

Higg Brand/Retail Module (BRM) Verification Guidance

Version 1.0, May 2021

This document includes suggested verification guidance, verification materials and documentation options where applicable. The text under each question describes suggested ways in which the question may be verified, along with potential interview questions when available.

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I. Company Profile

1. Was your company cited for any government-issued environmental or social/human rights violations in the last calendar year?

- If you answered no: Please ensure that there is an action plan in place to improve the violation / ensure compliance.
- If you answered yes,
 - Documentation required
 - Copy of government-issued violation record
- Interview questions to ask:
 - Reason for the government-issued violation record?
 - Have the issues listed in the violation record been addressed? Please describe how (the steps that have been taken) and provide evidence
- Documentation to look for:
 - Evidence of issues listed on the government-issued violation record
 - Action plans to address issues along with responsible staff and tracked progress
 - Communications with the government showing how the issue is being addressed

2. Where are your company's headquarters located?

Suggested Verification Materials:

- Business Registration License
- Corporate Website

3. Describe your company's ownership:

- Business Registration License
- Corporate Website

4. What percentage of your products are sold through your own distribution?

Suggested Verification Materials:

- Relevant documentation provided by the company
- Company's annual report, if available

5. What type of products do you sell?

Suggested Verification Materials:

- Relevant documentation provided by the company
- Company's annual report, if available

6. What is your total annual company revenue (\$USD)?

Suggested Verification Materials:

- Relevant documentation provided by the company
- Company's annual report, if available

7. How many units do you sell annually?

Suggested Verification Guidance:

- Supporting documents used to calculate Total Units sold per year

8. Which regions do you sell to?

Suggested Verification Materials:

- Corporate website
- Company's annual report, if available

9. Complete the following questions about the number of employees at your company

Suggested Verification Guidance:

- Relevant records and reporting that Human Resources department are able to provide
- Company's annual report if applicable

II. Management System (Environment)

1. Has an evaluation been conducted that assesses and analyzes your company's proprietary business operations and supply chain?

- High-level description of your internal process to collect/gather the information.
- A list of your supply chain partners, and their locations grouped on product or purchase order level.
- A list of your proprietary (also known as owned and operated) offices, retail stores, and distribution centers.
- Any documentation (carried out within the last 2 years) that can demonstrate that your company has identified, mapped and/or evaluated your value chain operations.

Interview questions to ask:

- Please describe how the business operations and supply chain were mapped and documented.
- Who was involved in the mapping process?
- What aspects of the business operations and supply chain were included? What was excluded?

2. Has a robust environmental risk assessment process been completed?

- High-level description of your environmental risk assessment process.
- The documented output of the environmental risk assessment, carried out in the last two years. (Note: All documentation should use credible data sources and/or should be verified by an accredited third party)
- A list of stakeholders that were consulted (including their names).
- Explanation of how this risk assessment process has led to an appropriate understanding of salient risks.

Possible interview questions:

- Is the described method for identifying the risks and adverse impacts considered to be suitable, or is there a risk that key aspects are missing?
- Was a uniform method used to calculate the fibre volume and do the results appear to be plausible?
- Is the risk analysis inherently consistent and were the countries, product categories and business areas (textile-related) relevant to the company taken into account?
- Did the company review suppliers with a higher risk of potential and actual impacts and does it guarantee the quality of this assessment appropriately?
- Did the company assess the maturity of the suppliers' management systems and take it into consideration?
- Did the company consult external stakeholders or experts and/or obtain feedback from potential affected parties as part of the risk analysis, especially if information is missing?

3. From this risk assessment process, were salient environmental risks, impacts, and opportunities identified?

- A list of any standards, industry tools, resources, or documents used to guide the identification of the salient risks, adverse impacts, and opportunities.
- Copies of documents produced in determination of salient risks, impacts, and opportunities
Any documentation should use credible data sources and/or data that has been verified by an accredited third party.
- A list of internal and external stakeholders engaged and description of the engagement.

Interview questions to ask:

- Please describe the process or methodology that led to an appropriate understanding of the salient risks, impacts, and opportunities.
- Please describe the areas of the business operations, supply chain, materials, products, and packaging included in the risk assessment

VERIFICATION GUIDANCE FOR EACH SELECTED RISK/IMPACT:

- Copies of documents related to the program — covering the components explained in the technical guidance
- A list of internal and external stakeholders engaged, as well as high level description of the engagement

Interview questions to ask:

- Please describe the process for establishing the program.
- Please describe the scope and the business activities that are covered, as well as the actions that you are taking to mitigate or improve on the risk(s) through this program.
- Please explain the internal responsibilities and engagement (for example via an organizational chart or job descriptions).
- Please describe the process for establishing baselines and targets, and explain how your organization is tracking progress.
- Explanation of the methodology or the process of how these targets were selected to address the salient risk(s) identified earlier in this assessment.

Energy:

- Utility bills
- Mapping out business and operational processes to identify sources of energy use
- Energy management plans and/or systems

Water:

- Utility bills
- Mapping out business and operational processes to identify water use processes and spaces
- Water management plans and/or water resource management system

GHG:

- Records of sources for calculating Scope 1,2 and/or 3 GHG emissions in metric tons of CO₂e in the last calendar year.
- A verified report of the calculation (e.g. reported through the Carbon Disclosure Project or other external reporting tool).

Suggested interview questions:

- Relevant staff understands and can explain the methodology for calculating Scope 1, 2 and/or 3 GHG emissions in metric tons of CO₂e.
- Results of the risk assessment:
 - Do the results of the risk analysis coincide with common insights, reports and indices on the production countries, product categories, and the business and purchasing model relevant for the company?
 - Is the content of the internal and external risk description basically the same and are targets and measures from the published content plausible?
 - Is the estimated likelihood of occurrence (based on the assumed effectiveness of the existing mitigation measures and information on specific impacts or on the local context) coherent?
 - Is the estimated severity (based on scale, scope and irremediable character) coherent?
- Risk Prioritization:
 - Is the justification that certain sector risks cannot be dealt with through targets ('explain') convincing?
 - Is the focus of Prioritization that has been set (and hence the targets that have been defined based on it) on certain countries/supply chain tiers/suppliers/materials coherent in view of the likelihood of occurrence and severity?
- Are targets and measures:
 - ...appropriate to address the severity of the risk and likelihood of its occurrence?
 - ...more comprehensive in high-risk contexts than in low-risk contexts?
 - ...appropriate to the nature of the risk?
 - ...appropriate to the size and business model of the company
 - ...based on existing good practices or best available techniques?
 - ...based on the knowledge of local stakeholders and external experts, insofar as the risk requires it?

4. Has your company committed to environmental improvements as a result of its risk assessment process?

Companies should have one or more of the following:

- Company's environmental sustainability strategy or commitment thereof from the leadership (senior management/executive team).
- Relevant policies and procedures to implement the strategy.
- Description of the process for updating the strategy based on new information and/or changing circumstances.
- Organizational chart.
- Formal inclusion of sustainability-related functions into the organization and/or individual job descriptions.
- Relevant communication on the environmental strategy that has been shared with all personnel (e.g. through email, public URL or posting on the company's intranet)
- Supporting documentation of stakeholder consultation
 - List of stakeholders that were consulted (including their names).
 - Output / input from stakeholder consultation.
 - Event photos or videos of this stakeholder consultation.
 - Examples of how the strategy has been adjusted based on the stakeholder engagement process.

- If no written commitment can be provided, please share any evidence or materials that can demonstrate that the actions you have taken, have resulted in environmental improvements.

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Interview questions to ask:

- Management can clearly articulate the environmental strategy or commitment and how it is integrated into the organization and across the value chain.
- Key employees, responsible for implementing the environmental strategy and program, can demonstrate that they understand and are able to explain their roles.
- Consulted stakeholders understand how their input has been used in the company's environmental sustainability strategy.

5. Are one or more employees at your company responsible for its environmental management activities?

Companies should have one or more of the following:

- Organization chart
- Formal job description or title
- The qualifications of responsible staff
- Formal inclusion of sustainability-related functions into select job descriptions
- Inclusion is reflected in company goals, annual performance targets and review
- Use of incentives (financial or otherwise) to encourage behavior that supports advancing environmental sustainability
- Regularly updated training for relevant staff on the expectations within their role
- Evidence of training and capacity building delivered to the relevant staff
- Evidence of internal tools or protocols that include sustainability criteria as part of business-as-usual job functions
- Access to industry publications, events, conferences, news, and research to stay up-to-date on sustainability issues in the industry

Interview questions to ask:

- Management can clearly articulate the roles and responsibilities of those responsible for coordinating activities around environmental sustainability
- Key employees, responsible for coordinating environmental sustainability activities, can demonstrate that they understand and are able to explain their roles
- Interviews with selected staff to understand how well sustainability goals are embedded within their role, whether there are any tensions with other goals such as commercial targets, and how well-resourced or experienced they are in carrying out their responsibilities.

6. Is employee accountability tied to goals in your company's environmental sustainability approach or strategy?

To answer 'yes' to this question, your company should have one or more of the following:

- A brief description identifying who is accountable for your company's environmental sustainability strategy/approach and their role as part of integrating environmental sustainability within the organization.
- Formal inclusion of environmental sustainability-related goals into job description, key performance indicators annual performance targets and review

- Evidence that supports accountability for environmental sustainability within individuals and/or teams (This can include organization charts, employee bios).
 - If your company has already answered and published this material in another external document such as a sustainability report, annual report etc. provide the document, link to where it is posted and identify the page number.
- 7. Does your company promote the environmental well-being of the communities in which it operates?**

To answer 'yes' to this question, your company can provide one or more of the following:

- Provide a description related to any item you have checked
 - Include internal and/or external information documentation or promotional material for every item checked
 - Documentation of events, best practices, training materials, or datasets provided by your organization (with information on who they were provided to, and the outcomes of that provision — including which actors have access to them)
 - Evidence of funding, research, or other supported activities carried out in collaboration with other stakeholders
 - Evidence of governance or multi-stakeholder processes undertaken — with documentation of the aims, processes, and safeguards put in place, and the outcome of those engagements.
- 8. Does your company publicly share information about its environmental risk management?**
- High-level, publicly-shared, description of the internal process to consolidate and gather information about its environmental risk management
 - The information has been shared with internal and external stakeholders through public URLs or other means

III. Management System (Social/Labor)

1. **Has an evaluation been conducted that assesses and analyzes your company's proprietary business operations and supply chain?**

- High-level description of your internal process to collect/gather the information.
- A list of your supply chain partners, and their locations grouped on product or purchase order level.
- A list of your proprietary (also known as owned and operated) offices, retail stores, and distribution centers.
- Any documentation (carried out within the last 2 years) that can demonstrate that your company has identified, mapped and/or evaluated your value chain operations.

Interview questions to ask:

- Please describe how the business operations and supply chain were mapped and inventoried.
- Who was involved in the mapping process?
- What aspects of the business operations and supply chain were included? What was excluded?

2. **Has a robust social/human rights risk assessment process been completed?**

If you have answered 'yes' to this question:

- High-level description of your social/human rights risk assessment process.
- Documented output of the social/human rights risk assessment, carried out in the last two years. (Note: All documentation should use credible data sources and/or should be verified by an accredited third party)
- A list of stakeholders that were consulted (including their names).
- Explanation of how this risk assessment process has led to an appropriate understanding of salient risks.

Possible interview questions:

- Is the described method for identifying the risks and adverse impacts considered to be suitable, or is there a risk that key aspects are missing?
- Was a uniform method used to calculate the fibre volume and do the results appear to be plausible?
- Is the risk analysis inherently consistent and were the countries, product categories and business areas (textile-related) relevant to the company taken into account?
- Did the company review suppliers with a higher risk of potential and actual impacts and does it guarantee the quality of this assessment appropriately?
- Did the company assess the maturity of the suppliers' management systems and take it into consideration?
- Did the company consult external stakeholders or experts and/or obtain feedback from potential affected parties as part of the risk analysis, especially if information is missing?

3. **From this process, were salient social/human rights risks, impacts, and opportunities identified?**

- A list of any standards, industry tools, resources, or documents used to guide the identification of risks, impacts and opportunities.
Copies of documents produced in determination of salient risks, impacts and opportunities. Note: Any documentation should use credible data sources or data that has been verified by an accredited third party.
- A list of internal and external stakeholders engaged and description of the engagement.

Interview questions to ask:

- Please describe the process or methodology that lead to an appropriate understanding of the salient risks, impacts, and opportunities
- Please describe the areas of the business operations, supply chain, materials, products, and packaging included in the assessment.
- Results of the risk assessment:
 - Do the results of the risk analysis coincide with common insights, reports and indices on the production countries, product categories, and the business and purchasing model relevant for the company?
 - Is the content of the internal and external risk description basically the same and are targets and measures from the published content plausible?
 - Is the estimated likelihood of occurrence (based on the assumed effectiveness of the existing mitigation measures and information on specific impacts or on the local context) coherent?
 - Is the estimated severity (based on scale, scope and irremediable character) coherent?
- Risk Prioritization:
 - Is the justification that certain sector risks cannot be dealt with through targets ('explain') convincing?
 - Is the focus of Prioritization that has been set (and hence the targets that have been defined based on it) on certain countries/supply chain tiers/suppliers/materials coherent in view of the likelihood of occurrence and severity?
- Are targets and measures:
 - ...appropriate to address the severity of the risk and likelihood of its occurrence?
 - ...more comprehensive in high-risk contexts than in low-risk contexts?
 - ...appropriate to the nature of the risk?
 - ...appropriate to the size and business model of the company
 - ...based on existing good practices or best available techniques?
 - ...based on the knowledge of local stakeholders and external experts, insofar as the risk requires it?

VERIFICATION GUIDANCE FOR EACH SELECTED RISK/IMPACT UNDER #3:

- Copies of documents related to the program — covering the components explained in the technical guidance
- A list of internal and external stakeholders engaged, as well as high level description of the engagement
- A description of the process to establish the set baselines and targets
- Explanation of the methodology or the process of how these targets were selected to address the salient risk(s) identified earlier in this assessment
- Documentation related to the established baselines, qualitative and/or quantitative targets and a plan (with accountable staff) to track year-over-year (YOY) progress for improvement

Interview questions to ask:

- Please describe the process for establishing the program.
- Please describe the scope and the business activities that are covered, as well as the actions that you are taking to mitigate or improve on the salient risk(s) through this program.
- Please explain the internal responsibilities and engagement (for example via an organizational chart or job descriptions).
- Please describe the process for establishing baselines and target and explain who will be responsible for the actions to be taken and for tracking progress going forward.
- Explanation of the methodology or the process of how these targets were selected to address the salient risk(s) identified earlier in this assessment.

4. Has your company committed to social/human rights improvements as a result of its risk assessment process?

Companies should have one or more of the following:

- Company's social/human rights strategy or commitment thereof from the leadership (senior management/executive team).
- Relevant policies and procedures to implement the strategy.
- Description of the process for updating the strategy based on new information and/or changing circumstances.
- Organization chart.
- Formal inclusion of sustainability-related functions into the organization and/or individual job descriptions.
- Relevant communication on the social/human rights strategy that has been shared with all personnel (e.g. through email, public URL or posting on the company's intranet).
- Supporting documentation of stakeholder consultation.
 - List of stakeholders that were consulted (including their names).
 - Output / input from stakeholder consultation.
 - Event photos or videos of this stakeholder consultation.
 - Examples of how the strategy has been adjusted based on the stakeholder engagement process.

Interview questions to ask

- Management can clearly articulate the social / human rights strategy or commitment and how it is integrated into the organization and across the value chain.
- Key Employees, responsible for coordinating corporate social responsibility activities. for corporate offices and within the value chain, can demonstrate that they understand and are able to explain their roles.
- Consulted stakeholders understand how their input has been used in the company's social / human rights strategy.

5. Are one or more employees at your company responsible for your social/human rights activities?

Companies should have one or more of the following:

- Organization chart.
- Formal job description or title.

- The qualifications of responsible staff.
- Formal inclusion of social / human rights related activities into select job descriptions.
- Inclusion is reflected in company goals, annual performance targets and review.
- Use of incentives (financial or otherwise) to encourage behavior that supports social/human rights of corporate offices.
- Regularly updated training for relevant staff on the expectations within their role.
- Evidence of training and capacity building delivered to the relevant staff.
- Evidence of internal tools or protocols that include sustainability criteria as part of business-as-usual job functions.
- Access to industry publications, events, conferences, news, and research to stay up-to-date on sustainability issues in the industry.

Interview questions to ask

- Management can clearly articulate the roles and responsibilities of those responsible for coordinating activities around social / human rights.
- Key employees, responsible for coordinating social / human rights activities can demonstrate that they understand and are able to explain their roles.

Interviews with selected staff to understand how well sustainability goals are embedded within their role, whether there are any tensions with other goals such as commercial targets, and how well resourced or experienced they are in carrying out their responsibilities.

- 6. Are one or more employees, or a department, formally responsible for managing internal social/human rights workplace standards within your company?**

Documentation required

- An organizational chart.
- Formal job description of employee(s) who are formally responsible for the management and development of employees (also known as Human Resources).
- Other signals of formal accountability may include: inclusion of human resources related goals/targets into the annual performance review and/or training of one or more members responsible for Human Resources.
- Proof of responsible staff being provided regular access to
 - Updated training on the expectations within their role.
 - Access to industry publications, events, conferences, news, and research to stay up to date on evolving workplace standards in the industry.

Interview questions to ask:

- Management can clearly articulate the roles and responsibilities of those responsible for coordinating activities around advancing internal workplace standards.
- Key employees responsible for coordinating internal human resources activities can demonstrate that they understand and are able to explain their roles

- 7. Is employee accountability tied to goals in your company's social/human rights approach or strategy?**

To answer 'yes' to this question, your company should have one or more of the following:

- A brief description identifying who is accountable for your company's social/human rights approach/strategy and their role as part of integrating social/human rights within the organization.
- Formal inclusion of social/human rights-related goals into job description, key performance indicators annual performance targets and review
- Evidence that supports accountability for social/human rights approach or strategy within individuals and/or teams (This can include organization charts, employee bios).
- If your company has already answered and published this material in another external document such as a sustainability report, annual report etc. provide the document, link to where it is posted and identify the page number.

8. Does your company have a safe, effective way or grievance mechanism for those impacted by social/human rights risks to submit complaints and concerns?

- Documentation or public links (URL) to the grievance mechanism and procedure that are in place and how it is aligned with the UN Guiding Principles
- Records of the grievance mechanism from the past 12 months where the company has received and addressed (substantiated) concerns or complaints of impacted stakeholders
- Documentation and communication between the company and the impacted stakeholders—from the moment of receiving the concern/complaint to the day of resolution. The latter of which was accepted by both the worker concerned and the company.

Interview question to ask:

- Are the targets and measures derived from mapping of existing complaints channels along the supply chain (as well as the review of their effectiveness), potential affected parties/users and possible complaints issues?

9. Does your company have internal social/human rights & labor workplace standards?

- Organization chart and job description of responsible staff.
- Documents related to the internal social/human rights & labor workplace standard(s) which provides guidance to employees on how to manage working conditions at the workplace. Examples of these documents: Employee Code of Conduct, Employee Handbook, Internal Code of Ethics and Business Conduct.

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Interview questions to ask

- Management can clearly articulate the roles and responsibilities of those responsible for coordinating activities around monitoring and advancing internal social/human rights & labor workplace standards.
- Key employee(s) responsible for coordinating internal management activities can demonstrate that they understand and are able to explain their roles.

10. Does your company have an internal compliance program that monitors social/human rights & labor performance within its own operations (e.g., employee compensation, hours of work, code of conduct, etc)?

- Documents and records related to the company's process for monitoring social/human rights & labor performance for its own employees

- Description of the roles and responsibilities of the individuals or parties who are part of the monitoring process
- Records of non-compliance that have been found within the past 12 months where the company has received and addressed (substantiated) concerns or complaints of impacted employees.

11. Are all employees able to report their complaints through a credible complaint or grievance mechanism?

- Documentation or public links (URL) to the grievance mechanism and procedures that are in place for employees, which includes the whistleblower strategy and/or policy
- Records of the grievance mechanism from the past 12 months where the company has received and addressed (substantiated) concerns or complaints of impacted employees
- Documentation and communication between the organization and the impacted employee(s) from the moment of receiving the concern/complaint to the day of company. The latter of which was deemed acceptable by the employee concerned and the company.

12. Does your company promote the social/human rights & labor well-being of the communities in which it operates?

- Provide a description related to any item you have checked
- Include internal and/or external information documentation or promotional material for every item checked

13. Does your company publicly share information about its social/human rights & labor risk management?

- High-level, publicly- shared, description of the internal process to consolidate and gather information about its social/human rights risk management
- The information has been shared with internal and external stakeholders through public URLs or other means
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Possible Interview questions:

- Please describe the process of how your company provides regular information updates to your customers and/or the public on your social/human rights risk management
- Describe the types of update(s) provided by your company and where these can be accessed by the general public

IV. Retailer (Environment)

Product

1. **Does your company assess the environmental impacts of the products it sells from other brands?**

- Copy of the analysis, assessment, or report (carried out in the last five years) that identifies the key environmental risks, impacts, and opportunities associated with the products you sell.
- Analysis through Product Life Cycle Assessment or other credible tools.

Note: Any analysis, assessment, or study should be backed up by credible data or verified by an accredited third party.

2. **Does your company track the percentage of products it sells from other brands and their corresponding sustainability attributes?**

If you answered 'yes' to this question, your company should provide the following:

- Documentation of the products that were sold in the previous calendar year with environmentally preferred attributes/certifications.
- When certifications have been used please share the related scope and transaction certificates of the product.

Interview questions to ask

- Please describe the process that was used to determine or verify that the products have environmentally preferred attributes or certification.
- Please describe the process that was used to collect certificates associated with the products.

3. **Does your company have a means of communicating the environmental attributes or certifications of its products to customers?**

- Communication vehicles used to make this information accessible to customers.
- Tracking and evaluation of customer's responses to the company's communication campaign.

Supply Chain

4. **Does your company have an integrated scorecard that helps factor both business and sustainability criteria into purchasing decisions from partner brands?**

- Internal communication/policies/procedures on the integrated scorecard (this includes both business and sustainability criteria).
- Sample score cards.
- Supporting documents which demonstrate that both business and sustainability criteria are included in purchasing decisions.

- Business agreements with suppliers which include the integrated scorecard as criteria for doing/maintaining business.
- Percent of your supply chain included within the scope of your company's scorecard.
- Demonstrating that goals related to responsible sourcing practices are incorporated into annual performance targets for individuals with sourcing/purchasing responsibilities, and are also incorporated into sourcing/purchasing staff individual goals.

Interview questions to ask

- Which criteria and elements were included within the scorecard? What was excluded?
- What weighting, if any, is given to each criteria?
- Are any minimum thresholds applied to criteria?
- Who is responsible and accountable for various criteria in the scorecard?
- How is the scorecard used in business decisions?
- Are there examples of suppliers being selected or rewarded on the basis of the sustainability criteria?

5. Does your company engage with partner brands to establish shared environmental goals or objectives?

- Documentation of process/guidelines for selecting the brand partners and the subsequent engagement with them.
- Documentation of the shared environmental goals or objectives and how these were determined.
- Plan of action and the key indicators for success for both the retailer and partner brands.

Interview questions to ask

Staff designated to lead this engagement can explain:

- The process of how brands were selected and engaged.
- How the shared environmental goals and objectives are going to drive impact.
- What the division of responsibilities are between retailer and partner brands to achieve the aforementioned goals and objectives.

6. Do you provide brand partners with tools or resources to support ongoing environmental performance improvement?

- Documentation of the support program (purpose, objectives) and the resources that are made available to brand partners.
- Description of the staff and resources the retailer has allocated to build capacity in brand partners.

7. Does your company incentivize brands to continue to improve their environmental performance?

- Links to external materials highlighting your activities (e.g., corporate social responsibility reports, press releases or information posted on your website or another website).
- Program materials and/or communication developed for your brands to explain the program (e.g., brand performance criteria, data collection, verification, and evaluation processes).

- Share terms and conditions related to brand incentives or any other related documentation (outlining the specific contexts in which suppliers are given incentives, and how these incentives align with the broader business and sustainability goals of your company).
 - List of brands enrolled in the program.
 - Outcome of these brand partner recognition programs.
 - Connection with the balanced scorecard system for brands.
- 8. Does your company host or promote environmental performance training programs, resources, or knowledge in collaboration with other organizations?**

In order to answer 'yes' to this question, you should be able to provide at least one of the following:

- A signed partnership or collaboration agreement with the relevant stakeholders.
- Evidence of participation and engagement in shared platforms, including multi-stakeholder events.
- Evidence of direct engagement with other companies to host or share joint environmental training programs.

Use & End of Use

- 9. When selecting which brands to sell, does your company consider whether the brand provides repair and end-of-life-cycle offerings to customers?**
- Proof of the product repair offering by your company or by a third-party organization.
 - Records related to tracking the annual portion of the products sold that were covered by in-house repair offering and/or third-party repair offering.

V. Retailer (Social/Labor)

- 1. Does your company have social/human rights & labor standards in place that your partner brands, and their products, must meet, and/or policies they must follow?**
 - A copy of the social/human rights policy and/or standard.
 - Documentation of the process to communicate the requirements to brand partners and the escalation process for brand partners that do not comply.
 - Organization chart or description of the responsible staff who are tasked with brand engagement and ensuring these partners are upholding the requirements outlined in your policies/standards.
- 2. Does your company track the percentage of products it sells from other brands that have social/human rights certifications or attributes from a credible third party?**

If you answered 'yes' to this question, your company should provide the following:

- A documented inventory of the products with social/human rights attributes or certifications sold in the previous calendar year.
- When certifications have been used please share related copies of certificates of the product.

Interview questions to ask

- Please describe the process your company utilized to determine or verify that the products have social/human rights attributes or certification.
 - Please describe the process your company utilized to collect certificates of the products.
- 3. Does your company have a means of communicating these credible third-party social/human rights certifications and attributes to its customers?**
 - Communication vehicles used to make this information accessible to customers.
 - Tracking and evaluation of customers responses to the communication campaign implemented by the company.
 - 4. Does your company have an integrated scorecard that helps factor both business and social/human rights criteria into purchasing decisions from partner brands?**
 - Internal communication/policies/procedures on the integrated scorecard (this includes both business and sustainability criteria).
 - Sample score cards.
 - Supporting documents that demonstrate that both business and sustainability criteria are included in purchasing decisions.
 - Business agreements with suppliers that include the integrated scorecard as criteria for doing/maintaining business.
 - Percent of your supply chain included within the scope of your company's scorecard.

- Demonstrating that goals related to responsible sourcing practices are incorporated into annual performance targets for individuals with sourcing/purchasing responsibilities, and are also incorporated into sourcing/purchasing staff individual goals.

Interview questions to ask

- Which criteria and elements were included within the scorecard? What was excluded?
- What weighting, if any, is given to each criteria?
- Are any minimum thresholds applied to criteria?
- Who is responsible and accountable for various criteria in the scorecard?
- How is the scorecard used in business decisions?
- Are there examples of suppliers being selected or rewarded on the basis of the sustainability criteria?

5. Do you have a means to evaluate how well your brand partners' performance aligns with your social/human rights policies/standards/targets?

In order to answer 'yes' to this question, your company must be able to provide:

- A copy of your social/human rights policy and/or standards.
- Documentation of the process for brand partner management and performance evaluation relative to your social/human rights policy and/or standards.
- Organization chart or description of the responsible staff who are tasked with brand engagement and with ensuring these partners are upholding the requirements outlined in your policies/standards.

Interview questions to ask:

- How will the information (on brand partners complying with the social/human rights standard/policy) be used and shared internally?
- What is the escalation process for brand partners who do not comply with your minimum standards/policy?
- Within the last calendar year, were any brand partners found non-compliant? If so, please explain how this was resolved/remediated.

6. Do you provide brand partners with tools or resources to support ongoing improvement of their social/human rights performance?

- Documentation of the support program (purpose, objectives) and the resources that are made available to brand partners.
- Description of the staff and resources the retailer has allocated to build capacity in brand partners.

7. Does your company incentivize partner brands to continue to improve their social/human rights performance?

In order to answer this question, you should provide at least one of the following materials:

- Links to external materials highlighting your activities (e.g., corporate social responsibility reports, press releases or information posted on your website or another website).

- Program materials and/or communication developed for your brands to explain the program (e.g., brand performance criteria, data collection, verification, and evaluation processes).
- Share terms and conditions related to brands' incentives or any other related documentation (outlining the specific contexts in which suppliers are given incentives, and how these incentives align with the broader business and sustainability goals of your company).
- List of brands enrolled in the program.
- Outcome of these brand partner recognition programs.
- Connection with the balanced scorecard system for brands.

8. Does your company host or share social/human rights training programs, resources and knowledge for brands in collaboration with other organizations?

In order to answer 'yes' to this question, you should be able to provide at least one of the following:

- A signed partnership or collaboration agreement with the relevant stakeholders.
- Evidence of participation and engagement in shared platforms, including multi-stakeholder events.
- Evidence of direct engagement with other companies to host or share joint environmental training programs.

VI. Brand (Environment)

1. Does your company have an inventory of the primary materials (excluding packaging and trims) that are used to create your products?

If you answered 'yes' to this question, your company should provide the following:

- A documented inventory of the types and volumes of materials used in your products.
- An explanation of how the calculation was made, including an explanation of the methodology.
- Companies that use Higg MSI can show the customs materials library.
- If available, companies that are reporting to Textile Exchange's Corporate Fiber & Materials Benchmark may use the same methodology to calculate the bulk fiber and upload the corresponding documents to this question.

Interview questions to ask:

- Please describe the process used to create the material inventory.
- Please describe the internal employees and suppliers involved in the process of creating the material inventory.

2. Does your company have an inventory of the trim/component materials that are used in creating your products?

- A documented inventory of the types and volumes of materials used in your products.
- An explanation of how the calculation was made, including an explanation of the methodology.
- Companies that use Higg Design & Development Module (DDM) can use the trims library if was used to assess their trims. Note: The Higg DDM will be sunsetting and the Trims Library will be part of the new Higg MSI to be released later in 2020.

Interview questions to ask:

- Please describe the process used to create the trim inventory.
- Please describe the internal employees and suppliers involved in the process of creating the trim inventory.

3. Does your company assess the environmental impacts of the materials used to create its products?

- Documentation related to the environmental impact assessment of the materials.
- An explanation of how the assessment was made, including an explanation of the methodology.
- Above documentation can relate to the tools/programs: Higg Materials Sustainability Index (Higg MSI), Life Cycle Assessment, Textile Exchange Corporate Fiber & Materials Benchmark, or other credible environmental impact assessment.

Interview questions to ask

- Please describe the process used for the environmental impact assessment of these materials that are used to create your company's products.

- Please describe the internal employees and suppliers involved in the process of evaluating the environmental impact of these materials that are used to create your company's products.

4. Does your company use environmentally preferred materials, or materials with environmental attributes, to create its products?

If you answered 'yes' to this question, your company should provide the following:

- A documented inventory of the environmentally preferred materials, or inventory of materials with environmentally preferred attributes.
- Basis or source information that was used to determine that these materials or material attributes have reduced impacts. Examples include materials from the Higg MSI and Textile Exchange's preferred materials list.
 - Companies that use Higg MSI can show the customs materials library.

Interview questions to ask:

- Please describe the process used to determine or verify that the materials or material attributes have reduced environmental impacts.

5. Does your company track the percentage of its materials that have environmentally preferred attributes or certifications?

If you answered 'yes' or 'partial yes' to this question, your company should provide the following:

- Completed the information as requested within the table.
- A documented inventory of the environmentally preferred materials used in the previous calendar year.
- When certifications have been used, please share the related scope and transaction certificates of the material suppliers.

Interview questions to ask:

- Please describe the process used to determine or verify that the materials have environmentally preferred attributes or certification.
- Please describe the process used to collect certificates along the value chain of the sourced materials.

6. Does your company assess the environmental impacts of the use of its products?

- Copy of the analysis, assessment, or report (carried out in the last five years) that identifies the key environmental risks, impacts, and opportunities associated with the products you sell.
- Analysis through Product Life Cycle Assessment or other credible tools.

7. Does your company track the percentage of its products that have environmental attributes?

If you answered 'yes' to this question, your company should provide the following:

- A documented inventory of the products that have environmentally preferred attributes/certifications that your company has used in the previous calendar year.
- When certifications have been used please share the related scope and transaction certificates of the finished goods/products (tier 1) suppliers.

8. Does your company have a quality assurance (QA) program?

- Documented quality assurance program shared with internal and external partners.
- In order to select any of the answer options, you should ensure that there are a) explicit and formal policies available to all relevant team members and b) clear processes in place to ensure alignment with those policies, including embedding criteria or decision points/priorities into protocols and internal systems.
- Verification of lab and/or field-testing program.
- Documentation of ASTM, ISO, AATCC, or JIS testing results on materials from a validated testing laboratory (i.e., appearance after washing; physical test such as tear strength, abrasion resistance, snagging, etc.)
- Relevant reports of field trial experiments which may include information related to the contracted testing person or team, time requirement for field testing (i.e., hours or days, etc.)
- Relevant information about the intended life cycle/duration of use of product(s) is shared with consumers (e.g., through company's corporate website, hangtags, or in-store information).

9. Does your company actively engage and collaborate with communities of practice, NGOs, and/or governments to share information, knowledge, and best practices that accelerate the adoption and development of environmentally sustainable materials or products?

- Relevant links/URLs to these multi-stakeholder initiatives/platforms.
- A signed partnership or collaboration agreement with the relevant stakeholder(s).
- Evidence of participation and engagement in shared platforms, including multi-stakeholder events.
- Evidence of direct engagement with community groups.
- Describe the results achieved through these multi-stakeholder initiatives/platforms.

10. Does your company know the physical addresses of the factories that produce its materials and products?

For each segment of the supply chain that was selected, your company should provide:

- A documented list of the addresses for each supplier segment that you have selected.
- If applicable, a link to your corporate website where your supplier list/supply chain has been publicly disclosed.

Interview questions to ask:

- What aspects of the supply chain were included? What was excluded?
- Please describe the process for obtaining the addresses for the supply chain.
- Who was involved in the process?

11. Does your company publicly disclose its supplier lists?

- Provide information on how this data is managed and updated.
- Provide relevant links/URLs of the supplier list(s) and indicate what segments and tiers are included in the supplier lists that your company has publicly disclosed.
- If applicable, share the link to each supplier's environmental performance data that you have shared as part of your supplier list.

- Supporting Documents: A brief report or process document, capturing the metric used to calculate the % (e.g. number of sites, volume of specified product, etc.) and the means by which supplier data is gathered and managed per tier.

12. Has your company established a program aimed at improving environmental performance in the supply chain?

- In order to consider a supply chain segment included in the program, your company must have documentation in place wherein the supplier segment is specifically addressed and you have described how it is being supported as part of your environmental performance program.
- Internal or external materials related to the environmental performance program, laying out the approach to improving the environmental performance of supply chain partners, including at least the following information:
 - The description of the policies, goals, and targets that have been approved by your company's executive team and/or board that commits resources to the environmental program.
 - The environmental resources (Energy, Water, Waste, Chemistry, etc.) that were identified as priorities for the company as part of the risk assessment process, and which supply chain segments will be engaged or included.
 - How the program will be implemented, including the staff resources and financial investment needed.
 - Supplier requirements that are captured in business contracts in which is described how suppliers and subcontractors can meet the goals of the program.
 - Roles and responsibilities of responsible staff/team/department
 - Internal or external (third party) best practices, tools, or expertise that will be leveraged to help implement this program.
 - Public disclosure — including a description of your impact, effectiveness of managing impacts, and details pertaining to your program.

13. Does your company have a means to confirm that suppliers at each tier of its value chain identify, manage, and meet compliance with all applicable environmental regulations in their country/region?

A company's total answer to this question may contain strategies that are exclusively contained within, or are combinations of, the following aspects.

- If a company monitors this responsibility on their own: records showing the applicable regulations as mapped against the complete view of their supply chain, including the process to update such records and showing latest version of said records.
- If the appropriate questions of the Higg FEM are utilized: review of the company's records for Higg FEM coverage (verified) against their supply chain.
- If a third party is utilized: documentation that shows the chosen third-party participation and extent of the supply chain covered by the services.

14. Were your manufacturers consulted when creating the environmental performance program?

If you answered 'yes', you should have one or more of the following:

- Provide interviews, feedback surveys, documents, or other evidence of supplier consultation and engagement, that are included in the program development process, showing at least 3 of the following:

- How suppliers were selected/identified for consultation. (e.g., identify how many of the suppliers that were engaged have long term business relationship with the company).
- Which types and tiers of suppliers were included.
- How suppliers were consulted and for which environmental risk/impact.
- How many suppliers were consulted.
- How often suppliers were consulted.
- How feedback was captured and shared internally within the decision-making teams.
- How the feedback was included in the decision-making processes of the company and any changes that were made to strategies or plans due to supply chain feedback.
- Evidence that supplier(s) roadmaps were used as direct input into the development of your company's formal approach or strategy.

Interview questions to ask:

- Please describe the process of how suppliers were engaged and consulted.
- Please share the outcome of the supplier engagement/consultation that has been proven to create impact on-the-ground for supply chain partners.

15. Does your company have an action plan to improve the environmental performance of its supply chain?

To answer this question, please ensure you have the following evidence:

- The action plan to support suppliers in improving their environmental performance.
- Documentation of processes/internal guidelines/interviews, demonstrating how action plans are set with suppliers taking contextual issues into account; OR, how support and guidance is given to suppliers through existing industry initiatives or by collaborating with other companies.
- Demonstrations of training materials/tools or documentation/minutes of training given to suppliers – either online, through workshops, or 1 to 1.
- Evidence of financial or technical support given to suppliers, contracts with 3rd parties, or documentation of outcomes/site visits/investments made by suppliers with the support of the brand and its collaboration partners

16. Has your company implemented practices to reduce resource consumption in key impact areas in its supply chain?

- Copy of the action plan or program related to resource efficiency and/or reduction (related to Energy, Renewable Energy, and/or Water) where the following elements are included:
 - Explanation of which supplier segments were prioritized, engaged and why.
 - The description of the practices or actions the program includes.
 - Details on the implementation approach, with the help of internal and/or external issue experts.
- Description of the outcomes/achievements, and the impact that the program has had on the supply chain.

17.1 Has your company implemented practices to reduce or mitigate risks in key impact areas in its supply chain?

By having any affirmative response with chemical integrity (as in all the chemical questions below), should allow a company to--at a minimum--to answer Partial Yes to this question. The difference between a "Yes" and "Partial Yes", for this specific question is somewhat subjective because it can't simply be reduced to a number. Any reasonable response should include magnitude and quality as well as quantity. However, as a guide, if 50% or more of the core questions (level 1 & Level 2) are answered "Yes", then a "Yes" on this question may be warranted. Otherwise, other than no action at all, only a "Partial Yes" is legitimate.

18. Does your company measure the effectiveness of its environmental programs?

- Demonstrated evidence of adverse impacts that were eliminated, or risks mitigated, as a result of your environmental program. Together with a description of the solutions that the company has provided.
- Relevant documentation that describes the trends and patterns that have been identified — through joint conversations with the supplier(s) — and what lessons the company has drawn from this to improve the effectiveness and efficiency of its environmental program.

19. Does your company have an escalation process for working with manufacturers who do not meet your programmatic goals?

If answered “yes” to this question your company can provide the following:

- Documentation of the escalation processes (including responsible exit strategy) that the company has put in place for supply chain manufacturers.
- Description of how, and at what stage, this was shared and communicated to supply chain manufacturers.

Interview questions to ask

- Examples, if any, in the last calendar year where the escalation process was used and the outcome of this.
- Identify if there are any instances where the business relationship had to be ended as a result of the escalation process. Share how the actions related to the responsible exit strategy were implemented and the outcome.

20. Does your company have an integrated scorecard that helps factor environmental criteria into purchasing decisions?

- Internal communication/policies/procedures on the integrated scorecard (this includes both business and sustainability criteria).
- Sample score cards.
- Supporting documents that demonstrate that both business and sustainability criteria are included in purchasing decisions.
- Business agreements with suppliers that include the integrated scorecard as criteria for doing/maintaining business.
- Percent of your supply chain included within the scope of your company’s scorecard.

- Demonstrating that goals related to responsible sourcing practices are incorporated into annual performance targets for individuals with sourcing/purchasing responsibilities, and are also incorporated into sourcing/purchasing staff individual goals.

Interview questions to ask

- Which criteria and elements were included within the scorecard? What was excluded?
- What weighting, if any, is given to each criteria?
- Are any minimum thresholds applied to criteria?
- Who is responsible and accountable for various criteria in the scorecard?
- How is the scorecard used in business decisions?
- Are there examples of suppliers being selected or rewarded on the basis of the sustainability criteria?

21. Does your company support its manufacturers in improving their environmental management performance?

Please ensure you have the following evidence, if applicable to the answer(s) you have selected:

- Documentation of processes/internal guidelines/interviews, demonstrating how action plans are set with suppliers (taking contextual issues into account) OR, how support and guidance is given to suppliers in collaboration with other companies.
- Demonstrations of training materials/tools or documentation/minutes of training given to suppliers – either online, through workshops or 1 to 1; and in collaboration with other organizations if applicable.
- Demonstration of how suppliers' voices are included in industry-wide capacity building efforts.
- Evidence of financial support given to suppliers such as loans, grants, cost-sharing structure, etc.
- Evidence of technical support given to suppliers through contracts with 3rd parties or documentation of investments made through site visits and the outcomes thereof.
- Evidence of long-term commitments made to reward suppliers for improving on their environmental management.

22. Does your company incentivize supply chain partners who have demonstrated strong environmental performance?

To answer this question, please provide the following materials, such as:

- Links to external materials highlighting your activities (e.g., corporate social responsibility reports, press releases or information posted on your website or another website).
- Program materials and/or communication developed for your suppliers to explain the program (e.g., supplier performance criteria, data collection, verification, and evaluation processes).
- Share terms and conditions related to supplier incentives or any other related documentation outlining the specific contexts in which suppliers are given incentives,

and explain how these incentives align with the broader business and sustainability goals of your company.

- List of manufacturers enrolled in the program.
- Outcome of these manufacturer recognition programs.
- Connection with the supplier scorecard system.
- If your company's purchasing practices (supplier incentives for compliant production) have been reviewed by the Better Buying Initiative, a copy of the analysis can be provided as proof.

23. Does your company host or share environmental training programs, resources, and knowledge for manufacturers in collaboration with other companies?

When answered 'yes' or 'partial yes' to this question, you can provide:

- Proof of participation, such as: links to external materials highlighting your activities, outcome of these activities, meeting agendas, invitations, etc.
- Description of the outcome and results from the company's participation that has improved the environmental performance of participating manufacturers.
- External materials may include: corporate social responsibility reports, press releases, or information posted on your website or another website.

24. Does your company coordinate and fund environmental performance improvement projects for manufacturers in collaboration with other companies?

To answer 'yes' or 'partial yes' to this question, you can verify your activities by providing materials, such as:

- Links to external materials highlighting your activities, such as: corporate social responsibility reports, press releases, or information posted on your website or another website
- Sample resources and materials developed and shared externally (i.e., with suppliers, stakeholders).
- Documentation of coordinated processes where stakeholders have identified and share new operational processes that reduce resource consumption for manufacturers and protect natural resources.
- Documentation of events, best practices, training materials, or datasets provided by your organization, with information on who they were provided to and the outcomes of that provision including which manufacturers have access to them. E.g. agendas and invitations from events, workshops, training events, webinars, etc.
- Evidence of funding, research, or other supported activities for the benefit of manufacturers that are carried out in collaboration with other stakeholders.

25. Does your company have an inventory of the primary materials used in its consumer packaging (e.g., on product packaging and labels, retail packaging, etc.)?

If you answered 'yes' or 'partial yes' to this question, your company should provide the following:

- A documented inventory of the types and volumes of materials used in its consumer packaging. Records from the accounting system may be used.
- An explanation of how this calculation was made, including an explanation of the methodology.

26. Does your company have an inventory of the primary materials used in its transport packaging (e.g. polybags, boxes, shipping bags, etc.)?

If you answered 'yes' to this question, your company should provide the following:

- A documented inventory of the types and volumes of materials used in its transport packaging.
Records from the accounting system may be used.
- An explanation of how this calculation was made, including an explanation of the methodology.

Interview questions to ask:

- Please describe the process for creating the material inventory.
- Please describe the internal employees and suppliers involved in the process of creating the material inventory.

27. Has your company adopted and implemented any consumer packaging reduction programs (e.g. reducing product packaging, retail packaging, etc.)?

- Related documentation or supporting materials that demonstrate your company has eliminated or reduced packaging materials for its consumer packaging.
- The aforementioned documentation/materials should also provide information on how the new packaging has a lower environmental impact than the one it replaced.
- An explanation of how this calculation (eliminating or reducing packaging materials) was made.
- If answered 'partial yes', a copy of the procurement contract can be provided.

28. Has your company adopted and implemented any transport packaging reduction programs (e.g. reducing polybags, boxes, etc.)?

- Related documentation or supporting materials that demonstrate your company has eliminated or reduced packaging materials for its transport packaging.
- The aforementioned documentation/materials should also provide information on how the new packaging has a lower environmental impact than the one it replaced.
- An explanation of how this calculation (eliminating or reducing packaging materials) was made.
- If answered 'partial yes', a copy of the procurement contract can be provided.

29. Does your company track the percentage of consumer packaging materials that have environmental attributes or certifications?

- Description of how the packaging certifications/attributes and metrics (baseline and target) were determined.
- Documentation that shows the baseline matches purchasing/sales records for the year the baseline was set.
- Completed the information as requested within the table.

Interview question to ask:

- Discussion with the team responsible for managing the metrics.

The team must clearly explain and demonstrate:

- How baseline data was validated (e.g., use of verified data, used internal validation process, external audit, etc.)
- How targets were set (following the SMART criteria) and met/progressed.

30. –

31. Does your company formally incorporate circular design considerations into its packaging materials development and/or selection process?

In order to answer 'yes' to this question, companies should have one or more of the following:

- A copy of the packaging materials development and selection process.
- A clear definition of what is in scope for their 'circular design' considerations, and formal procedures for including that circular design into the selection process as well as into decision making.
- A process to integrate the circularity strategy, in order to identify whether specific circular solutions are lower impact. Where they are not, the company should be clear about how this can be resolved, or how additional solutions can be identified. This will also help provide an evidence base, to ensure that accurate communications of the sustainability credentials of proposed new solutions are made — thereby reducing the likelihood of misinformation, or 'greenwashing.'

32. Has your company adopted and implemented a Packaging Restricted Substance List for your company and its suppliers?

- Review of documentation supporting the process, including the PRSL itself, how the PRSL is implemented, expectation of suppliers, and all other supporting materials.
- Review of records for statements of compliance returned by suppliers, including percentages of supply network who have responded.

33. Has your company adopted and implemented a preferred and restricted packaging materials list? (e.g. virgin fibers must be from FSC-certified forests, no fibers from old growth or endangered forests, minimum percentage post-consumer recycled content for plastics, no PVC plastic, etc.)?

If answered 'yes' to this question, your company can provide one or more of the following:

- A copy of the preferred and restricted packaging materials list.
- Description of the process of selecting the preferred and restricted packaging materials.

Any claims should be backed up by credible data or verified by an accredited third party.

- Explanation of how this list will be integrated by the responsible person for the sourcing of packaging (materials) and communicated to packaging suppliers.

34. Does your company educate its customers about the environmentally preferred packaging materials it has used or its initiatives to reduce packaging?

- Public URL or link to documentation where customers can learn about your company's use of environmentally preferred packaging materials.
- Related documentation/instructions to customers on how to recycle the packaging material associated with your consumer packaging.
- Calculation of the percentage of total consumer packaging used that is accompanied with "How to Recycle" guidance.

35. Does your company actively engage and collaborate with communities of practice, NGOs, and/or governments to share information, knowledge, and best practices that accelerate the adoption and development of environmentally sustainable packaging or the reduction of packaging?

To answer 'yes' to this question, your company must have one or more of the following:

- A signed partnership or collaboration agreement with the relevant stakeholder(s).
- Evidence of active participation and engagement in shared platforms, including multi-stakeholder events.
- Evidence of direct engagement with community groups - for example, consultation through a credible third party or direct dialogue with community groups in response to their request
- Outcome of the collaboration with other stakeholders to improve the environmental performance of your packaging (materials).
- Provide relevant URL or links to your participation in, or contribution to, these initiatives,

36. Does your company assess the environmental impacts of its products during customer use and at end-of-use?

When answered 'yes' or 'partial yes' to this question, your company must be able to provide one or more of the following:

- Copy of analysis, assessment, or study (carried out in the last five years) that identifies the key environmental risk and impacts associated with the use and end-of-use of your products.
- Description of the percentage of production or sales the above analysis covers.
- Description of the environmental risks and impacts based on key product types, respective care instructions and end-of-use destinations.
- Documentation of known assumptions including product longevity, length of customer use phase, average customer wear & tear, garment care appliances, etc.
- Documentation of actual consumer behavior in relation to garment care, use, and end-of-use across key product types.

- Clarification if products that are recycled or re-sold are excluded from the end-of-use impact analysis.
- Any analysis, assessment, or report should be backed up by credible data or verified by an accredited third party.

37. Does your company track the environmental impacts of its products during customer use and at end-of-use?

- Description for how the end-of-use certifications/attributes and metrics (baseline and target) as reported in the table were determined.
- Documentation that shows the baseline matches production/sales records for the year the baseline was set.
- Explanation of whether an adequate recycling infrastructure is provided in the country/countries where the products are being sold.

Interview question to ask

- Discussion with the team responsible for managing the metrics. The team must clearly explain and demonstrate how baseline data was validated (e.g., use of verified data, used internal validation process, external audit, etc.)

38. Has your company set up a program to manage faulty/damaged products and unsold inventory in a manner that minimizes environmental impact?

- Calculation of the percentage of products that were faulty/damaged or unsold.
- Description of the program to manage faulty/damaged products and unsold inventory
- Analysis, assessment, or study that the company has carried out to define their solution and/or system to deal responsibly with faulty, damaged, unsellable or returned products and unsold inventory and materials.
- Explanation of solution and/or system and how it contributes to the most environmentally responsible method.

39. Does your company provide guidance to customers on how to care for products in a way that extends product life (beyond what is required by regulation)?

- URL link to the product care guidance that has been made publicly available and accessible for consumers.
- Summary and/or data from customer surveys on engagement, use, and effectiveness of such guidance by customers.

40. Does your company provide guidance to customers regarding how they can ensure their products achieve the highest value and lowest impact outcome at the end of their useful life (e.g. washing, cleaning, drying)?

Relevant links / URLs to product end-of-use guidance that are made publicly available and easily accessible for consumers (e.g., through website, phone customer service, in-store printed materials, and/or trained staff).

- 41. Does your company offer a product repair service for the products it makes and sells?**
- Proof of the product repair offering by your company or by a third-party organization.
 - Records related to tracking the annual portion of the products sold that were covered by in-house repair offering or third-party repair offering.
- 42. Does your company provide customers with a product take-back program/offering?**
- Documentation provided to customers related to the take-back program
 - Documentation of the take-back program's logistics from the point of collection (in-store, by mail, or through third-party service providers), through processing, to end of process; must provide visibility into how collected items are diverted from landfill/incineration and incorporated into a secondary stream. If possible, provide documentation of the secondary stream geography/market.
 - Documentation of the types and volumes of products collected via the take-back program
- 43. Does your company have a prioritization process in place to determine the lowest-impact methods of servicing products with performance or quality issues that are in need of repair or replacement?**
- Policy and/or Standard Operating Procedure (SOP) that prioritizes product repair over replacement when customers return products due to a performance or quality issue.
 - Records of tracking returned products offered through in-house and/or third-party repair offering.
 - Relevant links/URLs of your company offering alternative options (such as reusing, refurbishing, donating, or recycling) to customers for products that could not be repaired.
- 44. Does your company participate or invest in technical research, development, and innovation in order to extend the life of its products?**
- Provide relevant links/URLs of your participation and/or investments in R&D for extending the life of your products.
 - Supporting document(s) to showcase the results achieved through your company's participation and/or investment.
 -
- 45. Are your products made exclusively with materials that can be recycled using collection and recycling infrastructure where the product is sold? (Infrastructure should be available to at least 60 percent of users or communities)**
- Supporting documents that can substantiate how recycling facilities and/or collection are available to at least 60 percent of the consumers or communities where the recyclable products are being sold.
 - Documentation of your communications to consumers regarding recycling/collection infrastructure in their area.
- 46. Does your company have an action plan to keep reducing the environmental impacts of its products, both during customer use and at end-of-use?**

- A copy of the action plan which details the necessary actions, the responsible persons, and the timeline for implementation.
- Description of the process that has informed the company on which actions to prioritize in order to reduce (negative) environmental impact.
- Explanation of the responsible staff tasked with implementing the action plan and the resources to support their efforts.
- If answered 'partial yes': please provide a description/explanation of the actions taken that have resulted in reduction of environmental impacts of its products during customer use and end-of-use phase.

Interview question to ask

- Responsible staff will be asked to explain the process behind:
 - Implementing the actions;
 - Developing the action plan and the results in the past calendar year.

47. Does your company offer options to lease or rent products?

- Supporting documents that show your company is providing and tracking the product lease or rental.
- Calculation of the percentage of products being offered as part of product lease or rental.
- Process to identify whether specific lease or rental of product access options are in fact lower impact, in particular by using life cycle assessment or a similar credible approach to model the environmental impacts.

48. Does your company participate or invest in activities with other stakeholders to jointly address systemic challenges in order to extend the longevity of your products and enable them to be reused and recycled?

- A signed partnership or collaboration agreement with the relevant stakeholder(s).
- Evidence of participation and engagement in shared platforms, including multi-stakeholder events.
- Evidence of direct engagement with community groups - for example consultation through a credible 3rd party or in direct response to a request by community groups.
- Provide relevant URLs or links to your participation or contribution to these initiatives.
- Records of outcome and feedback from stakeholder consultation/engagement.

VII. Brand (Social/Labor)

Product

1. Does your company assess the social/human rights impacts of its materials?

If you have answered “yes” to this question you are expected to provide:

- A list of any standards, industry tools, resources, or documents used by company to guide the identification of risks, impacts, and opportunities.
- Copies of documents produced in determination of salient risks, impacts, and opportunities. Any documentation should use credible data sources, or data that has been verified by an accredited third party.
 - Examples of documents: Social Life Cycle Analysis (S-LCA) data; geographical or commodity risk analysis using credible third-party tools or datasets; analysis, benchmarks or recommendations from expert organizations.
- Stakeholder consultation (including external expert participants) to map out the likely risks and impacts for your material types.

Interview question to ask:

- Please describe the process or methodology that led to an appropriate understanding of the salient risks, impacts, and opportunities for the raw materials supply chain.

Suggested document upload for this question: Documentation of the social/human rights impacts assessment of materials (e.g. Social Life Cycle Assessment, geographical or commodity risk analysis, analysis through stakeholder consultation)

2. Does your company source materials that have social/human rights certifications from a credible third party?

If you answered ‘yes’ or ‘partial yes’ to this question, your company should provide the following:

- A documented inventory of the materials with social/human rights certifications and/or ethical attributes sourced in the 2019 calendar year.
- Basis or source information that was used to determine that these certifications and/or attributes have advanced ethical practices or led to improvements in the well-being and livelihood of raw material producers and manufacturers.

Interview questions to ask:

- Please describe the process your company used to determine or verify that the social/human rights certifications are driving improvements of social/human rights.

3. Does your company track the percentage of materials with social/human rights attributes?

If you answered ‘yes’ to this question, your company should provide the following:

- A documented inventory of the materials with social/human rights attributes.
- When certifications has been used: share related copies of certificates of the material suppliers/producers.

Interview questions to ask:

- Please describe the process your company used to determine or verify that the materials have advanced ethical practices or improved the well-being and livelihood of suppliers.
 - Please describe the process your company used to collect certificates along the value chain of the sourced materials.
4. **Does your company assess the social/human rights impacts of its products?**
- Copy of analysis, assessment, or report (carried out in the last three years) that identifies the salient social/human rights risks, impacts, and opportunities associated with the manufacturing and use of one single product. The analysis can be done through Social Life Cycle Assessment or other credible tools.

Interview questions to ask

- Describe the process of conducting the analysis, assessment, or study as well as the selection of the product.
 - What were the outcomes of that process, and how has this informed or adjusted your strategy on improving social/human rights impacts?
5. **Does your company source products that have social/human rights certifications from a credible third party?**

If you answered 'yes' or 'partial yes' to this question, your company should provide the following:

- A documented inventory of the materials with social/human rights certifications and/or ethical attributes sourced in the 2019 calendar year.
- Basis or source information that was used to determine that these certifications and/or attributes have advanced ethical practices or led to improvements in the well-being and livelihood of raw material producers and manufacturers

Interview questions to ask:

- Please describe the process your company used to determine or verify that the social/human rights certifications are driving improvements of social/human rights.
6. **Does your company track the percentage of products with social/human rights attributes?**

If you answered 'yes' or 'partial yes' to this question, your company should provide the following:

- Completed the information that is known to you as requested within the table.
- A documented inventory of the products that have been tracked with social/human rights attributes/certifications for the 2019 calendar year.
- Basis or source information that was used to determine that these attributes/certifications have advanced ethical practices or have led to improvements in the well-being and livelihood of raw material producers and manufacturers.

Interview question to ask:

Please describe the process your company used to determine or verify that the social/human rights attributes or certifications are driving improvements of social/human rights.

7. **Does your company actively engage and collaborate with communities of practice, NGOs, and/or governments to share information, knowledge, and best practices that accelerate the adoption and development of materials or products that promote social responsibility/human rights.**

- In your description, please summarize your activities and indicate whether your company conducts these activities in-house, via an external organization, or both.
- Provide relevant links/URLs to these multi-stakeholder initiatives/platforms.
- A signed partnership or collaboration agreement with the relevant stakeholder(s).
- Evidence of participation and engagement in shared platforms, including multi-stakeholder events.
- Evidence of direct engagement with community groups.
- Describe the results achieved through these multi-stakeholder initiatives/platforms that accelerate the adoption and development of materials or products that promote social responsibility/human rights.

8. **Have your company's social/human rights policies been shared with its manufacturers in the last calendar year?**

- A copy of the social/human rights policies for manufacturing partners.
- Explanation of how this policy was developed and which rights were ensured.
- A description of the process of how this policy was shared with manufacturing partners, the coverage of supply chain segments and how the company ensures the understanding on these requirements.
- What is the process for adjusting/revising these policies based on new information or changing conditions?

Interview questions to ask:

- Are relevant staff able to explain the process and ensure the manufacturer's understanding of the company's policies?

9. **Has your company established a program aimed at mitigating harm and improving social/human rights performance in the supply chain?**

- Documentation defining the supplier scope of your responsible sourcing program and requirements for all applicable supplier segments. If this is part of a public statement, such as a Modern Slavery Act statement or a sustainability report, please share that documentation as relevant for any of the verification criteria defined.
- A description of how your program is reviewed and updated to address identified social/human rights risks.
- Internal or external materials related to the social/human rights performance program, laying out the approach to implement the program and improving the performance of supply chain partners, including at minimum, the following information below.
 - The description of the policies, plans, goals, and targets that have been approved by your company's executive team and/or board that commits resources to the program.
 - Policies should specify minimum requirements and best practices that go above and beyond applicable regulations.

- Targets should be linked to social impacts.
- The social issues that were identified as priorities for the company, and which supply chain segments will be engaged or included.
- How the program will be implemented, including the staff resources and financial investment needed.
- Supplier requirements that are captured in business contracts, in which it is described how suppliers and subcontractors can meet the goals of the program.
- Team/department responsibilities.
- Internal or external (third party) best practices, tools, or expertise that will be leveraged to help implement these approaches.

Interview questions to ask:

- Are relevant staff able to explain the process for implementing the program to improve social/human rights performance in its supply chain and which segment it covers.
- If applicable, how were violations to social/human rights policies resolved and remediated?

10. **Were your manufacturers consulted when creating the social-human rights program?**

If you answered 'yes' to this question, you should have one or more of the following:

- Provide interviews, feedback surveys, documents, or other evidence of supplier consultation and engagement, that are included in the program development process, showing at least 3 of the following:
 - How suppliers were selected/identified for consultation (e.g. identify how many of the suppliers who were engaged have a long term business relationship with the company).
 - Which types and tiers of suppliers were included.
 - How suppliers were consulted and for which social risk/impact.
 - How many suppliers were consulted?
 - How often were suppliers consulted?
 - How often feedback is requested?
 - How was feedback captured and shared internally within the decision-making teams?
 - How was the feedback included in the decision-making processes of the company and how often, if any, were changes made to strategies or plans due to supply chain feedback?
 - Evidence that supplier(s) roadmaps were used as direct input into the development of your company's formal approach or strategy.

Interview questions to ask:

- Please describe the process of how suppliers were engaged and consulted.
- Please share the outcome of the supplier engagement/consultation and how it has created impact on-the-ground for supply chain partners.

11. **Does your company have a means to confirm that suppliers at each tier of its value chain identify, manage, and meet compliance with all applicable local regulations and/or international norms?**

A company's total answer to this question may contain strategies that are exclusively contained within, or are combinations of, the following aspects.

- If a company monitors this responsibility on their own: records showing the applicable regulations as mapped against the complete view of their supply chain, including the process to update such records and showing the latest version of said records.
- If the appropriate questions of the Higg FSLM are utilized: review of the company's records for Higg FSLM coverage (verified) against their supply chain.
- If a third party is utilized: documentation that shows the chosen third-party qualification, participation and extent of the supply chain covered by the services.

12. Does your company have an action plan to mitigate harm and improve the social/human rights performance of its supply chain?

To answer this question, please ensure you have one or more of the following evidence:

- The action plan to support suppliers in improving their social/human rights performance and/or relevant capacity building plan.
- Documentation of processes/internal guidelines/interviews that demonstrate how action plans are defined with suppliers and take contextual issues into account, OR how support and guidance is given to suppliers.
- Demonstrations of training materials/tools or documentation/minutes of training given to suppliers through eLearning modules, in-person workshops or one-to-one engagements.
- Evidence of financial or technical support given to suppliers, such as transfers, internal budgets/accounting systems, contracts with third-parties or documentation of outcomes/site visits/investments made by suppliers.
- The results/outcome of the company's actions or action plan and how it has supported the supply chain partners in improving their social/human rights performance and/or build capacity.

13. Does your company measure the effectiveness of its social/ human rights programs?

If answered "yes" to this question your company can provide the following:

- Demonstrated evidence of adverse impacts that were eliminated, or risks mitigated as a result of your social/human rights program. If so, please share a description of the solutions that the company has provided.
- Relevant documentation that describes the trends and patterns that have been identified through joint conversations with the supplier(s), and what lessons could the company draw from this to improve the effectiveness and efficiency of its social/human rights program.

Interview questions to ask:

- Did the company provide or enable remedy for any impacts related to a salient issue and, if so, what are typical or significant examples?
- How has the supplier feedback influenced/adjusted the implementation of the program?

14. Does your company have an escalation process for manufacturers that do not meet your policy requirements or programmatic goals?

If answered “yes” to this question your company can provide the following:

- Documentation of the escalation processes (including responsible exit strategy) that the company has put in place for supply chain manufacturers.
- Description of how, and at what stage, this was shared and communicated to supply chain manufacturers.

Interview questions to ask

- Examples, if any, in the last calendar year where the escalation process was used and the outcome of this.
- Identify if there are any instances where the business relationship had to be ended as a result of the escalation process. Share how the actions related to the responsible exit strategy were

15. If people are harmed by your company's actions or decisions relating to social/human rights management, is there a system in place for redressing the problem/complaint?

- Copies of relevant documents pertaining to the company's complaint system or grievance mechanism either organized themselves or through multi-stakeholder initiative or trade union.
- Description of the company's process, wherein the effectiveness of its system/mechanism is assessed as well as its outcomes
- Description of how key performance indicators or measures of effectiveness were identified and selected to determine the effectiveness.
- A list of the social/humans rights impacts you have addressed in the last calendar year, describing the complaint/grievance and the action you took to redress/resolve the complaint.
- Any documentation that can substantiate how your company, in the last calendar year, was able to improve the rate of resolution of complaints.

16. Does your company ensure that supply chain partners have credible grievance mechanisms in place?

- Your company must have documentation for each supplier segment describing the percentage of supply chain coverage.
- Explanation of how the UNGP effectiveness criteria and implementation approach has been used to evaluate the credibility of grievance mechanisms.
- Identify any guidance or support provided to suppliers to help them improve the credibility of their grievance mechanisms and internal processes.
- Description of any type of monitoring or audit activities required to verify grievance mechanisms are in place.
- Explanation of how supplier segmentation has been used to prioritize supply chain partners based on risk, which may include any additional grievance mechanisms and/or programs that you and/or your suppliers have established to address high risk issues within your supply chain.
- Documentation/communication from supply chain partners explaining their grievance mechanisms.

17. Does your company have an integrated scorecard that factors social/human rights criteria into purchasing decisions?

- Internal communication/policies/procedures on the integrated scorecard (this includes both business and social/human rights criteria) or another approach if used to include social/human rights as part of purchasing decisions.
- Sample score cards.
- Supporting documents that demonstrate that both business and sustainability criteria are included in purchasing decisions.
- Business agreements with suppliers that include the integrated scorecard as criteria for doing/maintaining business.
- Percent of your supply chain included within the scope of your company's scorecard.
- Demonstrating that goals related to responsible sourcing practices are incorporated into annual performance targets for individuals with sourcing/purchasing responsibilities

Interview questions to ask

- Are there examples of suppliers being selected or rewarded on the basis of the social/human rights criteria?
- Which criteria and elements were included within the scorecard? What was excluded?
- What weighting, if any, is given to each criteria?
- Are any minimum thresholds applied to criteria?
- Who is responsible and accountable for various criteria in the scorecard?
- How is the scorecard used in business decisions?
- Are there examples of suppliers being selected or rewarded on the basis of the social/human rights criteria?

18. Does your company support its manufacturers in improving their social/human rights management performance?

Please ensure you have the following evidence, if applicable, to the answer(s) you have selected:

- Documentation of processes/internal guidelines/interviews, demonstrating how action plans are set with suppliers, taking contextual issues into account, OR, how support and guidance is given to suppliers in collaboration with other companies.
- Demonstrations of training materials/tools or documentation/minutes of training given to suppliers - online, through workshops or 1 to 1, and in collaboration with other organizations, if applicable.
- Demonstration of how suppliers' voices are included in industry-wide capacity building efforts.
- Evidence of financial support given to suppliers such as loans, grants, cost-sharing structure, etc.
- Evidence of technical support given to suppliers through contracts with 3rd parties or documentation of investments made through site visits, and the outcomes thereof.
- Evidence of long-term commitments made to reward suppliers for improving on their social/human rights management.

19. Does your company incentivize supply chain partners who have demonstrated strong social/human rights performance?

To answer this question, please provide the following materials such as:

- Links to external materials highlighting your activities (e.g., corporate social responsibility reports, press releases, or information posted on your website or another website) .
- Program materials and/or communication developed for your suppliers to explain the program (e.g., supplier performance criteria, data collection, verification, and evaluation processes).
- Share terms and conditions related to supplier incentives or any other related documentation (outlining the specific contexts in which suppliers are given incentives, and how these incentives align with the broader business and sustainability goals of your company).
- List of manufacturers enrolled in the program.
- Outcome of these manufacturer recognition programs.
- Connection with the supplier scorecard system.
- If your company's purchasing practices (supplier incentives for compliant production) have been reviewed by the Better Buying™ Initiative, a copy of the analysis can be provided as proof.

20. **Does your company host or share social/human rights training programs, resources and knowledge for manufacturers in collaboration with other companies?**

- Providing proof of participation, such as: links to external materials highlighting your activities, outcome of these activities, meeting agendas, invitations, etc.
- Description of the outcome and results from the company's participation that has improved the social/human rights performance of participating manufacturers.
- External materials may include: corporate social responsibility reports, press releases, or information posted on your website or another website.

21. **Does your company coordinate and fund social/human rights performance improvement projects for manufacturers in collaboration with other companies?**

To answer 'yes' or 'partial yes' to this question, you can verify your activities by providing materials, such as:

- Links to external materials highlighting your activities, such as: corporate social responsibility reports, press releases, or information posted on your website or another website
- Sample resources and materials developed and shared externally (i.e., with suppliers, stakeholders).
- Documentation of coordinated processes where stakeholders have identified and share new operational processes that has improved the social/human rights performance of manufacturers.
- Documentation of events, best practices, training materials, or datasets provided by your organization, with information on who they were provided to and the outcomes of that provision including which manufacturers have access to them. E.g. agendas and invitations from events, workshops, training events, webinars, etc.
- Evidence of funding, research, or other supported activities for the benefit of manufacturers that are carried out in collaboration with other stakeholders.

Purchasing practices

22. Does your company have standard payment terms for manufacturers?

- Information related to the company's payment policy/process. Companies can also provide Better Buying™ Company Reports if available.
- The standard payment term included within purchasing agreements/contracts and invoices between company and manufacturer.
- A description of how the standard payment term was agreed upon between company and manufacturer.

23. Are all supplier invoices paid on time, according to their contract?

- The Higg BRM will be aligning with the below fair terms of payment requirements of [ACT](#). Companies that are part of the initiative can provide information related to the Purchasing Practices Self-Assessment (PPSA) as part of the verification:
 - A commitment / policy from the brand, where the brand commits to fair terms of payments.
 - Provide related internal/external materials that can prove the following measures were implemented, and answer to the measurement of progress/compliance listed below:
 - Payment to suppliers is in line with agreed upon timeframe.
 - % of orders with on-time payment to suppliers.
 - % of orders where the amount paid is in line with agreed payment terms.
 - Retrospective changes may only be made where it is mutually agreed and is not to the detriment of the supplier
 - % of retrospective changes of payment terms which were not mutually agreed.
 - % of retrospective changes of payment terms which were mutually agreed and to the detriment of the supplier.
 - Implement an internal monitoring mechanism to track: terms of payment, on-time payments, as well as penalties issued and their root causes.
 - Internal monitoring mechanism to track: terms of payment, on-time payments, as well as penalties issued and their root causes.
- If available, companies can also provide the Better Buying™ Initiative report on Payment and Terms to validate the above points.

Interview questions to ask

- Relevant and responsible staff (purchasing, finance/accounts) are able to explain the process to meet the requirements in the payment terms.

24. Does your company provide favorable financial terms to manufacturers?

- Identification and description of processes and controls your company utilizes to minimize any negative impact associated with its purchasing practices.
- Training and communication materials to educate buyers about responsible purchasing practices.
- Description of internal alignment of buyer staff on corporate social compliance goals and the buyer's contribution to improving purchasing practices.
- Evaluation and monitoring processes your company follows to assess, and address impacts caused by its purchasing practices.

- If your company nominates fabric supplier(s), does the payment terms of the nominated supplier match the cut and sew supplier?
- Purchase order terms that are deemed favorable for suppliers.
- If the Better Buying™ Initiative has reviewed your company's purchasing practices through the Payment & Terms and Management of the Purchasing Process section, a copy of that analysis can be provided as proof.

25. Are buyers trained on the cost of production models?

- Description of the process on the following topics:
 - Which methodology for calculating the cost of production models was used. Did this include wages and other labor costs, including wage increases?
 - How buyers were trained on the cost production models.
 - How many buyers have been trained to date and what the training process looks like
 - Were any internal/external issue experts consulted, and/or who provided the training e.g., through ACT on Living Wages, Better Buying Initiative, Fairwear Foundation or Solidaridad.
- Sharing of the relevant training or communication materials.
- Better Buying™ Initiative Company Report (Cost & Cost Negotiation section) – as evidence that the training has been successful.

26. Do sourcing/purchasing staff request minute values when placing orders?

- Documentation in relation to the minute values from manufacturers.
- The percent of products ordered the aforementioned covers.
- Training and communication materials, you have used for educating sourcing/purchasing staff about evaluating production capacity and for establishing better order forecasting.
- Explanation or description of how the company has used this information. E.g. the actions the company has taken to adjust prices paid to suppliers accordingly.

27. Are manufacturers updated regularly and in a timely fashion, on changes to seasonal ordering forecasts?

- The processes and controls your company regularly follows to communicate forecast changes to your suppliers.
- Description of how training and communication materials were created with the help of internal/external issue experts.
- If the Better Buying™ Initiative has reviewed your company's purchasing practices (in particular whether the factory capacity is reserved and the accuracy of the forecasting against that), a copy of the analysis can be provided as proof.

28. Are these forecasts reviewed against available factory capacity and agreed to by the manufacturers?

- Identification and description of processes and controls your company follows to identify a facility's production capacity and to ensure order volumes do not exceed it.
- Training and communication materials, your company has used to educate the appropriate staff on evaluating production capacity.
- Forecasting and production capacity verification procedures and practices.

In addition to the above, the Higg BRM will be aligning with the below better planning and forecasting requirements of [ACT](#). Companies that are part of the initiative can provide information related to the Purchasing Practices Self-Assessment (PPSA) as part of the verification:

- Identification and description of processes in relation to order planning and forecasting, which includes:
 - dates and frequency for adjustments are mutually determined and agreed upon.
 - excess capacity is released in a timely, mutually agreed upon manner.
 - % of suppliers who report that forecast updates are in line with the agreed upon timeline.
 - capacity booking (covering at least your key manufacturers in terms of production volume)
- Share internal/external materials with regards to the following measures of progress:
 - % of volume covered by order planning and forecasting systems, including capacity booking
 - % deviation (measured in pieces) from forecast, on-average, on supplier level.
 - % increase of overall volume covered by forecasting.
 - % of suppliers who report positively on communication regarding mutually agreed upon critical path deadlines.
 - % of suppliers your company is engaged with in critical path communication.
 - % of suppliers who report positively on communication regarding management of peaks and troughs.

29. Are lead times discussed and agreed upon with manufacturers in advance of placing orders?

If answered 'yes' or 'partial yes' to this question your company can provide one or more of the following information:

- Communication materials between brand and supplier on critical path deadlines
- Proof of measures your company has taken to ensure accuracy of order placement and meeting critical path deadlines.
- Suppliers feedback on order placements being in line with the agreed timeline or if the time and action calendar provided
- If the Better Buying™ Initiative has reviewed your company's purchasing practices in the Management of the Purchasing Process section, a copy of the analysis can be provided as proof.

Interview question to ask

- How does the brand ensure that the time and action calendar provided enough time for the manufacturer to complete all processes?
- If the brand missed key milestones what were the steps taken / process to ensure manufacturers are not negatively impacted?

30. Does your company spread order volume out over more months to reduce variability?

- Proof of measures your company has taken to reduce order volume variability throughout the year.

- If the Better Buying™ Initiative has reviewed your company's purchasing practices in the Sourcing & Order Placement section, a copy of the analysis can be provided as proof.

31. Does your company track the ratio of capacity-booked to capacity-utilized?

- Identification and description of processes in relation to track the ratio of capacity-booked to capacity-utilized, which includes:
 - % of volume covered by order planning and forecasting systems, including capacity utilization.
 - % deviation (measured in pieces) from forecast, on-average, on supplier level.
 - excess capacity that is released in a timely, mutually agreed upon manner.
 - % of suppliers who report that shipping deadlines have been extended against mutually agreed upon timeline.
- If the Better Buying™ Initiative has reviewed and tracked your company's ratio of capacity booked to capacity utilized, a copy of the analysis can be provided as proof.

32. Does your company work with suppliers to determine whether shipping deadlines need to be extended when orders are changed?

- Identification and description of processes in relation to adjusting the lead-times/shipping deadlines when orders are changed (covering at least your key manufacturers in terms of production volume).
- Identification and description of processes in relation to order planning and forecasting, which includes:
 - Dates and frequency for adjustments are mutually determined and agreed upon.
 - % of suppliers that report the buyer is accountable for delays, extending as needed. The Management of the Purchasing Process section of Better Buying™ Company Reports can be used to verify this point.
- Share internal/external materials when changes to orders have been made, which includes the following measures of progress:
 - Number of days between the last change and shipment.
 - % of suppliers reporting the buyer was flexible/accountable for adjusting shipping deadlines, if needed. The Better Buying™ Company Report can be used to verify this point.
 - % of suppliers your company is engaged with in critical path communication.

33. Does your company monitor changes and cancellations made by the company after order placement?

- Description of the system the company has in place to monitor and track order changes and cancellations after order placement.
- Analysis of the results gathered from the system.

34. Is capacity discussed and agreed upon with manufacturers in advance of placing chase orders?

- Identification and description of processes and controls your company follows to minimize any negative impact associated with your company's chase orders.
- The absence of chase orders can be demonstrated by
 - Analyze number of days in advance a forecast was provided for an order.

- providing other internal review metrics your company uses to monitor the accuracy of forecast orders to control chase orders
 - If the Better Buying™ Initiative has reviewed your company on; the number of days in advance of production a forecast was provided and whether capacity for repeat orders was agreed upon, a copy of the analysis of the Better Buying™ Company Report on Planning & Forecasting section can be provided as proof.
35. **Does your company collect supplier feedback about the social/human rights impacts of its purchasing practices?**
- Description of role and responsibilities of the buyer(s) / buying team to achieve the company's social compliance goals.
 - Description of to what extent buyers know how they are responsible for achieving the company's goals through integrating responsible purchasing practices.
 - Clear description of the main point of contact for supplier(s).
 - Documentation related to supplier feedback and the key-insights generated, which should include:
 - Description of the processes used to gather supplier feedback – whether it was anonymous, whether a third party was involved % of suppliers who report positively about the company's purchasing practices
 - % of suppliers who experienced positive impact (e.g., were incentivized) based on the company's purchasing practices
 - % of suppliers who report positively on communication by your company
 - If applicable, share examples of cases where suppliers have reported negatively on company's purchasing practices.
 - Description of the subsequent processes and actions that were taken to provide, or cooperate in, remediation.
 - If the Better Buying™ Initiative has reviewed your company's purchasing practices a copy of the company report can be provided as proof
36. **Has your company analyzed the social/human rights impact of your purchasing practice improvements?**
- Description of processes and controls your company has implemented to collect the information in support of your analysis.
 - Supplier survey where suppliers have reported their feedback on the impacts of the company's purchasing practices. This may also be demonstrated through the Better Buying™ Company Reports.
 - Purchasing practices analysis through initiatives such as the Purchasing Practices Self-Assessment of ACT and the Better Buying™ Company Reports.
 - Any insights and analysis extracted by your company to demonstrate positive social/human rights impact in the supply chain that has arisen as a result of the company's purchasing practices.
37. **Does your company incentivize** supply chain partners who demonstrate strong social/human rights performance?
- Relevant materials that explain the incentives that are being provided.
 - Explanation of the process to track supplier performance.
 - Communication materials provided to supply chain partners introducing the incentives that are available to them for improved performance.

- If the Better Buying™ Initiative has reviewed your company's incentives a copy of the company report can be provided as proof

VIII. Stores (Environment)

1. **Has your company established a program aimed at improving environmental performance within its stores?**

- In order to consider a store included in the program, your company must have documentation (policies, strategies, contracts or action plans) in place wherein the store is specially addressed, and described how it is being supported as part of the environmental performance program.
- The program should include an explanation on whether the stages of store design, construction, remodel/retrofit and closing are included in the program.
- Internal or external materials related to the environmental performance program laying out the approach to improving the environmental performance of stores, including at least the following information:
 - The description of the policies, goals and targets that have been approved by your company's executive team and/or board that commits resources to the program.
 - Policies should specify minimum requirements and best practices that go above and beyond applicable regulations.
 - Targets should be linked to environmental impacts.
 - The environmental resources (Energy, Water, Waste etc) that were identified as priorities for the company and which stores will be engaged or included.
 - How the program will be implemented including the staff resources and financial investment needed
 - Requirements that are captured in contracts with the construction companies in which is described how construction or refurbishment of stores should meet the goals of the environmental program
 - Team/department responsibilities
 - Internal or external (third party) best practices, tools or expertise that will be leveraged to help implement these approaches.
 - Public disclosure including a description of your impact, effectiveness of managing impacts, and details pertaining to your program.

2. **Has your company implemented practices to reduce resource consumption in key impact areas in stores?**

Energy

- A copy of the implementation of resource efficiency practices or program.
- An explanation of why these energy efficiency practices were chosen.
- The process of engaging and training the store personnel / staff in the implementation.
- Evidence that the implementation has resulted in energy efficiency in the retail stores(s).

Water

- A copy of the implementation of resource efficiency practices or program.
- An explanation of why these water efficiency practices were chosen.
- The process of engaging and training the store personnel / staff in the implementation.
- Evidence that the implementation has resulted in water efficiency in the retail stores(s).

Other impacts

- A copy of the implementation of resource efficiency practices or program
 - An explanation of why these impact areas were chosen
 - The process of engaging and training the store personnel / staff in the implementation.
3. **Does your company have an action plan to improve the environmental performance of its stores?**
- A copy of your action plan which should include the following:
 - A description of the goals and targets that has been approved by your company's executive team and/or board that commits resources to the program.
 - The environmental resources (Energy, Water, Waste etc) that were identified as priorities for the company and which stores will be engaged or included.
 - In order to consider a store included in the action plan, your company must have documentation in place wherein the store is specially addressed and described how it is being supported as part of the action plan.
 - How the plan will be implemented including the staff resources and financial investment needed.
 - Internal or external (third party) best practices, tools or expertise that will be leveraged to help implement the actions.
4. **Has your company made improvements in store environmental performance over the last calendar year?**
- Company's analysis, summary or report listing the improvements made and the supporting evidence (e.g. objective data or records or through third party verifier)
 - Evidence of efficiency improvements that demonstrate that reductions weren't made solely from a decline in sales, or number of employees.
 - Description of the process to continuously track and manage store resource consumption as part of the company's environmental action plan.
5. **Have your stores received recognized third-party certifications for reduced environmental impact (multi-attribute certifications ONLY)?**
- A copy of the third-party certification
 - Documentation that describes the percentage of stores that have been certified and how they were selected.
6. **Does your company publicly communicate the key environmental impacts, policies and programs associated with store operations?**
- Publicly available links and/or pages
 - Information on how frequently progress is being communicated publicly.

IX. Stores (Social / Labor)

1. **Have internal social/human rights and labor workplace standards been implemented in stores in the last calendar year?**

- Documents related to the internal social/human rights & labor workplace standard(s) for retail stores
- Documentation that describes the percentage of stores that have been included and how they were selected.

Interview questions to ask

- Management responsible for store operations can clearly articulate the roles and responsibilities of those responsible for coordinating activities around monitoring and advancing internal social/human rights & labor workplace standards.
- Key employee(s) responsible for coordinating internal management activities can demonstrate that they understand and are able to explain their roles.

2. **Do all contracts associated with stores include social/human rights compliance terms to which all parties must adhere?**

- A copy of the procurement or business contract for building contractors and/or store vendors that include social/human rights compliance terms
- Description of the process to ensure that contractors and vendors are in compliance of social/human rights terms and how often monitoring is conducted.

3. **Have any stores been cited for labor violations?**

- Description of the labor violations
- Where a citation for non-compliance exists, the company can demonstrate that it has rectified the non-compliance (e.g. corrective action plan).

4. **Do all stores have a social/human rights responsibility program in place?**

If you answered 'yes' to this question, your company should provide the following:

- A copy of your company's social/human rights responsibility program.
- Explanation of how the program aligns with the social/human rights policy and/or equivalent policy.
- Identify the individuals within the company responsible for the social/human rights responsibility program.

5. **Are all stores (including any employment or labor agencies with which you work) in compliance with local labor laws?**

If answered 'yes' to this question the company can share:

- Internal/external materials that can explain the company's monitoring program/system to ensure stores and/or contracted employment/labor agencies are meeting local labor laws.

- Identify the individual(s) responsible for ensuring all store operations comply with local labor laws.

If answered 'no' to this question, the company can share:

- Copy of the government-issued violation record(s)
- Explain the issue(s) for non-compliance
- Corrective action plan to address non-compliance

6. Does your company have a process to ensure stores (including any employment or labor agencies with which you work) are in compliance with local labor laws?

- Organization chart, which outlines how compliance is being managed at the corporate level and in stores and identify the individual(s) tasked with this responsibility.
- A copy of your process and/or procedures that describes how your company is ensuring compliance with local labor law and the remediation efforts when non-compliance has been found.
- Database, system or a third party that is being used to monitor compliance with local labor laws in the different geographies your stores operates.

Optional: When working with third-party labor or employment agencies:

- Policies and/or procedures used to evaluate labor agencies and brokers compliance with local labour law(s)
- Copies of contracts with labor agents if applicable
- A copy of the Supplier Code of Conduct as a condition of business as part of contracts
- Measures that are established by the company to ensure the legal compliance of subcontractors in each jurisdiction in which they operate.

Interview questions to ask

- Staff tasked with the responsibility to ensure local labor law compliance can explain:
 - their roles and responsibilities
 - process for monitoring the compliance of local labor law in stores
 - escalation process for when non-compliance has been found
 - which remediation efforts could be implemented when non-compliance has been found
 - database/system/third party company has been using to stay up to date on the changing legal landscape

7. Does your company pay all store employees a living wage?

- Company's living wage policy and how living wage has been calculated for store employees.
- If answered 'partial yes' to this question:
 - an explanation of the percentage of employees with and without living wage payment
 - selection criteria for employees being included (or excluded) in the living wage policy

8. Does your company have an action plan to improve the social/human rights performance of stores?

To answer this question, please ensure you have one or more of the following evidence:

- A copy of the action plan with a description of the goals and targets that has been approved by your company's executive team and/or board that commits resources to the program.
- Documentation of processes/internal guidelines/interviews that demonstrate how action plans are defined with employees OR how support and guidance is given to employees.
- Demonstrations of training materials/tools or documentation/minutes of training given to employees through eLearning modules, in-person workshops or one-to-one engagements.
- The results/outcome of the company's actions or action plan and how it has supported the employees in improving their working conditions.

9. Does your company participate or invest in activities with other stakeholders to jointly address systemic challenges in order to improve the social/human rights working conditions in stores?

- A signed partnership or collaboration agreement with the relevant stakeholder(s)
- Evidence of participation and engagement in shared platforms, including multi-stakeholder events
- Evidence of direct engagement with community groups - for example consultation through a credible 3rd party or in direct and relevant response to an ask by community groups
- Provide relevant URLs or links to your participation or contribution to these initiatives
- Records of outcome/feedback from stakeholder consultation/engagement

10. Does your company offer career advancement opportunities to store employees?

If you answered 'yes' or 'partial yes' to this question, your company should provide the following:

- A description of your company's formal and informal career advancement program(s).
- The number of store employees who were promoted during your company's last fiscal year. This should also include the number of employees promoted to supervisor roles and from hourly to management positions.

11. Does your company provide healthcare benefits to store employees?

If you answered 'yes' or 'partial yes' to this question, your company should provide the following:

- Company's employee policy/manual and the description of providing legally required health care benefits to employees.
- Identify the individual(s) responsible for ensuring all store employees within your full operations receive legally required and/or additional (beyond legally required) health care benefits.
- A summary of the process to ensure provided health care benefits comply with local law in the different geographies your company operates.
- If applicable, a description of additional health care benefits offered beyond legal requirements by geography.

12. Does your company provide retirement benefits to store employees?

If you answered 'yes' or 'partial yes' to this question, your company should provide the following:

- Company's employee policy/manual and the description of providing legally required health care benefits to employees.
- Identify the individual(s) responsible for ensuring all store employees within your full operations receive legally required and/or additional (beyond legally required) health care benefits.
- A summary of the process to ensure provided health care benefits comply with local law in the different geographies your company operates.
- If applicable, a description of additional health care benefits offered beyond legal requirements by geography.

13. Do you publicly communicate your key social/human rights impacts, policies and programs associated with your stores?

- Publicly available links and/or pages
- Information on how frequently progress is being communicated publicly.

X. Operations & Logistics (Environment)

Offices

1. **Has your company established a program aimed at improving the environmental performance within its offices?**
 - In order to consider an office included in the program, your company must have documentation (policies, strategies, contracts or action plans) in place wherein the office is specially addressed, and described how it is being supported as part of the environmental performance program.
 - The program should include an explanation on whether the stages of office design, construction, remodel/retrofit and closing are included in the program.
 - Internal or external materials related to the environmental performance program laying out the approach to improving the environmental performance of offices including at least the following information:
 - The description of the policies, goals and targets that have been approved by your company's executive team and/or board that commits resources to the program.
 - Policies should specify minimum requirements and best practices that go above and beyond applicable regulations.
 - Targets should be linked to environmental impacts.
 - The environmental resources (Energy, Water, Waste etc) that were identified as priorities for the company and which offices will be engaged or included.
 - How the program will be implemented including the staff resources and financial investment needed
 - Requirements that are captured in contracts with the construction companies in which is described how construction or refurbishment of offices should meet the goals of the environmental program
 - Team/department responsibilities
 - Internal or external (third party) best practices, tools or expertise that will be leveraged to help implement these approaches.
 - Public disclosure including a description of your impact, effectiveness of managing impacts, and details pertaining to your program.
2. **Has your company implemented practices to reduce resource consumption in key impact areas in offices?**

Energy

- A copy of the implementation of resource efficiency practices or program.
- An explanation of why these energy efficiency practices were chosen.
- The process of engaging and training the office personnel / staff in the implementation.
- Evidence that the implementation has resulted in energy efficiency in the office(s).

Water

- A copy of the implementation of resource efficiency practices or program.

- An explanation of why these water efficiency practices were chosen.
- The process of engaging and training the office personnel / staff in the implementation.
- Evidence that the implementation has resulted in water efficiency in the office(s).

Other Impact

- A copy of the implementation of resource efficiency practices or program
- An explanation of why these impact areas were chosen
- The process of engaging and training the office personnel / staff in the implementation.

3. Does your company have an action plan to improve the environmental performance of its offices?

A copy of your action plan which should include the following:

- A description of the goals and targets that has been approved by your company's executive team and/or board that commits resources to the program.
- The environmental resources (Energy, Water, Waste etc) that were identified as priorities for the company and which offices will be engaged or included.
- In order to consider an office included in the action plan, your company must have documentation in place wherein the office is specially addressed and described how it is being supported as part of the action plan.
- How the plan will be implemented including the staff resources and financial investment needed.
- Internal or external (third party) best practices, tools or expertise that will be leveraged to help implement the actions.

4. Do your offices carry recognized third-party certifications for reduced environmental impact (multi-attribute certifications ONLY)?

- A copy of the third-party certification
- Documentation that describes the percentage of offices that have been certified and how they were selected.

5. Do you publicly communicate your key environmental impacts, policies and programs associated with your offices?

- Publicly available links and/or pages
- Information on how frequently progress is being communicated publicly.

Transportation

6. Does your company have documentation of its current inbound transportation flows?

- Relevant documentation or IT system that captures your total inbound product transportation flows, either by weight or by volume, in the previous calendar year. Documentation that can be used includes: invoices, online monitoring system provided by transportation vendors, or your own internal documentation through Excel or other systems.

- Description of the process used by your company to document inbound transportation flows.
- Explanation of the relevant staff resources and their roles and responsibilities as part of the aforementioned process.

7. Does your company have documentation of its current outbound transportation flows?

- Relevant documentation or IT system that captures your total outbound product transportation flows, either by weight or by volume, in the previous calendar year. Documentation that can be used includes: packing lists, invoices, online monitoring system provided by transportation vendors or your own internal documentation through Excel or other systems.
- Description of the process used by your company to document outbound transportation flows.
- Explanation of the relevant staff resources and their roles and responsibilities as part of the aforementioned process.

8. Does your company work with its suppliers and transportation partners to use the most efficient modes of transportation for your inbound shipments (e.g., ships instead of planes; rail instead of trucks)?

- Share any internal or external materials (e.g., shipping/shipment policy, terms and conditions, buying calendar), that could demonstrate that you or your transportation partner(s) have reduced GHG emissions associated with the inbound shipments.

9. Does your company work with its distribution centers and transportation partners to use the most efficient modes of transportation for its outbound shipments (e.g., trucks instead of planes)?

- Share any internal or external materials (e.g., shipping/shipment policy, terms and conditions, buying calendar), that could demonstrate that you or your transportation partner(s) have reduced GHG emissions associated with the outbound shipments.

10. Does your company have an integrated scorecard upon which transportation vendors are chosen and existing transportation vendors are rated?

- Evidence of an integrated scorecard for transportation vendors.
- Internal communication with relevant staff and/or teams (e.g., sustainability, production, merchandising, sourcing, and logistics).
- Any relevant material that can demonstrate that both business and sustainability criteria are included in the selection and evaluation of transportation vendors.

11. Have you successfully transitioned to low or no carbon fuels for any portion of your inbound logistics?

- Third party verification or certification (e.g., [ISCC](#), [LCFS](#) and [RSB](#)).
- Internal or external materials (e.g., invoices) that explain how the portion, by weight or volume, of no to low carbon fuel has been calculated.

12. Have you successfully transitioned to low or no carbon fuels for any portion of your outbound logistics?

- Third party verification or certification (e.g., [ISCC](#), [LCFS](#) and [RSB](#)).
- Internal or external materials (e.g., invoices) that explain how the portion, by weight or volume, of no to low carbon fuel has been calculated.

13. Does your company publicly communicate its greenhouse gas emission impacts, policies, and programs associated with its product transportation?

- Provide relevant links/URLs of this communication.
- Publicly available documents such as corporate social sustainability reports, press releases.
- Copy of, or link to, the report describing the company's product transportation impacts and GHG emissions.

14. Does your company help consumers make choices that help reduce environmental impact from product transport?

- Shipping terms, policies, or systems that are in place to incentivize customers to choose the most environmentally friendly product transportation.

15. Does your company participate in or invest in activities with other stakeholders to jointly address systemic challenges in order to improve the environmental conditions of its fleets?

- A signed partnership or collaboration agreement with the relevant stakeholder(s).
- Evidence of active participation and engagement in shared platforms, including multi-stakeholder events.
- Evidence of direct engagement with community groups - for example consultation through a credible 3rd party or in direct and relevant response to an ask by community groups.
- Outcome of the collaboration with other stakeholders to improve the environmental performance of your transportation fleets/vendors.
- Provide relevant URLs or links to your participation in or contribution to these initiatives.
- Commitment or pledge to the initiative which can be found on the initiative's website/annual report.
- Records of outcome/feedback from stakeholder consultation/engagement.

Distribution Centers

16. Has your company established a program aimed at improving environmental performance in distribution centers?

- In order to consider an distribution center included in the program, your company must have documentation (policies, strategies, contracts or action plans) in place wherein the distribution center is specially addressed, and described how it is being supported as part of the environmental performance program.
- The program should include an explanation on whether the stages of distribution center design, construction, remodel/retrofit and closing are included in the program.

- Internal or external materials related to the environmental performance program laying out the approach to improving the environmental performance of distribution center including at least the following information:
 - The description of the policies, goals and targets that have been approved by your company's executive team and/or board that commits resources to the program.
 - Policies should specify minimum requirements and best practices that go above and beyond applicable regulations.
 - Targets should be linked to environmental impacts.
 - The environmental resources (Energy, Water, Waste etc) that were identified as priorities for the company and which distribution center will be engaged or included.
 - How the program will be implemented including the staff resources and financial investment needed
 - Requirements that are captured in contracts with the construction companies in which is described how construction or refurbishment of distribution center should meet the goals of the environmental program
 - Team/department responsibilities
 - Internal or external (third party) best practices, tools or expertise that will be leveraged to help implement these approaches.
 - Public disclosure including a description of your impact, effectiveness of managing impacts, and details pertaining to your program.

17. Has your company implemented practices to reduce resource consumption in key impact areas in distribution centers?

Energy

- A copy of the implementation of resource efficiency practices or program.
- An explanation of why these energy efficiency practices were chosen.
- The process of engaging and training the office personnel / staff in the implementation.
- Evidence that the implementation has resulted in energy efficiency in the distribution center(s).

Water

- A copy of the implementation of resource efficiency practices or program.
- An explanation of why these water efficiency practices were chosen.
- The process of engaging and training the office personnel / staff in the implementation.
- Evidence that the implementation has resulted in water efficiency in the distribution center(s).

18. Does your company have an action plan to improve the environmental performance of distribution centers?

A copy of your action plan which should include the following:

- A description of the goals and targets that has been approved by your company's executive team and/or board that commits resources to the program.

- The environmental resources (Energy, Water, Waste etc) that were identified as priorities for the company and which distribution centers will be engaged or included.
- In order to consider a distribution center included in the action plan, your company must have documentation in place wherein the distribution center is specially addressed and described how it is being supported as part of the action plan.
- How the plan will be implemented including the staff resources and financial investment needed.
- Internal or external (third party) best practices, tools or expertise that will be leveraged to help implement the actions.

19. 19. Has your company made improvements in the environmental performance of distribution centers over the last calendar year?

- Company's analysis, summary or report listing the improvements made and the supporting evidence (e.g. objective data or records or through third party verifier)
- Evidence of efficiency improvements that demonstrate that reductions weren't made solely from a decline in sales, or number of employees
- Description of the process to continuously track and manage store resource consumption as part of the company's environmental action plan.

20. 20. Do distribution centers carry recognized third-party certifications for reduced environmental impact (multi-attribute certifications ONLY)?

- A copy of the third-party certification
- Documentation that describes the percentage of offices that have been certified and how they were selected.

21. 21. Does your company publicly communicate the key environmental impacts, policies and programs associated with its distribution centers?

- Publicly available links and/or pages
- Information on how frequently progress is being communicated publicly.

XI. Operations & Logistics (Social / Labor)

Offices

1. **Have internal social/human rights and labor workplace standards been implemented in offices in the last calendar year?**

- Documents related to the internal social/human rights & labor workplace standard(s) for corporate offices.
- Documentation that describes the percentage of corporate offices that have been included and how they were selected.
-

Interview questions to ask

- Management responsible for office operations can clearly articulate the roles and responsibilities of those responsible for coordinating activities around monitoring and advancing internal social/human rights & labor workplace standards.
 - Key employee(s) responsible for coordinating internal management activities can demonstrate that they understand and are able to explain their roles.
2. **Are all offices (including any employment or labor agencies with which you work) in compliance with local labor laws?**
- A copy of the procurement or business contract for building contractors and/or vendors of office operations that include social/human rights compliance terms
 - Description of the process to ensure that contractors and vendors are in compliance of social/human rights terms and how often monitoring is conducted.
3. **Does your company have a process to ensure offices (including any employment or labor agencies with which you work) are in compliance with local labor laws?**
- Description of the labor violations
 - Where a citation for non-compliance exists, the company can demonstrate that it has rectified the non-compliance (e.g. corrective action plan).
4. **Does your company have an action plan to improve the social/human rights performance of offices?**

To answer this question, please ensure you have one or more of the following evidence:

- A copy of the action plan with a description of the goals and targets that has been approved by your company's executive team and/or board that commits resources to the program.
- Documentation of processes/internal guidelines/interviews that demonstrate how action plans are defined with employees OR how support and guidance is given to employees.

- Demonstrations of training materials/tools or documentation/minutes of training given to employees through eLearning modules, in-person workshops or one-to-one engagements.
- The results/outcome of the company's actions or action plan and how it has supported the employees in improving their working conditions.

5. Has your company made improvements in social/human rights performance in offices over the last calendar year?

- Company's analysis, summary or report listing the improvements made and the supporting evidence (e.g. objective data or records or through third party verifier)
- Evidence of improvements that demonstrate that improvements weren't made solely from a decline in sales, or number of employees
- Description of the process to continuously track and manage improvements as part of the company's social/human rights action plan for offices.

6. Does your company participate or invest in activities with other stakeholders to jointly address systemic challenges in order to improve the social/human rights working conditions in offices?

When answered 'yes' to this question, you should be able to provide at least two of the following:

- A signed partnership or collaboration agreement with the relevant stakeholder(s).
- Evidence of participation and engagement in shared platforms, including multi-stakeholder events.
- Evidence of direct engagement with community groups - for example consultation through a credible 3rd party or in direct and relevant response to an ask by community groups.
- Provide relevant URLs or links to your participation or contribution to the joint initiative(s).
- Records of outcome / feedback from stakeholder consultation/engagement.

7. Does your company offer career advancement opportunities to office employees?

If you answered 'yes' or 'partial yes' to this question, your company should provide the following:

- A description of your company's formal and informal career advancement program(s).
- The number of office employees who were promoted during your company's last fiscal year. This should also include the number of employees promoted to supervisor roles and from hourly to management positions.

8. Does your company provide healthcare benefits to office employees?

If you answered 'yes' or 'partial yes' to this question, your company should provide the following:

- Company's employee policy/manual and the description of providing legally required health care benefits to employees.
- Identify the individual(s) responsible for ensuring all office employees within your full operations receive legally required and/or additional (beyond legally required) health care benefits.
- A summary of the process to ensure provided health care benefits comply with local law in the different geographies your company operates.
- Optional: A description of additional health care benefits offered beyond legal requirements by geography.

9. Does your company provide retirement benefits to office employees?

If you answered 'yes' or 'partial yes' to this question, your company should provide the following:

- Company's employee policy/manual and the description of providing legally required retirement benefits to employees.
- Identify the individual(s) responsible for ensuring all office employees within your full operations receive legally required and/or additional (beyond legally required) retirement benefits.
- A summary of the process to ensure provided retirement benefits comply with local law in the different geographies your company operates.
- Optional: A description of additional retirement benefits offered beyond legal requirements by geography.

10. Do you publicly communicate your key social/human rights impacts, policies and programs associated with offices?

- Publicly available links and/or pages
- Information on how frequently progress is being communicated publicly.

Transportation

11. Have internal social/human rights and labor workplace standards been implemented in transportation operations in the last calendar year?

- Documents related to the internal social/human rights & labor workplace standard(s) for transportation operations.
- Documentation that describes the percentage of transportation operations that have been included and how they were selected.

12. Do all contracts associated with transportation operations include social/human rights compliance terms to which all parties must adhere?

- A copy of the procurement or business contract for contractors and/or vendors of transportation services that include social/human rights compliance terms
- Description of the process to ensure that contractors and vendors are in compliance of social/human rights terms and how often monitoring is conducted.

13. Has/have your transportation operation(s) been cited for labor violations?

- Description of the labor violations
- Where a citation for non-compliance exists, the company can demonstrate that it has rectified the non-compliance (e.g. corrective action plan).

14. Do all transportation operations have a social/human rights responsibility program in place?

If you answered 'yes' to this question, your company should provide the following:

- A copy of your company's social/human rights responsibility program.
- Explanation of how the program aligns with the social/human rights policy and/or equivalent policy.
- Identify the individuals within the company responsible for the social/human rights responsibility program.

15. Are all transportation operations (including any employment or labor agencies with which you work) in compliance with local labor laws?

If answered 'yes' to this question the company can share:

- Internal/external materials that can explain the company's monitoring program/system to ensure transportation operations and/or contracted employment/labor agencies are meeting local labor laws.
- Identify the individual(s) responsible for ensuring all transportation operations comply with local labor laws.

If answered 'no' to this question, the company can share:

- Copy of the government-issued violation record(s)
- Explain the issue(s) for non-compliance
- Corrective action plan to address non-compliance

16. Does your company have a process to ensure transportation operations (including any employment or labor agencies with which you work) are in compliance with local labor laws?

- Organization chart, which outlines how compliance is being managed at the corporate level and in transportation operations and identify the individual(s) tasked with this responsibility.
- A copy of your process and/or procedures that describes how your company is ensuring compliance with local labor law and the remediation efforts when non-compliance has been found.
- Database, system or a third party that is being used to monitor compliance with local labor laws in the different geographies in which your transportation operations operate.

Optional: When working with third-party labor or employment agencies:

- Policies and/or procedures used to evaluate labor agencies and brokers compliance with local labour law(s)
- Copies of contracts with labor agents if applicable
- A copy of the Supplier Code of Conduct as a condition of business as part of contracts

- Measures that are established by the company to ensure the legal compliance of subcontractors in each jurisdiction in which they operate.

Interview questions to ask

- Staff tasked with the responsibility to ensure local labor law compliance can explain:
 - their roles and responsibilities
 - process for monitoring the compliance of local labor law in transportation operations
 - escalation process for when non-compliance has been found
 - which remediation efforts could be implemented when non-compliance has been found
 - database/system/third party company has been using to stay up to date on the changing legal landscape

17. Are all employees involved with transportation operations paid a living wage?

- Company's living wage policy and how living wage has been calculated for transportation operations employees.
- If answered 'partial yes' to this question:
 - an explanation of the percentage of employees with and without living wage payment
 - selection criteria for employees being included (or excluded) in the living wage policy

18. Does your company have an action plan to improve the social/human rights performance of transportation operations?

To answer this question, please ensure you have one or more of the following evidence:

- A copy of the action plan with a description of the goals and targets that has been approved by your company's executive team and/or board that commits resources to the program.
- Documentation of processes/internal guidelines/interviews that demonstrate how action plans are defined with employees OR how support and guidance is given to employees.
- Demonstrations of training materials/tools or documentation/minutes of training given to employees through eLearning modules, in-person workshops or one-to-one engagements.
- The results/outcome of the company's actions or action plan and how it has supported the employees in improving their working conditions.

19. Has your company made improvements in social/human rights performance in transportation operations over the last calendar year?

- Company's analysis, summary or report listing the improvements made and the supporting evidence (e.g. objective data or records or through third party verifier)
- Evidence of improvements that demonstrate that improvements weren't made solely from a decline in shipments, or number of employees
- Description of the process to continuously track and manage improvements as part of the company's social/human rights action plan for transportation operations.

20. Does your company participate or invest in activities with other stakeholders to jointly address systemic challenges in order to improve the social/human rights working conditions in transportation operations?

When answered 'yes' to this question, you should be able to provide at least two of the following:

- A signed partnership or collaboration agreement with the relevant stakeholder(s).
- Evidence of participation and engagement in shared platforms, including multi-stakeholder events.
- Evidence of direct engagement with community groups - for example consultation through a credible 3rd party or in direct and relevant response to an ask by community groups.
- Provide relevant URLs or links to your participation or contribution to the joint initiative(s).
- Records of outcome / feedback from stakeholder consultation/engagement.

21. Does your company offer career advancement opportunities to transportation operations employees?

If you answered 'yes' or 'partial yes' to this question, your company should provide the following:

- A description of your company's formal and informal career advancement program(s).
- The number of transportation operations employees who were promoted during your company's last fiscal year. This should also include the number of employees promoted to supervisor roles and from hourly to management positions.

22. Does your company provide healthcare benefits to transportation operations employees?

If you answered 'yes' or 'partial yes' to this question, your company should provide the following:

- Company's employee policy/manual and the description of providing legally required health care benefits to employees.
- Identify the individual(s) responsible for ensuring all transportation operations employees within your full operations receive legally required and/or additional (beyond legally required) health care benefits.
- A summary of the process to ensure provided health care benefits comply with local law in the different geographies your company operates.
- Optional: A description of additional health care benefits offered beyond legal requirements by geography.

23. Does your company provide retirement benefits to transportation operations employees?

If you answered 'yes' or 'partial yes' to this question, your company should provide the following:

- Company's employee policy/manual and the description of providing legally required retirement benefits to employees.
- Identify the individual(s) responsible for ensuring all transportation operations employees within your full operations receive legally required and/or additional (beyond legally required) retirement benefits.
- A summary of the process to ensure provided retirement benefits comply with local law in the different geographies your company operates.
- Optional: A description of additional retirement benefits offered beyond legal requirements by geography.

24. Does your company publicly communicate your key social/human rights impacts, policies and programs associated with its transportation operations?

- Publicly available links and/or pages
- Information on how frequently progress is being communicated publicly.

Distribution Centers

25. Have internal social/human rights and labor workplace standards been implemented in distribution centers in the last calendar year?

- Documents related to the internal social/human rights & labor workplace standard(s) for distribution centers.
- Documentation that describes the percentage of distribution centers that have been included and how they were selected.

Interview questions to ask

- Management responsible for office operations can clearly articulate the roles and responsibilities of those responsible for coordinating activities around monitoring and advancing internal social/human rights & labor workplace standards.
- Key employee(s) responsible for coordinating internal management activities can demonstrate that they understand and are able to explain their roles.

26. Do all contracts associated with distribution centers include social/human rights compliance terms to which all parties must adhere?

- A copy of the procurement or business contract for contractors and/or vendors of distribution centers that include social/human rights compliance terms.
- Description of the process to ensure that contractors and vendors are in compliance of social/human rights terms and how often monitoring is conducted.

27. Has/have your distribution center(s) been cited for labor violations?

- Description of the labor violations.
- Where a citation for non-compliance exists, the company can demonstrate that it has rectified the non-compliance (e.g. corrective action plan).

28. Do all distribution centers have a social/human rights responsibility program in place?

If you answered 'yes' to this question, your company should provide the following:

- A copy of your company's social/human rights responsibility program.
- Explanation of how the program aligns with the social/human rights policy and/or equivalent policy.
- Identify the individuals within the company responsible for the social/human rights responsibility program.

29. Are all distribution centers (including any employment or labor agencies with which you work) in compliance with local labor laws?

If answered 'yes' to this question the company can share:

- Internal/external materials that can explain the company's monitoring program/system to ensure distribution centers and/or contracted employment/labor agencies are meeting local labor laws.
- Identify the individual(s) responsible for ensuring all distribution centers operations comply with local labor laws.

If answered 'no' to this question, the company can share:

- Copy of the government-issued violation record(s)
- Explain the issue(s) for non-compliance
- Corrective action plan to address non-compliance

30. Does your company have a process to ensure distribution centers (including any employment or labor agencies with which you work) are in compliance with local labor laws?

- Organization chart, which outlines how compliance is being managed at the corporate level and in distribution centers and identify the individual(s) tasked with this responsibility.
- A copy of your process and/or procedures that describes how your company is ensuring compliance with local labor law and the remediation efforts when non-compliance has been found.
- Database, system or a third party that is being used to monitor compliance with local labor laws in the different geographies your distribution centers operates.

Optional: When working with third-party labor or employment agencies:

- Policies and/or procedures used to evaluate labor agencies and brokers compliance with local labour law(s)
- Copies of contracts with labor agents if applicable
- A copy of the Supplier Code of Conduct as a condition of business as part of contracts
- Measures that are established by the company to ensure the legal compliance of subcontractors in each jurisdiction in which they operate.

Interview questions to ask

- Staff tasked with the responsibility to ensure local labor law compliance can explain:
 - their roles and responsibilities

- process for monitoring the compliance of local labor law in distribution centers
- escalation process for when non-compliance has been found
- which remediation efforts could be implemented when non-compliance has been found
- database/system/third party company has been using to stay up to date on the changing legal landscape

31. Are all employees involved with distribution center operations paid a living wage?

- Company's living wage policy and how living wage has been calculated for store employees.
- If answered 'partial yes' to this question:
 - an explanation of the percentage of employees with and without living wage payment
 - selection criteria for employees being included (or excluded) in the living wage policy

32. Does your company have an action plan to improve the social/human rights performance of distribution centers?

To answer this question, please ensure you have one or more of the following evidence:

- A copy of the action plan with a description of the goals and targets that has been approved by your company's executive team and/or board that commits resources to the program.
- Documentation of processes/internal guidelines/interviews that demonstrate how action plans are defined with employees OR how support and guidance is given to employees.
- Demonstrations of training materials/tools or documentation/minutes of training given to employees through eLearning modules, in-person workshops or one-to-one engagements.
- The results/outcome of the company's actions or action plan and how it has supported the employees in improving their working conditions.

33. Has your company made improvements in social/human rights performance in distribution centers over the last calendar year?

- Company's analysis, summary or report listing the improvements made and the supporting evidence (e.g. objective data or records or through third party verifier)
- Evidence of improvements that demonstrate that improvements weren't made solely from a decline in sales, or number of employees
- Description of the process to continuously track and manage improvements as part of the company's social/human rights action plan for offices.

34. Does your company participate or invest in activities with other stakeholders to jointly address systemic challenges in order to improve the social/human rights working conditions in distribution centers?

In order to answer 'yes', you should be able to provide at least one of the following:

- A signed partnership or collaboration agreement with the relevant stakeholder(s)
- Evidence of participation and engagement in shared platforms, including multi-stakeholder events

- Evidence of direct engagement with community groups - for example consultation through a credible 3rd party or in direct and relevant response to an ask by community groups
- Provide relevant URLs or links to your participation or contribution to these initiative
- Records of outcome / feedback from stakeholder consultation/engagement

35. Does your company offer career advancement opportunities to distribution center employees?

If you answered 'yes' or 'partial yes' to this question, your company should provide the following:

- A description of your company's formal and informal career advancement program.
- The number of distribution center employees who were promoted during your company's last fiscal year. This should also include the number of employees promoted to supervisor roles and from hourly to management positions.

36. Does your company provide healthcare benefits to distribution center employees?

If you answered 'yes' or 'partial yes' to this question, your company should provide the following:

- Company's employee policy/manual and the description of providing legally required health care benefits to employees.
- Identify the individual(s) responsible for ensuring all distribution center employees within your full operations receive legally required and/or additional (beyond legally required) health care benefits.
- A summary of the process to ensure provided health care benefits comply with local law in the different geographies your company operates.
- If applicable, a description of additional health care benefits offered beyond legal requirements by geography.

37. Does your company provide retirement benefits to distribution center employees?

If you answered 'yes' or 'partial yes' to this question, your company should provide the following:

- Company's employee policy/manual and the description of providing legally required retirement benefits to employees.
- Identify the individual(s) responsible for ensuring all distribution center employees within your full operations receive legally required and/or additional (beyond legally required) retirement benefits.
- A summary of the process to ensure provided retirement benefits comply with local law in the different geographies your company operates.

- Optional: A description of additional retirement benefits offered beyond legal requirements by geography.

38. Does your company publicly communicate your key social/human rights impacts, policies and programs associated with distribution centers?

- Publicly available links and/or pages
- Information on how frequently progress is being communicated publicly.