



## Better Buying Purchasing Practices Index™ (BBPPI) Questionnaire 2023

### Create a New Rating

CR1. What is the name of the company being rated? \_\_\_\_\_

TOOL TIP: Better Buying™ currently focuses on the end customer--the brand or retailer whose products you provide directly or indirectly through a 3<sup>rd</sup> party, such as an importer or agent. Please name the end customer here and use the official name of the end customer's headquarters business.

CR2. How were the orders from this buyer company received?

- a) Direct from end customer
- b) From a 3<sup>rd</sup> party (e.g., importer, agent)
- c) Orders were received both ways

If b) is selected for CR2,

CR2.1. What is the name of the company providing the order? \_\_\_\_\_

If b) is selected for CR2,

CR2.2. Where is this company headquartered? (*---Select from drop down menu---*)

CR3. How many years have you provided product to the end customer? *Write in the number of years.*

CR4. What percent of your company's total business is dedicated to this end customer? (*This question is optional, but we would appreciate your response.*)

- a) 100%
- b) 76 to 99%
- c) 51 to 75%
- d) 41 to 50%
- e) 31 to 40%
- f) 21 to 30%

[www.betterbuying.org](http://www.betterbuying.org) • [info@betterbuying.org](mailto:info@betterbuying.org)



- g) 11 to 20%
- h) 10% or less

CR5. Some questions in this rating will ask for responses based on the largest quantity order you received from this end customer during the last 12 months. For the largest order that has been selected for rating, what region was the location of production?

- a) Asia: China (including Hong Kong and Macao)
- b) Asia: East and Southeast Asia (except China, Hong Kong, and Macao)
- c) Asia: South Asia
- d) Asia Pacific (Australia, Japan, New Zealand)
- e) EEMEA (Eastern Europe/Central and Western Asia, Middle East, Africa)
- f) Latin America (Mexico, Central, and South America)
- g) United States/Canada
- h) Western Europe/UK

CR6. What is the product category of the largest quantity order you produced for this end customer you are rating? Some of the product categories you select require you to select a sub-category.

Category	Sub-Category
Apparel	Apparel Accessories
	Bags (/totes/backpacks)
	Handbags/small leather goods
	Headwear
	Hosiery/socks
	Jewelry
	Knitwear
	Outerwear
	Pants/shorts/skirts/bottoms/denim
	Shirts/blouses/dresses
	Sleepwear
	Sportswear (active/uniforms/performance)
	Sportswear (casual)
	Suits/blazers/trousers
Sweaters	



	Swimwear
	T-Shirts
	Underwear/lingerie/bras
	Other Apparel ( <b>write in explanation</b> )
<b>Footwear</b>	Athletic footwear
	Boots/Casual Shoes/Sandals/Ballerinas
	Dress Shoes/heels or flats
	Flip-flops/slippers
	Other Footwear ( <b>write in explanation</b> )
<b>Household Textiles</b>	Bedding/duvet covers/blanket/throws
	Pillows/cushions
	Table and Kitchen linen
	Bath linens (towels, bathmats, etc.)
	Rugs/doormats/carpet
	Window curtains /drapes/shades/shower curtains/sofa covers
	Other Household Textiles ( <b>write in explanation</b> )
Automobiles' supplies and parts	
Computers and computer equipment	
Consumer and household electronics	
Cosmetics and personal care products	
Fitness and sporting equipment	
Furniture and decorative items (indoor and outdoor)	



Grocery items and other household essential items	
Household appliances	
Kitchenware	
Lighting	
Luggage	
Pet products	
Stationery and paper products	
Toys	
Other	

CR7. What is the brand name/label of the largest quantity order you produced for the end customer during the last 12 months? \_\_\_\_\_

CR8. Upload **Supplier/Buyer Relationship Document**. Suppliers must upload a document that demonstrates they had a business relationship with the customer they are rating over the last 12 months. We check that the document includes the name of the customer you are rating, and a date associated with business activity during the last 12 months.

CR9. What is your primary job function?

- a) General Manager/CEO
- b) Operations
- c) Sales, Marketing, and Merchandising
- d) CSR, Compliance, HR administration
- e) Other \_\_\_\_\_ (Essay field; if you are using an acronym, please define it)



## Planning and Forecasting Category

Does your buyer treat you as a partner, giving you visibility to future business and treating you fairly when sales don't go as planned? Or does the buyer constantly chase production or force you to chase orders at the last minute in efforts to keep your workers employed when their orders are far below the capacity you had reserved?

Planning and Forecasting measures the visibility buyers (your business customer, not a particular individual you work with) provide suppliers into ordering plans. It also measures the accuracy of the buyer company's planned production with suppliers as compared with the orders they place and the buyer's accountability for problems that result from poor forecasting.

This section counts for 15% of the overall Better Buying™ score received by buyers.

1) Did you receive a forecast or through other means gain insight into buying plans for the season? Base response on the largest quantity order during the last 12 months.

TOOL TIP: For example, you may have received a forecast, buying plans, or information about buying buckets.

- a) Yes
- b) No (*SKIP to M4*)

*If yes to M1,*

1. Did the forecast provide enough detail for your planning?

- a) Yes
- b) No

*If yes to M1,*

2) How many days in advance of order placement was the forecast provided? Base response on the largest quantity order during the last 12 months.

- a) 180 days or more
- b) 150-179 days
- c) 120-149 days
- d) 90-119 days
- e) 60-89 days



- f) 30-59 days
- g) 29 days or less

*If yes to M1,*

3) Was the forecast updated regularly (for example monthly)?

- a) Yes
- b) No

4) Capacity for the buyer's repeat orders is agreed with your company in advance of those orders being confirmed.

- a) Yes
- b) No

5) Did you reserve capacity for this buyer in advance of production? Consider all orders during the last 12 months.

TOOL TIP: Reserving capacity may have been a result of a formal commitment made by the buyer or informal communications with your company that led you to believe that a certain quantity of orders would be placed with your company.

- a) Yes, based on the formal commitment from this buyer
- b) Yes, based on your company's own experience
- c) No (SKIP to M9)

*If a) or b) are selected for M5,*

6) How much did the actual purchase order quantity vary compared with the capacity reserved for the buyer? Consider all orders during the last 12 months.

- a) +/- 10% or less
- b) +/- 11-20%
- c) +/- 21-30%
- d) +/- 31-40%
- e) +/- 41-50%
- f) +/- 51-60%
- g) +/- 61-70%
- h) +/- 71-80%
- i) +/- 81-90%



- j) +/- 91-99%
- k) + 100% or more
- l) - 100% (order was cancelled)

*If a) or b) are selected for M5,*

- 7) Did the difference between actual purchase order quantities and capacity reserved result in unutilized capacity?
- a) No (*SKIP to M8*)
  - b) Yes

*If yes to M7,*

7.1. How was the unutilized capacity handled? Base response on the largest quantity order during the last 12 months.

- a) Buyer paid for unutilized capacity
- b) Buyer pulled forward orders to fill unutilized capacity
- c) Your company had to accept last-minute, low price orders to fill capacity
- d) Capacity was unused
- e) Capacity was given to other buyers offering equivalent prices
- f) Other (Essay field; if you are using an acronym, please define it)

*If a) or b) are selected for M5,*

- 8) Did fluctuations in actual purchase orders versus expected orders result in excess materials?
- a) No (*SKIP to M9*)
  - b) Yes

*If yes to M8,*

8.1. How were the excess materials handled? Base response on the largest quantity order during the last 12 months.

- a) Buyer paid for excess materials
- b) Buyer asked your company to hold materials for use in buyer's future orders
- c) Buyer took no responsibility for excess materials
- d) Buyer asked your company to destroy excess materials
- e) Excess materials were used for other buyers' orders



f) Other (Essay field; if you are using an acronym, please define it)

9) Has the buyer made formal commitments to give you a specific volume of production across multiple years of business? Consider buyer's behavior over the last 12 months.

a) Yes, formal commitments have been made for 5+ years of business

b) Yes, formal commitments have been made for 3-4 years of business

c) Yes, formal commitments have been made for 1-2 years of business

d) Yes, formal commitments have been made for 6 months to 1 year of business

e) No formal commitments have been made for multiple years of business. All business is transactional

10) You may provide additional feedback about poor practices or offer suggestions for how the buyer could improve on Planning and Forecasting.

(Essay field; do not include any information that will identify your company because these responses are shared with the buyer company so they can work on improvements. If you are using an acronym, please define it.)

### **Design and Development Category**

Do you put a lot of resources into developing products for your buyer, only to see another supplier underbid you and win the orders? And do your buyers waste your precious time by not giving accurate technical details/product specifications for sample making or bulk production?

Design and Development captures the extent buyers (your business customer, not a particular individual you work with) are late or inaccurate in providing necessary technical details/specifications about products to be sampled or put into production. This category also looks at how often suppliers receive orders for products they develop.

This section counts for 10% of the overall Better Buying™ score received by buyers.





11) Did you produce products or samples for your buyer based on their tech packs/product specifications?

- a) Yes
- b) No

11.1) Did you develop new products at the request of the buyer during the last 12 months?

- a) Yes
- b) No (*SKIP to M13*)

*If yes to M11.1,*

12) Of the products your company developed, what percentage did you receive orders for? Consider all products developed for the buyer during the last 12 months.

- a) 100%
- b) 90-99%
- c) 80-89%
- d) 70-79%
- e) 60-69%
- f) 50-59%
- g) 40-49%
- h) 39% or less

13) What percent of the buyer's tech packs/product specifications were accurate? Consider all products developed during the last 12 months.

TOOL TIP: Accuracy means the information was complete, not requiring your company to request details/follow up for clarification.

- a) 100%
- b) 90-99%
- c) 80-89%
- d) 70-79%
- e) 60-69%
- f) 50-59%
- g) 40-49%
- h) 30-39%



- i) 20-29%
- j) 10-19%
- k) Less than 10%

14) What efforts does the buyer make to improve sustainability (social/labor, environmental, or business sustainability) through Design and Development? (Check all that apply)

- a) Setting target price prior to starting development
- b) Giving feedback on reasons for rejecting samples
- c) Working to improve the conversion rate of requested samples to orders
- d) Using environmentally friendly color palette
- e) Approving colors with color value data
- f) Limiting numbers of physical samples
- g) Using 3D/virtual sampling/3D printing
- h) Specifying environmentally friendly raw materials/component parts/ingredients handled
- i) Specifying environmentally friendly production processes
- j) Optimizing layout for cutting efficiency
- k) Reducing unnecessary trims, labels, hangers, packaging, etc.
- l) Specifying certification requirements (e.g., CSA Sustainable Forest Management, Cradle to Cradle, CarbonFree, Bluesign, etc.)
- m) Designing products that are appropriate for the market
- n) Sharing information about market trends
- o) Other (Please explain; if you are using an acronym, please define it)
- p) No efforts made

15) You may provide additional feedback about poor practices or offer suggestions for how the buyer could improve on Design and Development.

(Essay field; do not include any information that will identify your company because these responses are shared with the buyer company so they can work on improvements. If you are using an acronym, please define it)



### **Cost and Cost Negotiation Category**

Does your buyer pay fair prices for production? We know that the prices suppliers accept for orders is an important business decision and you are unlikely to make a bad business decision! However, it's what happens after the price commitment that often results in unfair pricing.

Cost and Cost Negotiation captures whether suppliers receive sufficient pay to meet all the buyer's (your business customer, not a particular individual you work with) expectations when production has been completed. This includes costs of all design details, production processes, and testing requirements and the cost of compensation for workers that meet buyer codes of conduct and legal requirements. This section looks at negotiation strategies that can negatively impact supplier businesses.

This section counts for 20% of the overall Better Buying™ score received by buyers.

16) For what percent of the purchase orders did the price paid by the buyer cover the costs of compliant production? Consider all purchase orders during the last 12 months.

TOOL TIP: Be sure to consider the impact of changes made to the product/order after committing to the price that resulted in cost increases, for example requiring more embellishment/design details. Include the costs of wages and benefits; a safe and healthy workplace; non-workplace related compliance; procuring environmentally friendly materials; and required audits, assessments and certifications related to social/labor, environment, quality, and others. In other words, your answer would reflect the percent of POs for which your company made an acceptable profit.

- a) 100%
- b) 90-99%
- c) 80-89%
- d) 70-79%
- e) 60-69%
- f) 50-59%
- g) 40-49%
- h) 30-39%
- i) 20-29%
- j) 10-19%
- k) 5-9%
- l) Less than 5%



*If any from b) through l) selected for M16,*

16.1. What percent of the purchase orders did the price paid by the buyer cover the costs of raw materials, component parts, and labor for producing the order?

- a) 100%
- b) 90-99%
- c) 80-89%
- d) 70-79%
- e) 60-69%
- f) 50-59%
- g) 40-49%
- h) 30-39%
- i) 20-29%
- j) 10-19%
- k) 5-9%
- l) Less than 5%

17) After orders are complete, does your company analyze how actual costs compared with the prices you received? (This question is optional, but we would appreciate your response.)

- a) Yes - If yes, please briefly describe the process. (Essay field, not required; if you are using an acronym, please define it)
- b) No

18) Did the buyer use costing negotiation strategies that resulted in high pressure on your business? Consider all orders during the last 12 months.

TOOL TIP: High pressure strategies can negatively impact your business; examples are listed in the next question.

- a) No (*SKIP to M19*)
- b) Yes (

*If yes to M18,*

18.1. Which of the following negotiation strategies were used? (Check all that apply)

- a) Take it or leave it—meet the target cost or supplier cannot win the order
- b) Allowing only very short times for response to price demands
- c) Using an online bidding strategy versus a “partnership” negotiation strategy



- d) Comparing suppliers only on price instead of a full range of attributes
- e) Sharing competitors' bids/pressure to meet other competitors across different countries
- f) Requiring supplier to meet specific elements of other suppliers' cost structure
- g) Demanding across the board price cuts from previous orders/years
- h) Demanding level prices be maintained from year to year, no consideration for inflation (e.g., no consideration for higher raw materials, energy, or wage costs)
- i) Continuing to negotiate prices after bulk production has started
- j) Threatening to move production of existing programs/cut orders in the future
- k) Asking for price commitments based on a larger volume than actual quantity ordered
- l) Making changes to product specifications after FOB price is locked
- m) Making changes to terms (e.g., payment, ship dates, quantities, factories) after issuing purchase order
- n) Constantly calling/emailing, asking for lower price, multiple rounds of negotiation, or other fatigue producing tactics
- o) Using threatening language or negotiating in an angry tone
- p) Requiring previously negotiated price be maintained after changes are made in the order
- q) Expecting unrealistic efficiency gains
- r) Locking prices prior to making commitments
- s) Using cost models that do not allow for supplier profit
- t) Using cost models with inaccurate/outdated minute values
- u) Not factoring in required investments in technology
- v) Passing on fees associated with required environmental certifications and data input (e.g., Better Cotton Initiative data portal fees, Bluesign certification fees, ECOLOGO, Fair Trade, etc.)
- w) Increasing administrative requirements without increasing margins for supplier overhead (e.g., requirements for constant reporting on Work in Progress or to justify every cost element)
- x) Other (Essay field; if you are using an acronym, please define it)

19) Does the buyer invest in alternative technologies to help you save on operational costs?

TOOL TIP: Consider investments made to improve social/labor or environmental performance, as well as for business operations.

- a) Yes (Please explain the type of investment made by the buyer in your company. If you are using an acronym, please define it.)
- b) No



20) You may provide additional feedback about poor practices or offer suggestions for how the buyer could improve on Cost and Cost Negotiation.

(Essay field; do not include any information that will identify your company because these responses are shared with the buyer company so they can work on improvements. If you are using an acronym, please define it)

### **Sourcing and Order Placement Category**

Does your buyer reward you for compliance to their code of conduct? And does your buyer help you maintain a regular workforce with consistent orders throughout the year? Or do you have way too much business some months and way too little others?

Sourcing and order placement considers two topics--whether supplier compliance to codes of conducts is incentivized and the extent of fluctuation in month to month order volume.

We understand that revealing monthly shipment quantities is sensitive information and only use it: (1) to determine the variability of the month to month shipments to the buyer, which allows statistical comparison to other buyers, and (2) to give buyers an understanding of the total volume produced by all the suppliers submitting ratings (with a minimum of five suppliers' information). Raw data or identifying information is never shared.

With the information suppliers are providing, we are already beginning to identify best practices that lead to more even ordering that buyers (your business customer, not a particular individual you work with) will be able to use to improve their practices.

This section counts for 15% of the overall Better Buying™ score received by buyers.

21) Does the buyer use an integrated scorecard that includes both commercial and sustainability criteria when making sourcing decisions?

- a) Yes
- b) No



22) What percent of the buyer's purchase orders for bulk production were accurate? Consider all purchase orders received during the last 12 months.

TOOL TIP: Accuracy means the information was complete and matched agreements on quantities, factories, etc., not requiring your company to request details/follow up for clarification or correction.

- a) 90-100%
- b) 70-89%
- c) 50-69%
- d) 49% or less

22.1. What percent of orders did the buyer cancel after the purchase order was issued? Consider all purchase orders received during the last 12 months.

- a) 100%
- b) 90-99%
- c) 80-89%
- d) 70-79%
- e) 60-69%
- f) 50-59%
- g) 40-49%
- h) 30-39%
- i) 20-29%
- j) 10-19%
- k) 5-9%
- l) 1-4%
- m) No orders were cancelled

23) Does the buyer set minimum expectations for CSR/compliance for production of its orders?

TOOL TIP: For example, does the buyer have minimum compliance requirements to prevent forced labor, child labor, or other workplace conditions?

- a) Yes
- b) No (*SKIP to M24*)



*If yes to M23,*

23.1. What incentives did the buyer provide for compliance/CSR? Consider all orders during the last 12 months. (Check all that apply)

- a) Premium prices
- b) Larger volume
- c) More favorable mix of products
- d) Consistent minimum volume of production per month
- e) Buyer- paid training for skill building/capacity development
- f) Option to set higher minimum order level
- g) Orders for new product types
- h) Financing for advanced technologies
- i) Public recognition of good performance
- j) Shared goal setting for improved sustainability
- k) Other incentive (Write in information; if you are using an acronym, please define it)
- l) No incentives were provided

24. Does the buyer set minimum expectations for environmental sustainability for production of its orders?

TOOL TIP: For example, does the buyer require pollution control initiatives, BCI cotton, compliance with the ZDHC standards, or HIGG Index/other third-party environmental certification?

- a) Yes
- b) No (*SKIP to M25*)

*If yes to M24,*

24.1. What incentives did the buyer provide for environmental sustainability performance? Consider all orders during the last 12 months. (Check all that apply)

- a) Premium prices
- b) Larger volume
- c) More favorable mix of products
- d) Consistent minimum volume of production per month
- e) Buyer- paid training for skill building/capacity development
- f) Option to set higher minimum order level
- g) Orders for new product types
- h) Financing for advanced technologies
- i) Public recognition of good performance





- j) Shared goal setting for improved sustainability
- k) Other incentive (Write in information; if you are using an acronym, please define it)
- l) No incentives were provided

**If both M23 and M24 are answered NO, then SKIP Win-Win Sustainable Partnership category.**

25. Provide the total number of pieces or units or pairs in your shipments to this buyer for each of the last 12 months. This question asks for information about pieces/units/pairs of items in your shipment rather than the number of separate shipments made. Please do not use an average number of pieces/units/pairs; the same numbers should ONLY be entered for each month when actual shipments were for the same number of pieces/units/pairs each month. If the buyer was added as a customer during the last 12 months and no shipments were made until later in the period, put NA in earlier months with no shipments. Only insert digits and letters and no special characters or punctuation marks like / , . #.

TOOL TIP: We understand this is sensitive information and only use it (1) to determine the variability of the month to month shipments to the buyer, and (2) to give buyers understanding of the total volume produced by all the suppliers submitting ratings (with a minimum of suppliers' information added together). Raw data or identifying information is never shared.

- a) April (of last year):
- b) May (of last year):
- c) June (of last year):
- d) July (of last year):
- e) August (of last year):
- f) September (of last year):
- g) October (of last year):
- h) November (of last year):
- i) December (of last year):
- j) January (this year):
- k) February (this year):
- l) March (this year):



26. Approximately what proportion of the total volume during the 12 months was basic versus fashion products?

TOOL TIP: “Fashion” is a term typically used to describe products that have shorter, more frequent development cycles, and shorter sales periods/lifespans. “Basic” is used to describe products that are less subject to rapidly changing consumer trends; they typically can be sold for longer periods of time and may involve multiple reorders.

% Basic \_\_\_\_\_

% Fashion \_\_\_\_\_

27. What were the sustainability impacts (social/labor, environmental, and business) of month-to-month variability in orders from this buyer? Consider the business relationship during the 12 months. (Check all that apply)

- a) No impact
- b) Overtime within the law or code requirements
- c) Hiring of temporary/casual labor
- d) Subcontracting approved by the buyer
- e) Unauthorized subcontracting
- f) Overtime in excess of law or code requirements
- g) High stress on workers/management
- h) Increased turnover of workers
- i) Reduced hours/underemployment of workers
- j) Layoffs/retrenchment of workers (inability to retain skilled workforce)
- k) Inability to meet wages and social benefit requirements
- l) Reduced factory efficiency and productivity
- m) Lower product quality/increased quality defects
- n) Higher costs of raw materials/component parts
- o) Increased costs of doing business (e.g., operating, warehousing, logistics, and/or shipping costs)
- p) Reduced on-time delivery
- q) Strained working relationships with factories
- r) Wasted raw materials/component parts
- s) Use of hazardous chemicals
- t) Increased water usage



u) Other impact (Please explain; if you are using an acronym, please define it)

28. You may provide additional feedback about poor practices or offer suggestions for how the buyer could improve on Sourcing and Order Placement.

(Essay field; do not include any information that will identify your company because these responses are shared with the buyer company so they can work on improvements. If you are using an acronym, please define it)

### **Payment and Terms Category**

Does your buyer treat you fairly when it comes to payment and the terms of the order? Buyers usually look out for themselves first and this can put financial strain on your business and increase risk throughout the supply chain.

Payment and terms measures whether suppliers are paid on time and at the price agreed in the contract. We include questions about sample and bulk production invoices, because we hear getting paid on time for both can be a problem. We also ask about the various ways that buyers (your business customer, not a particular individual you work with) sometimes use to avoid paying in full. We also ask whether buyers make any advance payments or provide favorable terms that benefit your cash flow and reflect a best practice that other buyers should follow.

A few questions get into the length of time that elapses before you are paid and how much money you have tied up in the buyer's production during that time. These questions are of strong interest to investors and others like you who are trying to manage financial risks.

This section counts for 15% of the overall Better Buying™ score received by buyers.

29. Did you make samples for the buyer during the last 12 months?

- a) Yes
- b) No (*SKIP to M31*)

*If yes to M29,*

30. Did the buyer pay you for making samples? Consider all samples made during the last 12 months.

- a) Yes



b) No (*SKIP to M31*)

*If yes to M30,*

30.1. What percent of sample invoices were paid on time? Consider all sample invoices due during the last 12 months.

- a) 90-100%
- b) 70-89%
- c) 50-69%
- d) 49% or less

31. Were payment terms defined in the bulk purchase order/other agreements? Consider all orders with payment due in the last 12 months.

- a) Yes
- b) No (*SKIP to M32*)

*If yes to M31,*

31.1. What percent of bulk production invoices were paid on time? Consider all invoices due during the last 12 months. Do not penalize the buyer if payments were delayed due to problems that were your responsibility.

- a) 100% (*SKIP to M32*)
- b) 90-99%
- c) 80-89%
- d) 70-79%
- e) 60-69%
- f) 50-59%
- g) 40-49%
- h) 30-39%
- i) 20-29%
- j) Less than 20%

*If any from b) through j) selected for M31.1,*

31.2. On the largest order with late payment, how many days late was the payment? If payment has been delayed indefinitely, please use 100 days. \_\_\_\_\_



32. For what percent of orders were you paid the full price as agreed in the purchase order? Do not include any reductions for problems that your company is responsible for. Consider all orders during the last 12 months.

TOOL TIP: If you did not have an agreed price included in a PO, base your response on any agreement you had with the buyer.

- a) 100% (SKIP to M33)
- b) 90-99%
- c) 80-89%
- d) 70-79%
- e) 60-69%
- f) 50-59%
- g) 40-49%
- h) 30-39%
- i) 20-29%
- j) Less than 20%

*If any from b) through j) selected for M32,*

32.1. What reasons were given for reductions/discounts/claims taken by the buyer? Consider all orders during the last 12 months. (Check all that apply)

- a) Poor sales
- b) Unsubstantiated claims of noncompliance
- c) Unsubstantiated claims about shipping/logistics (e.g., unclear shipping policies, dead freight, claims of incorrect shipping information, handling of accidents at sea/problems with freight forwarders)
- d) Unsubstantiated claims about packing
- e) Late or unsubstantiated claims of quality defects
- f) Currency fluctuations that disadvantage the buyer
- g) Arbitrary administrative procedures (e.g., wrong procedures of submitting documents/invoice)
- h) Drop in prices of raw materials/ingredients
- i) Automatic reductions for claims that have not been agreed by your company
- j) New store/store remodeling/new brand launch charges
- k) Agent commission charges
- l) Late shipment due to inadequate lead time



- m) Banking/other finance charges
- n) Buyer pushing costs for suppliers that were not agreed in advance (e.g., packaging, inspection charges, certifications, etc.)
- o) Unsubstantiated shortage claims
- p) No reasons were given for reductions/discounts/claims taken by the buyer
- q) Other (Please provide a short description; if you are using an acronym, please define it)

33. What were the number of days agreed in the payment terms associated with this buyer's order? Base response on the largest quantity order during the last 12 months.

- a) 30 days or less
- b) 31 to 45 days
- c) 46 to 60 days
- d) 61 to 75 days
- e) 76 to 90 days
- f) 91 to 105 days
- g) 106 to 120 days
- h) 121 or more days

33.1 Did the buyer extend the days in its payment terms without your company's approval?

- a) No, payment terms were not extended
- b) Yes, by 30 or fewer days
- c) Yes, by 31-60 days
- d) Yes by 61-90 days
- e) Yes, by 91 or more days

34. What advance payments/favorable terms were provided by the buyer over the last 12 months? (Check all that apply)

- a) Buyer paid for sampling costs at or before shipment
- b) Buyer paid deposits on volume orders (What % was paid as deposit?; Fill in essay field)
- c) Buyer issued letters of credit for volume orders
- d) Buyer paid for volume orders in full on or before shipment
- e) Vendor finance system/early payment option (with interest fee or % reduction in price)
- f) Digital settlement (e.g., TT payment, TradeCard, GT Nexus, etc.)



- g) Other beneficial terms (Please describe; if you are using an acronym, please define it)
- h) Buyer did not provide advance payment/favorable terms

35. How much money/working capital in USD did you have tied up to produce the buyer's orders during the last 12 months? Consider all orders during the last 12 months. (This question is optional, but we would appreciate your response.)

36. You may provide additional feedback about poor practices or offer suggestions for how the buyer could improve on Payment and Terms.

(Essay field; do not include any information that will identify your company because these responses are shared with the buyer company so they can work on improvements. If you are using an acronym, please define it)

### **Management of the Purchasing Process Category**

Does your buyer give you enough time for production and make sure to maintain it by hitting all the deadlines through pre-production? And when they miss critical deadlines, does the buyer change your ship date?

Managing the purchasing process looks at whether the time suppliers need for production is offered and then maintained during the process of developing products and bringing them to market. We ask for detailed feedback on critical deadlines the buyer (your business customer, not a particular individual you work with) routinely misses when working with you, which, when combined with all the other suppliers' responses, will help buyers identify specific practices they need to work on. Questions about buyer accountability for deadlines and for actions of nominated suppliers helps understand whether they take responsibility for delays they create.

This section counts for 15% of the overall Better Buying™ score received by buyers.

37. Was there an agreed time and action calendar for pre-production and production deadlines? Base response on the largest quantity order during the last 12 months.

- a) Yes
- b) No (*SKIP to M37.3*)



*If yes to M37,*

37.1. Did the time and action calendar provide enough time for all processes? Base response on the largest quantity order during the last 12 months.

- a) Yes (*SKIP to M38*)
- b) No

*If no to M37.1,*

37.2. Please describe for what processes is more time needed. (Essay field-optional; if you are using an acronym, please define it)

*If no to M37,*

37.3. Did the terms of the order provide enough time for all processes?

- a) Yes (*SKIP to M38*)
- b) No

*If no to M37.3,*

37.4. Please describe for what processes is more time needed. (Essay field-optional; if you are using an acronym, please define it)

38. For which of the following key milestones/actions did the buyer miss the deadline during the last 12 months? Consider all orders during the last 12 months. (Check all that apply)

TOOL TIP: Please leave any milestone/action that is not applicable unchecked

- a) No deadlines were missed (*SKIP to M39*)
- b) Hand-off of detailed design information for design proto samples (e.g. initial TechPack or detailed sketch and material/component part descriptions)
- c) Ordering proto sample materials/component parts
- d) Comments on fit/proto samples
- e) Trims/component parts and artwork sample approvals
- f) Lab dips/color sample approvals
- g) Wash/finishing sample approvals
- h) Style consolidation and release of salesman sample order
- i) Ordering salesman sample materials
- j) Salesman sample approvals





- k) Quality testing approvals (development test – fabric, material, garment, component parts, etc.)
- l) Bulk order confirmation
- m) Bulk Order Quantity Forecast
- n) Hand off of tech pack/product specifications for bulk production
- o) Release of purchase order
- p) Ordering bulk production materials/component parts
- q) Ordering/technical details for packaging (e.g., labels, hangtags, instructions) for bulk production
- r) Fit sample approvals
- s) Approval of materials/component parts
- t) Approval of size set
- u) Final pre-production sample sign-off
- v) Quality testing approvals (production test – fabric, material, garment, component parts etc.)
- w) Top of production sample approvals
- x) Final inspection approval
- y) Shipping sign-off

*If any of b) through y) was selected for M38,*

38.1. Was the buyer flexible and accountable in ensuring adequate production time? Consider all orders during the last 12 months.

- a) No changes/requirements/performance failures made by the buyer or nominated suppliers required flexibility/accountability to ensure adequate production time
- b) The buyer was flexible in adjusting shipping dates and/or prices to ensure adequate production time
- c) The buyer was responsible for delays but did not amend ship dates or prices

39. Did the buyer nominate suppliers to provide materials/inputs used in its orders? Consider all orders during the last 12 months.

- a) Yes
- b) No (*SKIP to M40*)



*If yes to M39,*

39.1. How does the buyer take responsibility for managing the relationship with nominated suppliers? (Check all that apply)

- a) Negotiating payment terms to align with that of the Tier 1 suppliers
- b) Ensuring on time delivery
- c) Ensuring quality materials
- d) Intervening when problems with the nominated suppliers arise
- e) Other (Please describe; if you are using an acronym, please define it)
- f) Buyer did not take responsibility for managing the relationship with nominated suppliers

40. You may provide additional feedback about poor practices or offer suggestions for how the buyer could improve on Managing the Purchasing Process.

(Essay field; do not include any information that will identify your company because these responses are shared with the buyer company so they can work on improvements. If you are using an acronym, please define it)

### **Win-Win Sustainable Partnership**

How many days were auditors in your production facilities last year? Your answer is probably “too many”! And when corrective action plans included requirements such as reducing overtime, did your buyer place order demands that could only be met with increased overtime?

Win-Win Sustainable Partnership includes both the internal alignment of buyer staff on corporate social compliance goals and the buyer’s (your business customer, not a particular individual you work with) contribution to reducing industry-wide audit duplication.



This section counts for 10% of the overall Better Buying™ score received by buyers.

41. Did the buyer incorporate your input in setting goals for sustainability (CSR/compliance/environmental)? Consider the business relationship during the last 12 months.

- a) All of the time
- b) Often
- c) Sometimes
- d) Rarely
- e) Never

42. What types of demands were made by the buyer's sourcing and/or product-focused staff that conflicted with CSR/compliance/environmental sustainability requirements? Consider the business relationship during the last season. (Check all that apply)

- a) No conflicting demands were made (*SKIP to M43*)
- b) Demands conflicted with available production time
- c) Demands conflicted with FOB/pricing of order
- d) Other demands (Briefly describe the conflicting situation that occurred; essay field is optional)

*If any of b), c), or d) is selected for M42,*

42.1. What sustainability impacts (social/labor, environmental, or business) did the conflicts have? Consider the business relationship during the last 12 months. (Check all that apply)

- a) No impact
- b) Overtime within the law or code requirements
- c) Hiring of temporary/casual labor
- d) Subcontracting approved by the buyer
- e) Unauthorized subcontracting
- f) Overtime in excess of law or code requirements
- g) High stress on workers/management
- h) Increased turnover of workers
- i) Reduced hours/underemployment of workers
- j) Layoffs/retrenchment of workers (inability to retain skilled workforce)
- k) Inability to meet wages and social benefit requirements
- l) Reduced factory efficiency and productivity



- m) Lower product quality/increased quality defects
- n) Higher costs of raw materials/component parts
- o) Increased costs of doing business (e.g., operating, warehousing, logistics, and/or shipping costs)
- p) Reduced on-time delivery
- q) Strained working relationships with factories
- r) Wasted raw materials/component parts
- s) Use of hazardous chemicals
- t) Increased water usage
- u) Other impact (Please explain; if you are using an acronym, please define it)

43. Did the buyer enforce its expectations for CSR/compliance/environmental sustainability?  
Consider the business relationship during the last 12 months.

- a) Yes, the buyer enforced its expectations for CSR/compliance, but did not enforce expectations related to environmental sustainability
- b) Yes, the buyer enforced its expectations for environmental sustainability, but did not enforce expectations related to CSR/compliance
- c) No, the buyer did not enforce its expectations (*SKIP to M47*)

*If a) of M43 is selected,*

43.1. How does the buyer enforce its expectations for CSR/compliance? (Check all that apply)

- a) Codes of conduct
- b) Contractual terms
- c) Factory self-assessments (including SLCP)
- d) Factory audits and/or verifications (including WRAP/SA800 certifications and/or audits conducted by the buyer or an external organization such as ILO, FLA, and /or verifications of SLCP self-assessments, etc.)
- e) Corrective action plans
- f) Other (Essay field; if you are using an acronym, please define it)

*If b) of M43 is selected,*

43.2. How does the buyer enforce its expectations for environmental and safety compliance? (Check all that apply)

- a) Codes of conduct
- b) Contractual terms



- c) Factory self-assessments
- d) Factory audits/verifications/certifications (including ISO 45001/14001 certifications and/or audits conducted by the buyer or an external organization such as Process Safety Management audit (PSM), and/or energy use audit etc.)
- e) Corrective action plans
- f) Other (Essay field; if you are using an acronym, please define it)

*If checked c and/or d to M43.1 and/or M43.2,*

43.3. Did the buyer accept results from recently completed audits/assessments of workplace conditions at your factories in lieu of requiring new audits/assessments specifically for the buyer? Consider the business relationship during the last 12 months.

TOOL TIP: Some buyers may be participating in the Social Labor Convergence Program in efforts to harmonize CSR requirements. (<https://slcpgateway.sustainabilitymap.org/home>)

- a) Yes, from SLCP's Converged Assessment Framework (CAF)
- b) Yes, from other audits/assessments (*SKIP to M47*)
- c) No (*SKIP to M47*)

*If checked a) of M43.3,*

44. What were the benefits of your buyer accepting SLCP's CAF? (Check all that apply)

- a) Reduced staff time devoted to auditing (*SKIP to M47*)
- b) More clarity on corrective actions (*SKIP to M47*)
- c) Money saved on auditing expenses
- d) Other (Essay field; if you are using an acronym, please define it) (*SKIP to M47*)
- e) No benefits (*SKIP to M47*)

*If checked c) of M44,*

45. How much money (USD) do you estimate was saved as a result of your buyer accepting SLCP's CAF?

- a) Up to \$5,000
- b) \$5,001 - \$10,000
- c) \$10,001 - \$20,000
- d) \$20,001 or more



*If checked c) of M44,*

46. How were these savings used? (Check all that apply)

- a) Paid higher wages to workers
- b) Offered new programs or services to workers (for example, training programs, education, health services)
- c) Contributions to surrounding communities (for example, a community welfare program)
- d) Investments in the workplace (for example, improving building safety, workplace ventilation, amenities for workers, or adding user-friendly machinery)
- e) Investments in new technology (for example, to improve productivity, efficiency, environmental performance)
- f) Improved company's financial position (for example, by paying outstanding debts, compensating for low prices to help meet the company's margin goals)
- g) Obtained environmental certifications (for example, Better Cotton Initiative data portal fees, Bluesign certification fees)
- h) Other (Essay field; if you are using an acronym, please define it)

47. You may provide additional feedback about poor practices or offer suggestions for how the buyer could improve on Win-Win Sustainable Partnership.

(Essay field; do not include any information that will identify your company because these responses are shared with the buyer company so they can work on improvements. If you are using an acronym, please define it)

### **Best Practices and Priorities for Improvement**

Does the buyer you are rating have certain business practices that well support you in doing your job, allowing your business to be on time, profitable, with good quality products, and with safe and healthy working conditions? If so, please consider sharing a little about these practices so that others might learn from them. You are also given an opportunity to select one of the seven purchasing practices categories that the buyer you are rating should first focus on. This will help Better Buying™ provide focused recommendations for the buyer (your business customer, not a particular individual you work with) to begin improving their practices in that category.



This section is not counted in the overall Better Buying™ score received by buyers, but we will share best practices in our industry reporting.

48. Please briefly describe any best practices you have observed regarding this buyer's purchasing practices.

(This question is not required and will not be included in the rating, but we would appreciate your response. Do not include any information that will identify your company because these responses are shared with the buyer company so they can work on improvements. If you are using an acronym, please define it.)

49. Which of the following categories of purchasing practices should your buyer focus on improving first?

- a) Planning and Forecasting
- b) Design and Development
- c) Cost and Cost Negotiation
- d) Sourcing and Order Placement
- e) Payment and Terms
- f) Management of the Purchasing Process
- g) Win-Win Sustainable Partnership
- h) Other (Essay field; if you are using an acronym, please define it)