



Brand Performance Check

The Cotton Group S.A. (B&C)

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. The online [Brand Performance Check Guide](#) provides more information about the indicators.

Scoring overview

Total score: 138

Possible score: 198

Benchmarking Score: 70

Performance Benchmarking Category: Leader



Sourcing strategy

71%



Identifying continuous human rights risks

87%



Responsible purchasing practices

62%



Quality and coherence of prevention and remediation system

73%



Improvement and prevention

57%



Communication, transparency and evaluation

89%

Summary:

B&C has shown advanced results on performance indicators and has made exceptional progress. With a total benchmarking score of 70, the member is placed in the Leader category.

B&C has a sourcing strategy that focuses on maintaining long-term relationships. The brand has a strict onboarding process involving all departments and a thorough due diligence process, including an internal sustainability assessment as a precondition.

B&C conducts risk scoping on country, supplier and product level and includes all eight labour standards in this scoping. Input from workers and suppliers is included in the risk scoping for all suppliers in Bangladesh (90% of the brand's FOB).

The brand works with shared capacity planning and has a long forecast and stable production as it holds stock for all products. B&C is in the print-wear market and not bound by seasonality, which removes pressure from the suppliers.

Having a local office in Bangladesh and a dedicated CSR manager, the brand has a strong follow-up plan for its Bangladeshi suppliers. Improvements and preventions are ensured through, e.g. regular worker dialogue sessions and a customised training plan matching audit findings or needs identified through the dialogues. With the help of the local CSR manager, BSC demonstrated good practices on gender and FoA.

The brand is on track with embedding the risk-based approach within the company. Still, it should focus on the biggest challenges of excessive overtime and living wages in 2023 and strengthen the due diligence in Pakistan and China.

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 member brands. 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 The Cotton Group S.A. (B&C)

Member company information

Member since: 1 Jan 2017

Product types: Promotional wear and accessories

Percentage of CMT production versus support processes 97%

Percentage of FOB purchased through own or joint venture production 0%

Percentage of FOB purchased directly 96%

Percentage of FOB purchased through agents or intermediaries 3%

Percentage of turnover of external brands resold 0%

Are vertically integrated suppliers part of the supply chain? Yes

FLA Member No

Number of complaints received last financial year 4

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

Membership fee has been paid? Yes

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

Production Country	Number of production locations	Percentage of production volume
Bangladesh	9	90
Pakistan	1	8
China	4	2

Layer 1 Foundational system's criteria

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

Comment: B&C has a Responsible Business Conduct Policy, but some elements such as commitment to responsible purchasing practises or a gender lens are not yet included.

Requirement: B&C needs 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.: Yes

Comment: B&C discloses 100% of production locations internally 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.: Yes

Comment: B&C discloses 100% of production locations externally 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: 66

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.	Advanced	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.	6	6	0

Comment: B&C has a sourcing strategy addressing influencing labour conditions. The member has 12 active suppliers. 80% of the production volume comes from suppliers where the member has at least 10% leverage at suppliers. 5% of the production volume comes from suppliers where B&C buys less than 2% of its total FOB. The member decreased its leverage significantly at two main suppliers in 2022 and started business with one new supplier, which is why the percentage of leverage decreased compared to 2021 from 96% to 80%.

B&C's sourcing strategy explicitly focuses on increasing influence through consolidation and active cooperation with other clients.

Recommendation: Fair Wear recommends B&C to write down the framework for its sourcing strategy to ensure it is embedded in the organisation.

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: B&C has a sourcing strategy that focuses on maintaining long-term relationships. 77% of the member's FOB volume comes from suppliers with whom B&C has had a business relationship for at least five years. The member does not commit to long-term contracts yet.

Recommendation: Fair Wear recommends B&C 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.	Intermediate	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.	4	6	-2

Comment: B&C conducts risk scoping on country, supplier and product level and includes all eight labour standards in this scoping. In addition, most sector risks (environmental and governance risks) are part of the risk matrix. The member still needs to identify business and sourcing model risks.

In its risk scoping, the member has correctly assessed the impact and prevalence of the country's risks. The risk scoping partly includes a gender lens. The member mainly included risks of wage discrimination (gender wage gap) in its country-level risk assessment; the risks of sexual harassment and gender-based violence are only included on the supplier level.

The member still needs to adjust its sourcing strategy based on the results of its risk scoping. To date, B&C's sourcing strategy does not mention a preference for countries where workers can freely form or join a trade union and bargain collectively.

Recommendation: Fair Wear recommends B&C to include all risk factors in its risk scoping by adding business and sourcing model risks and all sector risks. In addition, the member is recommended to include input from workers, suppliers, and other stakeholders in its risk-scoping exercise for all production countries.

Fair Wear strongly recommends B&C to adjust its sourcing based on the results of its risk scoping.

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.	Advanced	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.	4	4	0

Comment: It is the standard process of B&C to inform new suppliers about Fair Wear membership by completing a self-assessment using a B&C format, including acknowledgement of the B&C Code of Conduct, Fair Wear's CoLP, and BSCI's Code of Conduct. After the factory profile is reviewed, an initial visit will be conducted. After that, the CSR manager conducts an internal sustainability assessment. This process has been followed for the new supplier added last year. Additionally, the brand started a dialogue with the supplier about human rights and how the supplier and B&C can cooperate on this topic.

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.	Advanced	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.	6	6	0

Comment: B&C collects human rights information of potential new suppliers by collecting self-assessments and existing audit reports. The complete factory profile is reviewed, including compliance (for Bangladesh, the RSC audit is required) and certifications and an initial visit is done. For all potential Bangladeshi suppliers, if all departments give their initial green light, an internal audit (the sustainability assessment) is conducted within two days by the local CSR manager. The audit verification of documents, management and worker interviews and interviews with worker representatives of the worker committee. A non-compliance report is shared, and remediation timelines are discussed with the factory management in the closing meeting. A positive assessment result is a precondition for placing a test order. In case, a factory does not cooperate on remediation of findings, this can lead to stoppage of the onboarding. Through the sustainability assessment, B&C collects information from workers to inform the sourcing decision. B&C followed this process for the Bangladeshi supplier added last year and terminated the collaboration within the onboarding process. The factory did not improve on the requirements of late wage payments to the workers. The brand stopped the relationship after the test order.

The member's sourcing strategy does not mention a preference for suppliers where workers are free to form or join a trade union and/or bargain collectively.

Recommendation: Fair Wear strongly recommends B&C 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 the previous financial year, B&C has added one new supplier. The brand has shared information about Fair Wear's CoLP and the complaints helpline during the sustainability assessment. The Worker Information Sheet has been posted. During the sustainability assessment, the CSR manager spoke to worker representatives and explained the Code of Labour Practise and the Fair Wear complaints hotline, which functions as a safety net for complaints. In addition, the CSR manager shared her business card, so workers could contact her directly to share grievances.

As part of the sustainability schedule for each supplier, the CSR manager includes training sessions with worker representatives on grievances. This was not done for the new supplier as the orders were discontinued already after the test order.

Recommendation: B&C is recommended to organise onboarding sessions specifically focusing on the CoLP and the complaints mechanism within the first year of doing business.

B&C is recommended to ensure that women workers and workers from other marginalised groups can participate in discussions in the onboarding sessions.

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.	Intermediate	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.	4	6	0

Comment: B&C has a systematic approach to identifying human rights risks in its supply chain. The member has determined the appropriate monitoring tool and frequency for its suppliers in Bangladesh. Each supplier has a monitoring plan which includes regular internal audits and follow-up visits by the local CSR manager. In addition, Quality Controllers are trained on social compliance. All suppliers are BSCI audited. Fair Wear audits are conducted at strategic partners. Two tail-end suppliers are not yet part of the detailed monitoring plan. CAP follow-up is done via email and during on-site visits.

Regarding the Enhanced Human Rights Due Diligence Policy for fire, structural and electrical safety in Bangladesh, besides one factory, B&C sources only from factories that the RSC covers. One factory is still in the process of being enrolled under the International Accord but had a third-party audit on fire and building safety. B&C is not a signatory of the International Accord.

In China (two factories, 2% FOB) and Pakistan (one factory, 8% FOB), the member has no local representation and was unable to visit the factories in the last years due to COVID-19 constraints and no audit from Global Services took place since the collaboration. Follow up is limited to desktop review of existing audits and team calls.

In its supplier-level risk scoping, the member has not correctly assessed the impact and prevalence of all risks. B&C assessed the impact/prevalence of Forced Labour low at one Chinese supplier, while an independent report indicated otherwise.

Next to its systematic approach, the brand ensures it uses different monitoring tools that include input from workers, suppliers, and other stakeholders. These tools are for Bangladesh suppliers (90% of the brand's FOB): regular visits by CSR managers, quarterly meetings with worker committees and their members, visits by QC, and visits from the operational and sourcing managers from B&C headquarters to discuss CAP follow-up. Discussions with the committee members are also used to crosscheck and verify if CAP findings or complaints are resolved as stated by the supplier.

Recommendation: Fair Wear strongly recommends B&C to monitor its Chinese and Pakistani suppliers - to get deeper insights on, e.g. working hours, wages and rights on freedom of association.

Fair Wear strongly recommends B&C to include forced labour as a high risk at a supplier if a third-party assessment identifies a very high risk.

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).	Advanced	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.	6	6	0

Comment: B&C has mapped the risks to FoA in its sourcing countries and can explain the main risks per country, including the risks to women workers. In all three countries, Bangladesh, China and Pakistan, the risks identified are, for example, low representation of trade unions. In Bangladesh, the brand also added that there is a lack of collective bargaining.

The member has supplier-level monitoring in place to assess and understand the risk at suppliers. In an overview, four key risk areas and the status quo per supplier are captured, stating, for example, the presence of worker representation, if regular meetings are taking place, and if a policy on freedom of association is established. In addition, B&C rates in its supplier scorecard if suppliers have trade unions and CBAs in place.

For all suppliers based in Bangladesh, B&C uses in-depth discussions with suppliers, internal audits and visits to ensure supplier-level monitoring of the risk of violations to FoA. The CSR manager meets on a quarterly base with worker committees. Meeting agenda varies per factory and includes, amongst others, sharing of results of internal audits, discussion on the progress of CAP follow-up, verification of remediated issues and dialogue about the latest grievances etc.

Recommendation: For its suppliers in Pakistan and China the member is recommended to ensure supplier-level monitoring is in place to assess and understand the risk at suppliers - for example, through the Supplier Questionnaire (tool 2 in Fair Wear’s FoA Guide), modular assessment on Social Dialogue, in-depth discussions with suppliers, or a full audit.

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.	Intermediate	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.	4	6	0

Comment: B&C has included gender in its risk scoping. The member could show it understands the basic gender risks for its sourcing countries, and for instance, identified sexual harassment as a significant risk prevalent in Bangladesh and the gender pay gap in China and Pakistan.

Additionally, B&C actively collects gender data per factory for seven factories accounting for 97% of FOB volume. Data it collects are worker demographics, equal pay wage analysis, maternity leave, percentage of female supervisors, anti-harassment policies, anti-harassment committees and meeting minutes. This information is collected using the Fair Wear gender checklist for brand awareness.

B&C has started to analyse some of the collected gender-disaggregated data at the factory and country levels. At the factory level in Bangladesh, the main conclusion from gender wage data (so far) is that workers were paid equally for the same job at all suppliers (equal pay for equal work). B&C has not collected country level risks and gender data on supplier level for all Code of Labour Practices. The member has not yet specifically looked into how its business practices affect gender at its suppliers.

Recommendation: Fair Wear recommends B&C to collect country-level gender risks for each Code of Labour Practices. As a next step, the brand is recommended to collect gender data related to every Code of Labour Practices per factory.

Fair Wear recommends the member to continue analysing the gender data collected at country and factory levels and connect them. Fair Wear's gender instruments can be helpful.

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.	Advanced	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.	4	4	0

Comment: Suppliers' human rights performance is evaluated systematically every year. Each supplier is assessed on five key areas: Audit results (15%), Social Performance (30%), Safety (25%), Environment (20%) and Production (10%). The CSR team identified various criteria per key area. For social performance, these are, for example, trade union presence, overtime, worker turnover, and absenteeism rate. For safety performance, for example, the International Accord and fire equipment, Personal Protective Equipment and building safety are included.

The brand systematically integrates the outcome of this evaluation into its purchasing decisions. One supplier in Bangladesh had a very low overall score, mainly caused by the old factory building and the fact that the factory was not registered or assessed by the International Accord. As a result, the factory management and B&C agreed the production would move to another facility owned by the same parent company. Also, a new supplier was exited due to poor human rights performance and the unwillingness to improve on the issues. B&C has yet to share the evaluation outcome with its suppliers and their worker representatives but plans to do so from 2023 onwards during factory visits of the headquarters team.

Recommendation: Fair Wear recommends B&C to share and discuss the outcome of the supplier evaluation with all its suppliers and their worker representatives.

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.	Advanced	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.	4	4	0

Comment: There is no evidence of missing first-tier locations in the database. Additionally, the member actively prevents unauthorised subcontracting by visiting suppliers during production in Bangladesh. B&C has a written procedure to monitor its production locations and the subcontractors involved. All necessary information is collected before production starts, and audit reports are collected to check for hidden subcontracting. New suppliers, including their subcontractors, are visited before placing the first orders. In Bangladesh, B&C's local quality control staff visits the production site and can thus check whether production is outsourced unauthorised. In Pakistan and China this measure is not in place. That apart, the styles sourced from these locations are long-run, basic items, making it logical for factories not to outsource to maintain efficiency. Based on the quality received, the brand is confident that it can cross-check for subcontracting risks.

For 98% of its products, B&C works with vertically integrated factories, meaning they handle everything from fabric production to garment manufacturing and final packaging and shipping. This approach gives the brand comprehensive monitoring of Tier 1 and Tier 2 suppliers and helps to prevent factories from subcontracting.

Recommendation: B&C is recommended to consider working with its own Quality Controllers in China and Pakistan to monitor its production takes place in the factory.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.12 Member company extends its due diligence approach to homeworkers.	Advanced	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.	4	4	0

Comment: B&C has identified whether homework is prevalent in its sourcing countries. According to the member, there is a very low risk of homeworkers being used by its suppliers because all products the brand develops require heavy machinery. In Bangladesh, homeworkers are traditionally used in the shoe industry for minor work such as hand stitchings. The brand can prove the low risk for 90% of its suppliers through its regular on-site presence of the QC team in Bangladesh, crosschecking of working hour records, and transportation records.

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.	Insufficient	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.	0	4	0

Comment: B&C uses contracts with its suppliers. The member has agreements in the form of purchase orders that stipulate amongst others: payment terms of 30 days, penalties and a termination clause. An unequal burden is placed on the suppliers by including penalties for delivery delays after eight days without proof of fault by the supplier. The contract stipulates that B&C is entitled to terminate the contract for example if goods are of inferior quality without including proof of fault by the supplier.

B&C explained the penalties were never applied, and in the past, these clauses were explicitly required by the banks and were connected to the former letter of credit.

Although the contracts include the Code of Labour Practices, the contract themselves do not support the implementation of human rights due diligence. These contracts do not yet mention the shared responsibilities of CoLP implementation.

Requirement: B&C should evaluate its contracts to ensure that it does not place an unequal burden on its suppliers or include terms that limit the possibility of implementing the Code of Conduct.

Recommendation: Fair Wear strongly recommends that B&C remove penalties for late delivery from its contracts, or at least ensure there is 'proof of fault by the supplier'.

B&C 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: Every week, the sustainability teams from Bangladesh and Belgium and the sourcing manager meet to discuss running issues, corrective action plans, and relevant deadlines. Information is also shared by keeping the Sustainability department in copy of all e-mails relating to working conditions at production locations. In 2022, the brand established the Sustainability Internal Guidelines for HR, Administration, Finance, IT, Product, Sales, Communications, Operations and Sustainability, as well as a Sustainability Action Plan for all nine departments. For example, the sourcing team had time-bound goals on responsible business practices for 2022. The team had to do a costing exercise with one factory using the Fair Price App by October 2022. Two other goals of the sourcing team were to do a joint risk assessment with the CSR team and finalise the supply chain mapping for Tier 3 and Tier 4 by September 2022.

Recommendation: B&C could adopt additional KPIs that support good sourcing and pricing strategies within its purchasing and design departments.

B&C 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: B&C knows the capacity of each factory at the style level and their lead times. Suppliers also share with the brand their constraints: on style or colours and production lines, for instance. B&C has a big warehouse that allows flexibility in quantities received if needed.

The brand has a long forecast (of a year) that they share with suppliers to support them in planning their capacities. Factories asked for more stable productions, so B&C spreads out the orders to have even amounts of output throughout the year, this way not having peak seasons and reducing overtime. The main supplier receives consistent monthly production programs and finds it beneficial because it allows for keeping the same workforce (reducing worker turnover). Consistency also allows the machines to be adjusted for efficiency.

The planning department reviews sold stock and sales forecasts and updates production requirements accordingly, also taking into account factory capacity and the ability of the factory to meet product specifications. The long-run production planning is reviewed for the next four months to create Purchase Orders. If higher quantities are needed, production will be spread out over several months in an agreement between factories and B&C's internal finance department.

B&C is in the printwear market and not bound by seasonality, which removes pressure from the suppliers.

B&C holds stock for (on average) three months. How stock is managed at B&C also gives suppliers more flexibility to plan their production. Suppliers are not provided with this information, but when the suppliers ask for a late shipment, B&C accepts it because of the stock.

The brand has an overtime policy that encourages suppliers to plan and calculate capacities based on legal working hours and without overtime. It allows suppliers to produce quantities provided by B&C in the low season to reduce pressure during the peak season.

Recommendation: B&C could use the Fair Working Hours Guide to assess its purchasing practices and potential impact on working hours and discuss this with its suppliers.

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: B&C has a basic understanding of the wage levels of its suppliers. B&C has no insight into the labour component of its prices as none of its suppliers shared an open costing. The lack of open costing makes connecting buying prices to wage levels challenging. The brand nonetheless makes its own estimations based on historical data and experience. B&C does not know the number of sewing minutes needed for a style nor the labour minute value of its suppliers.

Nevertheless, following last year's performance check recommendation, the brand arranged a fair price app training at one supplier in Bangladesh. It analysed labour minute values and sewing minutes provided by that supplier.

B&C includes changes in legal minimum wage or inflation in its buying prices.

Recommendation: B&C is encouraged to provide buyers (or other employees involved in price negotiations with suppliers) training on cost breakdown, for example, using the Fair Price app. B&C could provide also other 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: B&C's sourcing model purposely excludes the use of sourcing intermediaries.

Layer 3 Remediation and impact

Possible Points: 90

Earned Points: 56

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.	Advanced	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.	6	6	0

Comment: Based on the risk identification described in chapter two, B&C has linked factory risks to appropriate follow-up for all factories in Bangladesh, covering 90% of FOB. All factories have the same follow-up plan including training matching audit findings and awareness raising of grievance mechanisms. The follow-up programme focuses on discrimination and gender, safety and health, labour condition and freedom of association. Suppliers in China and Pakistan's follow-up is focused on monitoring based on BSCI audit results and desktop follow-up, as no onsite visits occur.

B&C sources from nine production locations in Bangladesh. The member has not signed the International Accord. Eight of its factories are covered by the RMG Sustainability Council (RSC), and one is currently in the process of being registered.

Recommendation: Fair Wear recommends B&C to further develop its joint follow-up plan in Bangladesh within 2023 to demonstrate a differentiated follow-up programme per supplier during the next brand performance check.

Fair Wear recommends the member to further complete its follow-up plans, including suppliers in Pakistan and China.

Fair Wear strongly recommends B&C to become a signatory of the International Accord or at least follow Fair Wear's Enhanced Human Rights Due Diligence Policy for fire, structural and electrical safety in Bangladesh.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.2 Member company's improvement and prevention programmes include a gender lens.	Intermediate	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.	4	6	0

Comment: As described in indicator 2.9, the brand has done a gender mapping and collected gender-specific data. As part of the data collection, the CSR manager met with the production human resource manager of a supplier to discuss barriers for women workers obtaining supervisor roles and how this could be improved. Three out of nine suppliers in Bangladesh provide female supervisor training by a third party.

The brand has enrolled three suppliers in the Fair Wear Workplace Education Programme Violence and Harassment Prevention (WEPVHP) Training after issues were found in the audits, see as well indicator 3.15.

Recommendation: B&C could extend its gender lens to follow-up on both improvement and prevention actions. The member is encouraged to include a gender lens in 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.	Intermediate	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.	4	6	0

Comment: B&C included comprehensive steps to encourage FoA and effective social dialogue in its improvement and prevention actions for its Bangladeshi suppliers. As preventative steps, the member's CSR manager provides internal training to the various worker committees on their roles and responsibilities as worker representatives. In addition, she is tailoring the content according to the committee's needs, anti-harassment, health and safety, etc. The CSR Manager meets with the committees quarterly to discuss cases of the last months and clearly understands which procedures are used. If applicable, the meetings also discuss recent complaints or CAP follow-ups and are used to verify if CAP findings or complaints are resolved as stated by the supplier. As improvement step, B&C's CSR manager observed the election process for the newly formed worker committee to ensure all representatives were democratically elected.

The member has yet to apply a gender lens and ensure its steps to promote FoA and effective social dialogue address the specific risks for female workers.

For its suppliers in Pakistan and China the brand has not yet included any improvement or prevention actions.

Recommendation: B&C is recommended to support in financing/coordinating training on FoA and social dialogue for its suppliers.

Fair Wear recommends B&C to apply a gender lens and ensure its steps to promote FoA and effective social dialogue address the specific risks for female workers.

Fair Wear recommends B&C to be more comprehensive and include steps to promote FoA and effective social dialogue in its improvement and prevention actions in China and Pakistan.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.4 Member company actively supports operational-level internal grievance mechanism.	Advanced	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.	6	6	0

Comment: Suppliers' internal grievance mechanisms are assessed at the business relationship's start and monitored systematically yearly. Internal grievance mechanisms are reviewed as part of the onboarding process and the initial internal assessment for all suppliers. The member knows which suppliers have worker representation. If they are functioning, this is also rated in the supplier scorecard.

B&C supports and monitors the mechanism and responds when the mechanism is ineffective. As described under indicator 3.3 in Bangladesh, worker committees receive training from the CSR manager on their roles and responsibilities. The CSR manager also distributes her business cards to workers she interviews to offer another safety net option to raise grievances. To check if the grievance mechanism procedure is implemented correctly, the CSR manager checks the grievance register to see if all grievances are registered. In addition, for all Bangladeshi suppliers, the CSR manager meets quarterly with the worker committee and discusses grievances of the last three months. Two latest audits of Bangladeshi suppliers stated that anti-harassment committees are not functional. As remediation, the brand enrolled those suppliers at the WEPVH training from Fair Wear.

For its suppliers in Pakistan and China the brand has not yet included any customised actions to support and monitor the internal grievance mechanisms but relies on third party audit reports.

Recommendation: Fair Wear recommends B&C to support and monitor the internal grievance mechanisms at all suppliers, including Pakistan and China.

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.	Basic	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.	2	6	0

Comment: B&C cooperates with other Fair Wear members at its shared suppliers, responding to CAPs and complaints. The member has not yet cooperated with customers that are not Fair Wear members. B&C has yet to start cooperation on taking preventive measures.

Recommendation: We recommend B&C to also work together on preventing human rights violations. Even though B&C already works together with other Fair Wear members, Fair Wear recommends to also collaborate with other customers.

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.	55%	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, B&C has received 14 audit reports. Some of the reports were conducted end of 2021 but only submitted in early 2022. These were assessed as well during this performance check.

During the performance check, the member could demonstrate with a sample that up to two third of the CAP issues requiring improvement actions have been followed up. The resolved issues range from relatively easily solvable health and safety findings to more complex issues such as the procedure of grievance mechanisms.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.7 Degree of progress towards implementation of prevention programme.	Intermediate 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.	4	6	-2

Comment: B&C has identified some root causes of the CAP issues and discussed these with its suppliers. The member has implemented some preventive steps. For instance, at one supplier in Bangladesh, workers do not understand how wages are calculated. A low awareness was identified as the root cause, which could be improved by training. In this case, the CSR manager supported the remediation by conducting an awareness program for workers on calculating wages, benefits and leaves. Those findings are marked in the CAP as work in progress to ensure continuous follow-up. Another example was a finding that evacuation routes were blocked. Immediately, the routes were made accessible. Still, the root cause was a low awareness of fire evacuation, so training was given to all mid-level management, and a monitoring plan was established.

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.	No factories in the respective risk profile	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.	N/A	6	0

Comment: B&C has no suppliers where improvement or prevention steps are not needed.

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: In the previous year, seven audit reports of a total of 14 audits mention excessive overtime. This includes four audit reports that took place at the end of 2021, but those reports were only submitted in December 2021 or January 2022. Excessive overtime reported ranged from total working hours of 79 to 105 hours per week. At a supplier where the brand has 85% leverage, the report showed overtime records of up to 105 working hours per week in the finishing section.

B&C analysed the root causes of these findings. According to the member, for its vertical suppliers, especially the regular energy supply cuts, which result in fabric delays, are a significant cause for excessive overtime, e.g. in the dyeing department. In addition, the member is aware of the structural problem of overtime in the Bangladeshi garment sector, factory owners state competitive advantage is a reason workers request additional hours to increase their basic wages. B&C has a clear statement of not accepting excessive overtime but emphasises that this structural problem would need to be addressed on a political level to achieve real change.

The member has addressed the root causes by involving top management and factory owners in the discussion. At the supplier with 105 working hours per week, shipment preparation in the finishing section was arranged the next morning instead of the end of the working day. B&C could show that these efforts reduced excessive overtime, the overtime reduced by 19 hours but overall working hours were still 86 hours a week. Overall, B&C stated that overtime time reduced at their suppliers. The reason for that was the influence of the economic crisis resulting in an overall reduction of orders and capacity at suppliers.

Generally, the brand's purchasing practises support reasonable working hours by having steady orders, and basic products, being flexible with delivery dates and keeping stock.

Recommendation: Fair Wear recommends cooperating with other customers at the factory to increase leverage when mitigating excessive overtime.

B&C could also agree with its suppliers that excessive overtime need first a formal approval by the brand, e.g. in cases of energy cuts leading to excessive overtime in the dyeing department for B&C's fabrics.

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.	Intermediate	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.	2	4	-2

Comment: Three out of 14 audits in the previous year included findings regarding non-payment of legal minimum wage or legally required wage elements. This contains two audit reports that took place at the end of 2021 but were only submitted in December 2021 or January 2022. One audit report with a legal minimum wage finding is not included in this brand performance check as it was submitted in 2023 only. In addition, there have been two complaints about unpaid wage benefits after resignation.

The audit findings indicated that, for example, workers were paid below the legal minimum because they were in the wrong grade or piece wage rate workers were not guaranteed the legal minimum. In addition, several findings showed that overtime premiums or entitled leaves were not paid as legally required, and allowances, bonuses or benefits were not paid as legally required.

The brand responded timely to the findings reported in the two audits that took place end of 2021 and could demonstrate adequate remediation of all workers receiving legally required wage components. The third audit, which took place in September 2022, showed in total 6 non-compliances on legal minimum wages or legally required wage elements. At the time of the brand performance check, the brand had proof that all workers received at least legal minimum wage through a salary adjustment of piece rate workers. Also, the findings concerning legally required wage elements were closed including proof. The two complaints on outstanding wage payments have been remediated and verified by the Fair Wear complaints handler (more information can be found under indicator 3.14).

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.	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.	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.	4	6	0

Comment: B&C has done a detailed wage analysis for three suppliers in Bangladesh and two in China, accounting for 84% of the brand's FOB volume. The analysis includes minimum, moderate and maximum salaries per grade. It compares the legal minimum wage and two living wage benchmarks (global living wage coalition and Asian floor wage). The brand has yet to create an overview of the wage levels at the other four suppliers and the gap towards the estimated living wage.

B&C has done a thorough root-cause analysis to find out why wages at suppliers are below the living wage. According to B&C, the Bangladesh Garment Manufacturers and Exporters Association (BGMEA) plays a considerable role in determining the wage levels in Bangladesh, which restricts B&C from paying higher prices that benefit the factory workers. B&C has made it clear to its suppliers that it is willing to pay higher prices but finds it a challenging topic to discuss with suppliers.

Recommendation: Fair Wear encourages B&C to discuss with suppliers about different strategies to work towards higher wages and develop a systemic and time-bound approach. It is advised to start with suppliers where the member is responsible for a large percentage of production and has a long-term business relationship. Fair Wear also encourages B&C to connect with other Fair Wear members who started increasing wages at Bangladeshi suppliers.

Fair Wear encourages B&C to involve worker representatives and local organisations in assessing the 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. If B&C is experiencing pushback from suppliers, or other organisations, it could use its Bangladesh local office to lobby. B&C could also engage with Fair Wear's Bangladesh country manager to develop a strategy.

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: B&C has started to address the topic of living wages internally. Also, top management is involved and confirmed during the check of the structural problem of living wages in Bangladesh. As described in indicator 3.11, B&C does have an overview of wages paid in production locations. The member has discussed wage increases with its factories but finds it challenging to discuss with its suppliers. According to the brand, the Bangladesh Garment Manufacturers and Exporters Association is restricting the increase of wages. Collaboration on a European level is needed to advocate for living wages in Bangladesh. In addition, the brand expects that an increased legal minimum wage will lead to high inflation.

The member does not have a strategy to finance wage increases at its suppliers. In December 2022, the brand introduced a Fair Price Grocery Shop at two suppliers to support in-kind benefits by subsidising a special grocery package. The brand subsidised the price of a special grocery package with a 20% contribution. As the shop was not used by workers in 2022, it is not rewarded in this indicator.

Requirement: B&C should analyse what is needed to increase wages and develop a strategy to finance the costs of wage increases.

Recommendation: Fair Wear advises companies to avoid the concept of a one-time charitable contribution. We strongly recommend members to integrate the financing of wage increases into their own systems, herewith committing to a long-term process that leads to sustainable implementation of living wages. With a higher monthly income, workers can decide where to spend their wages and are not bound to save money through discounted grocery packages.

As currently, the Fair Price Grocery Shop is implemented at two suppliers. The member should ensure to monitor usage and evaluate the actual benefit to the workers on a regular base.

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.	0%	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.	0	6	0

Comment: B&C does not contribute to higher wages at any of its production locations.

Requirement: B&C is expected to begin setting a target wage for its production locations.

Recommendation: We encourage B&C to show that discussions and plans for wage increases have resulted in the payment of a target wage.

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.	Advanced	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.	4	4	-2

Comment: B&C received four complaints in the past financial year about living wages, safe and healthy working conditions and legally binding employment relationships at its suppliers in Bangladesh. The member actively responded to these complaints per Fair Wear's Complaints Procedure. A detailed root cause analysis was done for all complaints, including an action plan and a clear timeline.

The first and third complaint occurred at the same supplier, and were both resolved by paying outstanding benefit payments in full. The second complaint was resolved as pending maternity benefits were paid in full. The last complaint was also resolved by paying outstanding benefit payments in full, even though not legally required. All payments were verified by the brand and the Fair Wear complaints handler.

As complaints one and three had the same root causes, B&C partnered up with the other Fair Wear brand sourcing in the factory to prevent similar complaints from happening again. A joint meeting with both brands and the factory management underlined the importance of payment of legal benefits.

The member included the outcome of these complaints in deciding on follow-up in its human rights improvement and prevention plans. B&C is discussing complaints with the worker committees during the quarterly meetings. Often in those discussions, new grievances that should have been reported are raised. In addition, root causes are also included in discussions with other suppliers to raise awareness, e.g. on legal requirements of benefit payments after resignation to prevent those issues at other suppliers.

Recommendation: B&C could use the outcome of complaints to determine follow-up actions in its broader improvement and prevention plans.

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: B&C has some CAP findings where training is a recommended follow-up action.

The member has enrolled its two main suppliers into Fair Wear's Fair Wear's WEPVHP training. Both suppliers had with findings that the worker committee is not fully functional and worker representatives were unaware of their roles and responsibilities. The WEPVHP training was also recommended for three more suppliers in Bangladesh, those factories were not enrolled yet in 2022, but instead, internal training supported by B&C's CSR manager took place. In addition, the CSR manager trains suppliers on wages, grievance handling, roles and responsibilities, Fair Wear Code of Labour Practise, etc.

Recommendation: B&C is recommended to implement training for all factories where this is part of its 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.	Intermediate	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.	4	6	0

Comment: B&C's CSR manager participated in WEPVHP trainings at two suppliers in Bangladesh. B&C believes that attending the training allows for more effortless follow-up. The brand followed up on all training results by meeting with the newly established anti-harassment committee. In addition, the CSR manager arranged a meeting between the different active committees at the suppliers for each factory.

Recommendation: Fair Wear recommends B&C to use the training results as input for B&C's human rights risk monitoring.

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: B&C's human rights risk monitoring includes a responsible exit strategy. In the past financial year, the member stopped with one new supplier within the onboarding process after the first test order. Generally, B&C does not discuss the responsible exit strategy with its suppliers. Still, the detailed process is described in the supplier handbook, which all suppliers receive as part of the onboarding process.

Recommendation: B&C could discuss the responsible exit strategy with its suppliers, for instance, as part of its supplier evaluation.

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

Comment: B&C does not undertake activities related to human rights that go beyond Fair Wear's scope.

Layer 4 External communication, outreach, learning, and evaluation

Possible Points: 18

Earned Points: 16

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: B&C communicates accurately about Fair Wear membership on its website and as part of its sustainability blog. A thorough sample check of third-party resellers in key selling markets was done, and no non-compliance was found.

The member also uses other channels to inform customers and stakeholders about Fair Wear membership. For example, by posting on social media (Linkedin, Facebook, Instagram), B&C actively spreads the Fair Wear message. For instance, Fair wear membership is explained and distributed by the sales team at fairs.

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

Comment: B&C does not sell external brands.

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: B&C has submitted its social report, which Fair Wear approved. B&C has also published the report on its website.

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: B&C reports on factory-level data and remediation results. On its website, B&C published its social report, which includes factory-level data and remediation results. The factory-level data the member included are BSCI audit results of the last three years and monitoring activities such as visits or dialogue sessions with worker committees. B&C has yet to disclose its time-bound improvement plans.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
4.5 Member company has a system to track implementation and validate results.	Advanced	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.	6	6	0

Comment: B&C has a system to track progress and check if implemented measures have effectively prevented and remediated human rights violations. The internal evaluation system involves top management. The brand's evaluation system includes triangulated information from external sources, such as supplier and worker feedback for suppliers in Bangladesh, during regular meetings with worker representatives. Recent training and audits are discussed, and successful training is replicated at suppliers as prevention measures.

Recommendation: The member is advised to include feedback from workers and suppliers in its evaluation system for its suppliers in China and Pakistan.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
4.6 Level of action/progress made on requirements from previous Brand Performance Check.	No requirements were included in the previous Brand Performance Check	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.	N/A	4	-2

Comment: In the previous performance check, no requirements were included.

5 Appreciation chapter

5.1 Member company publicly responded to problems/allegations raised by consumers, the media, or NGOs.: Yes

Comments: The brand actively responded to allegations raised by a Dutch journalist who reported that T-shirts produced by B&C were used by a Neo-Nazi group for their merchandise articles. The group actively shared the brand's name on their website. B&C involved the police and a lawyer who requested that the information be taken off the website.

5.2 Member company actively participated in lobby and advocacy efforts to facilitate an enabling environment in production clusters.: Yes

Comments: In 2022, B&C participated in a conference with EU representatives. The member raised questions regarding the living wage issue and the export tax exemption for Bangladesh.

5.3 Member company actively contributed to industry outreach, visibility, and learning in its main selling markets.: Yes

Recommendations to Fair Wear

The member would like to see updates on the Fair Wear audits. It would be of high value for the brand if the report's content would also be translated risk assessment done by Fair Wear. The brand wishes it could easily compare the audit results of different factories easily with each other.

The brand would like to get more support from Fair Wear on lobby and advocacy around living wages in Bangladesh, including the BGMEA.

B&C finds the 'The Industry We Want' to be theoretical and would appreciate working on concrete actions together, as mentioned above in Bangladesh.

B&C would appreciate it if Fair Wear shared more practices, such as the Living Wage efforts of Zeeman, which were presented at the OECD forum.

These best practices should be shared frequently and as soon as Fair Wear notes them for example in the Brand Performance Check.

Brand Performance Check details

Date of Brand Performance Check: **30-05-2023**

Conducted by: **Julia Krämer**

Interviews with: **Murielle Degeest - Managing Director**

Bruno Van Steenberghe - Head of Sustainability

Emma Choucha - Compliance & Corporate Responsibility Officer

Bruno Van Sieleghem - Sustainability & Corporate Responsibility Manager

Pierre-Jean Larrieu - Procurement & Sourcing Manager

Sabiha Akter - Corporate Responsibility Manager (Bangladesh)

Virginie Kamensky - Market Intelligence & Strategic Branding Manager