

Brand Performance Check DW-Shop GmbH

August 2013

This report covers the evaluation period February 2012 to June 2013

About the Brand Performance Check

Fair Wear Foundation believes that improving conditions for apparel factory workers requires change at multiple levels. Traditional efforts to improve conditions focus primarily on the factory. FWF, however, believes that the management decisions of the clothing brands have an enormous influence for good or ill on factory conditions.

FWF's Brand Performance Check is a tool to evaluate and report on the activities of FWF's affiliate members. The Checks examine how affiliate management systems support FWF's Code of Labour Practices.

In most apparel supply chains, clothing brands do not own factories, and most factories work for many different brands. This means that in most cases FWF affiliates have influence, but not direct control, over working conditions. As a result, the Brand Performance Checks focus primarily on verifying the efforts of affiliates. Outcomes at the factory level are assessed via audits and complaint reports, however the complexity of the supply chains means that even the best efforts of FWF affiliates cannot guarantee results.

Even if outcomes at the factory level cannot be guaranteed, the importance of good management practices by affiliates cannot be understated. Even one concerned customer at a factory can have significant positive impacts on a range of issues like health and safety conditions or freedom of association. And if one customer at a factory can demonstrate that improvements are possible, other customers no longer have an excuse not to act. The development and sharing of these types of best practices has long been a core part of FWF's work.

Improvement of supply chains is a step-by-step process, through which affiliates must address many different issues. FWF affiliates vary greatly in management structures, and have different strengths. The Performance Benchmarking system is designed to reflect these differences, and the many different ways that a company can support better working conditions.

During the Brand Performance Check, FWF staff speak to various employees at the affiliate who have important roles to play in the management of supply chains. FWF verifies the actions of affiliates based on several sources including documentation of activities, financial records, the affiliate's supplier register and staff interviews. Following the Brand Performance Check, FWF summarizes findings in this report, which is made public via www.fairwear.org. The FWF Performance Benchmarking Guide provides more information about the indicators and is available for download.

Brand Performance Check Details

Date of Brand Performance Check

Conducted by:

Interviews With:

17 April 2013 and 15 July 2013

Stefanie Santila Karl

Ferdinand Solzbacher Michael Wichterich Joerg Roggensack Irene Hanak CEO CSR & Communication Head of Buying Department Head of Sales Department

Scoring

Affiliate Benchmarking scores and Performance Benchmarking categories will be published starting in 2014. During 2013, FWF will be testing out the new system and evaluating the appropriate threshold levels for Benchmarking categories.

DW-Shop GmbH (hereafter DW-Shop)

2013 Brand Performance Check

Affiilate Information		
Headquarters:	Koenigswinter	Germany
Member Since:	February	2012
Product Types:	Fashion, Bags & Accessories	
Production countries:	FWF Active Countries: Turkey, C	China, India
	Other countries: Bolivia, Great	Britain, Peru, Indonesia
Basic Requirements		
Workplan for this evaluation period was submitted?	Yes	Must be submitted before start of evaluation period
Projected supplier register for this evaluation was submitted?	Yes	Must be submitted before start of evaluation period
Actual supplier register for this evaluation period has been submitted?	Yes	Must be submitted after the end of the evaluation period.
Membership fee has been paid?	Yes	
All suppliers have been notified of FWF	Yes	
membership?		
Scoring Overview		
% of suppliers under monitoring	61.65%	
Summary	"Welthungerhilfe", has longs DW Shop is also member of E	ership requirements and goes beyond some of them. DW Shop, once initiated by tanding business relationships with its suppliers. Apart from Fair Wear Foundation, BSCI and used to audit systems. Challenge for the second year of FWF affiliation is of findings at production sites and to engage in training and capacity building

Basic Measures		Comments
% of production in low-risk countries	0%	Countries with relatively low risk of
		labour violations as defined by

Result	Relevance of Indicator	Documentation
	Affiliates with less than 10% of a factories' production	Supplier register provided by affiliate.
43%	capacity generally have limited influence on factory	
	managers to make changes.	
	Stable business relationships support most aspects of	Supplier register provided by affiliate.
72%	the Code of Labour Practices, and give factories a	
, 2,0	reason to invest in improving working conditions.	
	Including Jahour conditions considerations in selecting	Documentation of decisionmaking
Yes	suppliers supports responsible business practices.	process; e.g. checklists for buyers, emails, etc.
Comment: Considering labour (conditions when selecting new suppliers is a defined responsi	bility within the purchasing department
	/F membership and inform the FWF responsible at DW-Shop	
	/F membership and inform the FWF responsible at DW-Shop The CoLP is the foundation of all work between factories and brands, and the first step in developing a commitment to improvements.	
The purchaser inform about FW Yes	The CoLP is the foundation of all work between factories and brands, and the first step in developing a	if a new supplier is used.
	43% 72% Yes	43% Affiliates with less than 10% of a factories' production capacity generally have limited influence on factory managers to make changes. 72% Stable business relationships support most aspects of the Code of Labour Practices, and give factories a reason to invest in improving working conditions. Including labour conditions considerations in selecting

1.6 Affiliate sources from an FWF factory member.	No	When possible, FWF encourages affiliates to source from FWF factory members. The small number of factories in the programme means sourcing from FWF factory members cannot be a requirement.	Supplier register provided by affiliate.
1.7 Percentage of production volume from factories owned by the affiliate.	0%	Owning a supplier provides clear accountability for and direct influence over working conditions. It reduces the risk of unexpected CoLP violations.	
		oduction sites is owned by DW-Shop, the FWF affiliate wo V-Shop sources partly at production sites which are in a w	
1.8 Supplier compliance with Code of Labour Practices is evaluated in a systemic manner.	Yes	A systemic approach is required to integrate social compliance into normal business processes, and supports good decisionmaking.	Documentation of systemic approach: rating systems, checklists, databases, etc.
	regard to social standards is part of	plier performance with purchasing and CEO approx. every those meetings. ed to use the evaluation results to reward suppliers for in	
1.9 The affiliate's production planning systems support reasonable working hours.	General System	Affiliate production planning systems can have a significant impact on the levels of excessive overtime at factories.	Documentation of robust planning systems.
	production site. Usually 2 months la The actual amount of production ti	duction planning, suppliers are informed about production ater, the supplier receives the final order which allows the me differs depending on the style of the product or the ex ng, capacities of the suppliers are also taken into account /le.	e supplier to order materials already. xperience DW-Shop has with the
1.10 Percentage of production volume from suppliers where excessive overtime is found by FWF.	50%	Excessive overtime is one of the most common labour rights violations in high-risk production countries. It is often caused by poor production planning by brands.	Audits conducted by FWF auditors; Complaints filed via the FWF worker helpline.
	one factory overtime could not be a	essive overtime in 2 factories, 1 factory asked for Sunday assessed due to missing documents. At 2 production sites ke adequate steps to ensure reasonable working hours at	, no overtime was found.

1.11 Degree to which affiliate analyses and mitigates root causes of excessive overtime, if found.	Reactive Approach	Affiliate production planning systems can have a significant impact on the levels of excessive overtime at factories.	Examples of root cause analyses and resulting changes in production planning/policy.	
		bot causes of overtime with suppliers if found. I analyse root-causes of overtime at all suppliers and integ	grate results into policies.	
1.12 Affiliate's pricing policy allows for payment of at least the legal minimum wages in production countries.	Affiliate can demonstrate a pricing policy based on country level data. Minimum wage levels are known by affiliate in all production countries.	The first step towards ensuring the payment of minimum wages - and towards implementation of living wages - is to know the labour costs of garments.	Formal systems to calculate labour costs on per-product or country/city level.	
	price without checking for details in	n an early stage when production planning starts. DW-Sh calculation. DW-Shop includes experience with the supp ses within a country or price changes within the cotton in	lier, previous prices and market	
1.13 Affiliate actively responds if suppliers fail to pay legal minimum wages.	Not applicable	If a supplier fails to pay minimum wage, FWF affiliates are expected to hold management of the supplier accountable for respecting local labour law.	Complaint reports, CAPs, additional emails, FWF audit reports or other documents that show minimum wage issue is reported/resolved.	
	Comment: None of the audit reports showed failing in payment of the legal minimum wages.			
1.14 Evidence of late payments to suppliers by affiliate.	No	Late payments to suppliers can have a negative impact on factories and their ability to pay workers on time. Most garment workers have minimal savings, and even a brief delay in payments can cause serious problems.	Based on a complaint or audit report; review of factory and affiliate financial documents.	
		I production sites receive pre-payments to pay for mate r has send the documents that the goods are shipped. Au		
1.15 Degree to which affiliate assesses root causes of wages lower than living wages with suppliers.	Factory level approach	Sustained progress towards living wages requires adjustments to affiliates' policies.	Wage ladders, correspondance with supplier, other relevant documentation.	

l	Comment: Suppliers partly pay higher than living wage estimate of Asia Floor Wage. At one supplier, DW-Shop ensures a high
l	production capacity at the supplier but wages are low. DW-Shop explicitly addressed this issue to force higher wages.
l	Requirement: Sustained progress towards living wages requires adjustments to affiliates' policies.

Purchasing Practices Comments:

Aside the FWF membership DW-Shop is a member of the Business Social Compliance Initiative (BSCI).

At the beginning of FWF membership all suppliers have been informed about FWF in general and with a special focus on living wage payments as DW-Shop sees this point as most important when it comes to implementation of social standards between the two initiatives.

Monitoring & Remediation

Basic Measures		Comments
% of own production under monitoring	61.65%	Measured as a percentage of
		turnover.
Minimum monitoring threshold based on	40% (meets threshold)	1 year: 40%; 2 years 60%;
years of membership:		3 years+: 90%

Performance Indicators	Result	Relevance of Indicator	Documentation
2.1 Specific staff person is designated to follow up on problems identified by monitoring system.	Yes	Followup is a serious part of FWF membership, and cannot be successfully managed on an ad-hoc basis.	Manuals, emails, etc., demonstrating who the designated staff person is.
2.2 Degree of progress towards resolution of existing Corrective Action Plans.	Moderate efforts have been made to address most CAPs.	FWF considers efforts to resolve CAPs to be one of the most important things that affiliates can do towards improving working conditions.	Documentation of remediation and followup actions taken by affiliate.
2.3 Percentage of production volume from suppliers that have been visited by the affiliate in the past financial year.	67%	Formal audits should be augmented by annual visits by affiliate staff or local representatives. They reinforce to factory managers that affiliates are serious about implementing the Code of Labour Practices.	Affiliates should document all factory visits with at least the date and name of the visitor.
		uld be made for production sites (including subcontracto ities to discuss problems and corrective actions in the tim	
2.4 Existing audit reports are collected.	Yes and quality assessed.	Existing reports form a basis for understanding the issues and strengths of a supplier, and reduces duplicative work.	Audit reports are on file; evidence of followup on prior CAPs. Reports of quality assessments.

2.5 Audit Report and Corrective Action Plan (CAP) findings are shared with factory. Improvement timelines are established in a timely manner.	that especially BSCI audits are done report. Recommendation: It is recommend	Assessment Tool has been used to verify the quality of exi- e on a yearly basis, DW-Shop only takes action on findings led to follow up on corrective actions straight away after ation as a jont effort between the factory and DW-Shop. FWF audit reports should be shared and discussed with suppliers within two months of audit receipt. Timely sharing of information and agreement on corrective actions is essential for improvement. A reasonable	again mentioned in a second audit
	Comment: DW-Shop has designate implementation of findings in the p	time frame should be specified for resolving findings. d staff at the head office as well at some of the productio	
2.6 A structured approach is used to address issues that occur at multiple suppliers.	No	Issues that occur in multiple factories often need to be addressed in a systemic manner, especially when the root causes are located in brand management choices or from regionally specific issues (e.g. fire safety, gender discrimination and harassment).	Documentation of a systemic approach: root cause analyses, productivity assessments, guidance documents, internal system changes, etc.
	Recommendation: It is recommend	led to analyse audit findings which occur at multiple supp	liers to be addressed on a strategic level.
2.7 Affiliate cooperates with other customers in resolving corrective actions at shared suppliers.	Information sharing	Cooperation between customers increases leverage and chances of successful outcomes. Cooperation also reduces the changes of a factory having to conduct multiple Corrective Action Plans about the same issue with multiple customers.	Shared CAPs, evidence of cooperation with other customers.
	Comment: One audit conducted wa other FWF affiliate.	as for DW-Shop and another FWF affiliate. DW-Shop share	ed information about CAPs with the
2.8 Monitoring requirements are fulfilled for production in low-risk countries.	Yes	Low risk countries are determined by the presence and proper functioning of institutions which can guarantee compliance with basic standards.	Documentation of visits, notification of suppliers of FWF membership; posting of worker information sheets, completed questionnaires.
		Inly one production site in a low-risk country with very litt prmation with regard to FWF membership.	le volume. This production site is treated

2.9 External brands resold by the affiliate who have completed and returned the external brand questionnaire. (% of external sales volume)	Not applicable	FWF believes it is important for affiliates that have a retail/wholesale arm to at least know if the brands they resell are members of FWF or a similar organisation, and in which countries those brands produce goods.	Questionnaires are on file.
2.10 External brands resold by affiliates that	Not applicable	FWF believes affiliates who resell products should be	Supplier register; Documentation of
are members of another credible initiative. (%		rewarded for choosing to stock external brands who	sales volumes of products made by
of external sales volume)		also take their supply chain responsibilities seriously.	FWF or FLA members.

Monitoring Comments:

Complaints Handling

Basic Measures		Comments
Number of worker complaints received	0	At this point, FWF considers a high
since last check.		number of complaints as a positive
		indicator, as it shows that workers
		are aware of and making use of the
Number of worker complaints in process of	N/A	
being resolved.		
Number of worker complaints resolved	N/A	
since last check.		

Performance Indicators	Result	Relevance of Indicator	Documentation	
3.1 A specific employee has been designated		Followup is a serious part of FWF membership, and	Manuals, emails, etc., demonstrating	
to address worker complaints.	Yes	cannot be successfully managed on an ad-hoc basis.	who the designated staff person is.	
		esponsible for handling complaints. In case of a complain	-	
	remediation process.	ser for the supplier and the CEO are immediately informe	a. Local staff would be included in the	
	Recommendation: It is recommended	ed to formalise the process of who to inform, when and v	vhat to do in case of a complaint.	
3.2 System exists to check that the Worker		The Worker Information Sheet is a key first step in	Photos by company staff, audit reports	
Information Sheet is posted in factories.	Yes	alerting workers to their rights.	checklists from factory visits, etc.	
	Comment: Local staff as well as travelling staff from the head office check the psoting of the CoLP and take picture			
	Local staff partly already sends pictures. It is planned that travelling staff has to take pictures at the production sites and whether the complaints handler number is correctly posted.			
3.3 Percentage of audited factories where at		The FWF complaints procedure is a crucial element of	Percentage of audited factories where	
least half of workers are aware of the FWF		verification. If factory-based complaint systems do not	at least 50% of interviewed workers	
worker helpline.	50%	exist or do not work, the FWF worker helpline allows	indicate awareness of the FWF	
		workers to ask questions about their rights and file complaints.	complaints mechanism.	

	Requirement: The affiliate should ch	neck if the worker information sheet is posted. The inform	nation sheet is the first step towards	
	awareness raising about the existence and functioning of FWFs worker hotline.			
	Requirement: It is important that the affiliate informs the factory managers about the existence of the hotline. The factory managers			
	are the key actors in informing work	are the key actors in informing workers about their rights.		
	Recommendation: The affiliate can	Recommendation: The affiliate can stimulate its suppliers to participate in WEP trainings, to raise awareness about the existence and		
	the functioning of FWF's worker ho	tline.		
3.4 All complaints received from factory	Involvement by the FWF affiliate is crucial in resolving a Documentation that affiliate has			
workers are addressed in accordance with the	Not applicable complaint at a supplier. completed all required steps in the			
FWF Complaints Procedure.			complaints handling process.	
3.5 Cooperation with other customers in addressing worker complaints at shared suppliers	Not applicable	Because most factories supply several customers with products, involvement of other customers by the FWF affiliate can be critical in resolving a complaint at a supplier.	Documentation of joint efforts, e.g. emails, sharing of complaint data, etc.	
			<u> </u>	

Complaints Comments

Training & Capacity Building

Performance Indicators	Result	Relevance of Indicator	Documentation
4.1 Staff at affiliate is made aware of FWF		Preventing and remediating problems often requires	Emails, trainings, presentation,
membership requirements.		the involvement of many different departments;	newsletters, etc.
	Yes	making all staff aware of FWF membership	
		requirements helps to support cross-departmental	
		collaboration when needed.	
	Comment: Internal meetings on soc	cial standards took place with purchasing staff.	
4.2 Advanced training is provided to staff in		Sourcing, purchasing and CSR staff at a minimum	FWF Seminars or equivalent trainings
direct contact with suppliers on CoLP	No	should possess the knowledge necessary to implement	provided; presentations, curricula, etc.
requirements.		FWF requirements and advocate for change within their	
		organisations.	
	Recommendation: It is recommend	ed to conduct a training explicitly on social standards to t	ravelling staff. FWF can be of support
4.3 Agents are informed of CoLP requirements		Agents have the potential to either support or disrupt	Correspondence with agents, trainings
and act to support their implementation.	Not applicable	CoLP implementation. It is the responsibility of affiliate	for agents, FWF audit findings.
	Not applicable	to ensure agents actively support the implementation	
		of the CoLP.	
	Comment: DW-Shop does not source	ce via agents. DW-Shop employ local staff but they are on	the payroll of company. Local staff has
	been informed about FWF member	ship and support implementation and coordination in the	e production countries.
4.4 Factory participation in Workplace		Lack of knowledge on best practices related to labour	Documentation of relevant trainings;
Education Programme (where WEP is offered;	0%	standards is a common issue in factories. Good quality	participation in Workplace Education
by production volume).	078	training of workers and managers is a key step towards	Programme.
		sustainable improvements.	
		ducing lots of products in India, China and Turkey where F	WF offers the Workplace Education
	Programme. It is strongly recomme	nded to enroll factories to this programme.	
4.5 Factory participation in trainings (where		In areas where the Workplace Education Programme is	Curricula, other documentation of
WEP is not offered; by production volume).		not yet offered, affiliates may arrange trainings on their	training content, participation and
	Not applicable	own. Trainings must meet FWF quality standards to	outcomes.
		receive credit for this indicator.	
			<u> </u>

Training & Capacity Building Comments

Information Management

Performance Indicators	Result	Relevance of Indicator	Documentation
5.1 Supplier register for the previous financial		Any improvements to supply chains require affiliates to	Completed supplier register; Financial
year is verified as being complete and	Yes	first know all of their suppliers.	records of previous financial year.
accurate.			
5.2 A system exists to allow purchasing, CSR		CSR, purchasing and other staff who interact with	Internal information system; status
and other relevant staff to share information	Vac	suppliers need to be able to share information in order	CAPs, reports of meetings of
with each other about working conditions at	Yes	to establish a coherent and effective strategy for	purchasing/CSR; systematic way of
suppliers.		improvements.	storing information.
	Comment: All employees have acces in direct contact are regularly inform	ss on the company's server to look up the status of social ned about the status of compliance.	standards at each production site. Staff

Information Management Comments:

No additional subcontractors have been found at the production sites during audits conducted by FWF.

Transparency

Performance Indicators	Result	Relevance of Indicator	Documentation
6.1 Communication about FWF membership adheres to the FWF communications policy.	Yes	FWF membership should be communicated in a clear and accurate manner. FWF guidelines are designed to prevent misleading claims.	Logo is placed on website; other communications in line with policy. Affiliates may lose points if there is evidence that they did not comply with the communications policy.
6.2 Affiliate engages in advanced reporting activities.	No	Good reporting by members helps to ensure the transparency of FWF's work and shares best practices with the industry.	Affiliate publishes one or more of the following on their website: Brand Performance Check, Audit Reports, Supplier List.
	Recommendation: DW-Shop is recommended to publish e.g. the Brand Performance Check, audit reports or the supplier list on their website.		
6.3 Social Report is submitted to FWF and is published on affiliate's website	Published on affiliate's website	The Social Report is an important tool for brands to transparently share their efforts with stakeholders.	Report adheres to FWF guidelines for Social Report content.
		·	·

Transparency Comments:

Evaluation

Performance Indicators	Result	Relevance of Indicator	Documentation	
7.1 Systemic annual evaluation of FWF membership is conducted with involvement of top management.	Yes	An annual evaluation involving top management ensures that FWF policies are integrated into the structure of the company.	Meeting minutes, verbal reporting, Powerpoints, etc.	
	Comment: FWF membership is evaluated with the CEO at the end of the financial year and before the start of writing the social report.			
7.2 Percentage of required changes from previous Brand Performance Check implemented by affiliate.	Not applicableinclude requirements for changes to management practices. Adherence to these requirements is an		Affiliate should show documentation related to the specific requirements made in the previous Brand Performance Check.	
	Comment: As this is the first Brand Performance Check FWF conducts at DW Shop, this indicator is not applicable.			

Evaluation Comments:

Comments to FWF

This area provides an opportunity for affiliates to provide feedback to FWF.

DW-Shop would appreciate more time for discussions during the next multi-stakeholder meeting in Germany.

Appendix 1: FWF Audit Finding Summary by Country

This chart summarizes the number of time each finding was reported during an FWF Audit in each country.

	China	India	Turkey
Total Number of Audits:	2	3	1
Standard Findings			
Sourcing practices		August 2013	
According to the supplier the prices of the affiliate			
do not support the payment of living wages.	2		1
No areas for improvement		3	
Monitoring system			
The FWF affiliate has not provided FWF Code of	1		
Labour Practices to the factory.	1		
No areas for improvement	1	3	1
Management system of factory to improve			
working conditions			
The factory has not posted the Code of Labour			
Practices in local language with the contact details			
of the local complaints handler at an easily	1	2	
accessible location for workers.			
The factory has coached workers and / or falsified			
documents in preparation of the audit			1
No areas for improvement		1	

	2: Subcontractors are not informed about the CoLP. 1: A lump sum commission charge of 20 RMB/month will be imposed if workers do not use the canteen and dormitory services provided by the factory.		
Communication and consultation Management has not informed workers actively			
about the FWF Code of Labour Practices and / or relevant national or local legislation.	1	1	
There is no effective internal grievance mechanism in place.	2		
There are no democratically elected workers' representatives.		1	
No areas for improvement			1
	 Workers complain about low quality of food in the canteen and low wages. 		
Employment is freely chosen			
No areas for improvement	2	2	1
No discrimination in employment			
No areas for improvement	2	1	1
No exploitation of child labour			
No areas for improvement	2	3	1
Freedom of association and the right to collective bargaining			
The factory does not allow trade unions to approach workers.		1	

There is no independent workers' organisation or			
union, which is run by workers without	2		
management's involvement.	2		
No areas for improvement		1	1
Other		1: Management believes that it is	
		against culture and ethos at the	
		factory to allow unions within the	
		township	
Payment of a living wage			
The factory is not transparent regarding wage	1		1
records.	L		T
Wages are below living wage level as estimated by	2	1	1
local stakeholders.	2	1	Ţ
The factory delays paying workers' wages.	1		
The factory does not pay leaves and benefits to			
workers according to legal requirements.	2	1	
The factory does not pay overtime premium to	1		
workers according to legal requirements.	L	1	
No areas for improvement		2	
Reasonable hours of work			
The factory is not transparent regarding overtime		2	
records.	L	2	

Excessive overtime was found: <i>please specify:</i>			
	1: Overtime hours for some		
	workers in peak season (Jun to		
	Oct 2012) are 4 up to 5 hours a		
	day. In peak season (Jun to Oct		
	2012) exceed the limit of 60		
	hours (e.g. 75 - 84); 1: Monthly		
	overtime hours for most hourly	1: There have been instances of	
	rate workers in peak season are	work on Sundays - following	
	around 130 hours. Weekly	which no day off was given	
	working hours of the hourly rate		
	workers are around 65 hours up		
	to 77 hours. Hourly rate workers		
	do not receive at least one day		
	off in a 7-day period and the		
	consecutive working days are		
	from 13 days up to 30 days.		
Other			
			1: Inconsistency was observed
			regarding working hours of the
			factory. Since the factory did not
			provide real set of timecard and
			payroll records; working hours
			and payment of wages issues
			could not be fully verified.
Safe and healthy working conditions			
Critical/minor issues regarding fire safety are			
found	2	3	1
Critical/minor issues regarding chemical safety are	2		1
found	2		1

Critical/minor issues regarding machine safety are		2	1
found			1
Critical/minor issues regarding electrical safety are		3	
found		5	
Critical/minor issues regarding ergonomics are	2	3	
found	2	3	
Other	1: Sanitation conditions at toilet	2: No anti-harassment committee	
	and drinking water areas are	as per law.; 2: Housekeeping is	
	poor.	insufficient.	
Legally binding employment relationship			
The factory does not provide contracts or		2	
appointment letters to workers.		2	
Not all social security or insurance fees are paid			
	2	1	1
Individual personnel files are incomplete		1	1