



# **Brand Performance Check**

## **Tailor and Stitch**

This report covers the evaluation period 01-01-2020 to 31-12-2020

## About the Brand Performance Check

Fair Wear Foundation (Fair Wear) 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. Fair Wear, however, believes that the management decisions of clothing brands have an enormous influence for good or ill on product location conditions.

Fair Wear's Brand Performance Check is a tool to evaluate and report on the activities of Fair Wear's member companies. The Checks examine how member company management systems support Fair Wear'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 Fair Wear 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 Fair Wear 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 Fair Wear'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.

*This year's report covers the response of our members and the impact on their supply chain due to the Covid-19 pandemic which started in 2020. The outbreak of the Covid-19 pandemic limited the brands' ability to visit and audit factories. To ensure the monitoring of working conditions throughout the pandemic, Fair Wear and its member brands made use of additional monitoring tools, such as complaints reports, surveys, and the consultation of local stakeholders. These sources may not provide as detailed insights as audit reports. To assess outcomes at production location level, we have included all available types of evidence to provide an accurate overview of the brands' management systems and their efforts to improve working conditions. Nevertheless, brands should resume verifying working conditions through audits when the situation allows for.*

# Brand Performance Check Overview

## Tailor and Stitch

Evaluation Period: 01-01-2020 to 31-12-2020

Member company information	
Headquarters:	Sneek , Netherlands
Member since:	2013-01-27
Product types:	fashion apparel merchandise, workwear
Production in countries where Fair Wear is active:	China, India
Production in other countries:	Portugal
Basic requirements	
Workplan and projected production location data for upcoming year have been submitted?	Yes
Actual production location data for evaluation period was submitted?	Yes
Membership fee has been paid?	Yes
Scoring overview	
% of own production under monitoring	97%
Benchmarking score	68
Category	Good

## Summary:

Tailor and Stitch has met most of Fair Wear's performance requirements. Although the monitoring threshold does not determine the category this year, the brand achieved to monitor 97% of its supply chain. The brand was able to increase its benchmarking score to 68, which means that the brand remains in the 'Good category'.

## **Corona Addendum:**

COVID-19 made the year quite challenging for Tailor and Stitch. Factories were closed, shipments were delayed and the forecast did not turn out as initially planned. Despite these challenges and because of investments on side of Tailor and Stitch, the brand achieved a better turnover than the previous year. Thus, the brand did not have to cancel or reduce any orders and remained a stable partner for its suppliers. The staff from the headquarter was on furlough for approximately three weeks.

The Indian suppliers were closed in April and May 2020 due to COVID-19. The brand supported its main suppliers in implementing health and safety measures and giving them extra orders to compensate for additional costs. While Tailor and Stitch was in regular dialogue with its Indian suppliers via its local team, it did not systematically verify the shared information, the payment of wages, for instance. The full legal minimum wage payment was at risk during the lockdowns within the entire garment industry. Despite taking some efforts, several cases of non-payment of the legal minimum wage were found in 2020. By conducting the postponed audits at the end of the year, the brand could monitor most of its supply chain.

During the lockdown, the brand developed a plan for the reopening phase with its own supplier to ensure that the existing capacities are used for priority orders first. Based on that, it informed clients about delays in deliveries.

The brand onboarded a new supplier in 2020. While the brand could not visit the new supplier in person due to COVID-19, Tailor and Stitch included due diligence in the onboarding process. The first criteria of the brand's sourcing checklist is to source only from suppliers of other Fair Wear members. Once local travels were possible again, the local team conducted interviews with the CSR managers of the potential suppliers to get a better understanding of the situation.

## 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 Fair Wear's belief that member companies who are making a serious effort to implement the Code of Labour Practices—the vast majority of Fair Wear 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.	43%	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:** 43% of Tailor and Stitch's production volume came from production locations where it buys at least 10% of production capacity. Thereby the brand increased the volume by nearly 5% to the previous year. The majority of the brands' production (81%) takes place at two Indian suppliers, one of which the brand owns. Tailor and Stitch works with four more Indian suppliers on a lower quantity. For accessories or additional sales items, the brand uses a Portuguese and a Chinese supplier.

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.	1%	Fair Wear 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 Fair Wear.	3	4	0

**Comment:** In 2020, one percentage of Tailor and Stitch production volume was bought from production locations where it buys less than two percent 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.	44%	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.	2	4	0

**Comment:** Tailor and Stitch has had a business relationship for more than five years with the supplier it owns since 2019.



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

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:** The majority of Tailor and Stitch's production is sourced from India, where Tailor and Stitch has a local office. The local team is responsible for conducting human rights due diligence assessments at new and preexisting production locations.

Tailor and Stitch has a clear sourcing strategy with human rights due diligence as an important element of the selection process. The first criteria is that already another Fair Wear member sources at the supplier and only once this requirement is met, the supplier will be evaluated on criteria such as quality, capacity and prices. When onboarding a new supplier in 2020, the brand could not visit the potential suppliers, as it would have normally done. Instead, it requested and reviewed the existing Fair Wear audit reports. The local team eventually visited the potential suppliers and conducted interviews with the CSR managers to assess the working conditions. Once all data was collected, the team took a mutual decision on which supplier to choose to start working with.

In 2020, Tailor and Stitch regularly reached out to all production locations, especially to its main suppliers in India. Every morning, the Indian staff informed the headquarter about the local conditions. The suppliers shared videos and pictures with the brand to keep them up to date. The increase of travelling from people back to their villages was identified as the main risk in India, as thereby the virus is spread enormously across the country.

The risk of job loss was not severe at Tailor and Stitch's suppliers, as the brand did not cancel any orders but had ongoing work for its suppliers. The local office also supported its own supplier in arranging face masks, disinfection materials, and filing governmental documents.

Once the suppliers reopened again after the first lockdown, one local staff member travelled to them to assess the situation in person. The factory staff was requested to get tested before travelling back from their villages and the temperature was tested for everyone who wanted to enter the factory. Once workers returned to work the risk of not wearing the mask in the hot weather was identified as another high risk.

The production location in China was not so intensively impacted by COVID-19 in 2020, as everything happened there earlier. Here, the brand could have assessed the situation in more detail and verify for example the impact of factory closures on the payment of LMW or job loss. The CEO of Tailor and Stitch was able to visit the Portuguese supplier early in 2020 and was in contact with the supplier via phone once the pandemic hit Europe. The brand offered extended lead times, to support the supplier to cope with reduced capacities.

After audits had been cancelled due to COVID-19, Tailor and Stitch initiated two Fair Wear audits at the end of 2020, once audits were possible again.

While the brand has a solid sourcing strategy in place and conducted its risk assessment quite well at its Indian suppliers, it could have been more thorough in assessing the risk of paying legal minimum wages during the lock-down months in India.

**Recommendation:** Fair Wear encourages Tailor and Stitch to involve workers more in the risk assessment at its own supplier. Workers often know the best what issues exist at their workplace and are an essential source of information to identify risks early as well as to give input for solutions. Moreover, it is advised to take extra efforts to assess the situation at suppliers in more details. The brand could make use of supplier questionnaires and ask specific questions about the impact of COVID-19 (e.g. COVID-19 cases, order status from other clients, capacity of workforce, payment of LMW, costs of health measures).

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, and leads to production decisions	A systemic approach is required to integrate social compliance into normal business processes, and supports good decisionmaking.	Documentation of systemic approach: rating systems, checklists, databases, etc.	2	2	0

**Comment:** Tailor and Stitch developed an Enterprise Resource Planning system to which all suppliers have access to. This ensures transparency and makes communication more effective. While the brand started to store CAPs and follow-ups in the system as well, no systematic overview of the compliance of its different suppliers exists yet.

Despite lacking a formal evaluation, the brand considered one suppliers performance in its production decision. After receiving an audit report that indicated that one of its suppliers is performing not well in a couple of areas, the brand decided not to place new orders with the supplier. The brand wanted to motivate the supplier to invest in improvement measures by promising more orders once those measures are implemented. The brand hired a local consultant to support the supplier in its effort to improve and thereby their relationship improved as well.

In 2020 no orders were cancelled but only postponed due to lock-downs, the delivery times were adjusted in consultation with the suppliers and the clients. In 2020, Tailor and Stitch regularly reach out to all production locations, especially to its main suppliers in India. The brand did weekly meetings with its suppliers to discuss bottlenecks, urgent payment matters and order status. At its own factory, the brand asked the management to reach out to the workers to collect their preferences when rearranging the factory floor and asked them if they prefer a residence closer to the factory to reduce travelling.

Tailor and Stitch supported its two main suppliers in India by given them extra orders and extra payments.

**Recommendation:** Fair Wear 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, training sessions and/or complaints. When such a list is integrated into the ERP system of Tailor and Stitch, to which all suppliers have access, the suppliers might get motivated even more to improve in certain areas.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.6 The member company's production planning systems support reasonable working hours.	Strong, integrated systems in place.	Member company production planning systems can have a significant impact on the levels of excessive overtime at production locations.	Documentation of robust planning systems.	4	4	0

**Comment:** Tailor and Stitch use an ERP system through which the brand is able to have an overview of the entire production planning process. The system provides an overview of all projects and shows how the projects match the available capacities of the suppliers. This enables Tailor and Stitch to move orders around to avoid the risk of excessive overtime and delays in deliveries. The brand provides forecast predictions for an entire year and shares this with its suppliers. In case forecasts are adjusted, the suppliers are informed immediately via the ERP system.

Tailor and Stitch discusses the lead-time for all orders with its suppliers and they can set deadlines for the delivery of fabrics in the ERP system. The normal lead time is between 18-20 weeks and the times are reviewed every year together with the suppliers. Only once the suppliers confirm the delivery date, the brand shares it with the customer.

To minimise the risk of delays in fabric delivery, the brand determined minimum stock quantities, which are stored in its Indian office. This way the brand always has fabrics available, which leads to fewer delays and thereby also reduces the risk of overtime.

Tailor and Stitch does not work with seasons, but rather on an order basis. Thereby, the brand has the flexibility to shift orders to low seasons and to ensure a steady and stable order volume throughout the year. More than half of the orders are repeat orders, which are produced in general by the same suppliers. Thereby the order and the production details are already familiar to the suppliers and their staff, which supports reasonable 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:** The two audits conducted by FWF in 2020 and also those conducted at the end of 2019 revealed issues with documenting working hours at some suppliers of Tailor and Stitch.

In the case of its own factory, Tailor and Stitch is looking to invest in an electronic fingerprint recording system for its workers since last year. The implementation of this takes longer than planned. Beyond recording work time, the supplier identified capacities at the sampling station as a root cause of overtime. The supplier only had one sample tailor and when the tailor was on leave, this delayed the sampling process and thereby had an impact on production. Therefore, the supplier recruited an extra tailor for sampling and started to train another tailor on sampling, to have more flexibility when it comes to the diverse skills in the workforce. The supplier also created an extra cutting section, as this was also identified as a bottleneck.

At an audit conducted at the end of 2020 at one of its Indian suppliers, a discrepancy was found in the working hours between what was shared by workers and the information displayed at the entrance of the factory and in the time records. A couple of workers were not registered yet and therefore no time recording existed at all. The risk of forced labour had to be investigated immediately and the brand could show emails as evidence of its quick reaction. The supplier rejected the claims of forced labour and stated that some workers were not registered yet, as they just started working and were still in their trial period. The brand made clear that workers have to be registered from day one and requested evidence from the factory. As only some evidence was sent regarding the registration of workers, this needs to be followed up during a factory visit more thoroughly.

While the brand showed efforts to remediate root causes one excessive overtime at its own supplier, it could be more engaged to address root causes at its other suppliers. Thereby, the brand can assess high risks earlier and be able to remediate them as soon as possible.

The risk of COVID-19 on excessive overtime was well monitored by the brand. Tailor and Stitch informed its clients that orders will be delayed. During the lock-down, the brand together with its supplier worked on a plan to have in place once the factories will reopen again. The plan helped to match orders with available capacities and helped the brand to prioritise the urgent orders first.

Overall, the business model allows Tailor and Stitch to be flexible with its production plan. This gives the suppliers more freedom to decide when orders can be placed and what deadlines match their capacities. In case production delays do occur and deadlines cannot be moved, Tailor and Stitch uses air freight to ship orders at its own cost.

**Recommendation:** Tailor and Stitch could discuss with factory management the causes of excessive overtime and provide support to manage overtime.

Fair Wear recommends cooperating with other customers at the factory to increase leverage when trying to mitigate excessive overtime hours.

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:** The brand works with fixed styles and hired an external company in 2019 to calculate prices per production stage of each style, including the Standard Minute Value. Thereby, the brand is able to connect the price it pays to its own supplier to the wages. Tailor and Stitch has no full insights into how wages are linked to the prices the brand pays to its remaining suppliers. For instance, its other main supplier increased prices but how this increase is made up is not known by the brand. However, the brand has access to payslips and wants to enter into dialogue with the supplier about wages during an upcoming visit in person.

The prices calculated by the technician were shared with the suppliers and the suppliers provided feedback. An agreement was reached with the suppliers and a price list was developed with all fixed prices. The price list is updated every time the brand adds a new style to its collection. Each year, prices are discussed again and set for the next year. The brands' product prices are higher due to its quality, use of sustainable materials and the Fair Wear membership. Buyers are informed about this when explaining the prices.

Tailor and Stitch is aware that COVID-19 had an impact on additional wage costs for its suppliers, such as expenses for health and safety measures and producing at a lower capacity due to curfew at one of its suppliers. The impact of COVID-19 is not reflected in the prices charged to the brand. Yet, the brand paid safety measures separately to its own supplier and increased orders to help the supplier cover the costs.

**Recommendation:** Fair Wear recommends Tailor and Stitch to calculate the labour minute costs of its products to be able to calculate the exact costs of labour and link this to its own buying prices. Fair Wear's labour minute value and product costing calculator also enables suppliers to include any COVID-19 related costs. Priority would be to make sure this level of transparency can be achieved with its suppliers.

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.	No	If a supplier fails to pay minimum wage or minimum wage payments cannot be verified, Fair Wear 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, Fair Wear Audit Reports or additional monitoring visits by a Fair Wear auditor, or other documents that show minimum wage issue is reported/resolved.	-2	0	-2

**Comment:** During the COVID-19 pandemic, the risk of non-payment of LMW was very high in the garment industry. Although some governments did not request companies to pay the full wages during lock-down, not paying at least the full LMW can have severe consequences for workers.

Tailor and Stitch showed support by making a downpayment to cover extra costs and also by increasing its orders. The brand also checked in with all its suppliers regarding their ability to pay salaries by weekly calls. The suppliers did not share any issues regarding this with the brand.

Despite these efforts, several cases of non-payment of the legal minimum wage were found in 2020. Wage slips at its own supplier showed that workers did not receive the full LMW during the lock-down months April and May 2020, as workers did not work fully. The CEO of Tailor and Stitch stated that paying the full legal minimum wage at its own supplier would have put a financial risk on Tailor and Stitch and thereby as well on its supplier.

An audit conducted at the end of 2020 showed that another main Indian supplier paid full wages for March, but not for April and May. The factory management said that depending on the loyalty of workers and how long they already had worked at the factory, workers received different wages. In an audit of its new supplier in India, it was found that some helpers are not earning the LMW. The brand shared that this topic was discussed with the supplier, but could not share a concrete outcome yet.

Regarding the Chinese supplier, the brand could have been more proactive too and make an effort to verify the payment of LMW.

**Requirement:** If a supplier fails to pay minimum wages, members are expected to respond in time, identify root causes with factory management, and resolve that local labour laws are respected. Evidence of remediation must be collected. Factory visits with a documents check or additional verification by Fair Wear may be needed to verify remediation.

Please note that following Fair Wear's policy for repeated non-compliance in Fair Wear's Brand Performance Checks, members that receive an insufficient or -2 score on this indicator for the second year in a row, will be placed in the 'Needs Improvement' category.

**Recommendation:** Fair Wear strongly advises Tailor and Stitch to take a more proactive approach to verify the payment of LMW at all suppliers. For instance by supplier surveys and requesting wage slips for proof. Together with its suppliers, Tailor and Stitch could try to find joint solutions to remediate non-payment of full LMW.

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

**Comment:** There was no evidence of late payment by Tailor and Stitch in 2020. The brand pays 30% of the invoice in advance, this takes normally one until a maximum of two weeks after the invoice is received. Once the production is finished and approved by the quality manager, the remaining 70% is paid. This means 100% of the order is paid before shipment.

When issues regarding quality are found upon arrival, the garments are adjusted by a Dutch tailor and the costs are covered by Tailor and Stitch as these are often only minor quality issues. Late deliveries never impact the prices paid to its suppliers. In case an order is delivered later than needed, Tailor and Stitch uses air freight to compensate for the delay.

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.	Intermediate	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	4	6	0

**Comment:** Tailor and Stitch discusses living wages with its own supplier and here the brand has already started to implement a target wage. The brand set the target wage by calculating current expenses and discussing with workers this topic to understand the wage gap.

The brand developed a plan together with the supplier to implement the target wage (2000 INR above the LMW). The details of this plan were written down in the annual work plan of Tailor and Stitch. The brand wants to use this as a case study, to start working towards a living wage with its other suppliers in the future.



With its other main supplier, the brand wants to discuss this topic in person during its next visit as this might be more effective. The supplier increased its prices and the brand wants to find out if this is related to higher wages. With the supplier the brand onboarded in 2020, a partnership was initiated to move towards living wages with another Fair Wear member. The topic was already discussed with the top management of the supplier. At the moment the other brand already started to work towards a living wage and Tailor and Stitch wants to contribute its share from next year onwards.

**Recommendation:** If COVID-19 has led its suppliers to (temporarily) reduce the wages, Tailor and Stitch should discuss possible solutions with them, using the ETI/FW Brand/supplier conversation framework.

Beyond its own supplier, the brand is encouraged to conduct a wage analysis for each supplier and based on that develop an action plan.

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).	43%	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.	1	2	0

**Comment:** Tailor and Stitch owns a factory that accounts for 43% of the member's total production volume.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.13 Member company determines and finances wage increases.	Advanced	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.	6	6	0

**Comment:** In 2020, Tailor and Stitch started to implement a target wage at its own supplier in September for all workers. The target wage was decided on after having discussed living costs in dialogue with the workers of its supplier (to be followed-up with Bart).

The details of this plan were written down in the annual work plan of Tailor and Stitch. The increase of the target wage is financed through adjusted margins and sales prices, paying higher prices per product and increased orders to reduce overhead costs of the supplier.

For the rest of its suppliers, Tailor and Stitch worked with the official minimum wage guide for all its production locations.

**Recommendation:** In case Fair Wear members are interested to develop a joint approach to improve wages at a shared supplier, Fair Wear can give advice on measures that need to be taken by Tailor and Stitch to ensure compliance with anti-trust/anti-competition legislation in relevant jurisdictions.

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.	49%	Fair Wear 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.	4	6	0

**Comment:** In 2019, Tailor and Stitch set a goal of increasing wages across suppliers starting with its own factory. Despite all the challenges of 2020, Tailor and Stitch was able to kick off its living wage initiative at its own supplier. Until the end of 2020 25% of the target wage increase was paid to the workers. The brand plans to increase the remaining 75% of the increase in 2021. The tailors welcomed the increase in salary and are working very hard to increase their efficiency in return.

**Recommendation:** Tailor and Stitch is encouraged to implement 100% of the target wage at its own supplier. In case the full target wage is not paid by the end of 2021, the member might not receive points for this indicator in the next performance check.

---

## Purchasing Practices

**Possible Points: 52**

**Earned Points: 35**

---

## 2. Monitoring and Remediation

Basic measurements	Result	Comments
% of production volume where an audit took place.	84%	
% of production volume where monitoring requirements for low-risk countries are fulfilled.	13%	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.)
Member meets monitoring requirements for tail-end production locations.	Yes	
Requirement(s) for next performance check		
Total monitoring threshold:	97%	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 Fair Wear 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:** Currently the CEO of Tailor and Stitch is responsible for CSR.

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 Fair Wear teams cannot be used, the member companies' own auditing system must ensure sufficient quality in order for Fair Wear to approve the auditing system.	Information on audit methodology.	N/A	0	-1

**Comment:** Tailor and Stitch uses FWF audits only.

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: Fair Wear 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 has shared the FWF audit reports and has set up timelines with the suppliers in a timely manner, normally timelines range between three to six months. Depending on the findings, the worker representatives get involved by the supplier, the brand itself does not share the findings with workers directly.

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	Fair Wear 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 follows up on CAPs during visits and phone calls and does not yet have a system in place to document progress. This makes it difficult to keep an overview of all findings that need to be addressed and to show improvements across different suppliers and areas.

In 2020, Tailor and Stitch had two active Corrective Action Plans, which were shared with the factory and timelines were established together with factory management. As the audits were conducted at the end of 2020 due to COVID-19, several findings need to be followed up in the upcoming performance check. Urgent findings were discussed already.

In an audit at one of its Indian suppliers, a couple of high risks were found, such as a locked emergency door, unregistered workers and no transparency about working time, and insufficient training for workers on fire safety and first aid. The brand showed that it addressed urgent issues right away and was able to provide evidence of continuous communication with the supplier. The brand also shared documents and photos about the follow-up issues such as the registration of some workers, remediation of diverse health and safety risks and pictures of conducted training sessions. The full follow-up of this CAP will be addressed thoroughly in the next performance check.

As the second audit report of 2020 was only filed at the end of December 2020, the remediation needs to be followed up in the next performance check report.

During the first wave of COVID-19, a priority was set on implementing health and safety measures. Once those measures were implemented, the brand remediated other risks.

The brand identified public transportation as a risk for its Indian suppliers, and therefore private transport was organised for its own supplier. Its other main supplier provides already own transportation for its staff as it is located further outside. Beyond that, the brand was in regular contact with all production locations and addressed ad hoc problems as they arose.

**Recommendation:** Fair Wear encourages Tailor and Stitch to continue strengthening its system to keep track of findings and analyse the progress.

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.	not applicable	Due to the Covid-19 pandemic, brands could often not visit their suppliers from March - December 2020. For consistency purposes, we therefore decided to score all our member brands N/A on visiting suppliers over the year 2020.	Member companies should document all production location visits with at least the date and name of the visitor.	N/A	4	0

**Comment:** As travel was restricted due to the COVID-19 pandemic, this indicator is not applicable in 2020 for all Fair Wear members. Nevertheless, the CEO of Tailor and Stitch was able to visit its own supplier in India and the Portuguese supplier in 2020 just before COVID-19 broke out.

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:** In 2020, Tailor and Stitch collected one existing audit report and assessed the quality.

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 Fair Wear membership, countries, specific areas within countries or specific product groups may pose specific risks that require additional steps to address and remediate those risks. Fair Wear requires member companies to be aware of those risks and implement policy requirements as prescribed by Fair Wear.	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	-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	Policies are not relevant to the company's supply chain			N/A	6	-2
Other risks specific to the member's supply chain are addressed by its monitoring system	Intermediate			3	6	-2



**Comment:** During COVID-19 the brand prioritized at first health and safety measures and arranged face masks and disinfection for its own supplier. The local team of the brand supported the supplier in the implementation of the measures. The brand supported its two main suppliers in paying for those measures by making an additional payment. The brand shared with all its suppliers the Covid-19 Health and Safety Measures Checklist from Fair Wear. The suppliers shared pictures of the implementation of different measures with the brand.

During the lockdown, the brand together with its own supplier developed a plan for the reopening, in order to be prepared in terms of safety but as well in terms of production. After travelling between work and home town, the workers were advised to return to the factory a few days later to see if they get a fever. The risk that workers will not wear the mask because of the heat was remediated by educating workers about COVID-19 and the importance of wearing a mask. After the supplier reopened again after the lockdown, someone from the local staff was visiting the suppliers to check qualities but also to verify CSR and COVID-19 measures.

The risk of losing jobs due to the pandemic was rather minor at Tailor and Stitches own supplier. The supplier produces only for Tailor and Stitch and was provided with sufficient orders. Regarding its other suppliers, which do have other clients, the risk of job loss should have been verified.

At its own supplier, workers were asked about preferences in terms of rearranging the work floor to avoid social contacts, but besides that not a lot of effort was taken to include worker representation in decisions related to OHS, working hours or leave.

**Recommendation:** As India is an important production country for Tailor and Stitch, Fair Wear recommends to assess country specific risks like Sumangali and gender based violence more profoundly, for instance by enrolling its Indian suppliers in the WEP gender based violence module of Fair Wear.

While the purchasing practices of Tailor and Stitch did not contribute to job losses at its suppliers, the brand could have analysed the risk other clients caused for its suppliers during the pandemic more closely. For instance by asking more specific questions via surveys regarding worker capacity and order volume.

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 2020, Tailor and Stitch had shared production locations in China and India.

A meeting was held with the other Fair Wear member sourcing at the same Chinese supplier and best practices were shared. With the Fair Wear member sourcing at one of its Indian suppliers, cooperation about living wages was initiated. The two brands met and discussed this matter. At the moment, the other Fair Wear member already started to pay its share of the target wage and Tailor and Stitch wants to do this too in the next year.

**Recommendation:** Fair Wear recommends Tailor and Stitch to work with other Fair Wear member brands in resolving corrective actions. The process of joint follow-up actions needs to be documented. Even though one brand commonly takes the lead it is important to be kept informed of the status in order to be aware of required implementation steps before communication with or visits to the factory.

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

**Member undertakes additional activities to monitor suppliers.:** No (o)

**Comment:** Tailor and Stitch fulfilled the monitoring requirements for its production volume in low-risk countries. The production location in Portugal was visited in 2020 before COVID-19 spread across Europe.

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	Fair Wear 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 Fair Wear 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	Fair Wear believes it is important for affiliates that have a retail/wholesale arm to at least know if the brands they resell are members of Fair Wear or a similar organisation, and in which countries those brands produce goods.	Questionnaires are on file.	N/A	2	0

**Comment:** No external brands resold (N/A).

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	Fair Wear 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 Fair Wear's information management system. Documentation of sales volumes of products made by Fair Wear or FLA members.	N/A	3	0

**Comment:** No external brands resold (N/A).

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.13 Questionnaire is sent and information is collected from licensees.	No licensees	Fair Wear 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

**Comment:** No licensees (N/A).

---

## Monitoring and Remediation

**Possible Points: 26**

**Earned Points: 19**

---

### 3. Complaints Handling

Basic measurements	Result	Comments
Number of worker complaints received since last check.	1	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.	1	
Number of worker complaints resolved since last check.	1	

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 Fair Wear 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:** The CEO is responsible for addressing worker complaints.

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 Fair Wear 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:** An audit conducted at the end of 2020 revealed that the FWF CoLP was not displayed at one of the brands production location. Tailor and Stitch could demonstrate remediation.

**Recommendation:** It is suggested to ask production locations to submit a photo of the posted Worker Information Sheet and to ask staff visiting a supplier to check if the documents are still posted as indicated on the obtained photo.

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 Fair Wear CoLP and the complaints hotline, additional awareness raising and training is needed to ensure sustainable improvements and structural worker-management dialogue.	Training reports, Fair Wear's data on factories enrolled in the WEP basic module. For alternative training activities: curriculum, training content, participation and outcomes.	0	6	0

**Comment:** In the past three years, Tailor and Stitch did not initiate the FWF's Workplace Education Programme (WEP) training at any of its suppliers. The worker videos were not shared with the suppliers.

**Requirement:** Fair Wear requires members to actively raise awareness about the Fair Wear Code of Labour Practices and Fair Wear complaint hotline. Tailor and Stitch should ensure good quality systematic training of workers and management on these topics. To this end, members can either use Fair Wear's Workplace Education Programme (WEP) basic module or implement training related to the Fair Wear CoLP and complaint hotline through service providers or brand staff (e.g. their local staff). Fair Wear'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.	Yes	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.	3	6	-2

**Comment:** Tailor and Stitch received one complaint in 2020, from a complainant who works at one of its Indian suppliers. The complainant claimed that forced overtime occurred at the factory. It was stated that workers had to work 2 hours extra on a regular basis and also had to work during days off. In addition, the complainant also stated that the workers are not allowed to read their payslips and other documents regarding their social security. The complainant also said that the workers do not have any appointment letters.

Tailor and Stitch was able to follow up and address the complaint in accordance with the FWF Complaints Procedure. Since the complainant dropped the case as he/she has left the factory, this case is considered closed. However, the other structural issues on forced overtime and occupational health and safety need to be verified during the next audit. The brand is advised to uncover the root causes of the problem thoroughly to prevent similar complaints in the future.

**Recommendation:** It is recommended to uncover the root causes of complaints and prevent them from recurring. When appropriate, the investigation includes incidents at other factories.

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 Fair Wear 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: 15**

**Earned Points: 6**

## 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 Fair Wear 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 shared easily among relevant staff. The CEO took over the responsibilities around the FWF membership and shares content summaries with its team after attending Fair Wear webinars.

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 Fair Wear requirements and advocate for change within their organisations.	Fair Wear Seminars or equivalent trainings provided; presentations, curricula, etc.	2	2	-1

**Comment:** Tailor and Stitch is a relatively small company, where CSR and sustainability is at the moment the responsibility of the CEO. All other staff members in direct contact with suppliers are informed of FWF requirements during meetings.

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, Fair Wear audit findings.	N/A	2	0

**Comment:** Tailor and Stitch does not use any agents or contractors.



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. Fair Wear has developed several modules, however, other (member-led) programmes may also count.	Training reports, Fair Wear'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 did not initiate any training programmes that support transformative processes related to human rights at any of its suppliers.

**Recommendation:** Fair Wear recommends Tailor and Stitch to implement training programmes that support factory-level transformation such as establishing functional internal grievance mechanisms, improving worker-management dialogue and communication skills or addressing gender-based violence. Training assessed under this indicator should go beyond raising awareness and focus on behavioural and structural change to improve working conditions. To this end, Tailor and Stitch can make use of Fair Wear's WEP Communication or Violence and Harassment Prevention modules or implement advanced training through external training providers or brand staff. Non-Fair Wear training must follow the standards outlined in Fair Wear's guidance and checklist available on the Member Hub.

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

**Comment:** No training programmes had been conducted in 2020.

---

## Training and Capacity Building

**Possible Points: 9**

**Earned Points: 3**

---

## 5. Information Management

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
5.1 Level of effort to identify all production locations.	Advanced	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.	6	6	-2

**Comment:** Tailor and Stitch uses Fair Wear supplier questionnaires and audits to find out whether the factory uses other production facilities. The brand has signed agreements with suppliers that unauthorised subcontracting is not allowed, and that CMT subcontractors are not allowed at all. Tailor and Stitch observes factory capacity and in-house facilities to assure elements of garment do not need to be outsourced to be produced.

Tailor and Stitch has a local office based in India that is responsible for visiting all production locations in the country to observe the progress of production, this intervention is aimed at preventing subcontracting. When visiting its supplier in India every two years, the CEO tries to visit the subcontractors too. The Portuguese production location is visited annually. Whilst in China, Tailor and Stitch works together with another Fair Wear member as part of a shared due diligence approach.

**Recommendation:** The brand is advised to include non-CMT production locations in the database. In case no direct relationship exists, the locations can be added without FOB figures and in case a direct relationship exists, the subcontractors need to be added with FOB figures.

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 in a visit report.

---

## **Information Management**

**Possible Points: 7**

**Earned Points: 7**

---

## 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	Fair Wear's communications policy exists to ensure transparency for consumers and stakeholders, and to ensure that member communications about Fair Wear are accurate. Members will be held accountable for their own communications as well as the communications behaviour of 3rd-party retailers, resellers and customers.	Fair Wear membership is communicated on member's website; other communications in line with Fair Wear communications policy.	2	2	-3

**Comment:** Tailor and Stitch's publishes information about Fair Wear Foundation and its membership commitments on its website. All communication is in line with Fair Wear communications policy.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
6.2 Member company engages in advanced reporting activities.	Supplier list is disclosed to the public.	Good reporting by members helps to ensure the transparency of Fair Wear'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.	2	2	0

**Comment:** Tailor and Stitch has disclosed one production location. 43% of production volume is disclosed to other members in Fair Force, on the Fair Wear website and on the brands' own website. At the moment the brand is discussing disclosing another supplier with 38% of production volume.

**Recommendation:** Fair Wear recommends member brands to disclose 100% of production locations to other Fair Wear members in Fair Force and on the Fair Wear website

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 Fair Wear's communication policy.	Social report that is in line with Fair Wear's communication policy.	2	2	-1

**Comment:** Tailor and Stitch has completed and submitted the social report and published it on its website.

---

## Transparency

**Possible Points: 6**

**Earned Points: 6**

---

## 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 Fair Wear 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. As this topic is important for the CEO, he took over the CSR responsibilities.

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.	52%	In each Brand Performance Check report, Fair Wear may include requirements for changes to management practices. Progress on achieving these requirements is an important part of Fair Wear membership and its process approach.	Member company should show documentation related to the specific requirements made in the previous Brand Performance Check.	4	4	-2

**Comment:** Tailor and Stitch received four requirements from the previous performance check, where one was fully met, two were partially met and one was not met.

Tailor and Stitch was required to assign a specific employee to address worker complaints. After the last CSR manager had left the company, this role was vacant for a while. For now, the CEO has taken over this role and hence the requirement is fully met.

The second requirement was about implementing the target wage. In 2020, Tailor and Stitch started to implement its set target wage at its own supplier by 25 percent and therefore this requirement is partially met.

The third requirement requested Tailor and Stitch 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 participation in an FWF Workplace Education Programme. This is a requirement carrying on from the last three financial years. Conducted meetings held at the factories and conversations between the brands' local staff and workers, do not meet this requirement sufficiently and hence this requirement is not met. The final requirement was about making progress on requirements from the previous performance check. As the third requirement was not met, neither can this one be counted as fully met.

---

## Evaluation

**Possible Points: 6**

**Earned Points: 6**

---



## Recommendations to Fair Wear

Tailor and Stitch is very satisfied with the on-going support it receives from its brand liaison. The brand welcomes the online trainings for factories, which makes participation easier.

## Scoring Overview

Category	Earned	Possible
Purchasing Practices	35	52
Monitoring and Remediation	19	26
Complaints Handling	6	15
Training and Capacity Building	3	9
Information Management	7	7
Transparency	6	6
Evaluation	6	6
Totals:	82	121

### Benchmarking Score (earned points divided by possible points)

68

### Performance Benchmarking Category

Good

## Brand Performance Check details

Date of Brand Performance Check:

12-07-2021

Conducted by:

Hannah Ringwald

Interviews with:

Martha Dijkstra

Bart Ebink

Dolly Shrivastva

Marijke de Jong