



# **Brand Performance Check**

## **Tailor and Stitch**

**Publication date: June 2023**

This report covers the evaluation period 01-01-2022 to 31-12-2022

# 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.

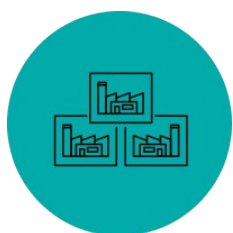
## Scoring overview

Total score: 88

Possible score: 204

Benchmarking Score: 43

Performance Benchmarking Category: Good



Sourcing strategy

29%



Identifying continuous human rights risks

20%



Responsible purchasing practices

69%



Quality and coherence of prevention and remediation system

40%



Improvement and prevention

45%



Communication, transparency and evaluation

64%

### Summary:

Tailor and Stitch has met most of Fair Wear's performance requirements. With a total benchmarking score of 43, the member brand is placed in the Good category.

The member brand has scored insufficient on some repeated non-compliance indicators. These need to be resolved in the next performance check, otherwise Tailor and Stitch will be automatically placed in the Needs Improvement category.

Tailor and Stitch has established a customary practice of addressing labour conditions primarily through audits and subsequent corrective action plans (CAPs), indicating a somewhat reactive approach to ensuring ethical standards. However, the member brand is currently facing challenges in transitioning towards a more proactive and comprehensive human rights due diligence (HRDD) framework. This shift necessitates a fundamental change in its approach, starting with identifying and assessing potential risks within its extensive supply chain and factories. Notably, Tailor and Stitch must incorporate considerations of gender equity and freedom of association into its risk-scoping process, recognising the significance of these issues in promoting fair and just labour practices.

In addition to its efforts in labour standards, Tailor and Stitch showcase commendable proficiency in production planning. Through the strategic placement of internal deadlines ahead of schedule, the brand has successfully extended lead times, providing ample time to complete production processes. Furthermore, it actively engages with its suppliers during the early stages of production to proactively identify and resolve potential delays. This proactive approach exemplifies Tailor and Stitch's dedication to ensuring efficient and timely manufacturing operations, ultimately benefiting its customers and stakeholders. Given these circumstances, Fair Wear strongly recommends that Tailor and Stitch prioritise risk scoping, risk assessment and taking decisive actions for improvement based on its risk identification efforts. This entails developing concrete and well-defined follow-up plans to prevent the occurrence of any actual harm or violations in its supply chain.

In 2023, Fair Wear implemented a new performance check methodology aligned with the OECD guidelines on HRDD. This new methodology raises the bar and includes some new indicators, which may result in a lower score for members. Because this is a transition year, Fair Wear lowered the scoring threshold for this year only.

# 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.

# Company Profile Tailor and Stitch

## Member company information

Member since: 1 Jan 2013

Product types: Garments, clothing, fashion apparel and Workwear

Percentage of CMT production versus support processes 91%

Percentage of FOB purchased through own or joint venture production 37.87%

Percentage of FOB purchased directly 100%

Percentage of FOB purchased through agents or intermediaries 9%

Percentage of turnover of external brands resold 0%

Are vertically integrated suppliers part of the supply chain? No

FLA Member No

Number of complaints received last financial year 0

## Basic requirements

Definitive production location data has been submitted for the financial year under review? Yes

Work Plan and projected production location data have been submitted for the current financial year? Yes

## Production countries, including number of production locations and total production volume.

Production Country	Number of production locations	Percentage of production volume
India	4	89
Portugal	1	8
Pakistan	1	2
China	1	2



## Layer 1 Foundational system's criteria

1.1 Member company has a Responsible Business Conduct policy adopted by top management.: Yes

**Comment:** Tailor and Stitch has a Responsible Business Conduct Policy, but some elements need improvement.

**Requirement:** Tailor and Stitch need to improve its Responsible Business Conduct Policy, to ensure better alignment with the OECD guidelines.

1.2 All member company staff are made aware of Fair Wear's membership requirements.: Yes

1.3 All staff who have direct contact with suppliers are trained to support the implementation of Fair Wear requirements.: Yes

1.4 A specific staff person(s) is designated to follow up on problems identified by the monitoring system, including complaints handling. The staff person(s) must have the necessary competence, knowledge, experience, and resources.: Yes

1.5 Member company has a system in place to identify all production locations, including a policy for unauthorised subcontracting.: Yes

1.6 Member company discloses internally through Fair Wear's information management system, in line with Fair Wear's Transparency Policy.: No

**Comment:** Tailor and Stitch discloses 29% of production locations internally through Fair Wear's information management system.

**Requirement:** Fair Wear requires Tailor and Stitch to disclose its production locations to other member brands through Fair Wear's information management system.



**1.7 Member company discloses externally on Fair Wear's transparency portal, in line with Fair Wear's Transparency Policy.: No**

**Comment:** Tailor and Stitch discloses 0% of production locations externally on Fair Wear's transparency portal.

**Requirement:** Fair Wear requires Tailor and Stitch to disclose its production locations on Fair Wear's transparency portal.

**1.8 Member complies with the basic requirements of Fair Wear's communication policy.: Yes**

## Layer 2 Human rights due diligence, including sourcing strategy and responsible purchasing practices.

**Possible Points: 90**

**Earned Points: 34**

### Indicators on Sourcing strategy

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.1 Member company's sourcing strategy is focused on increasing influence to meaningfully and effectively improve working conditions.	Intermediate	Fair Wear expects members to adjust their sourcing strategy to increase their influence over working conditions. Members should aim to keep the number of production locations at a level that allows for the effective implementation of responsible business practices.	Strategy document; consolidation plans, examples of implementation.	4	6	0

**Comment:** Tailor and Stitch's sourcing strategy focuses on increasing influence through consolidation or active cooperation with other clients. In 2022, Tailor and Stitch had seven active factories, which is the same as the year prior. 50% of the production volume comes from suppliers where the member has at least 10% leverage at suppliers. 1% of the production volume comes from suppliers, where Tailor and Stitch buy less than 2% of its total FOB.

Tailor and Stitch's sourcing strategy guides the brand in sourcing decisions but has yet to lead. The brand has decided that certain products are preferably produced in a new sourcing country (Pakistan) because it would give more possibilities regarding price than in the country with most of its production (India).

**Recommendation:** Fair Wear recommends the member to include SMART goals in its sourcing strategy.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.2 Member company's sourcing strategy is focused on building long-term relationships.	Basic	Stable business relationships underpin the implementation of the Code of Labour Practices and give factories a reason to invest in improving working conditions.	Strategy documents; % of FOB from suppliers where a business relationship has existed for more than five years; Examples of contracts outlining a commitment to long-term relationship; Evidence of shared forecasting.	2	6	0

**Comment:** In 2022, Tailor and Stitch did not commit to long-term contracts yet. However, the brand's sourcing strategy focuses on maintaining long-term relationships, which is partially available in its publicly shared social report. 83% of the member's total FOB volume comes from suppliers with whom Tailor and Stitch has had a business relationship for at least five years.

**Recommendation:** Fair Wear recommends Tailor and Stitch to commit to long-term contracts.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.3 Member company conducts a risk scoping exercise as part of its sourcing strategy.	Insufficient	Human rights due diligence, according to the OECD guidelines, requires companies to undertake a scoping exercise to identify and mitigate potential human rights risks in supply chains of potential business partners.	HRDD policy; Sourcing strategy linked to results of scoping exercise; HRDD processes, including specific responsibilities of different departments; Use of country studies; Analysis of business and sourcing model risks; Use of licensees and/or design collaborations.	-2	6	-2

**Comment:** Tailor and Stitch has not conducted risk scoping on country, sector, business model, sourcing model and product level. Nor has it identified risks in Pakistan before starting in this new production country.

**Requirement:** Please note that following Fair Wear's policy for repeated non-compliance, members that receive an insufficient score on this indicator for the second year will be placed in the 'needs improvement' category.

Tailor and Stitch needs to start scoping risks in its supply chain.

Tailor and Stitch must reconsider the impact and/or prevalence of the risks in China and Pakistan.

**Recommendation:** The member is recommended to include input from workers, suppliers, and other stakeholders in its risk-scoping exercise. Fair Wear also strongly recommends Tailor and Stitch to privilege countries where workers can freely form or join a trade union and/or bargain collectively and make this explicit in its sourcing strategy. And finally, the member is urged to assess the risk of forced labour and/or limited freedom of association and social dialogue in its supply chain.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.4 Member company engages in dialogue with factory management about Fair Wear membership requirements before finalising the first purchase order.	Intermediate	Sourcing dialogues aim to increase transparency between the member and the potential supplier, which can benefit improvements efforts going forward.	Process outline to select new factories; Material used in sourcing dialogue; Documents for sharing commitment towards social compliance; Meeting reports; On-site visits; Reviews of suppliers' policies.	2	4	0

**Comment:** It is the standard process for Tailor and Stitch to inform new suppliers about Fair Wear membership by sending a sourcing pack that includes a Health and Safety questionnaire and a questionnaire based on the eight Code of Labour Practices. This process has been followed for the supplier that was added after the previous performance check. The brand usually visits new suppliers and discusses Fair Wear's requirements in person, but was not able to do so, yet.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.5 Member company collects the necessary human rights information to inform sourcing decisions before finalising the first purchase order.	Basic	Human rights due diligence processes are necessary to identify and mitigate potential human rights risks in supply chains. Specific risks per factory need to be considered as part of the decision to start cooperation and/or place purchasing orders.	Questionnaire with CoLP, reviewing and collecting existing external information, evidence of investigating operational-level grievance system, union and independent worker committee presence, collective bargaining agreements, engaging in conversations with other customers and other stakeholders, including workers.	2	6	0

**Comment:** Tailor and Stitch collects human rights information of potential new suppliers by collecting self-assessments and existing audit reports.

**Recommendation:** Fair Wear encourages the member to collect worker and stakeholder input before placing the first order. Fair Wear strongly recommends Tailor and Stitch to privilege suppliers where workers can freely form or join a trade union and/or bargain collectively and make this explicit in its sourcing strategy.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.6 Member actively ensures awareness of the Fair Wear CoLP, the complaints helpline, and social dialogue mechanisms within the first year of starting business.	Basic	This indicator focuses on the preliminary mitigation of risks by actively raising awareness about the Fair Wear Code of Labour Practices and complaints helpline. Discussing Fair Wear's CoLP with management and workers is a key step towards ensuring sustainable improvements in working conditions and developing social dialogue at the supplier level.	Evidence of social dialogue awareness raised through earlier training/onboarding programmes, onboarding materials, information sessions on the factory grievance system and complaints helpline, use of Fair Wear factory guide, awareness-raising videos, and the CoLP.	2	6	0

**Comment:** In 2022, Tailor and Stitch has shared information about Fair Wear's Code of Labour Practices and the complaints helpline within the first year of doing business at its new supplier in Pakistan. The Worker Information Sheet has also been posted.

**Recommendation:** Tailor and Stitch is recommended to organise onboarding sessions specifically focusing on the Code of Labour Practices and the complaints mechanism within the first year of doing business.

## Indicators on Identifying continuous human rights risks

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.7 Member company has a system to continuously monitor human rights risks in its supply chain.	Insufficient	Members are expected to regularly evaluate risk in a systematic manner. The system used to identify human rights risks determines the accuracy of the risks identified and, as such, the possibilities for mitigation and remediation.	Use of risk policies, country studies, audit reports, other sources used, how often information is updated.	0	6	0

**Comment:** Tailor and Stitch has an ad hoc approach to identifying human rights risks in its supply chain. The monitoring of the risks does not happen on a regular basis. The member has not sufficiently monitored suppliers in China and Pakistan, where Fair Wear has a heightened/enhanced monitoring policy.

There is a discrepancy between the monitoring outcomes and the common risks as identified in Tailor and Stitch's risk scoping /external sources such as Fair Wear country studies. For instance, while risks related to overtime is common in China, the monitoring tools Tailor and Stitch uses do not identify non-compliances on this issue. The member has not adapted its monitoring approach to ensure thorough identification of potential non-compliances.

**Requirement:** Please note that following Fair Wear's policy for repeated non-compliance, members that receive an insufficient score on this indicator for the second year will be placed in the 'needs improvement' category.

Tailor and Stitch must include its sourcing countries with higher risks in its monitoring.

**Recommendation:** Fair Wear recommends Tailor and Stitch to approach monitoring systematically, identifying the appropriate monitoring tool and frequency depending on the outcome of the risk scoping and risk assessment.



Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.8 Member company's continuous monitoring of human rights risks includes an assessment of freedom of association (FoA).	Insufficient	Freedom of association and collective bargaining are 'enabling rights.' When these rights are respected, they pave the way for garment workers and their employers to address and implement the other standards in Fair Wear's Code of Labour Practices - often without brand intervention.	Use of supplier questionnaire to inform decision-making, collected country information, and analyses.	0	6	0

**Comment:** In 2022, Tailor and Stitch has not yet mapped the risks to freedom of association for all its sourcing countries. For India, the member brand understands possible risks related to freedom of association. For China and Pakistan, however, the risks were not properly scoped and assessed.

**Requirement:** Tailor and Stitch must map the risks to freedom of association for the countries it sources from and understand if freedom and association is respected by its suppliers. The member should familiarise itself with Tool 1 of the Freedom of Association Guide (or other tools to collect country-specific information).

**Recommendation:** Tailor and Stitch is strongly recommended to deepen its understanding of risks to freedom of association in its supply chain. Tailor and Stitch is recommended to use the Supplier Questionnaire from Fair Wear's freedom of association Guide to assess and understand the risk regarding violation of freedom of association at its suppliers.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.9 Member company includes a gender analysis throughout their continuous monitoring of human rights risks, to foster a better understanding of gendered implications.	Basic	Investing in gender equality creates a ripple effect of positive societal outcomes. Members must apply gender analyses to their supply chain to better address inequalities, violence, and harassment.	Evidence of use of the gender mapping tools and knowledge of country-specific fact sheets.	2	6	0

**Comment:** Tailor and Stitch has collected gender-based information from its biggest production country but has yet to integrate it into its risk scoping. The member collected data on factory workers' understanding of gender-based risks, including violence and harassment, agency, health and safety and economic opportunity.

**Recommendation:** Fair Wear recommends the member to collect gender risks for each Code of Labour Practices on country and factory level and integrate it in its risk scoping and assessment.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.10 Member company considers a production location's human rights performance in its purchasing decisions.	Intermediate	Systematic evaluation is part of continuous human rights monitoring. A systematic approach to evaluating production location performance is necessary to integrate social compliance into normal business processes and to support good decision-making.	Supplier evaluation format, meeting notes on supplier evaluation shared with the factory, processes outlining purchasing decisions, link to responsible exit strategy.	2	4	0

**Comment:** Suppliers' human rights performance is evaluated systematically every year in the supplier evaluation template. This template contains a scale from 0 to 4 for scoring. How Tailor and Stitch got to the scores, besides corrective action plans, or which sources they used is unclear. They do, however, consider the score when placing orders. In most cases, the factory with the higher score is preferred. Fair Wear is unable to evaluate the scores due to the lack of a scoring framework. Tailor and Stitch has not yet shared the evaluation outcome with its suppliers and their worker representatives.

**Recommendation:** Fair Wear recommends Tailor and Stitch to share and discuss the outcome of the supplier evaluation with all its suppliers and their worker representatives. Tailor and Stitch should also make a framework that makes the scoring transparent.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.11 Member company prevents and responds to unauthorised or unknown production and/or subcontracting.	Intermediate	Subcontracting can decrease transparency in the supply chain and has been demonstrated to increase the risk of human rights violations. Therefore, when operating in higher-risk contexts where it is likely subcontracting occurs, the member company should increase due diligence measures to mitigate these risks.	Production location data provided to Fair Wear, financial records from the previous financial year, evidence of member systems and efforts to identify all production locations (e.g., interviews with factory managers, factory audit data, web shop and catalogue products, etc.), licensee contracts and agreements with design collaborators.	2	4	0

**Comment:** In 2022, one audit found that Tailor and Stitch's main supplier uses a subcontractor for embroidery, which is not disclosed to Fair Wear. Tailor and Stitch was aware of this subcontractor.

**Recommendation:** The member brand is urgently recommended 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
2.12 Member company extends its due diligence approach to homeworkers.	Insufficient	Homeworkers should be viewed as an intrinsic part of the workforce, entitled to receive equal treatment and have equal access to the same labour rights, and therefore should be formalised to achieve good employment terms and conditions.	Supplier policies, evidence of supplier and/or intermediaries' terms of employment, wage-slips from homeworkers.	0	4	0

**Comment:** Tailor and Stitch has yet to identify whether homework is prevalent in its sourcing countries.

**Requirement:** Tailor and Stitch should identify whether homeworkers are used by its suppliers and assess if there is a risk of exploitation.

## Indicators on Responsible purchasing practices

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.13 Member company's written contracts with suppliers support the implementation of Fair Wear's Code of Labour Practices and human rights due diligence, emphasising fair payment terms.	Intermediate	Written, binding agreements between brands and suppliers, which support the Fair Wears CoLP and human rights due diligence, are crucial to ensuring fairness in implementing decent work across the supply chain.	Suppliers' codes of conduct, contracts, agreements, purchasing terms and conditions, or supplier manuals.	2	4	0

**Comment:** Tailor and Stitch has contracts with its suppliers. The member has agreements in the form of contracts and purchase orders that stipulate terms of (reasonable) payment, liability and penalties. Additionally, the contracts outline the shared responsibilities of Code of Labour Practices implementation, and fair payment terms are part of that. For instance, contracts include the responsibility of Tailor and Stitch to participate and support the supplier to prevent, mitigate and remediate when 'appropriate and necessary'. The contract, however, does not include anything regarding reasonable planning expectations from Tailor and Stitch's side. While the contracts do make reference to penalties for late deliveries, they have yet to explicitly address the issue of liability for these delays.

**Recommendation:** Tailor and Stitch is advised to review its contracts with suppliers against the principles mentioned in the Common Framework of Responsible Purchasing Practices (CFRPP).

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.14 Member company has formally integrated responsible business practices and possible impacts on human rights violations in their decision-making processes.	Intermediate	Corporate Social Responsibility (CSR), purchasing, and other staff that interact with suppliers must be able to share information to establish a coherent and effective strategy for improvements. This indicator examines how this policy and Fair Wear membership requirements are embedded within the member company.	Internal information systems, status Corrective Action Plans, sourcing score- cards, KPIs listed for different departments that support CSR efforts, reports from meetings from purchasing and/or CSR staff, and a systematic manner of storing information.	4	6	0

**Comment:** Sourcing and purchasing staff work with KPIs supporting good sourcing and pricing strategies. Because CSR is integrated in buying, they have shared KPIs, allowing Tailor and Stitch to decide on price and delivery time. The member brand's KPIs ensure the active interchanging of information between departments and ensure the involvement of CSR in the decision-making process regarding reasonable lead times and working towards a target wage.

**Recommendation:** Tailor and Stitch could include responsible business practices in its job role competencies of sourcing and purchasing staff.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.15 Member company's purchasing practices support reasonable working hours.	Advanced	Members' purchasing practices can significantly impact the levels of excessive overtime at factories.	Proof that planning systems have been shared with production locations, examples of production capacity knowledge that is integrated into planning, timely approval of samples, and proof that management oversight is in place to prevent late production changes.	6	6	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 20 weeks, and the times are reviewed annually with the suppliers to see if deadlines are feasible (it was 18 weeks last year, and 16 the year before). 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
2.16 Member company can demonstrate the link between its buying prices and wage levels at production locations.	Basic	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, cost sheets including labour minutes.	2	6	0

**Comment:** Tailor and Stitch has a basic understanding of the wage levels at its suppliers and connects this understanding to its own buying prices. Tailor and Stitch does not know the number of actual sewing minutes needed for a style, but has been working with its main supplier to get an understanding of the minutes needed to make a product.

**Recommendation:** Tailor and Stitch could provide suppliers who do not work with fact-based costing, training on product costing and how to quote prices including (direct and indirect) labour costs. Fair Price product owners are available to conduct such training in all Fair Wear production countries.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.17 All sourcing intermediaries play an active role in upholding Fair Wear's Code of Labour Practices and ensure transparency about where production takes place.	Advanced	Intermediaries have the potential to either support or disrupt CoLP implementation. It is members' responsibility to ensure production relation intermediaries actively support the implementation of the CoLP.	Correspondence with intermediaries, trainings for intermediaries, communication on Fair Wear audit findings, etc.	4	4	0

**Comment:** Tailor and Stitch's sourcing model purposely excludes the use of sourcing intermediaries.



## Layer 3 Remediation and impact

**Possible Points: 92**

**Earned Points: 40**

### Indicators on Quality and coherence of prevention and remediation system

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.1 Member company integrates outcomes of human rights risk identification (layer 2) into prioritisation and follow-up programmes according to the risk profile.	Insufficient	Based on the risk assessment outcomes, a factory risk profile can be determined with accompanying intervention strategies, including improvement and prevention programmes.	Overview of supplier base with accompanying risk profile and follow-up programmes.	0	6	0

**Comment:** Tailor and Stitch has not yet integrated the outcomes of the risk assessment on the factory level into prioritisation and follow-up programmes. Besides, the member did not monitor its suppliers from China according to the enhanced monitoring guidance.

**Requirement:** Tailor and Stitch is required to ensure that prioritisation in follow-up matches the factory's risk profile.

**Recommendation:** Fair Wear recommends Tailor and Stitch to create concrete follow-up plans that match the risk profile and audit results of the factories.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.2 Member company's improvement and prevention programmes include a gender lens.	Basic	The prevention and improvement programmes should ensure equitable outcomes. Thus, a gender lens should be incorporated in all programmes regardless of whether or not the programme is specifically about gender.	Proof of incorporation of the gender lens in follow up programmes, including stakeholder input.	2	6	0

**Comment:** Tailor and Stitch has partly included a gender lens in its improvement and prevention programmes. In 2022, the member enrolled in two different programs in India that provided the brand with gender-disaggregated data. The brand has also conducted Workplace Education Programmes to prevent gender-based violence and has discussed gender-disaggregated wage data with some of its suppliers to encourage them to hire more women for higher-paid job positions.

**Recommendation:** Tailor and Stitch is recommended to extend its gender lens to the implementation of all its improvement and prevention actions.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.3 Member company's improvement and prevention programmes include steps to encourage freedom of association and effective social dialogue.	Insufficient	Freedom of Association and Collective Bargaining are enabling rights. Therefore, ensuring they are prioritised in improvement and prevention programmes can help support improvements in all other areas.	Available prevention and improvement programmes, including stakeholder input.	0	6	0

**Comment:** Tailor and Stitch has not yet included steps to encourage freedom of association and effective social dialogue in its improvement or prevention actions.

**Requirement:** Members must include steps to promote freedom of association and social dialogue in its improvement or prevention actions. This should be linked with its assessment of risks to FoA and social dialogue as part of its human rights monitoring (see indicator 2.8). Examples of steps that could be included can be found in Fair Wears brand guide on FoA and collective bargaining.

**Recommendation:** Tailor and Stitch is strongly encouraged to ensure worker representatives are involved in the steps that the member takes to promote freedom of association and effective social dialogue.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.4 Member company actively supports operational-level internal grievance mechanism.	Intermediate	Fair Wear's complaints helpline is a safety net in case local grievance mechanisms do not provide access to remedy. Members are expected to actively support and monitor the effectiveness of operational-level grievance mechanisms as part of regular contact with their suppliers.	Communication with suppliers, responses to grievances, minutes of internal worker committees, evidence of democratically elected worker representation, evidence of handled grievance, review of factory policies, and proof of effective social dialogue.	4	6	0

**Comment:** Tailor and Stitch monitors the effectiveness of internal grievance mechanisms via audits and asks follow-up questions in the CAP in case of findings. The member brand actively supports and monitors the effectiveness of internal grievance mechanisms. Workers are made aware of the grievance mechanisms through Fair Wear- and internal 'Awareness' trainings for all its factories in India. Worker committees are involved throughout the process.

**Recommendation:** Tailor and Stitch is encouraged to clarify how the outcome of assessments of grievance mechanisms is weighted in its supplier evaluation system.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.5 Member company collaborates with other Fair Wear members or customers of the production location.	Advanced	Cooperation between Fair Wear members increases leverage and the chances of successful outcomes. Cooperation also reduces the chances of a factory needing to conduct multiple improvement programmes about the same issue with multiple customers.	Communication between different companies.	6	6	0

**Comment:** Tailor and Stitch cooperates with other Fair Wear members at its shared suppliers, responding to CAPs and complaints. Tailor and Stitch has also cooperated with a Fair Wear member on a preventive step, by organising training for its shared Indian supplier. Tailor and Stitch has not yet cooperated with customers that are not Fair Wear members.

## Indicators on Improvement and prevention

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.6 Degree of progress towards implementation of improvement programme per relevant factory.	50%	Fair Wear expects members to show progress towards the implementation of improvement programmes. Members are expected to be actively involved in the examination and remediation of any factory-specific problem.	Progress reports on improvement programmes.	4	6	-2

**Comment:** In the past financial year, Tailor and Stitch has received one audit report. During the performance check, the member could demonstrate with a sample that half of the corrective action plan issues requiring improvement actions have been followed up.

**Recommendation:** Fair Wear recommends Tailor and Stitch to immediately check the received evidence with Fair Wear not to lose momentum. More complex issues require more active involvement from Tailor and Stitch than only exchange via corrective action plan.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.7 Degree of progress towards implementation of prevention programme.	Insufficient progress	Fair Wear expects members to show progress towards the implementation of prevention programmes. With this indicator, Fair Wear assesses the degree of progress based on the percentage of actions addressed within the set timeframe.	Update on prevention programmes.	-2	6	-2

**Comment:** Tailor and Stitch has not yet identified root causes of the corrective action plan findings (other than living wage assessed under indicator 3.11). The member brand has started remediation but has yet to do a root cause analysis.

**Requirement:** Please note that following Fair Wear's policy for repeated non-compliance, members that receive an insufficient score on this indicator for the second year will be placed in the 'needs improvement' category.

Tailor and Stitch should identify root causes of corrective action plan issues and discuss these with its suppliers. The member needs to start developing preventive actions to address these root causes.

**Recommendation:** Fair Wear recommends Tailor and Stitch to identify root causes of corrective action plan issues together with its suppliers. Fair Wear recommends Tailor and Stitch to translate its root cause analysis into concrete preventive actions as part of the risk profiles.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.8 Member company validates risk profile and maintains regular dialogue with factories where no improvement or prevention programme is needed.	Insufficient	When no improvement or prevention programme is needed, Fair Wear expect its member companies to actively monitor the risk profile and continue to mitigate risks and prevent human rights abuses.	Use of Fair Wear workers awareness digital tool to promote access to remedy. Evidence of data collected, worker interviews, monitoring documentation tracking status quo.	0	6	0

**Comment:** The member does not have a system to ensure possible human rights risks are regularly discussed with its Portuguese supplier.

**Recommendation:** Tailor and Stitch is recommended to create a systematic plan which details at which interval the member will discuss possible human rights risks at its suppliers and which human rights risks should be discussed.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.9 Degree to which member company mitigates root causes of excessive overtime.	Intermediate	Member companies should identify excessive overtime caused by the internal processes and take preventive measures. In addition, members should assess ways to reduce the risk of external delays.	This indicator rewards self-identification of efforts to prevent excessive overtime. Therefore, member companies may present a wide range of evidence of production delays and how the risk of excessive overtime was addressed, such as: reports, correspondence with factories, collaboration with other customers of the factory, use of Fair Wear tools, etc.	4	6	0

**Comment:** During monitoring activities in 2020, Tailor and Stitch conducted one audit where excessive overtime as a possible result of incorrect record keeping was mentioned. Tailor and Stitch discussed this with the factory and resolved this issue, verified in the audit conducted in November 2022. The member has yet to start taking preventive steps.

**Recommendation:** Fair Wear advises Tailor and Stitch to discuss with its supplier which solutions included in the Fair Working Hours Guide are applicable.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.10 Member company adequately responds if production locations fail to pay legal wage requirements and/or fail to provide wage data to verify that legal wage requirements are paid.	Advanced	Fair Wear members are expected to actively verify that all workers receive legal minimum wage. If a supplier does not meet the legal wage requirements or is unable to show they do, Fair Wear member companies are expected to hold the management at the production location accountable for respecting local labour law.	Complaint reports, CAPs, additional emails, Fair Wear Audit Reports or additional monitoring visits by a Fair Wear auditor, or other documents that show the legal wage issue is reported/resolved.	4	4	-2

**Comment:** In the previous year, Tailor and Stitch conducted one audit. The finding regarding non-payment of legally required wage was: Statutory leaves are not paid to workers as legally required. Upon learning of the finding, Tailor and Stitch promptly reached out to the supplier and collaborated with them to address the corrective action plan recommendations.

It appears that during the audit, the appropriate documents were not provided. However, during a subsequent brand performance check, Tailor and Stitch was able to review wage slips demonstrating that earned leave had been compensated appropriately.



Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.11 Degree to which member company assesses and responds to root causes of wages lower than living wages in production locations.	Basic	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.	Member companies may present a wide range of evidence of how payment below living wage was addressed, such as: internal policy and strategy documents, reports, wage data/wage ladders, gap analysis, correspondence with factories, etc.	2	6	0

**Comment:** Tailor and Stitch has yet to create an overview of the wage levels at its suppliers and the gap towards the estimated living wage. Tailor and Stitch has a basic overview of the wage levels at its suppliers. The member brand, however, is in constant dialogue with four out of seven suppliers about understanding its prices and relating these to the workers' wages. The member brand has yet to demonstrate the difference between the living wage (determined by local stakeholders) and the wage levels.

**Recommendation:** Fair Wear recommends Tailor and Stitch to enrol in the Living Wage programme on Fair Wear's learning platform.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.12 Member company determines and finances wage increases.	Basic	Member companies should have strategies in place to contribute to and finance wage increases in their production locations.	Analysis of wage gap, strategy on paper, demonstrated roll out process.	2	6	0

**Comment:** The member has discussed wage increases with its factories. Tailor and Stitch does not have a strategy to finance wage increases at its suppliers but has demonstrated they have paid premiums to increase wage levels at its two biggest suppliers.

**Recommendation:** To support companies in analysing the wage gap, Fair Wear has developed a calculation model that estimates the effect on FOB and retail prices under different pricing models. In determining what is needed and how wages should be increased, it is recommended to involve worker representation.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.13 Percentage of production volume where the member company pays its share of the living wage estimate.	74%	Fair Wear requires its member companies to act to ensure a living wage is paid in their production locations to each worker.	Member company's own documentation such as reports, factory documentation, evidence of Collective Bargaining Agreement (CBA) payment, communication with factories, etc.	6	6	0

**Comment:** Tailor and Stitch engages in discussions with its suppliers regarding living wages, aiming to ensure that its prices contribute to higher wages, accounting for 74% of its total FOB. The brand is committed to ensuring that the payment of higher wages translates into actual increases in workers' earnings. Although there has been a significant wage increase, it has not yet reached the estimated living wage threshold. The brand consistently pays 30-40% more than the legal minimum wage at its own factory and between 20-30% more than the legal minimum wage at its second supplier.

**Recommendation:** Fair Wear recommends Tailor and Stitch to conduct a root cause analysis to check how it is possible that the paid wages are not above a living wage benchmark while the brand calculates with this benchmark in its pricing and has high leverage.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.14 Member addresses grievances received through Fair Wear's helpline in accordance with the Fair Wear Complaints Procedure.	No complaints received	Members are expected to actively support the operational-level grievance mechanisms as part of regular contact with their suppliers. The complaints procedure provides a framework for member brands, emphasising the responsibility towards workers within their supply chain.	Overview of supporting activities, overview of grievances received and addressed, etc.	N/A	4	-2

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.15 Degree to which member company implements training appropriate to the improvement or prevention programme.	Basic	Training programmes can play an important role in improving working conditions, especially for more complex issues, such as freedom of association or gender-based violence, where factory-level transformation is needed.	Links between the risk profile and training programme, documentation from discussions with management and workers on training needs, etc.	2	6	0

**Comment:** In addition to its existing corrective action plan, Tailor and Stitch has taken proactive measures to address workplace violence and harassment prevention. Specifically, the company has implemented a Workplace Education Programme focused on this issue at its second largest supplier in India. Furthermore, Tailor and Stitch has developed its own "awareness training" program and implemented it at its largest supplier in India. Additionally, a basic training program under the Workplace Education Programme has been introduced at another Indian supplier. However, the member brand has not yet enrolled all suppliers where gender-based violence is a prevalent risk in the country in a training module targeting this.

**Recommendation:** Tailor and Stitch is recommended to implement training for all factories, also where this is not part of their improvement and/or prevention programme.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.16 Degree to which member company follows up after a training programme.	Basic	Training is a crucial tool to support transformative processes but complementary activities such as remediation and changes at the brand level are needed to achieve lasting impact	Evidence of engagement with factory management regarding training outcomes, documentation on follow-up activities, and proof of integration into further monitoring and risk profiling efforts.	2	6	0

**Comment:** Tailor and Stitch followed up on the Workplace Education Programme on Violence and Harassment Prevention by engaging extensively with the supplier and to informally help create awareness in the workspace. There are still some training results that need to be addressed.

**Recommendation:** We encourage Tailor and Stitch to expand its follow-up.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.17 The member company's human rights risk monitoring system includes a responsible exit strategy.	Advanced	Withdrawing from a non-compliant supplier should only be the last resort when no more impact can be gained from other strategies. Fair Wear members must follow the steps as laid out in the responsible exit strategy.	Exit strategy policy, examples of supplier communications.	4	4	0

**Comment:** Tailor and Stitch's human rights risk monitoring includes a responsible exit strategy. The member did not stop with any of its suppliers in the past financial year. As a preventive measure, the brand has discussed the responsible exit strategy with its suppliers to receive their input.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.18 Member company's measures, business practices and/or improvement programmes go beyond the indicators or scope.	Member company's activities do not go beyond the indicators or scope.	Fair Wear would like to reward and encourage members who go beyond the Fair Wear policy or scope requirements. For example, innovative projects that result in advanced remediation strategies, pilot participation, and/or going beyond tier 2.	Overview of Human Right risk monitoring, remediation and prevention activities and processes.	N/A	6	0

## Layer 4 External communication, outreach, learning, and evaluation

**Possible Points: 22**

**Earned Points: 14**

### Indicators on Communication, transparency and evaluation

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
4.1 Member company actively communicates about Fair Wear membership and its human rights due diligence efforts.	Advanced	Fair Wear membership includes the need for a brand to show its efforts, progress, and results. Fair Wear members have the tools and targeted content to showcase accountability and inform customers, consumers, and retailers. The more brands communicate about their sustainability work, the greater the overall impact of the work of the Fair Wear member community.	Member website, sales brochures, and other communication materials.	4	4	0

**Comment:** Tailor and Stitch communicates accurately about Fair Wear membership on its website. The member also uses other channels to inform customers and stakeholders about Fair Wear membership. Tailor and Stitch clearly displays the Fair Wear logo at trade fairs. By including information in newsletters to customers, Tailor and Stitch actively spreads the Fair Wear message.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
4.2 Member company sells external brands with a Human Rights Due Diligence system (if applicable).	No reselling of external brands	Some member companies resell other brands, which Fair Wear refers to as 'external production'. These members are expected to investigate the Human Rights Due Diligence system of these other brands, including production locations and the availability of monitoring information.	External production data in Fair Wear's information management system, collected information about other brands' human rights due diligence systems, and evidence of external brands being part of other multi-stakeholder initiatives that verify their responsible business conduct.	N/A	4	0

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
4.3 Social report is submitted to Fair Wear and is published on the member company's website.	Advanced	The social report is an important tool for member companies to share their efforts with stakeholders transparently. The social report explicitly refers to the workplan and the yearly progress related to the brands goals identified in the workplan.	Social report.	4	4	0

**Comment:** Tailor and Stitch has submitted its social report, which Fair Wear approved.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
4.4 Member company engages in advanced reporting activities.	Intermediate	Good reporting by members helps ensure the transparency of Fair Wear's work and helps share best practices within the industry. This indicator reviews transparency efforts reported beyond (or included in) the social report.	Brand Performance Check, audit reports, information about innovative projects, specific factory compliance data, disclosed production locations (list tier 2 and beyond), disclosure of production locations, alignment with the Transparency Pledge.	2	4	0

**Comment:** Tailor and Stitch published its social report, which includes some factory-level data and remediation results, on its website.

**Recommendation:** Tailor and Stitch is recommended to publish a complete factory list. Fair Wear also recommends Tailor and Stitch to publish time-bound plans for its suppliers.



Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
4.5 Member company has a system to track implementation and validate results.	Insufficient	Progress must be checked against goals. Members are expected to have a system in place to track implementation and validate the progress made.	Documentation of top management involvement in systematic annual evaluation includes meeting minutes, verbal reporting, PowerPoint presentations, etc. Evidence of worker/supplier feedback.	0	6	0

**Comment:** Tailor and Stich has a system to track progress and check if implemented measures have been effective in preventing and remediating human rights violations. The internal evaluation system involves top management. In its evaluation system, the member does not yet include triangulated information from external sources, such as workers and suppliers. The process is yet to be formalised.

**Requirement:** Tailor and Stich must have an internal evaluation system to keep track of implemented measures in preventing and remediation human rights violations to check if these have been effective.

**Recommendation:** Fair Wear recommends Tailor and Stich to formalise its process to track progress and check if implemented measures have effectively prevented and remediated human rights violations.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
4.6 Level of action/progress made on requirements from previous Brand Performance Check.	Advanced	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 should show documentation related to the specific requirements made in the previous Brand Performance Check.	4	4	-2

**Comment:** Tailor and Stitch followed up on all requirements.

## 5 Appreciation chapter

5.1 Member company publicly responded to problems/allegations raised by consumers, the media, or NGOs.: Not applicable

5.2 Member company actively participated in lobby and advocacy efforts to facilitate an enabling environment in production clusters.: Not applicable

5.3 Member company actively contributed to industry outreach, visibility, and learning in its main selling markets.: Not applicable

# Recommendations to Fair Wear

Verandering van het systeem

Nieuwe check sluit niet helemaal aan op de oude check

Living wages blijft vaag

Wil niet weg uit China :)

## Brand Performance Check details

Date of Brand Performance Check: 04-05-2023

Conducted by: Jason Mandels

Interviews with: Bart Ebink - CEO

Annemiek van der Veen - Office Manager

Kirsten Wijker - Head Administration