Better Buying Partnership Index™ Report, 2024

Partnership Quality in Global Supply Chains

INTRODUCTION

This report presents findings from the 2023 BBPI ratings cycle, which is the third annual Better Buying Partnership Index™ (BBPI). This short, anonymous survey of the quality of buyer-supplier relationships consists of 12 subjective measures and 3 open-ended questions where suppliers can share more in-depth feedback on their buyer's partnership. The BBPI provides buyers with a unique understanding of the stresses their purchasing practices place on suppliers and a snapshot of the quality of their supplier partnerships across multiple supply chain tiers, including what is working well and where there are opportunities for improvement. To learn more about the BBPI, visit our Guide to the Better Buying Partnership Index™ here.

KEY TAKEAWAYS

1. In 2023, Softgoods achieved its highest BBPI score to date of 48, marking an eight-point increase from the previous year in 2022, and surpassing the score of 39 from the initial BBPI ratings cycle of 2021.
2. Softgoods' BBPI score improved in all 12 areas. The areas with the largest increases were efforts being made by buyers to improve environmental performance in products and supply chains (12.6%), followed by the efficiency of operational processes (11.0%), and the efforts being made by buyers to improve working conditions (10.0%).
3. Consumer Products (an expansion of our former Hardgoods category) scored an average of 44 points from 387 ratings in the BBPI 2023 ratings cycle, slightly lower than the score for Softgoods.
4. Four of the 16 subscribers in 2023 participated in the BBPI survey for three consecutive years, with three of the four showing improved scores every year.

RECOMMENDATIONS FOR BUYERS

1. While involvement of Consumer Products buyers has been limited, low scores in this category demonstrate the broader sector's need to focus its attention on developing fairer purchasing practices. Better Buying™ invites more Consumer Products companies to join our next data collection.
2. The continuous improvement of Better Buying™ repeat subscribers provides strong support for the fundamental role of supplier data in improving buyer purchasing practices. Buyers need to embrace greater transparency, for example by sharing with stakeholders the evidence they have gathered from their suppliers and how their performance is improving.
3. Buyers looking to improve their supplier partnerships should focus on improving business stability, a key practice for supplier sustainability and one of the Five Principles of Responsible Purchasing™. While less stable business is understandable due to world economic pressures, instability has real business impacts on suppliers and diminishes their sustainability efforts.
4. Companies should continue to focus on improving their communication practices, a theme that was also highlighted as vital to supplier sustainability in the BBPI 2023 Report. Dialogue should be focused on achieving consistent ordering patterns, enhancing operational efficiency, and improving the stability and predictability of business.
5. Suppliers rating customers in the Consumer Products sector noted particular challenges and opportunities in relation to operational efficiency and business stability. Buyers should conduct a thorough review of processes to identify and eliminate inefficiencies that impact suppliers, such as bottlenecks in approval workflows or redundant tasks.

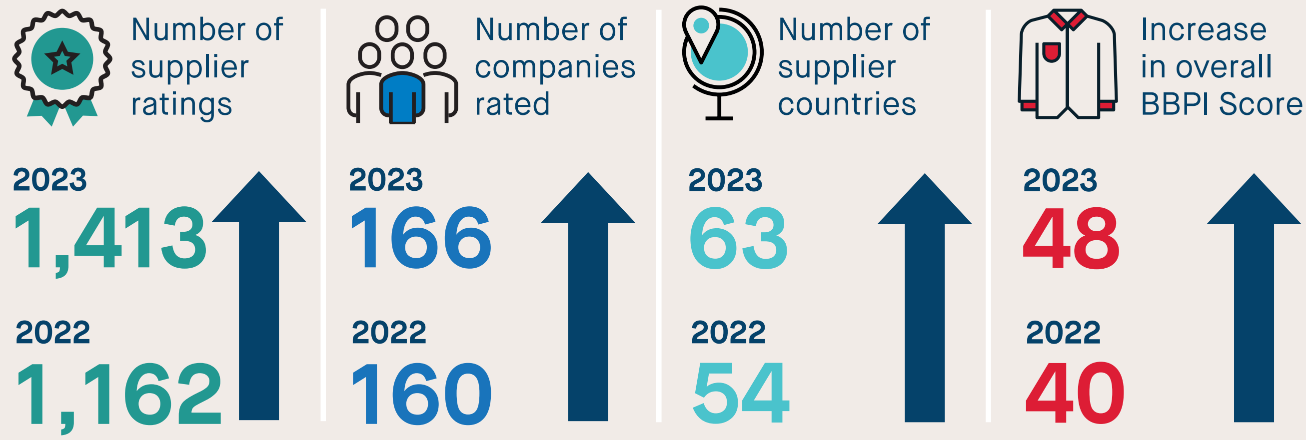


Figure 1: Overview of Participation and Score

The total number of ratings in the 2023 BBPI ratings cycle was 1,413, a 21.6% increase over the number of ratings (1,162) in the previous year. Out of a total of 1,413 ratings, 72.6% (n=1,026) rated Softgoods buyers, while 27.4% (n=387) rated Consumer Products (formerly Hardgoods) buyers. In addition, the number of buyer companies rated and the number of supplier countries participating also increased compared to the previous year (see Figure 1).

This BBPI Report analyzes the differences and similarities in supplier ratings results between Softgoods and Consumer Products categories. Softgoods is a category that includes buyers primarily doing business with apparel, footwear, and household textiles while Consumer Products encompasses buyers whose business is primarily in one or more of a wide range of items such as perfumes, cosmetics, home care products like detergents, toys, home appliances, sports equipment, and others.

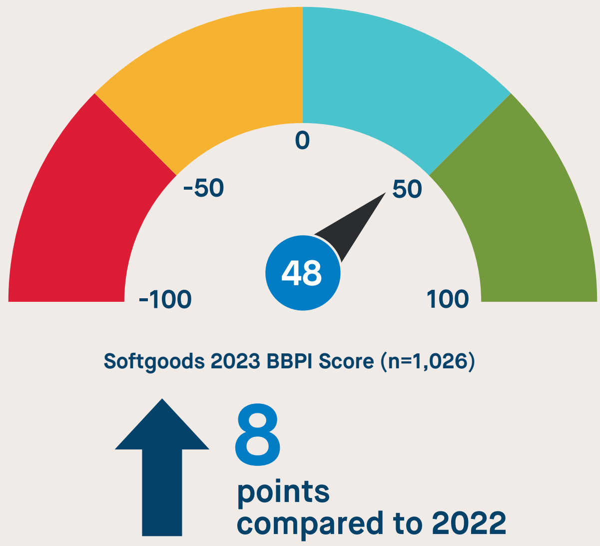


Figure 2: 2023 BBPI Score for Softgoods

OVERALL PERFORMANCE

In the 2023 BBPI ratings cycle, the Softgoods category of buyers received a score of 48 points. This is a substantial increase of 8 points from 40 points in the last year and the highest score in the Softgoods category since the first BBPI ratings cycle in 2021. The Consumer Products category received a score of 44 points in the 2023 BBPI ratings cycle. In 2022, the performance of Consumer Products was not analyzed due to the small number of ratings(3.2% of total ratings).

PERCENTAGE SHARE OF TRUE PARTNERS, COLLABORATORS AND DETRACTORS

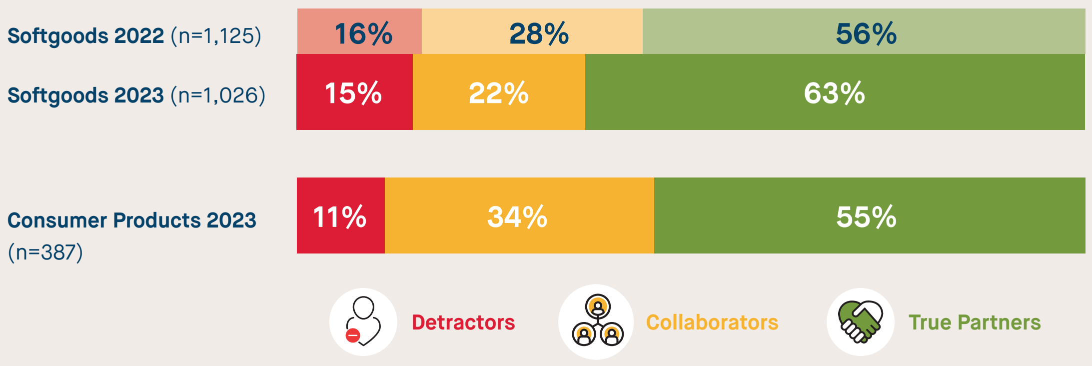


Figure 3: Partnership Categories for Softgoods and Consumer Products with 2022 Softgoods Scores

The BBPI classifies the quality of partnerships between buyers and suppliers into three levels: True Partners, Collaborators, and Detractors. Buyers who are rated as True Partners understand and embody their role in creating mutually beneficial and sustainable partnerships with their suppliers. This year in the Softgoods category, True Partners accounted for 63% of the percentage share of classified ratings, which is an improvement from the BPPI 2022 where they comprised 56%. In the Consumer Products category, the percentage share of True Partners accounted for 55%, showing relatively low performance compared to the Softgoods category. For detailed percentage comparisons, please refer to Figure 3.

PARTICIPATING SUPPLIERS

Suppliers submitted ratings from 63 different countries and regions. Nearly half of the supplier ratings for Softgoods buyers came from the following areas: China (n=199, 19.4% of all ratings); Bangladesh (12.0%); Turkey (10.5%); and India (5.9%). The supplier ratings for Consumer Products buyers mostly came from: France (n=118, 30.5%); China (14.0%); Mexico (5.2%); and Germany (3.9%). Most suppliers received orders directly from their buyers (Softgoods=81%, Consumer Products=88%), and of those suppliers that answered an optional question about their companies' gross revenue, 15.4% reported less than \$5 million, 24.3% reported revenue between \$5 million and \$24 million, 11.6% reported between \$25 million and \$49 million, 9.3% reported between \$50 million and \$99 million, and the rest had revenues of \$100 million or more (39.4%).

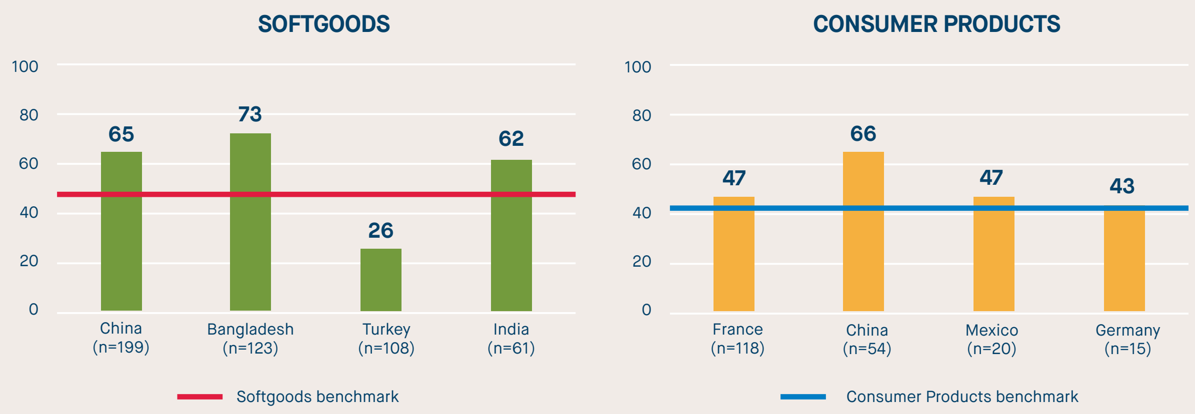


Figure 4: Scores and Rating Numbers of Four Main Countries

The most common supplier business type for suppliers rating Softgoods buyers was OEM/Finished Goods (Whole Package Producers, 51%), followed by OEM/Finished Goods (Final Product Assembly, 20%) and Raw Materials/Ingredients (19%). For suppliers rating Consumer Products buyers, the most common supplier business type was Packaging (28%), then Raw Materials/Ingredients (24%), and OEM/Finished Goods (Whole Package Producer) (23%).

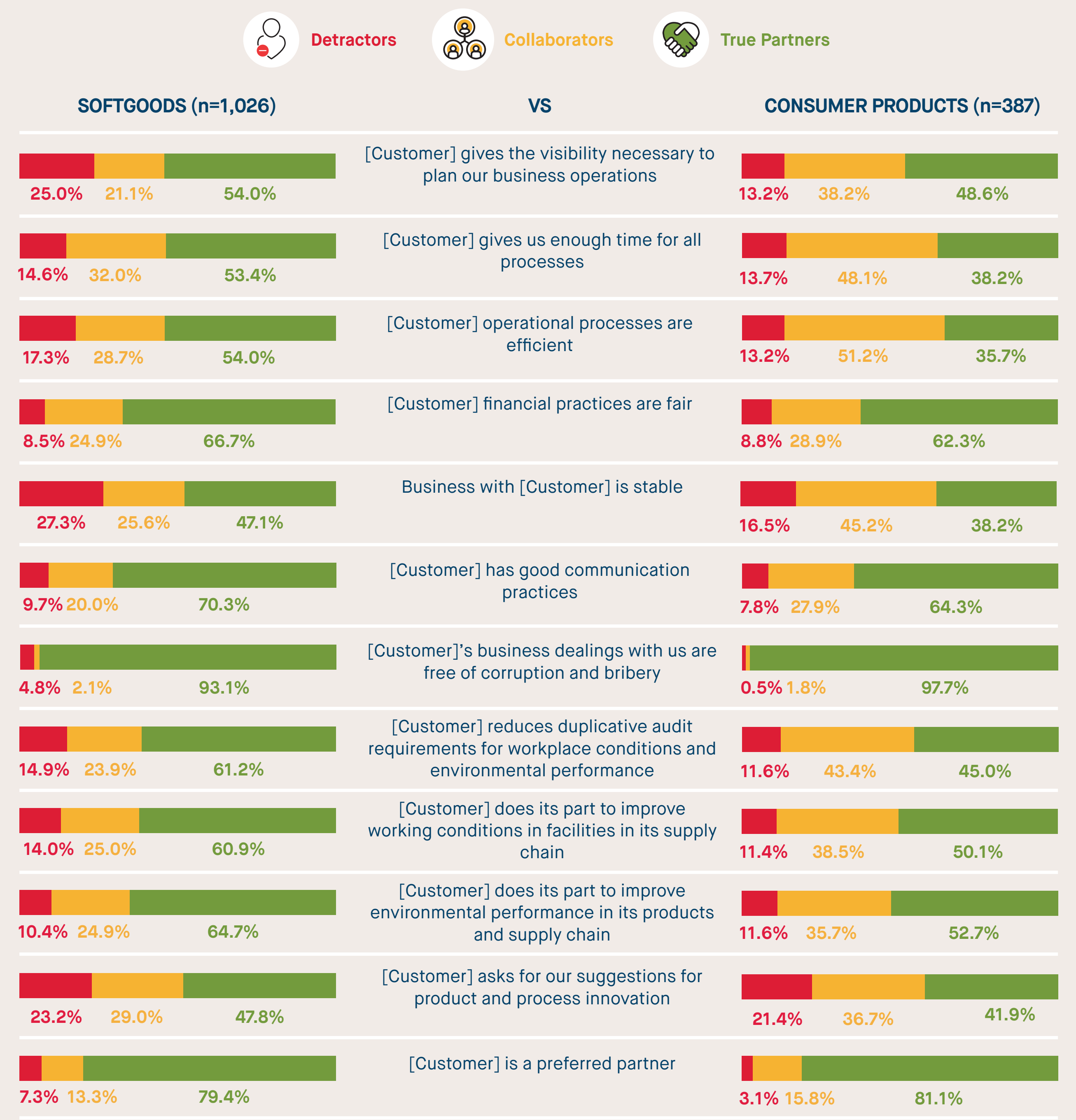


Figure 5: Question-by-Question Partnership Performance of Softgoods and Consumer Products Buyers

Note: When responding to the BBPI questionnaire, suppliers are instructed to consider their customer's practices - the individual buyer company they produce orders for and whose practices they are rating. This report uses "Buyer" in place of "Customer" to share the aggregate BBPI findings.

KEY FINDINGS

DIFFERENCES BETWEEN SOFTGOODS AND CONSUMER PRODUCTS

In the Softgoods category and the Consumer Products category, the BBPI scores were 48 points and 44 points, respectively. Softgoods buyers received higher evaluations than the buyers of Consumer Products in all practices except in relation to whether their operations were free from corruption and bribery, and whether they were a preferred partner (see Figure 5).[1]

The practice in which Softgoods buyers and Consumer Products buyers shared the highest scores was the same for both - whether a buyer's practices were free of bribery and corruption - indicating that across different types of products, ethical business practices are highly valued and are a cornerstone of a strong partnership. For Softgoods, the weakest score was found in relation to the stability of a buyer's business with suppliers, while operational process efficiency was the lowest scoring category in Consumer Goods, reflecting distinct challenges across different product types.

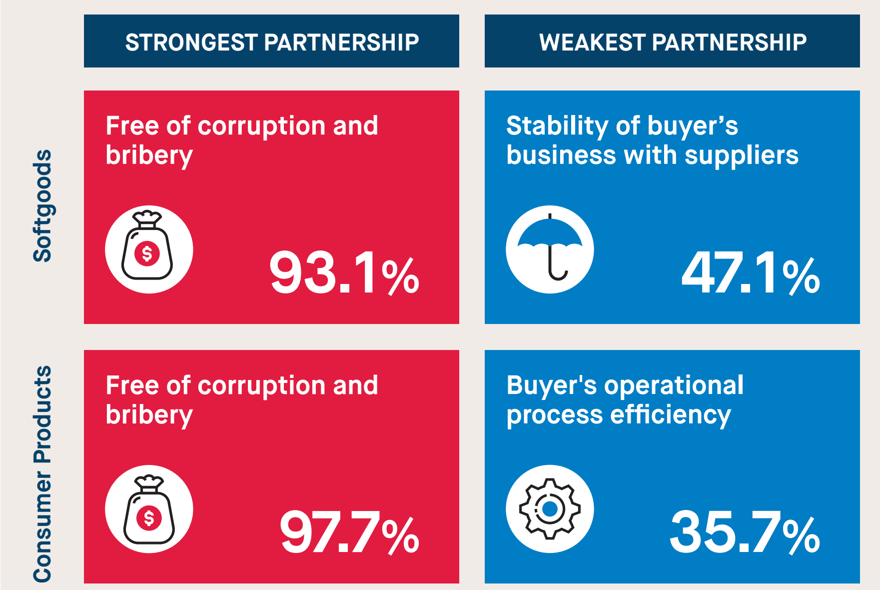
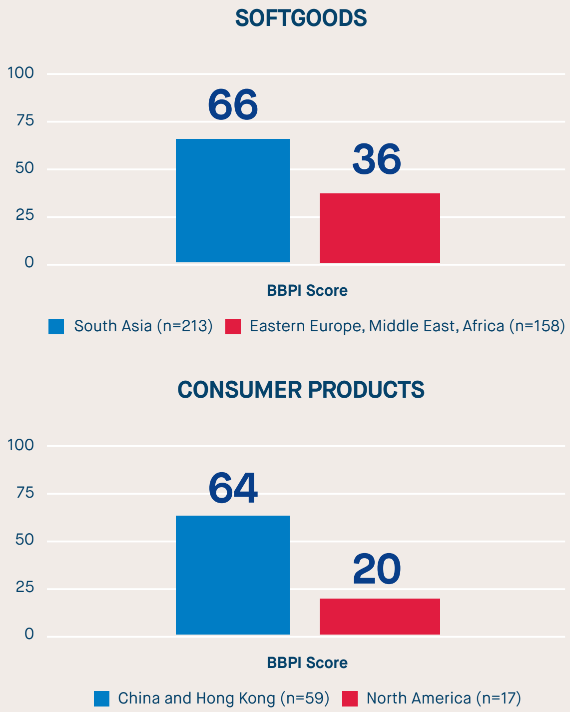


Figure 6: Strongest and Weakest Partnership Quality in the Categories of Softgoods and Consumer Products.

Data serves as crucial feedback for buyers in both categories, highlighting the areas where there is room for improvement. Softgoods buyers should focus on establishing more consistent and stable business practices to enhance the strength of their partnerships. Consumer Products buyers need to address the efficiency of their operational processes to build stronger relationships with their suppliers.

Previous BBPI Index Reports identified that supplier characteristics (i.e., geographical locations of supplier headquarters, and gross revenue) have an impact on BBPI scores. Figures 7, 8, and 9 compare BBPI scores between Softgoods buyers and Consumer Products buyers for the 2023 BBPI ratings cycle based on supplier headquarters, order methods, and gross revenue.

[1] Giving enough time for all processes: t = 5.189, p < .001; Buyer's operational processes efficiency: t = 6.339, p < .001; Stability of buyer's business with suppliers: t = 3.021, p = .003; Good communication practices: t = 2.100, p = .036; Free of corruption and bribery: t = -4.165, p < .001; Reducing duplicative audits: t = 5.500, p < .001; Striving to improve working conditions: t = 3.636, p < .001; Improving environmental performance in its products and supply chain: t = 4.073, p < .001; Asking suggestions for product and process innovation: t = 1.995, p = .046; There is no statistically significant difference between the mean score of Softgoods and Consumer Products in 'Providing necessary visibility to plan business operations,' 'Using fair financial practices,' and 'Being a preferred partner.'



South Asia **213** RATINGS

Top 3 Partnership Performances

- Free of corruption and bribery (95.3%)
- Being a preferred partner (88.3%)
- Good communication practices (83.1%)

China and Hong Kong **59** RATINGS

Top 3 Partnership Performances

- Free of corruption and bribery (96.6%)
- Being a preferred partner (91.5%)
- Good communication practices (78.0%)

Figure 7: Highest and Lowest BBPI Scores by Suppliers' HQ Regions

Figure 7 indicates a disparity in partnership performances between different supplier regions and buyers in different product categories. Buyers in both categories scored highly in relation to being free of corruption and bribery, suggesting a global awareness and commitment to ethical business practices. The lower scores from suppliers in Eastern Europe, Middle East, Africa (EEMEA), and particularly North America suggested there were areas for improvement in partnership performance in these regions. Buyers working with suppliers headquartered in these regions should review their partnership strategies to enhance performance.

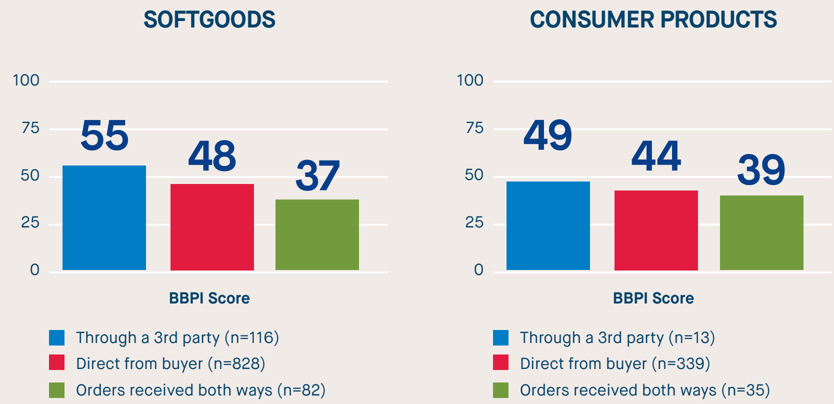


Figure 8: BBPI Scores by Suppliers' Order Methods

Figure 8 indicates that for buyers in both product categories, having a third party involved in order placements contributed positively to partnership performance. However, a specific result can be influenced by numerous factors, and errors in analysis can occur when focusing on and interpreting only a portion of the data related to one of these factors. Therefore, in this case, we thought the counter-intuitive result may be due to various factors, such as a combination of order methods and supplier headquarters. In fact, suppliers receiving orders directly from buyers reported better buyer purchasing practices than those receiving orders via a third party when suppliers were based in different regions.[2] In China/Hong Kong and EEMEA, direct-from-buyer orders received higher scores, while in East Asia, South Asia, Latin America, and Western Europe/ UK, the 3rd party method received higher scores. With suppliers in North America, the difference in scores was minimal. When interpreting averages of aggregated items such as order methods, it is necessary to carefully consider other factors that may affect the results.

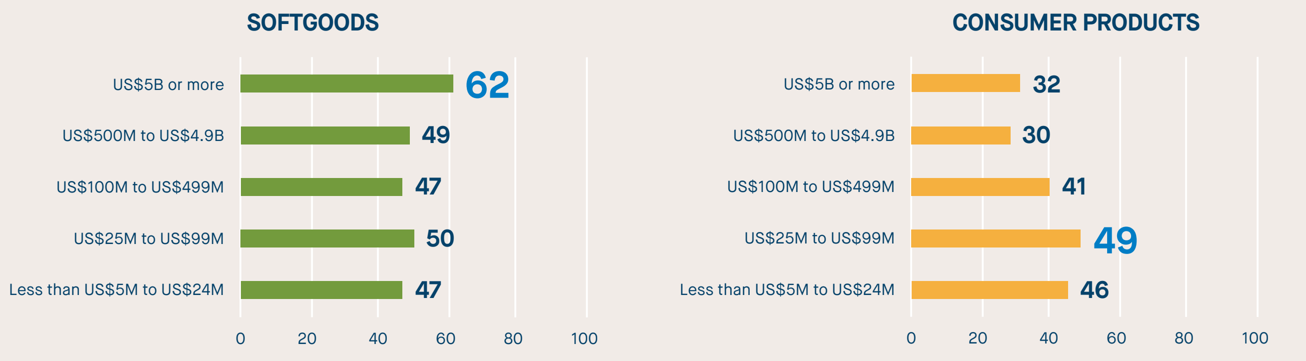


Figure 9: BBPI Scores by Suppliers' Gross Revenue

BETTER BUYING™ INSIGHT

Suppliers' perceptions of partnership quality are affected by their size and gross revenue. In the Softgoods category, suppliers with revenues of $5 billion or more perceived their partnerships with buyers as stronger compared to smaller suppliers, while in the Consumer Products category, it was the medium-sized suppliers with revenues of between $25 million to $99.99 million who reported the strongest partnerships with buyers.

Figure 9 indicates that the nature of partnerships and the expectations of suppliers differ based on the size and financial power of supplier companies. In the Softgoods category, larger suppliers with revenues of $5 billion or more perceived their partnerships with buyers as stronger compared to smaller suppliers. In contrast, in the Consumer Products category, medium-sized suppliers with revenues between $25 million to $99.99 million perceived they had stronger partnerships with buyers.

[1] The two-way ANOVA result indicated that; the main effect of 'Order Method' was not significant, ($F = 1.15$, $df = 2$, $p = .316$); the main effect of 'Region' was significant, ($F = 10.06$, $df = 6$, $p < .001$); the interaction effect between 'Region' and 'Order Method' was significant, ($F = 2.92$, $df = 12$, $p = .001$).

PRACTICES	Change in True Partners % from 2022	True Partners	Collaborators	Detractors
Providing necessary visibility to plan business operations	4.6% ↑	54.0%	21.1%	25.0%
Giving enough time for all processes	5.0% ↑	53.4%	32.0%	14.6%
Buyer's operational processes efficiency	11.0% ↑	54.0%	28.7%	17.3%
Using fair financial practices	4.0% ↑	66.7%	24.9%	8.5%
Stability of buyer's business with suppliers	4.1% ↑	47.1%	25.6%	27.3%
Good communication practices	8.1% ↑	70.3%	20.0%	9.7%
Free of corruption and bribery	2.5% ↑	93.1%	2.1%	4.8%
Reducing duplicative audits	9.4% ↑	61.2%	23.9%	14.9%
Striving to improve working conditions	10.0% ↑	60.9%	25.0%	14.0%
Improving environmental performance in its products and supply chain	12.6% ↑	64.7%	24.9%	10.4%
Asking suggestions for product and process innovation	4.2% ↑	47.8%	29.0%	23.2%
Being a preferred partner	2.7% ↑	79.4%	13.3%	7.3%

Figure 10: Partnership Performances for the Buyers in Softgoods Category

PERFORMANCE IMPROVEMENTS OF SOFTGOODS BUYERS

In the Softgoods category, True Partnership Performance in response to the 12 BBPI questions has shown substantial improvement compared to the previous year (see Figure 10). The most significant improvement was observed in buyers' efforts to improve environmental performance in products and supply chains, with a 12.6% increase compared to the previous year.

With interest in ESG (Environmental, Social, and Governance) increasing globally, these findings may be the result of buyers aligning with ESG and strengthening investment and support, both internally and externally. Buyers' efforts to improve working conditions was the area that saw the third-largest improvement, rising by 10.0% compared to the previous year.

BETTER BUYING™ INSIGHT

In Softgoods, the most significant improvement was observed in buyers' efforts to improve environmental performance in products and supply chains, with a 12.6% increase on the previous year. This may in part be due to buyers strengthening their efforts in relation to improving ESG performance.

The second-largest improvement was observed in the efficiency of buyers' operational processes, with an 11.0% increase. This rise could be attributed to efforts made by buyers to adapt to market changes such as the acceleration of digital transformation and the emphasis on operational efficiency for enhanced competitiveness, particularly in the aftermath of the COVID-19 pandemic.

Finally, visibility (providing enough visibility to enable suppliers to plan business operations) and the stability of buyers' business with suppliers saw increases of 4.1% and 4.6% respectively. Both visibility and stability indicated a decline between 2021 and 2022. The improvements in visibility and stability are encouraging as good practice in these areas contributes to the suppliers' long-term business.

BETTER BUYING™ INSIGHT

Visibility, and the stability of buyers' business with suppliers have improved in 2023, after declines between 2021 and 2022. Both these practices are vital for long-term supplier sustainability, so these improvements are encouraging.

THREE-YEAR REPEAT BETTER BUYING™ SUBSCRIBERS

BETTER BUYING™ INSIGHT

Four subscriber companies had participated in the BBPI for thee consecutive ratings cycles, and each one of these companies improved their overall scores compared to the previous year, with one achieving an overall score improvement of 12 points.

Among the subscribers that participated in the 2023 BBPI ratings cycle, four had participated for three consecutive years, starting with the first BBPI in 2021. The scores of these repeat subscribers all improved compared to the previous year (see Figure 11). One subscriber achieved an overall score improvement of 12 points. Also impressive is that three out of four subscribers achieved improvements in most of the 12 areas of partnership with their suppliers, showing progress in 10 out of 12 areas between 2022 and 2023.

When compared to the eight new subscribers in the BBPI 2023 ratings cycle, the four repeat subscribers for three consecutive years received generally better evaluations from suppliers. Suppliers ratings of repeat subscribers resulted in classification as True Partners in 63.7% of the practice areas, while ratings of the new subscribers were classified as True Partners in only 55.9% of the partnership practice areas.[3]

[3] t = 2.877, p = .004 (2-tailed)

SCORE CHANGES OF 3-YEAR REPEAT SUBSCRIBERS

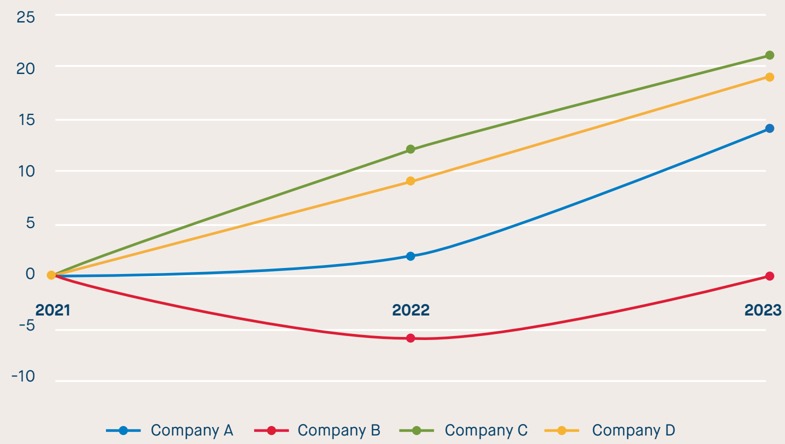


Figure 11: Score Changes for 3-year Repeat Subscribers

Note: The four subscribers' 2021 BBPI scores were all arbitrarily set to zero to facilitate score comparison.

BETTER BUYING™ INSIGHT

The four subscriber companies that had participated in each consecutive ratings cycle since 2021 performed significantly better than new subscribers. In the 2023 ratings cycle, they were rated as True Partners in 63.7% of practices (compared to 55.9% for new subscribers), with suppliers reporting consistent, year-over-year improvements being made on their part. This underscores the value of garnering input from suppliers on an annual basis, for improvements in purchasing practices, and stronger supplier partnerships.

Given consistent improvements, it is noteworthy that suppliers have experienced increasingly positive practices and strengthening partnership quality with the repeat subscribers; this underscores the value of gathering input from data to inform improvements in business practices.

BETTER BUYING™ INSIGHT

The improvements being made by repeat subscribers in relation to innovation, efficiency and sustainability, show how continuous engagement and feedback can lead to significant enhancements.

Figure 12 shows the top three practices with the highest average score increase among the four repeat subscribers participating for three consecutive years. Last year's BBPI report highlighted how innovation in products and processes enhances buyer-supplier partnerships. It is also vital that buyers share responsibility with their suppliers for improving working environments and building environmentally friendly supply chains from an ESG perspective. For example, paying living wages and reducing Scope 3 emissions are ultimately the responsibility of suppliers, but cannot be realized without active participation and fair purchasing practices from their buyer partners. The performance improvement of repeat subscribers shows how continuous engagement and feedback can lead to significant enhancements in innovation, efficiency, and sustainability, which suggests to new subscribers what to anticipate from consistently subscribing to the Better Buying Partnership Index™.

BETTER BUYING™ INSIGHT

Paying living wages and reducing Scope 3 emissions are ultimately the responsibility of suppliers, but cannot be realized without active participation and fair purchasing practices on the part of buyers.

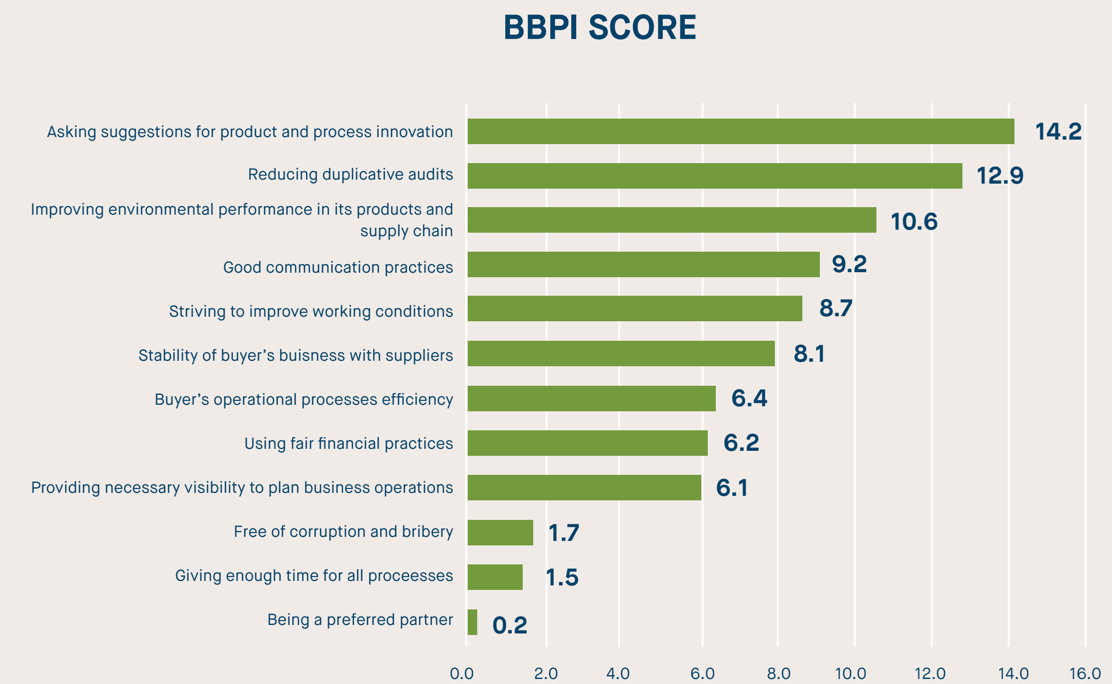


Figure 12: Average Performance Improvements of 3-year Repeat Subscribers

THEMES FROM SUPPLIERS' COMMENTS

In the annual BBPI questionnaire, suppliers share observed best practices on the part of their buyer customers. These open-ended comments are valuable for knowledge sharing, allowing buyers to glean insights from the best practices of their peers and adapt them to their specific business needs, ultimately driving improvements in various aspects of their business relationships. The Wordcloud seen in Figure 13 visualizes the themes and concepts that suppliers perceived as important and frequently mentioned in relation to their buyers' best practices.

Suppliers cited 'communication,' 'process,' 'quality,' 'planning,' 'business,' and 'support,' as central to their perceptions of best practices. A further, more in-depth analysis was carried out by combining the insights from the Wordcloud with Better Buying's Five Principles of Responsible Purchasing™ (see Table 1). Suppliers praised buyers for good communication, fair partnerships, efficient planning and forecasting, supportive financial practices, and innovation in systems and technology. There were numerous instances of good communication in comments, with suppliers valuing open dialogue, transparency, and collaborative problem-solving. The word 'quality' echoed the suppliers' emphasis on high standards in products and processes, while 'planning' corresponded with the importance of forecasting and logistics practices. The word 'business' is related to the overall business relationship and the strategic vision buyers share with their suppliers. In relation to 'support,' suppliers showed appreciation for financial support, flexibility, and the provision of resources while 'process' encompassed the continuous improvement and efficiency in operations that suppliers desire.

Figure 13: Wordcloud from Suppliers' Open-ended Responses Regarding Buyers' Best Practices.

Note: The larger the font size of a word, the more frequently the word appears in the suppliers' responses.

THEME	# OF MENTIONS	SAMPLE QUOTES
Good Communication		
Transparency and Honesty	130	“A very open dialogue and thorough communication in all stages of production and product developments.”
Collaborative Problem Solving	98	“[Buyer] is open for discussion and communication for any issue, e.g. postpone delivery, quality standard clarification, alternative processes, instead of one-way demanding. This makes partners feel very comfortable to co-work with [Buyer].”
Fair Partnership		
Partnership Approach	71	“Availability of policies to guide our day-to-day activities. Participation in CSR activities. Culture of inclusion and collaboration.”
Ethical Practices	46	“Deals with partners fairly and equitably. A partner that listens, not ignoring the constraints of its suppliers. Reactivated and exchanged.”
Financial Practices		
Supportive Financial Practices	31	“Taking into account the size of the supplier's company. Compliance with payment deadlines. Possibility to request financial aid/advances if necessary on orders. willingness to participate in and support the projects of its suppliers.”
Fair Financial Practices	59	“Payment timely, they ensure the payment of workers, order consistency.” “Avoiding any issue from costing side from vendor, support to well manage it.”
Forecasting and Planning Visibility		
Forecast Sharing	88	“[Buyer] always provide the most update forecast for supplier to prepare the materials close to the actual buy qty. The submission process is quite clear and quick, supplier no need to wait for long time.”
Efficient Production Planning	68	"Monthly forecast update for the factory to prepare future production plan. Level loading plan for better production arrangement and well capacity utilized.”
Innovation and Technology		
System Efficiency	69	“[Buyer] has a complete system operation in color batching, wholesale processing, and delivery.”
Innovative Practices	66	“Joint develop and explore sustainability initiative especially testing of PCR material on rigid packaging right until commercial.”
Shared Sustainable Responsibility		
Social Responsibility	35	“[Buyer] provides the factories with an understanding of how to update buyers' rules and requirements. also encourages factories to improve quality, social compliance, and environmental performance.”
Environmental Responsibility	31	“[Buyer] like to share innovative environmentally friendly yarns with other Brands to promote sustainability.”
Production Process		
Efficiency and Improvement	92	“[Buyer] helped us maximize the efficiency of our processes in terms of production streamlining.”
Safety and Quality	38	“Whether it is a third-party or [Buyer] inspection, it will help the factory to do free mid-term and post-inspection to ensure that the bulk goods are shipped with good quality.”

Table 1. Suppliers’ Comments Related to Best Practices

CONCLUSIONS AND RECOMMENDATIONS

CONCLUSION	RECOMMENDATION
In the BBPI 2023 ratings cycle, the Softgoods sector witnessed active engagement from 13 subscribers and numerous anonymous suppliers, leading to an enhancement in the quality and quantity of partnership data related to purchasing practices. Conversely, the Consumer Products sector exhibited limited buyer participation, despite a notable increase in both buyer and supplier participation compared to previous years.	Low participation from Consumer Products buyers and low BBPI scores in this category suggests a gap in sector commitment to fair purchasing practices.. Better Buying™ extends an invitation to Consumer Products companies to participate in our next data collection, so we can begin to drive improvements in purchasing practices in the Consumer Products sector.
CONCLUSION	**RECOMMENDATION**
Companies that have subscribed with Better Buying™ year over year and participated in all three of our ratings cycles to date have seen consistent score improvements by leveraging their understanding of purchasing practices data, while also having the capability to monitor partnership quality for three years using accumulated data.	The continuous improvement seen in Better Buying™ repeat subscribers' performance strongly reinforces the essential role of supplier data in reforming purchasing practices, and the value to both subscriber companies, and their suppliers, of participating in annual ratings cycles year over year. Buyers can share their improved overall and category scores with internal and external stakeholders (for example with internal colleagues, senior executives, investors, ratings bodies and as part of due diligence reporting requirements) as evidence of year-over-year improvements in performance.
CONCLUSION	**RECOMMENDATION**
Global economic pressures had an adverse impact on business stability, and it is crucial to recognize that this instability has significant repercussions for suppliers, impeding their sustainability efforts and resulting in tangible negative effects on suppliers' businesses.	Despite these challenges, buyers need to prioritize business stability—an essential practice for supplier sustainability and one of the principles of Responsible Purchasing™.
CONCLUSION	**RECOMMENDATION**
Buyers' communication practices continue to critical to strong buyer-supplier partnerships with suppliers.	Buyers should consistently work towards enhancing communication with their suppliers, with a particular focus on dialogue aimed at achieving consistent ordering patterns, operational efficiency, and greater stability and predictability in business.
CONCLUSION	**RECOMMENDATION**
Buyers in the Consumer Products sector are missing opportunities for mutual benefit and enhanced resilience by neglecting operational efficiency and business stability in their partnerships with suppliers.	Consumer Products buyers should conduct a comprehensive review of current operational processes and engage in better planning to identify and eliminate redundancies and inefficiencies.

METHODOLOGY

This was the third annual BBPI ratings cycle that ran from October 3, 2023 through an extended deadline of November 17, 2023. Data were collected from the suppliers of Better Buying's subscribers, Better Buying's supplier database, and suppliers reached through Multi-Stakeholder Initiative (MSI) outreach via The Industry We Want (hosted by Fair Wear, Ethical Trading Initiative, and Sustainable Apparel Coalition). This short (less than 5 minutes) web-based survey was translated into 14 languages (Bengali, Bulgarian, Chinese (simplified), English, French, Hindi, Italian, Japanese, Korean, Portuguese, Romanian, Spanish, Turkish, and Vietnamese) with 4 email campaigns for participation sent to suppliers. Suppliers were encouraged to submit ratings for each of the buyers they work with and to forward the survey link with to their colleagues so they could submit ratings as well. This year there were 16 BBPI subscribers, 4 of which participated in last year's cycle (3 Softgoods companies and 1 consumer products company). Ratings received for Better Buying's subscribers were aggregated to prepare company-specific BBPI reports comparing their results with the relevant benchmark and incorporating demographic and strategic breakouts unique to each subscriber company's requests.

SUBSCRIBER	HEADQUARTER COUNTRY	SUBSCRIBER	HEADQUARTER COUNTRY
Agron	United States	Patagonia, Inc.	United States
Birger Christensen	Denmark	PopSockets	United States
Brooks Sports	United States	Reformation	United States
Delta Galil USA	United States	Selfridges	United Kingdom
LT Apparel Group	United States	Suitsupply	United States
lululemon	Canada	Under Armour	United States
Mango	Spain	Wolf Lingerie	France

Table 2: List of Subscribing Buyers Who Have Agreed to be Named

Note: Not all subscribers gave permission to be named

5S Weaving and Coating	Equip Outdoor Technologies	LPP	Refrigiwear
Adidas AG	Essential Clothing	M&S	Rodd & Gunn
AKH ECO Apparels	Exota BV	Macy's buyer	S.Oliver
Alfa Patterns (Bangladesh)	Eyüboğlu Tekstil	Madirom Prod SRL	S.Suhi Industrial Park
Amazon	Fanatics Apparel, LLC	Madness the Nature Textile	Saadatia Sweaters
Amer Sports	Fares Confection	Mads Norgaard	Sainsbury's
American Eagle Outfitters	Fat Face	Magsons Exports	SanMar
Antoan Vill	Filippa K	Majumder Garments	Senscommon
A-One Polar	Gamateks Tekstıl San. Ve Tic. .A.Ş	Mantis World	Shanghai Xinwei Sports Pin
Argos	Gap Inc	Marc O'Polo	Shenzhen, Guangdong Kunhuang
Arrazantty Fitness	Garcia B.V.	Mastrade International Garments	Solo Invest
Asda (George Clothing)	Generation Next Fashions	MG Knit Flair Limited	SP Garments
Auko-Tex	George	Montane	SQ Celsius Limited.
Best & less	Goodwill Fabrics PVT	Mouchak Knit Composite	Stanley/Stella
Best Seller	Grupo Soma	Myer	STE Libertex
BG Store	H&M	New Flame	T.J. Sweater Ltd.
Bierbaum-Proenen GmbH	Helly Hansen	New Look	Takko
Blauer	Hotspring	Newtimes Vietnam	Tanrıseven Tekstil
Brandalize	Hydroxide Knitwear	Next	Tanzila Textile Ltd
Canadian Tire	Inditex	Nike, Inc	Target Corporation
Carter's	Jack Wolfskin	Nudie Jeans	Tesco
Champion	JBC	Nzr	Thermax Group
Closed GmbH	Jennyfer	Offtex	Toyama Sports Goods
Colosseum Athletics Corporation	Jinjiang Xuanyi Clothing	Okaidi	Tricorp BV
Columbia	Jog Group	Outdoor & Sports Company	Van Heurck NV
Continental Clothing	John Lewis	P&C	Van Laack GmbH
Converse	Just Brands	Pajamagram	Varner
Costco	KHnatex Fashions	Papinelle	VF Corporation
Cotton On	Kiabi	Parkway Packaging & Printing	Walmart
Decathlon SA	Kik Textiles and Non-Food GMBH	PLST	Wibra
Dekko Garments	Kmart	Pretty Composite Textiles	Wilson Sporting Goods
Deteks	Kohl's	Primark	Wm Morissons Supermarkets (Nutmeg)
Dick's Sporting Goods	L.L.Bean, Inc.	Prodmod	Woolworth
Dressmann	LCWaikiki	PUMA	Yasin Knittex
Dunnes Store	Lefties	PVH	Zara
Eco Couture	Levi's	Ralph Lauren Corporation	Zeeman
EILEEN FISHER, Inc	LIDL Hongkong	Realteks Tekstil Denim İşletmeleri A.Ş	
Engelbert Strauss	Lindex Bangladesh		

Table 3. List of Other Rated Brands and Retailers
Note: Ratings were also received for other buyers, including manufacturers, raw materials, and intermediaries.