



Brand Performance Check

Tailor and Stitch

This report covers the evaluation period 01-01-2021 to 31-12-2021

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. 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 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: 01-01-2021 to 31-12-2021

Member company information	
Headquarters:	Sneek , The Netherlands
Member since:	2013-01-27
Product types:	Garments, clothing, fashion apparel, 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	99%
Benchmarking score	71
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 99% of its supply chain. With a benchmark score of 67, the brand remains in the 'Good category'.

Corona Addendum:

COVID-19 barely affected Tailor and Stitch in 2021 because of its specific customers such as supermarkets and DIY markets which were not affected by the pandemic. In fact, the member experienced growth in orders.

While the brand said it did not experience any problems because of COVID-19 measures, it kept ensuring that workers from the two biggest suppliers had access to basic health care. The two suppliers account for 79% of its total production volume.

None of Tailor and Stitch's sourcing countries experienced a lockdown in the past financial year. The member identified material delays as a pandemic-related risk. Fabrics and trimmings delays were significant. In general, Tailor and Stitch's customers work with rolling stock. The member has requested its customers to consider these delays when placing orders, asking customers to place orders six months ahead.

As its sourcing countries did not have travel restrictions, the brand could continue its monitoring via visits by the local team. The continued monitoring also allowed the checking of health and safety compliance.

Tailor and Stitch has shown that its own factory in India pays the target wage set by the Indian trade union. The member has also shown it is working towards a living wage at its second biggest supplier. Tailor and Stitch came to the target wage set by the Indian trade union by following Fair Wear's living wage policy.

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.	50%	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.	3	4	0

Comment: 50% of Tailor and Stitch's production volume came from suppliers where it buys at least 10% of production capacity. The brand increased the volume by nearly 34% over the previous year. Most of the brand's production (79%) occurs at two Indian suppliers, one of which the brand owns. Tailor and Stitch work with three more Indian suppliers on a lower volume. The brand uses a Portuguese and a Chinese supplier for accessories or additional sales items.

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 2021, less than 1% of Tailor and Stitch production volume was bought from production locations where it buys less than 2% of its total FOB. These tail-end suppliers produce specific accessories and will not be able to be placed at the main suppliers.

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.	53%	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.	3	4	0

Comment: 53% of production volume is placed at suppliers with business relations lasting five years or longer. Tailor and Stitch has had a business relationship with the supplier it owns since 2013.

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.	2nd years + member and no new production locations selected	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.	N/A	2	0

Comment: Tailor and Stitch did not add any new suppliers in the financial year 2021.

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: Most 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 essential part of the selection process. The first criterium is that they source from factories where other Fair Wear members source. And only once this requirement is met will the supplier be evaluated on quality, capacity and prices. During first visits, suppliers are made aware of Tailor and Stitch's Fair Wear membership. The supplier will also be made aware of the general buying conditions and requirements like the Code of Labour Practices.

Despite the established process, there seems to be no systematic evaluation of working conditions in the factories. Sometimes, when the QA person visits, the QA person conducts health and safety checks sporadically and has informal conversations with factory workers, which is also not documented.

Recommendation: A risk analysis as part of the decision-making process of selecting new production locations is an important step to mitigate risk and prevent potential problems. Fair Wear recommends Tailor and Stitch to clearly define preventive actions for identified risks and connect them to sourcing decisions. This also includes strategies to tackle structural risks such as low wage levels in the country, limited freedom of association and restricted civil society that are beyond the brand's individual sphere of influence.

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 uses a general questionnaire and its Enterprise Resource Planning system to evaluate suppliers' performance. This ensures transparency and makes communication more effective. While the brand stores CAPs and follow-ups in the system, there is currently no ranking system that considers Code of Labour Practice compliance and connects this evaluation to purchasing decisions. Because there is no formal system to evaluate compliance, this is not part of the earlier mentioned 'suppliers' performance'.

Tailor and Stitch did not exit a supplier in 2021. When asked, the brand could also not provide a formalised exit strategy.

Requirement: A systematic approach is required to integrate social compliance into normal business processes, and supports good decision-making. The approach needs to ensure that Tailor and Stitch consistently evaluates the entire supplier base and includes information into decision-making procedures.

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, trainings and/or complaints.

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 Enterprise Resource Planning (ERP) system through which the brand can 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 delivery delays. The brand provides forecast predictions for an entire year and shares this with its suppliers. The suppliers are informed immediately via the ERP system if forecasts are adjusted.

The brand 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 standard lead time is between 18-20 weeks, and the times are reviewed annually with the suppliers. The brand only shares it with the customer once the suppliers confirm the delivery date.

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 do 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. The order and the production details are already familiar to the suppliers and their staff, supporting 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.	Insufficient 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.	0	6	0

Comment: In 2020 there were findings of structural overtime in two factories where Tailor and Stitch produce. The first finding was found during a Fair Wear audit. The second finding surfaced through a complaint. Both findings reported that working hour records do not reflect the hours worked. Though these are findings from 2020, they were to be remediated in 2021. Tailor and Stitch could not provide evidence that these findings were solved besides communication with factory management, nor was a root cause analysis initiated.

Tailor and Stitch followed up and addressed the complaint per the Fair Wear Complaints Procedure. Since the complainant dropped the case as they have left the factory, this case is considered closed. However, the other structural issues on forced overtime and occupational health and safety must 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.

Requirement: Tailor and Stitch should investigate to what extent its current buying practices have an effect on the working hours at supplier level. A root cause analysis of excessive overtime should be done to investigate which steps can be most effective to reduce overtime.

Recommendation: Besides discussing it with the supplier and assessing root causes, Fair Wear strongly recommends Tailor and Stitch to actively take measures when excessive overtime is found. Taking measures to ensure that Tailor and Stitch 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 has fixed styles and has information on these styles that show the prices per production stage of each style. These calculations were made by an external company in 2019 for their own factory and are updated yearly. Thereby, the brand can compare the price it pays to its own supplier to their other suppliers.

Tailor and Stitch also compare their prices paid to technician reports that show calculations of how much labour costs are per product. These comparisons showed that Tailor and Stitch paid more than the technician's report calculated. It is, nonetheless, unknown what wage level the technician report used to calculate these costs.

Recommendation: Fair Wear recommends Tailor and Stitch to expand their knowledge of cost breakdowns of all product groups. A next step would be to calculate the labour minute costs of its products to be able to calculate the exact costs of labour and link this to their own buying prices, for example by using the FairPrice app. Tailor and Stitch could consider offering training by a local representative on FairPrice to its suppliers. Such training is available in all Fair Wear countries.

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, 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.	0	0	-2

Comment: Tailor and Stitch actively engaged with suppliers to determine if the legal minimum wage was paid. They have done so by structurally requesting wage slips in 2021. The wage slips showed that the legal minimum wage was paid for the factories, which showed legal minimum wage was not paid in 2020. In 2021 Tailor and Stitch demonstrated a proactive approach to verifying the legal minimum wages payment at its suppliers. The brand is in the process of verifying if the hours worked suffice for legal minimum wage to be met.

Recommendation: Fair Wear 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 hire a local consultant or plan a monitoring visit of one of Fair Wear's auditors to check whether the issue has actually been resolved.

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 202. The brand pays 30% of the invoice in advance. This takes typically 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. If an order is delivered later than needed, Tailor and Stitch use 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 pay living wages at their own factory. At other factories, Tailor and Stitch does not pay living wages yet but were able to show how they were working towards a living wage in 2021. The brand has communicated extensively with its suppliers that they want to work towards living wages.

Recommendation: Fair Wear encourages Tailor and Stitch to involve worker representatives and local organisations in assessing root causes of wages lower than living wages. It is advised that the outcomes of the root cause analysis are discussed internally and with top management, to form a basis for an embedded strategy.

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).	50%	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.	2	2	0

Comment: Tailor and Stitch own a factory that accounts for half (50%) of its production volume.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.13 Member company determines and finances wage increases.	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.	2	6	0

Comment: In 2021, Tailor and Stitch increased wages at its own factory where 50% of FOB is placed and worked together with its second biggest supplier to increase wages where 29% of FOB is produced.

According to Tailor and Stitch's CEO, the increases in wages are paid from both price increases and relinquishing margin. There is a clear understanding at Tailor and Stitch that higher wages will result in higher costs. The brand has set the target wage formulated by the Indian trade union, following Fair Wear's living wage policy for these two suppliers.

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.	50%	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 2021 Tailor and Stitch have started paying living wages at their own factory. Another factory that holds 29% of their total production volume is only 200 INR per month away from their living wage benchmark based on the Trade union demand in India. The brand has verified this regularly checking payslips and hour reports. The brand has showed increasing efforts to work towards living wages at their two main suppliers in 2021.

Purchasing Practices

Possible Points: 50

Earned Points: 29

2. Monitoring and Remediation

Basic measurements	Result	Comments
% of production volume where an audit took place.	92%	
% of production volume where monitoring requirements for low-risk countries are fulfilled.	1%	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:	99%	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: In 2021 Tailor and Stitch hired a new CSR manager. Before filling this position, the CEO of Tailor and Stitch followed CSR-related topics.

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 Fair Wear 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 Fair Wear 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.	Basic	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.	4	8	-2

Comment: Tailor and Stitch follows up on CAPs during visits and by phone calls but do not yet have a system to document progress. The absence of a system makes it challenging to keep an overview of all findings that need to be addressed and 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 were followed up in 2021.

One CAP for an Indian supplier did not show any follow-up information.

Tailor and Stitch generally shows a degree of progress towards resolution of existing Corrective Action Plans and remediation of identified problems. However, the brand does not keep track of it systematically.

Requirement: The member should ensure it prioritizes the most urgent and severe issues, in dialogue with its suppliers.

Recommendation: Fair Wear encourages Tailor and Stitch to continue strengthening their system to analyse how they might have contributed to findings and what changes they can make in their purchasing practices.

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.	92%	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.	4	4	0

Comment: In 2021 Tailor and Stitch's local staff in India started doing factory visits again. All factories in India were visited in 2021. This accounts for 92% to the total production volume.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.6 Existing audit reports from other sources are collected.	No existing reports/all audits by FWF or FWF member company	Existing reports form a basis for understanding the issues and strengths of a supplier, and reduces duplicative work.	Audit reports are on file; evidence of followup on prior CAPs. Reports of quality assessments.	N/A	3	0

Comment: In 2020, Tailor and Stitch did not collect audit reports from other sources.

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: Tailor and Stitch mainly produce in India where they are well acquainted with local business culture. They have a local team and prefer to source from India as they have a team on the ground. While aware of local risks like gender-based violence, gender-based discrimination and child labour (sumangali), these risks are not formalised in a policy or document.

Recommendation: As India is a 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.

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: Tailor and Stitch actively works together with another Fair Wear member sourcing from the same factory in India.

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.	7%	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.	1	2	0

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 and is still valid for 2021.

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

Recommendation: Fair Wear encourages members to go beyond the minimum required monitoring threshold and rewards members who audit production locations in the tail end as well to mitigate potential social compliance risks.

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

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

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

Monitoring and Remediation

Possible Points: 27

Earned Points: 18

3. Complaints Handling

Basic measurements	Result	Comments
Number of worker complaints received since last check.	0	At this point, FWF considers a high number of complaints as a positive indicator, as it shows that workers are aware of and making use of the complaints system.
Number of worker complaints in process of being resolved.	0	
Number of worker complaints resolved since last check.	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: In 2021 a new CSR manager was hired. Prior to filling this position, the CEO of Tailor and Stitch followed CSR related topics, also 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: Tailor and Stitch showed evidence of the presence of the Worker Information Sheet at all production locations.

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.	All production in low-risk countries/training not possible	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.	N/A	6	0

Comment: In 2021, Tailor and Stitch organised the Workplace Education Programme basic training at their own factory which accounts for 50% of production volume.

The training report mentioned that there were no female workers on site. Tailor and Stitch have actively followed up on this matter. After consultation with the factory, it became clear the factory did not hire women because there were no separate toilets, and all workers were men. Tailor and Stitch resolved this issue by building separate toilets in 2021 to accommodate toilets for female workers.

Tailor and Stitch also showed that women started working in their factories in 2021 but that they mainly work in finishing and thread cutting.

However, because of COVID-19 restrictions in 2021 that limited the possibility to conduct training, this indicator is considered not applicable in this check.

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 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: 3

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 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. Fair Wear membership is also already mentioned during interviews with potential new staff.

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 information about production locations is regularly shared between staff and departments. Fair Wear requirements are included in these regular updates.

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.	All production in low-risk countries/training not possible	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.	N/A	6	0

Comment: In 2021, Tailor and Stitch did not initiate any training programmes that support transformative processes related to human rights at any of its suppliers. However, because of travel restrictions in 2021 that limited the possibility to conduct training, this indicator is not applicable in 2021.

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

Training and Capacity Building

Possible Points: 3

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 use Fair Wear supplier questionnaires and audits to determine 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 observe factory capacity and in-house facilities to assure elements of garments 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 production progress; this intervention is aimed at preventing subcontracting. When visiting its supplier in India every two years, the CEO also tries to visit the subcontractors. The Portuguese production location is visited annually.

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 relatively small, and they regularly share information on conditions at production locations via meetings and e-mails. After a factory visit, the 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's 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. 50% of production volume is disclosed to other members in Fair Force, on the Fair Wear website and on the brands' website. Currently, the brand is discussing disclosing another supplier with 29% 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 Fair Wear membership throughout the year as this topic is important to the CEO.

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.	100%	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 two requirements from the previous performance check, both were fully met. These requirements were also part of the non-compliance policy. The requirements are listed below.

3.3 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.

1.9 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.

Evaluation

Possible Points: 6

Earned Points: 6

Recommendations to Fair Wear

Tailor and Stitch recommends Fair Wear to make their policies more accessible. The brand mentions that factories have a hard time to keep up with the theory.

Scoring Overview

Category	Earned	Possible
Purchasing Practices	29	50
Monitoring and Remediation	18	27
Complaints Handling	3	3
Training and Capacity Building	3	3
Information Management	7	7
Transparency	6	6
Evaluation	6	6
Totals:	72	102

Benchmarking Score (earned points divided by possible points)

71

Performance Benchmarking Category

Good

Brand Performance Check details

Date of Brand Performance Check:

20-06-2022

Conducted by:

Jason Mandels

Interviews with:

Bart Ebink - CEO

Annemiek van der Veen - CSR manager

Marijke de Jong - Administrator

Dolly Shrivastva - Production Manager