and compare them to wages transferred directly into bank accounts. Tailor and Stitch makes sure that at a minimum the wages meet the district level minimum wage.

Whilst Tailor and Stitch is quite well informed about production locations in India, at the remaining locations in Portugal, China and Turkey which account for 20% of their total production, the cost break down is less detailed. Tailor and Stitch mainly purchased ready made products from these locations and thus is still in discussions with the suppliers on the pricing breakdown.

**Recommendation:** FWF recommends Tailor and Stitch to investigate wage levels at all production countries, among others by making use of FWFs Wage Ladder and country studies. Tailor and Stitch needs to expand their knowledge of cost break downs of all product groups, including those outside their main ranges offered. 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.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.9 Member company actively responds if production locations fail to pay legal minimum wages and/or fail to provide wage data to verify minimum wage is paid.	Yes	If a supplier fails to pay minimum wage or minimum wage payments cannot be verified, FWF member companies are expected to hold management of the supplier accountable for respecting local labour law. Payment below minimum wage must be remediated urgently.	Complaint reports, CAPs, additional emails, FWF Audit Reports or additional monitoring visits by a FWF auditor, or other documents that show minimum wage issue is reported/resolved.	0	0	-2

**Comment:** Three audits conducted in 2017 revealed that the Tailor and Stitch's suppliers were paying below the legal minimum wage. Tailor and Stitch sent their local staff in India to follow up on this and have discussions with factory management. The factory provided some worker's payslips from the start of the new year 2018, as evidence of increased wages that were above the legal minimum wage. Tailor and Stitch was able to show this evidence of improvements during the performance check.

**Recommendation:** FWF strongly recommends Tailor and Stitch to always verify whether legal minimum wage issues have actually been resolved in case factory management claims so. Tailor and Stitch could plan a monitoring visit of one of FWF's auditors to check whether the issue has actually been resolved as a next step.

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 and responds to root causes for wages that are lower than living wages in production locations.	Insufficient	Assessing the root causes for wages lower than living wages will determine what strategies/interventions are needed for increasing wages, which will result in a systemic approach	Evidence of how payment below living wage was addressed, such as: Internal policy and strategy documents, reports, correspondence with factories, etc	0	6	0

**Comment:** In 2018, Tailor and Stitch did not prioritise the assessment of root causes for wages that are lower than living wages, because the company felt there were still many other ongoing discussions with suppliers on compliance and quality issues, such as paying the legal minimum wage to workers. Therefore, living wages was not a topic discussed with suppliers.

**Requirement:** Tailor and Stitch must assess the root causes of wages that are lower than living wages, taking into account its leverage and effect of its own pricing policy. Tailor and Stitch is expected to take an active role in discussing living wages with its suppliers. The FWF wage ladder can be used as a tool to implement living wages, to document, monitor, negotiate and evaluate the improvements at its suppliers as well as the costing sheets per country.

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

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.13 Member company determines and finances wage increases	None	Assessing the root causes for wages lower than living wages will determine what strategies/interventions are needed for increasing wages, which will result in a systemic approach.	Evidence of how payment below living wage was addressed, such as: internal policy and strategy documents, reports, correspondence with factories, etc.	0	4	0

Comment: Tailor and Stitch did not determine wage increase at suppliers yet.

Requirement: Tailor and Stitch should analyse what is needed to increase wages and develop a strategy to finance the costs of wage increases. To support analysing the wage gap, FWF has developed a calculation model that estimates the effect on FOB and retail prices under different pricing models.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.14 Percentage of production volume where the member company pays its share of the target wage	0%	FWF member companies are challenged to adopt approaches that absorb the extra costs of increasing wages.	Member company's own documentation, evidence of target wage implementation, such as wage reports, factory documentation, communication with factories, etc.	0	3	0

Comment: Tailor and Stitch has not set a target wage for their suppliers.

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

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## PURCHASING PRACTICES

Possible Points: 47

Earned Points: 20

## 2. MONITORING AND REMEDIATION

BASIC MEASUREMENTS	RESULT	COMMENTS
% of own production under standard monitoring (excluding low-risk countries)	87%	
% of production volume where monitoring requirements for low-risk countries are fulfilled	9%	To be counted towards the monitoring threshold. FWF low-risk policy should be implemented. See indicator 2.9. (N/A = no production in low risk countries.)
Meets monitoring requirements for tail-end production locations.	Yes	
Requirement(s) for next performance check		
Total of own production under monitoring	96%	Measured as percentage of production volume (Minimums: 1 year: 40%; 2 years 60%; 3 years+: 80-100%)

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 has a staff member in headquarters responsible for CSR, who works closely with the local office in India and to follow up on any problems identified.

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 shares audit reports and CAPs with the factory and progress is monitored during factory visits as well by calls and email.

Recommendation: Before an audit takes place, Tailor and Stitch is recommended to check with the supplier whether worker representatives are active. In this way, they can be involved from the start of an audit and be invited for the audit opening and exit meeting. Including workers when following up on audit reports gives them the opportunity to be informed of issues in the factory and have a voice in the prioritisation of issues.

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 actively shared the CAPs of each audit as a base to follow up on corrective actions. Timelines are established together with factory management. The local team based in India visits factories several times a year to raise awareness, discuss implementation and encourage factories to make improvements. The status of findings are collected and shared with the CSR person back at the headquarters where the CAP status is updated. Efforts to follow up are coordinated between different staff within the company that are in regular contact with suppliers and proof of remediation work is collected and shared with the entire team during weekly meetings. This evidence include meeting notes, documents as well as photos of improvements within the factory.

Tailor and Stitch had three audits FWF audits initiated in 2017 in China and India and another ongoing CAP follow-up from an audit in India in 2016. For the CAP follow up in China, Tailor and Stitch cooperated with another FWF member to follow up on compliance issues. Tailor and Stitch has also worked with consultants for both the 2016 and 2017 audits, to assist their supplier on addressing key issues, such as installing fingerprint scanners for workers to record working hours. Tailor and Stitch also financed the consultants training on basic document collection and data management at the factory in order to address the issue of insufficient documentations found in one audit.

The supplier has since shared with Tailor and Stitch the relevant documentation, including wage slips and bank statements of workers wages paid. Tailor and Stitch needs to verify these efforts. Tailor and Stitch was able to provide evidence of continuous communication with the suppliers and follow up on issues around the factory health and safety risks, that occurred in 2018.

**Recommendation:** FWF recommends Tailor and Stitch to consider organising a joint training for their suppliers in India on wages and overtime, to ensure more commitment from the suppliers to remediate these more structural issues and facilitate peer to peer learning. Tailor and Stitch can also hire a local consultant to assist factories in developing an action plan and to assist factory management in investigating root causes.

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.	89%	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:** In 2018, Tailor and Stitch visited 89% of their production locations. In China, Tailor and Stitch felt that the factory produced very small quantities for them thus having an FWF audit done, and meeting the factory management in their office in the Netherlands felt sufficient. Tailor and Stitch has a difficult relationship with their Turkish supplier, due to quality issues of an order. As a result communication with this supplier has been very fragile. Tailor and Stitch is currently re-evaluating their business relationship at this factory and considering an exit strategy.

**Recommendation:** Annual visits should be made for production sites (including subcontractors and production locations in low-risk countries). Regular visits provide the opportunities to discuss problems and corrective actions in the time period between formal audits. FWF has developed a Health & Safety Guide that can be used during these visits.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.6 Existing audit reports from other sources are collected.	Yes and quality assessed	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.	2	3	0

**Comment:** Tailor and Stitch collected an existing audit report and CAP from one of their new suppliers in India. Tailor and Stitch assessed the quality using the FWF quality assessment tool however the corrective actions was not implemented. This was due to an abrupt ending of business relationship early in the 2018, initiated by the supplier.

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.	1	6	-2
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	Insufficient			-2	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 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. Turkey currently poses a risk for Tailor and Stitch as they have had no communication with the supplier over the last half year, and is currently in an ongoing contention over quality issues of an order.

Tailor and Stitch has significant knowledge of the working environment in India, and has a second office with local staff member based in India who also share their extensive knowledge of the garment industry and high-risk threats. Tailor and Stitch has placed strict quality checks as well as bi-monthly factory visits to suppliers by the team based in India, in order to mitigate risk for homeworkers. Furthermore, Tailor and Stitch has included a policy as part of their new code of conduct, in which presence of all in-house facilities to finish products, is a criterion for selecting production location. Homeworkers have been included under their subcontracting policy, where it is restricted unless otherwise discussed and agreed upon by both parties. Tailor and Stitch is also aware of the risk for Gender discrimination issues, thus it is a regular topic of discussion with suppliers.

In China Tailor and Stitch made use of their existing knowledge of working there for a while, as a basis to gather more information as well as FWF country studies. Tailor and Stitch is aware of the risk for excessive overtime, freedom of association and issues around social insurances in China. Tailor and Stitch has had initial discussions with factory management about excessive overtime and freedom of association but not yet about social social insurance.

**Recommendation:** Tailor and Stitch has made the first steps by identifying risks and starting to discuss them with suppliers, Tailor and Stitch can broaden this knowledge by participating in country specific trainings and/or webinars such as the violence prevention module specific for India. Furthermore, Tailor and Stitch can encourage suppliers to also participate in webinars on high-risk issues in order to gain more guidance on how to mitigate risks and on additional measures to integrate in their monitoring systems.

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.	Active cooperation	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.	2	2	-1

Comment: In 2018, Tailor and Stitch actively cooperated with another FWF member company in resolving corrective actions at a shared supplier.

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. FWF has defined minimum monitoring requirements for production locations in low-risk countries.	Documentation of visits, notification of suppliers of FWF membership; posting of worker information sheets, completed questionnaires.	2	3	0

Comment: Tailor and Stitch fulfilled the monitoring requirements for its production volume in low-risk countries. The production location in low-risk country was visited; during visits suppliers were informed of FWF membership and completed CoLP questionnaires were returned before production orders were placed.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.10 Extra bonus indicator: in case FWF member company conducts full audits at tail-end production locations (when the minimum required monitoring threshold is met).	No	FWF encourages its members to 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.	N/A	2	0

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.	No external brands resold	FWF believes it is important for affiliates that have a retail/wholesale arm to at least know if the brands they resell are members of FWF or a similar organisation, and in which countries those brands produce goods.	Questionnaires are on file.	N/A	2	0

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).	No external brands resold	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.	N/A	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

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## MONITORING AND REMEDIATION

Possible Points: 30

Earned Points: 21

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### 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

Comment: Tailor and Stitch has a staff member on the productions team who is responsible for CSR, including addressing any worker complaints that may arise.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
3.2 Member company has informed factory management and workers about the FWF CoLP and complaints hotline.	Yes	Informing both management and workers about the FWF Code of Labour Practices and complaints hotline is a first step in alerting workers to their rights. The Worker Information Sheet is a tool to do this and should be visibly posted at all production locations.	Photos by company staff, audit reports, checklists from production location visits, etc.	2	2	-2

Comment: Tailor and Stitch informed factory management and workers about the FWF CoLP and complaints hotline. Company could demonstrate that the new production location also had the Worker Information Sheets posted through pictures.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
3.3 Degree to which member company has actively raised awareness of the FWF CoLP and complaints hotline.	0%	After informing workers and management of the FWF CoLP and the complaints hotline, additional awareness raising and training is needed to ensure sustainable improvements and structural worker-management dialogue.	Training reports, FWF's data on factories enrolled in the WEP basic module. For alternative training activities: curriculum, training content, participation and outcomes.	0	6	0

**Comment:** Tailor and Stitch has not initiated FWF's Workplace Education Programme (WEP) at any of their suppliers.

**Requirement:** FWF requires members to actively raise awareness about the FWF Code of Labour Practices and FWF complaint hotline. The member should ensure good quality systematic training of workers and management on these topics. To this end members can either use FWF's Workplace Education Programme (WEP) basic module, or implement training related to the FWF CoLP and complaint hotline through service providers or brand staff. FWF's guidance on training quality standards is available on the Member Hub.

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: 9

Earned Points: 3

## 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	0

Comment: Tailor and Stitch is a relatively small company where information is easily shared among relevant staff therefore all staff are aware of FWF membership. This is done via weekly meetings together with the team based in India, who skype into the meetings.

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

Comment: Tailor and Stitch is a relatively small company, where CSR and sustainability fall under the production team, with one CSR lead. All other staff members in direct contact with suppliers are informed of FWF requirements during meetings and are also responsible for the follow up of compliance issues at suppliers.

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.	Member does not use agents/contractors	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.	N/A	2	0

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
4.4 Factory participation in training programmes that support transformative processes related to human rights.	0%	Complex human rights issues such as freedom of association or gender-based violence require more in-depth trainings that support factory-level transformative processes. FWF has developed several modules, however, other (member-led) programmes may also count.	Training reports, FWF's data on factories enrolled in training programmes. For alternative training activities: curriculum, training content, participation and outcomes.	0	6	0

**Comment:** Tailor and Stitch has not initiated any FWF's Workplace Education Programme (WEP) at any of their suppliers.

**Recommendation:** FWF encourages members to actively encourage factory participation in training programmes that support transformative processes related to human rights. The member should ensure good quality systematic training of workers and management on these topics.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
4.5 Degree to which member company follows up after a training programme.	No training programmes have been conducted or member produces solely in low-risk countries	After factory-level training programmes, complementary activities such as remediation and changes on brand level will achieve a lasting impact.	Documentation of discussions with factory management and worker representatives, minutes of regular worker-management dialogue meetings or anti-harassment committees.	N/A	2	0

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## TRAINING AND CAPACITY BUILDING

Possible Points: 9

Earned Points: 3

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## 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 made efforts to visit each of their main supplier, in which subcontractors or homeworkers are discussed. In the new Tailor and Stitch company code of conduct signed by suppliers, products are not permitted to leave the facilities unless otherwise agreed between client and supplier.

Tailor and Stitch has demonstrated efforts to identify and register all production locations, however not all suppliers have been visited recently, thus there is a risk of unauthorised subcontracting at their Turkish and Chinese supplier.

**Recommendation:** FWF recommends Tailor and Stitch to visit all production locations regularly and make sure all information about their suppliers, including production locations are still up to date.

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: Tailor and Stitch's team is fairly small and they share information on conditions at production locations regularly, via meetings and shared emails. After a factory visit staff is informed about the working conditions situation in the factory.

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## INFORMATION MANAGEMENT

Possible Points: 7

Earned Points: 4

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## 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

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
6.2 Member company engages in advanced reporting activities	Published Brand Performance Checks, audit reports, and/or 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. Tailor and Stitch is having internal discussions about disclosing their supplier list, however still has concerns over competitors having direct access to their suppliers.

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 submitted to FWF AND 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 have completed and submitted the social report.

## 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

Comment: Tailor and Stitch evaluates FWF membership throughout the year, by management as well as production team including the person responsible for CSR.

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: Based on the previous performance check, Tailor and Stitch received requirements of making sure all new production locations had signed and return the questionnaire with the Code of Labour Practices before first bulk orders are placed. This was achieved for 2018, Tailor and Stitch was able to provide evidence both for the new suppliers as well as the previous missing questionnaires.

Tailor and Stitch was also required to make sure that all supplier locations were disclosed including their relevant financial data. Tailor and Stitch thoroughly followed up on this requirement and has now listed all the new found subcontractors per supplier.

Finally, Tailor and Stitch had the requirement to make sure that all suppliers and their workers are systematically informed about FWF and the implementation of the Code of Labour Practices. This can be done via the participation in a FWF Workplace Education Programme (where WEP is offered; by production volume). Tailor and Stitch did not follow up on this requirement due to financial limitations, however has started planning for a training in the future.

Whilst Tailor and Stitch did not respond to all requirements, the company made some overall progress on required changes from previous Brand Performance Check.

**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 on systematically informing suppliers about FWF and the implementation of the Code of Labour Practices.

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## EVALUATION

Possible Points: 6

**Earned Points: 6**

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## RECOMMENDATIONS TO FWF

Tailor and Stitch recommends FWF to improve their communication especially when there is a shift of brand contact person to ensure smooth transition.

## SCORING OVERVIEW

CATEGORY	EARNED	POSSIBLE
Purchasing Practices	20	47
Monitoring and Remediation	21	30
Complaints Handling	3	9
Training and Capacity Building	3	9
Information Management	4	7
Transparency	5	6
Evaluation	6	6
Totals:	62	114

### BENCHMARKING SCORE (EARNED POINTS DIVIDED BY POSSIBLE POINTS)

54

### PERFORMANCE BENCHMARKING CATEGORY

Good

## BRAND PERFORMANCE CHECK DETAILS

Date of Brand Performance Check:

13-03-2019

Conducted by:

Sandra Gonza

Interviews with:

Bart Ebink, Managing Director/Owner

Hessel van der Laan

Antina Ijska, CSR