



Brand Performance Check

Bamboo Clothing Ltd

This report covers the evaluation period 01-02-2022 to 31-01-2023

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.

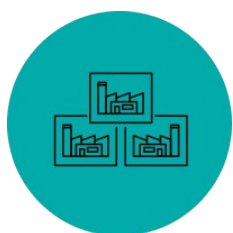
Scoring overview

Total score: 76

Possible score: 192

Benchmarking Score: 40

Performance Benchmarking Category: Good



Sourcing strategy

43%



Identifying continuous human rights risks

33%



Responsible purchasing practices

38%



Quality and coherence of prevention and remediation system

20%



Improvement and prevention

43%



Communication, transparency and evaluation

64%

Summary:

Bamboo Clothing Ltd. (BAM) has shown progress and met most of Fair Wears' performance requirements. With a total benchmarking score of 40, the member is placed in the Good category.

Despite facing challenges in 2022, including staff reductions, the brand remained steadfast in its commitment to conducting human rights due diligence without slowing down. Notably, BAM began addressing labour conditions through audits and CAP (Corrective Action Plan) follow-ups last year, adopting a somewhat reactive approach. However, this year, the brand is proactively transitioning to a risk-based approach to handling labour conditions. While this shift has presented some difficulties and learning curves, BAM is heading in the right direction.

Looking ahead, BAM must include gender and freedom of association in its risk scoping for the upcoming year. Fair Wear strongly recommends that BAM prioritise actions for improvement based on its risk identification and develop concrete follow-up plans to prevent actual harm from occurring.

BAM's production process is well-planned, yet it continues to rely on seasonal items. By diversifying its selection to include items that are consistently in stock, the company can alleviate pressure during peak seasonal periods and maintain a steady flow of orders for its suppliers. Additionally, BAM takes proactive measures by initiating timely discussions with suppliers to tackle potential delays. However, there's room for improvement in the frequency of monitoring delays, which should guide sourcing choices. For instance, a rush order once resulted in excessive overtime, a scenario that should be sidestepped.

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 Bamboo Clothing Ltd

Member company information

Member since: 1 Jan 2021

Product types: Garments, clothing, fashion apparel, Sports & activewear, Accessories and Outdoorwear

Percentage of CMT production versus support processes 56%

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

Percentage of FOB purchased directly 88%

Percentage of FOB purchased through agents or intermediaries 11%

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
Türkiye	5	61
China	6	36
Portugal	2	4

Layer 1 Foundational system's criteria

1.1 Member company has a Responsible Business Conduct policy adopted by top management.: No

Comment: Bamboo does not yet have a Responsible Business Conduct Policy.

Requirement: Bamboo needs to develop a Responsible Business Conduct policy. Bamboo needs to ensure 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: Bamboo 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: Bamboo 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: 84

Earned Points: 32

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.	Basic	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.	2	6	0

Comment: BAM has a sourcing strategy mentioning addressing influencing labour conditions and consolidation, albeit minimally. The strategy mentions the leverage BAM aims to have with its strategic partners and that suppliers do not represent less than 3% of BAM's turnover. The member has 13 active suppliers. 49% of the production volume comes from suppliers where the member has at least 10% leverage at suppliers. 8% of the production volume comes from suppliers where BAM buys less than 2% of its total FOB.

Recommendation: BAM could include in its sourcing strategy a plan to increase influence on suppliers by cooperating with other buyers. 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: BAM's sourcing strategy does not mention maintaining or increasing long-term relationships. However, 85% of the member's total FOB volume comes from suppliers with whom BAM has had a business relationship for at least five years.

Recommendation: BAM is advised to embed long-term contracts in its sourcing strategy.

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.	Basic	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: BAM conducts risk scoping on the country level and includes all eight labour standards in this scoping. The member has not yet identified sector, business, sourcing model, and product-level risks. Nor has the member included a gender lens yet.

In its risk scoping, the member has not assessed the impact and prevalence of all risks correctly. BAM assessed the prevalence of the risks on freedom of association and bonded labour too low in China, for instance.

BAM's sourcing strategy does not mention a preference for countries where workers can freely form or join a trade union and/or bargain collectively.

Recommendation: Fair Wear recommends BAM to re-evaluate the identified prevalence of risks for its sourcing countries. BAM is further recommended to complete its risk scoping by adding sector, business and sourcing model and product levels.

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 for BAM to inform new suppliers about Fair Wear membership by sending a sourcing pack that includes a supplier manual (which includes the onboarding process), a questionnaire based on the eight Code of Labour Practices and the transparency policy. The brand usually visits new suppliers and discusses Fair Wear's requirements in person, but has not onboarded a new supplier since last year's performance check.

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: BAM collects human rights information of potential new suppliers by collecting self-assessments and existing audit reports. The company does not collect information from workers or stakeholders to inform the sourcing strategy. The member could not yet show that collected information about working conditions leads to sourcing decisions.

Recommendation: Fair Wear encourages the member to collect worker and stakeholder input before placing the first order. Fair Wear strongly recommends BAM 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.	No production locations in the first year of business.	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.	N/A	6	0

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.	Basic	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.	2	6	0

Comment: BAM has started to develop a system to identifying human rights risks in its supply chain. The monitoring of the risks happens periodically or when a new audit report becomes available. Although the member accepts external audit reports, it frequently encounters the issue of finding many of these reports to be insufficiently comprehensive. BAM has yet to identify to most appropriate monitoring tool for each of its production countries.

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

Recommendation: Fair Wear recommends BAM to assess whether the member causes, contributes or is linked to the identified risks. Fair Wear recommends BAM to approach monitoring systematically, identifying the appropriate monitoring tool and frequency depending on the outcome of the risk scoping and risk assessment. Fair Wear also strongly recommends that BAM changes its monitoring tool when it does not identify risks that are common in the production country.

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).	Basic	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.	2	6	0

Comment: BAM has mapped the risks to FoA in all its sourcing countries and can explain the main risks per country on a basic level. BAM has yet to share the Supplier Questionnaire on FoA with its suppliers.

Recommendation: BAM is strongly recommended to deepen its understanding of risks to FoA in its supply chain. BAM is recommended to use the Supplier Questionnaire from Fair Wear's FoA Guide to assess and understand the risk regarding violation of FoA 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.	Insufficient	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.	0	6	0

Comment: BAM has not included gender in its risk scoping.

Requirement: BAM must include gender in its risk scoping and assessment.

Recommendation: BAM is recommended to collect gender data per factory.

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 a SWOT analysis, together with other criteria. BAM looks at the perceived attitude towards labour standards and communication. Occasionally, the result of this evaluation impacts purchasing decisions. Results of the SWOT analyses are shared with the member brand's suppliers. Nevertheless, the brand's primary requirement is that the supplier remains willing to address non-compliances before terminating the business relationship. BAM has yet to share the outcomes with worker representation.

Recommendation: Fair Wear recommends BAM to share and discuss the outcome of the supplier evaluation with all its suppliers and their worker representatives. Fair Wear recommends the member to ensure that the evaluation of human rights performance of its suppliers is systematically considered in purchasing decisions.

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: BAM uses the outcomes of its human rights monitoring to respond to unauthorised subcontracting. Next to that, it will assess the production capacity of the factory, including available production processes. In this way, the member can already check if the order is feasible for the factory. Furthermore, BAM adopts proactive measures to deter unauthorised subcontracting by performing in-line inspections whenever there is a perceived risk of such practices. In uncertain cases, the member brand's sustainability team visits the supplier to engage in dialogue about the topic.

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: According to the member, there is a very low risk of homeworkers being used by its suppliers because homework is not prevalent for the kind of products BAM produces. BAM's product are made from technical fabrics and requires technical machinery to process. The member, however, has yet to include the topic in its risk assessment and in its monitoring activities. Audit findings did not show any evidence of homeworkers in BAMs' supply chain. BAM focuses on monitoring its suppliers' production capacity through regular inspections, aiming to prevent any instances of unauthorised subcontracting or the use of homeworkers. Because of these reasons, BAM assumes that homeworkers are not used for its orders. The member has not had a conversation about this with its suppliers.

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

Recommendation: Fair Wear recommends BAM to include homeworkers in its risk assessment and monitoring activities.

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: BAM does not use contracts with its suppliers. The member has agreements in the form of a supplier manual. However, although the manual references the Code of Labour Practices, it has yet to mention provisions related to payment terms, delivery conditions, and liability.

Requirement: BAM needs to use written contracts with all its suppliers that include shared responsibilities and support the implementation of human rights due diligence.

Recommendation: Fair Wear strongly recommends BAM to include the shared responsibility of CoLP implementation in its contracts, including fair payment terms. The member could use the Common Framework of Responsible Purchasing Practices (CFRPP) for inspiration on how to draft a fair contract.

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: There is an active interchange of information between CSR and other departments to enable coherent and responsible business practices. Sourcing and purchasing staff work with KPIs supporting good sourcing and pricing strategies. Because CSR is integrated in buying, they have shared KPIs, allowing BAM to decide on price and delivery time. The member brand's KPIs promote an active interchange of information between departments and facilitate CSR's involvement in decision-making processes concerning reasonable lead times and prices.

Recommendation: BAM 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.	Insufficient	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.	0	6	0

Comment: Bamboo Clothing works with one main drop per season, with a few more seasonal products launching later in the season at either high summer or winter. All products follow the same development cycle. The development cycle (design-started to orders-placed) is split into two critical paths, which run concurrently due to longer lead times manufactured in China. Design development starts one year before the launch, and key critical dates are agreed upon with suppliers at the beginning of each season. Working with two seasons generally means that there are peak times at suppliers. After COVID-19 lockdowns, Bamboo Clothing agreed with its suppliers that it is permitted to receive the goods in batches. Receiving goods in batches allows the suppliers to spread the work out over a more extended period to relieve suppliers from peak periods. The member brand has yet to start working with standard labour minutes to calculate peak times at suppliers.

Despite CSR being integrated into the buying process with shared KPIs, they still lack the final say in decision-making. In 2022, an order was placed despite the confirmation from the supplier it could lead to excessive overtime, highlighting an area that requires attention and improvement.

Requirement: BAM needs to consider the supplier's production capacity when placing orders.

Recommendation: BAM could use the Fair Working Hours Guide to assess its purchasing practices and potential impact on working hours and discuss this with its suppliers. Fair Wear recommends the member to explore planning production in minutes instead of pieces to assess better its suppliers' production capacity (and wage levels). Furthermore, at suppliers where BAM is not a large customer, Fair Wear recommends the member to learn more about their production planning, for example, about peak season.

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: BAM does not calculate labour minutes per style, which would allow sufficient insight into the labour cost per product style. It, therefore, has no possibility of knowing exactly whether the prices it pays can cover for the payment of legal minimum wages. BAM does collect information about wage levels at most suppliers using audits and requesting wage slips. CSR provides Sourcing with an overview of all current legal minimum wage levels. BAM has yet to include a plausibility check to assess if its prices can cover legal minimum wages.

Overall, prices are still negotiated based on experience and knowledge of the price of fabric, design, and workmanship; the labour minute value data offers the design team insights on additional costs that come with added design specifications. In price negotiations, BAM simplifies technical specifications to meet a target price rather than pushing the factory to lower prices. BAM consistently pays the agreed price for repeat orders. In 2021 and 2022, prices were highly affected by increased freight, labour and material prices, which also led to increased FOBs.

Recommendation: BAM 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.

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: BAM has informed its sourcing intermediaries of Fair Wear requirements and could show they informed production locations. Next to that, the intermediaries actively support the implementation of the CoLP by supporting in CAP follow-up, checking capacity at the factories, reporting back on any issues to the brand. The member is yet to require from its intermediaries that they uphold the purchasing practices as mentioned in the Common Framework of Responsible Purchasing Practices (CFRPP)

Recommendation: BAM could require its intermediaries to uphold the purchasing practices mentioned in the CFRPP framework.

Layer 3 Remediation and impact

Possible Points: 86

Earned Points: 30

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: BAM has not yet integrated the outcomes of the risk assessment on the factory level into prioritisation and follow-up programmes.

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

Recommendation: Fair Wear recommends the member to further complete/improve its follow-up plans.

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

Comment: BAM has yet to develop improvement and prevention actions and therefore has not applied a gender lens yet. As a preventive measure, BAM did work on an empowerment programme for low-income women in one of its biggest suppliers.

Requirement: BAM must start including a gender lens in the implementation of improvement or 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: BAM has not yet taken steps to encourage FoA and effective social dialogue.

Requirement: BAM must include steps to promote FoA 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.

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

Comment: BAM monitors the effectiveness of internal grievance mechanisms by using audit reports. However, the brand does not yet support these mechanisms through training or actively incorporating its results into improvement and prevention plans.

Recommendation: Fair Wear recommends BAM to always involve suppliers and worker representatives in the assessment of the internal grievance mechanism, and to share and discuss the outcome of the assessment with the above stakeholders, who should be encouraged to lead a discussion on how the mechanisms can be improved.

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: BAM cooperates with other Fair Wear members at its shared suppliers, responding to CAPs and complaints. The member also started working together with other member brands on living wages as a preventive measure. BAM also cooperates 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.	68%	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.	6	6	-2

Comment: In the past financial year, BAM has received two audit reports. During the performance check, the member could demonstrate with a sample that more than two of the CAP issues requiring improvement actions have been followed up. Findings the brand have been working on is safety training for new sewing staff. The member has started dialogue with its supplier to organise health and safety training.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.7 Degree of progress towards implementation of prevention programme.	Basic 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: BAM has not yet identified root causes of the CAP findings (other than excessive overtime assessed under indicator 3.9 or 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.

BAM 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 BAM to identify root causes of CAP issues together with its suppliers. Fair Wear recommends BAM 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: BAM has some suppliers where improvement or prevention programmes are not needed. These cover 4% of the member's total FOB. The member does not have a system to ensure possible human rights risks are regularly discussed with these suppliers. BAM irregularly reviews changes to the risk situation. The member has yet to include worker representatives/local unions in discussions with factory management on possible human rights risks.

Requirement: BAM must regularly discuss possible human rights risks with factory management in factories where no prevention or improvement programmes are necessary.

Recommendation: BAM 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: In 2022, two audit reports highlighted the issue of excessive overtime. BAM conducted an analysis to identify the root causes behind these findings. According to the member brand, the seasonal setup for fashion brands significantly contributes to the problem of excessive overtime during peak periods. To address this concern, the member brand implements the practice of delivering orders in batches and also increases the availability of its "never out of stock" items, allowing the member not to be too reliant on seasonality.

Recommendation: Fair Wear recommends BAM to evaluate with its suppliers if deliveries in batches result in less excessive overtime. The brand could also use Fair Wear's Fair Working Hours Guide to discuss root causes together with suppliers.

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: During the previous year, one audit report revealed non-payment of legal minimum wage and legally required wage elements by the supplier. The audit findings pointed out that the supplier had not enrolled day workers in the social insurance system. Subsequently, BAM initiated a constructive dialogue with the factory, resulting in a positive change in the factory's policy regarding the hiring of day workers.

Recommendation: Fair Wear strongly recommends BAM to always verify whether legal minimum wage issues have been resolved in case factory management claims so. BAM could hire a local consultant or plan a monitoring visit of one of Fair Wear's auditors to check remediation.

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: In 2022, an audit report indicated that when benefits are taken into account, all workers earn an amount equal to the estimated cost of living for one person in Türkiye. By collaborating with another Fair Wear member brand, the combined leverage would reach approximately 50%. The supplier proposed moving towards living wages by implementing yearly bonus payments from the members. However, the brand clarified that while this approach may have been suitable initially when working on living wages was not common practice, the ultimate goal is to have prices that genuinely reflect living wages.

The supplier expressed hesitancy in using a Fair Price App for all the different styles individually, but BAM remains in dialogue.

BAM has yet to create an overview of the wage levels at its suppliers and the gap towards the estimated living wage.

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

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

Comment: BAM does not have a strategy on how to finance wage increases at its suppliers.

Requirement: BAM 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.

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: BAM does not contribute to higher wages at any of its production locations.

Requirement: BAM is expected to begin setting a target wage for its production locations.

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.	Insufficient	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.	0	6	0

Comment: BAM has some CAP findings where training is a recommended follow-up action in regard to occupational health and safety. The brand has yet to organise these trainings.

Requirement: BAM needs to implement training per the requirements in its improvement and prevention programmes.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.16 Degree to which member company follows up after a training programme.	Member company did not implement any training	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.	N/A	6	0

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: BAM's human rights risk monitoring includes a responsible exit strategy. In the past financial year, the member did not stop with any of its suppliers. BAM has discussed the responsible exit strategy with its suppliers.

Recommendation: When BAM develops contracts, it can include its responsible exit strategy as an annex.

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.	Basic	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.	2	6	0

Comment: BAM undertakes activities related to human rights that go beyond Fair Wear's scope. The member brand has set up monitoring systems to identify risks and improve labour rights at its nominated tier 2 and tier 3 suppliers. These suppliers are required to sign the Code of Labour Practices and to participate in data collection related to human rights due diligence.

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: BAM communicates accurately about Fair Wear membership on its website. The member also uses other channels to inform customers and stakeholders about Fair Wear membership, for example, on its social media platforms.

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: BAM has submitted its social report, which Fair Wear approved. BAM 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: BAM published its social report, which includes some factory-level data and remediation results, on its website. The member has yet to disclose its full factory list and its time-bound improvement plans.

Recommendation: BAM is recommended to publish a complete factory list and 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.	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: BAM has no system to track progress and check if implemented measures have been effective in preventing and remediating human rights violations.

Requirement: BAM 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.

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: The previous performance check included requirements from various topics, including:

Designate staff for social compliance follow-up, conduct human rights due diligence at all production locations, mitigate root causes for excessive overtime and payment of legal minimum wage, share audit reports and CAPs with suppliers, create and publish policies for countries under enhanced monitoring, expand monitoring to tail-end suppliers.

BAM 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

BAM does not have any recommendations for Fair Wear.

Brand Performance Check details

Date of Brand Performance Check: 27-06-2023

Conducted by: Jason Mandels

Interviews with: Emily Lawrance- Garment Technologist and Product Developer

Merryn Chilcott - Technical and Sustainability manager

Sally Wolfenden - Head of Buying

Jo Reynolds- Head of Merchandising

Ryan Shannon - Managing Director

Helen White - Product and Brand Director

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