



BRAND PERFORMANCE CHECK

Maier Sports GmbH & Co KG

PUBLICATION DATE: AUGUST 2014

this report covers the evaluation period 01-01-2013 to 31-12-2013

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 [Brand Performance Check Guide](#) provides more information about the indicators and is available for download.

BRAND PERFORMANCE CHECK OVERVIEW

Maier Sports GmbH & Co KG

Evaluation Period: 01-01-2013 to 31-12-2013

AFFILIATE INFORMATION	
Headquarters:	Köngen, Germany
Member since:	01-06-2011
Product types:	Sportswear, Outdoor
Production in countries where FWF is active:	China, India, Turkey
Production in other countries:	Germany, Pakistan
BASIC REQUIREMENTS	
Workplan for this evaluation period was submitted?	Yes
Actual supplier register for this evaluation period has been submitted?	Yes
Membership fee has been paid?	Yes
All suppliers have been notified of FWF membership?	Yes
SCORING OVERVIEW	
% of own production under monitoring	87%
Benchmarking score	52
Category	Good

Summary:

Maier Sports meets most of FWF's management system requirements. The monitoring threshold is 87% which exceeds the FWF requirements of 60% for brands in the 2nd year of membership.

Maier Sports' monitoring systems provide good insights into their production locations. Ownership of some factories and joint ventures at others are combined with regular visits by the CEO and other staff to production sites.

The brand has indicated that lack of staff capacity reduced their ability to follow up on some FWF requirements and recommendations, however new staff was added in late 2013. The new staff will be responsible for overseeing FWF requirements and Code of Conduct compliance at production sites.

Seven FWF audits were conducted by FWF in 2013 at production sites of Maier Sports. While the factories were performing well on many standards, overtime and progress towards living wages remain areas for focus in the future. FWF recommends that Maier Sports enrol its suppliers in the Workplace Education Programme, to help improve worker and management awareness of the Code of Labour Practices.

PERFORMANCE CATEGORY OVERVIEW

Leader: This category is for affiliates who are doing exceptionally well, and are operating at an advanced level.

Good: It is FWF's belief that affiliates who are making a serious effort to implement the Code of Labour Practices—the vast majority of FWF affiliates—are 'doing good' and deserve to be recognized as such. They are also doing more than the average clothing company, and have allowed their internal processes to be examined and publicly reported on by an independent NGO. The majority of affiliates will receive a 'Good' rating.

Needs Improvement: Affiliates are most likely to find themselves in this category when major unexpected problems have arisen, or if they are unable or unwilling to seriously work towards CoLP implementation. Affiliates may be in this category for one year only after which they should either move up to Good, or will be moved to suspended.

Suspended: Affiliates who either fail to meet one of the Basic Requirements, have had major internal changes which means membership must be put on hold for a maximum of one year, or have been in Needs Improvement for more than one year. Affiliates may remain in this category for one year maximum, after which termination proceedings will come into force.

Categories are calculated based on a combination of benchmarking score and the percentage of own production under monitoring. The specific requirements for each category are outlined in the Brand Performance Check Guide.

1. PURCHASING PRACTICES

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.1 Percentage of production volume from suppliers where affiliate buys at least 10% of production capacity	97%	Affiliates with less than 10% of a factories' production capacity generally have limited influence on factory managers to make changes.	Supplier information provided by affiliate.	4	4	0
1.2 Percentage of production volume from suppliers where a business relationship has existed for at least five years	76%	Stable business relationships support most aspects of the Code of Labour Practices, and give factories a reason to invest in improving working conditions.	Supplier information provided by affiliate.	4	4	0
1.3 All new suppliers are required to sign and return the Code of Labour Practices before first orders are placed.	Yes	The CoLP is the foundation of all work between factories and brands, and the first step in developing a commitment to improvements.	Signed CoLPs are on file.	2	2	0

Requirement: Affiliate needs to ensure that new suppliers sign and return the questionnaire before first orders are placed.

Comment: Questionnaires asking for factory information and signature of the Code of Labour Practices have been sent out but due to lack of staff capacity not followed up in 2013.

1.4 Company conducts human rights due diligence at all new suppliers before placing orders.	No	Due diligence helps to identify, prevent and mitigate potential human rights problems at new suppliers.	Documentation may include pre-audits, existing audits, other types of risk assessments.	0	4	0
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Requirement: A formal process should exist to evaluate the risks of labour violations in the production areas the affiliate is operating. This evaluation should influence the decision on whether to place orders, how to prevent and mitigate risks, and what remediation steps may be necessary.

Recommendation: A risk analysis as part of the decision-making process of selecting new suppliers is an important step to mitigate risk and prevent potential problems. FWF recommends Maier Sports to assess the risks associated with operating in specific production areas. FWF advises to use information from FWF country studies and wage ladders. The affiliate can cooperate with local stakeholders to further investigate the situation in a specific country. FWF can offer information on local stakeholders. Conducting an audit before place orders or analysing existing audit reports can also be a way to assess the level of working conditions before deciding to continue the business relationship.

1.5 Supplier compliance with Code of Labour Practices is evaluated in a systematic 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.	1	2	0
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Recommendation: Affiliates are encouraged to develop an evaluation/grading system for suppliers where compliance with labour standards is a criterion for future order placement. Part of the system can be to create an incentive for rewarding suppliers for realised improvements in working conditions.

Comment: Suppliers meeting and working on code compliance is seen as highly important by the CEO and decisions to reward performance improvement have been taken in an informal way already. Suppliers are evaluated with regard to e.g. quality and delivery dates. Social standards are not yet part of the formal evaluation, hence supplier compliance with regard to Code of Labour Practices is not evaluated in a systematic manner.

1.6 The affiliate's production planning systems support reasonable working hours.	General or ad-hoc system.	Affiliate production planning systems can have a significant impact on the levels of excessive overtime at factories.	Documentation of robust planning systems.	2	4	0
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Recommendation: FWF recommends Maier Sports to plan production in a way that the use of subcontractors is minimized. The affiliate should establish long-term relationships with some subcontractors of the factories to ensure that the affiliate's production planning system supports reasonable working hours also at subcontractor level.

Comment: Maier Sports has its own factory and has joint-ventures with three more suppliers. Those four suppliers are the core suppliers of Maier Sports.

Production planning is done per calendar year. Suppliers receive pre-orders knowing the design and material before agreements are made with regard to the delivery date. Maier Sports orders all material and trimmings to ensure they are in time at the production site.

Decision on where production takes place is taken by considering the production sites production capacity. In case the production site does not have enough capacity, Maier Sports considers air-freight or allows the factory to use subcontractors. Information about which subcontractors is used is with Maier Sports.

Maier Sports is aware of reasons why overtime occurs and tries to minimize overtime hours as much as possible in communicating with the suppliers frequently and also towards customers by having flexible delivery dates for bigger resale stores. This also allows production now and then in low season.

1.7 Degree to which affiliate mitigates root causes of excessive overtime.	Insufficient efforts	Some production delays are outside of the control of affiliates; however there are a number of steps that can be taken to address production delays without resorting to excessive overtime.	Documentation of root cause analysis and positive steps taken to manage production delays or improve factory processes.	0	6	0
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Requirement: The affiliate should investigate to what extent its current buying practices has an effect on the working hours at supplier level. A root cause analysis of excessive overtime should be done to investigate which steps can be most effective to reduce overtime.

Recommendation: Affiliates can develop instruments or policies to deal with possible delays to avoid excessive overtime. Those instruments could include being flexible with delivery dates, prioritizing orders, offer support/flexibility for material delivery, ordering in low season etc. The outcomes of the root cause analysis can be used for identifying strategies that minimise the impact of its sourcing practice on working hours at other factories. If necessary, the affiliate could hire local experts to analyse root cause of excessive overtime in cooperation with the supplier. FWF could recommend qualified persons upon request.

Comment: FWF has conducted seven audits at production sites of Maier Sports. Three factories have not been transparent about overtime records, the other reports indicate that overtime is excessive for production workers. To avoid overtime at the main production site, Maier Sports uses subcontractors which are known to the company. A root cause analysis to find out root-causes of excessive overtime or intransparency in documents was not conducted due to limited staff capacity.

1.8 Affiliate's pricing policy allows for payment of at least the legal minimum wages in production countries.	Country-level policy	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.	2	4	0
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Recommendation: FWF recommends to take the learnings from the calculation sheets of their own production site for all other products at other production sites.

Comment: Calculation of prices are made per style. The supplier is given a certain style and if the FOB calculation does not match the retail price, details such as embroidery is reduced to meet the retail price needed.

For production at the own production site, Maier Sports knows the calculation of price on style level. An example of calculation was shown for reference. Wages to workers are part of those calculations. In general a low employee turnover is seen as indicator of employees satisfaction.

At the other production sites, Maier Sports knows the rate for working hours given by the location of the production site.

1.9 Affiliate actively responds if suppliers fail to pay legal minimum wages.	No minimum wage problems reported	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.	2	2	-2
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Recommendation: FWF recommends Maier Sports to engage with the suppliers where audits showed intransparency in wage documents. Maier Sports needs to find out root-causes of suppliers being intransparent to be able to actively support the supplier to have transparent wage documents.

Comment: None of the audit reports of 2013 indicate payments below minimum wages. However two out of seven audits show intransparency in wage documents.

1.10 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.	0	0	-1
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Recommendation: The affiliate needs to make sure the agents pay its suppliers on time, late payments to suppliers 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.

Comment: One out of seven audit reports indicated late payments from Maier Sports. In this case Maier Sports has been sourcing via an agent (the only agent which Maier Sports uses to produce Maier Sports goods). Maier Sports showed evidence that the agency has been paid in time but the agency has not given the payment in time to the production site.

1.11 Degree to which affiliate assesses root causes of wages lower than living wages with suppliers and takes steps towards the implementation of living wages.	No efforts shown.	Sustained progress towards living wages requires adjustments to affiliates' policies.	Documentation of policy assessments and/or concrete progress towards living wages.	0	8	0
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Requirement: Affiliate is expected to take an active role in discussing living wages with its suppliers. The FWF wage ladder can be used as a tool to implement living wages. Most relevant wage estimates, such as local minimum wage, Asia Floor Wage, collective bargaining wage and industrial best practice wages are provided in the wage ladder. The wage ladder is included in FWF's audit reports. It demonstrates the gaps between workers' wages at a factory and living wages demanded by major stakeholders. The wage ladder can be used to document, monitor, negotiate and evaluate the improvements at its suppliers.

In case FWF affiliate buys exclusively at a supplier or owns a supplier, the affiliate is held more accountable for implementing adequate steps.

Recommendation: FWF encourages the affiliate to discuss with suppliers about possibilities to work towards higher benchmarks. FWF has developed experience with approaches that ensure that production workers in the selected facility take full benefit from the additional amounts that are committed to wage increases. FWF could give companies specific guidance on process rollout on request. FWF advises companies to avoid the concept of a one-time charitable contribution, and strongly recommends affiliates commit to a long term process that leads to sustainable implementation of living wages.

FWF recommends Maier Sports to use the factory price calculations done in their own production site as a start of investigation.

Comment: None of the factories where FWF audits took place in 2013 pay living wage estimates of local stakeholders.

Due to lack of capacity, Maier Sports did not assess root causes of wages lower than living wages with suppliers.

1.12 Affiliate sources from an FWF factory member.	No	When possible, FWF encourages affiliates to source from FWF factory members. On account of the small number of factories this is a 'bonus' indicator. Extra points are possible, but the indicator will not negatively affect an affiliate's score.	Supplier information provided by affiliate.	N/A	1	0
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1.13 Percentage of production volume from factories owned by the affiliate.	53%	Owning a supplier increases the accountability and reduces the risk of unexpected CoLP violations. Given these advantages, this is a bonus indicator. Extra points are possible, but the indicator will not negatively affect an affiliate's score.	Supplier information provided by affiliate.	2	2	0
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Comment: 53% of production for Maier Sports is either done at the company's own production site in Turkey or from one of the three joint ventures of the company.

PURCHASING PRACTICES

Possible Points: 42

Earned Points: 19

2. MONITORING AND REMEDIATION

BASIC MEASUREMENTS	RESULT	COMMENTS
% of own production under standard monitoring (excluding low-risk countries)	87%	
% of own production in low risk production countries where FWF's Low Risk policy has been implemented	0%	FWF low risk policy should be implemented. 0 = policy is not implemented correctly. N/A = no production in low risk countries.
Total of own production under monitoring	87%	Minimums: 1 year: 40%; 2 years 60%; 3 years+: 90% Measured as a percentage of turnover.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
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	-2

Comment: CEO and a technician have been responsible for implementation of FWF requirements in 2013. Towards the end of the year it became clear that staff capacity is not sufficient. A new person responsible for social standards has been hired starting 1 January 2014. The new person will be assigned for approx. 50% of time for FWF issues.

2.2 Degree of progress towards resolution of existing Corrective Action Plans	Insufficient	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	8	-2
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Requirement: Resolving and remediating non-compliances is one of the most important criteria FWF affiliates can do towards improving working conditions. FWF expects affiliates to examine and support remediation of any problem that they encounter. Coordinated efforts between different departments are required to ensure sustained responses to CAPs.

Recommendation: To facilitate remediation, the affiliate could consider:

- Hire a local consultant to assist factory in developing an action plan and to assist factory management in investigating root causes.
- Organise supplier seminars.
- Provide factory training.
- Share knowledge/material.
- Providing financial support to the supplier for implementing improvements.

Comment: Corrective actions are discussed with the supplier either during factory meetings or on the phone. Agreements for remediation are made but not structured in a way that Maier Sports is able to follow up on what is already done and what still needs to be improved.

2.3 Percentage of production volume from suppliers that have been visited by the affiliate in the past financial year	96%	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.	4	4	0
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Comment: Factories are regularly visited by staff, mainly the CEO, from Maier Sports. Before leaving CEO collects all information from relevant staff to discuss with the suppliers when in-country.

2.4 Existing audit reports from other sources are collected.	Yes	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.	1	3	0
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Recommendation: Existing reports form a basis for understanding the issues and strengths of a supplier, and reduces double work. Existing audits can be counted towards the monitoring threshold if the quality of the report is assessed using the FWF audit quality tool and corrective actions are implemented. FWF recommends Maier Sports to follow up corrective actions from existing audit reports in a structured and systematic manner.

Comment: Existing audit reports have been collected. Quality is not yet assessed. Corrective actions have been partly implemented and followed up by local staff of Maier Sports. However this process could not be tracked due to lack of staff capacity in 2013.

2.5 Audit Report and Corrective Action Plan (CAP) findings are shared with factory. Improvement timelines are established in a timely manner	Yes	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 time frame should be specified for resolving findings.	Corrective Action Plans, emails; findings of followup audits; brand representative present during audit exit meeting, etc.	2	2	-1
2.6 High risk issues specific to the affiliate's supply chain are identified and addressed by the monitoring system.	Insufficient Capacity	Different countries and products have different risks associated with them; monitoring systems should be adapted to allow appropriate human rights due diligence for the specific risks in each affiliates' supply chain.	Documentation may take many forms; additional research, specific FWF project participation; extra monitoring activities, extra mitigation activities, etc.	0	6	0

Requirement: Affiliates' monitoring system should identify and address high risk issues that are specific to the affiliates' sourcing practices. FWF provides policies and country-specific requirements to affiliates. Priorities in remediation efforts are guided by these policies.

Recommendation: Knowing the country specific risks facilitates the starting point for discussing this with suppliers. Affiliates can agree on additional commitments that are required to mitigate risks. The affiliate can provide additional measures as support and integrate that in the monitoring system. For instance: lack of knowledge of factory managers in Bangladesh on the principles of fire safety, means organizing management seminar.

Comment: Due to lack of staff, Maier Sports had insufficient capacity to address high risk issues specific to the affiliate's supply chain and to address them in their monitoring system.

2.7 Affiliate cooperates with other customers in resolving corrective actions at shared suppliers	No CAPs active or no shared suppliers.	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.	N/A	2	-1
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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.	2	2	0
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Comment: Maier Sports has only one factory located in a low-risk country which produces less than 1% of the total production volume of the company.

2.9 External brands resold by the affiliate who have completed and returned the external brand questionnaire. (% of external sales volume)	No external brands resold	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.	N/A	3	0
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2.10 External brands resold by affiliates that are members of another credible initiative. (% of external sales volume)	No external brands resold	FWF believes affiliates who resell products should be rewarded for choosing to stock external brands who also take their supply chain responsibilities seriously.	Supplier register; Documentation of sales volumes of products made by FWF or FLA members.	N/A	3	0
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MONITORING AND REMEDIATION

Possible Points: 27

Earned Points: 9

3. COMPLAINTS HANDLING

BASIC MEASUREMENTS	RESULT	COMMENTS
Number of worker complaints received since last check	1	At this point, FWF considers a high number of complaints as a positive indicator, as it shows that workers are aware of and making use of the complaints system.
Number of worker complaints in process of being resolved	0	
Number of worker complaints resolved since last check	1	

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
3.1 A specific employee has been designated to address worker complaints	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.	1	1	-1

Recommendation: FWF recommends to have an internal approach and idea on what to follow/who to inform/when to act in case a complaint is received.

Comment: The complaint received has been addressed immediately by Maier Sports with the factory. Solving the complaint was impossible as the factory went bankrupt shortly after receiving the complaint and the plaintiff did not answer the phone anymore to follow up issues.

3.2 System exists to check that the Worker Information Sheet is posted in factories	No	The Worker Information Sheet is a key first step in alerting workers to their rights.	Photos by company staff, audit reports, checklists from factory visits, etc.	0	2	0
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Requirement: The affiliate must ensure that the Code of Labour Practices, including contact information of the local complaints handler of FWF, is posted in factories in a location that is accessible to workers. Affiliate should check by means of a visit whether the CoLP is posted in the factories.

Recommendation: It is suggested to ask suppliers to submit a photo of the posted CoLP with the annual questionnaire and to ask staff visiting a supplier to check if the documents are still posted as indicated on the obtained photo.

Comment: The worker information sheet has been shared with the factory. Posting has not been checked in a structured manner.

3.3 Percentage of FWF-audited factories where at least half of workers are aware of the FWF worker helpline.	100%	The FWF complaints procedure is a crucial element of verification. If factory-based complaint systems do not exist or do not work, the FWF worker helpline allows workers to ask questions about their rights and file complaints. Factory participation in the Workplace Education Programme also count towards this indicator.	Percentage of audited factories where at least 50% of interviewed workers indicate awareness of the FWF complaints mechanism + percentage of factories in WEP programme.	4	4	-2
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Requirement: The affiliate should inform the factory managers about the existence of the hotline. The affiliate should have a routine to ensure the worker information sheet with complaints handlers contact details is posted in a place freely accessible to workers. The information sheet is the first step towards awareness raising about the existence and functioning of FWFs worker hotline.

Recommendation: As part of the routine to ensure the worker information sheet is posted, the company could request suppliers to send pictures of the posted document. In case of a supplier visit, the company representative can check whether is the document is posted. The affiliate can stimulate its suppliers to participate in WEP trainings, to raise awareness about the existence and the functioning of FWF's worker hotline. In addition to sending the worker information sheet, affiliates can use the worker information cards available for download on FWF's website.

Comment: Almost all audit reports of 2013 indicate that the FWF CoLP and worker helpline have either not been shared with the factory or the posting did not happen at the factory premises.

3.4 All complaints received from factory workers are addressed in accordance with the FWF Complaints Procedure	Yes	Providing access to remedy when problems arise is a key element of responsible supply chain management. Affiliate involvement is often essential to resolving issues.	Documentation that affiliate has completed all required steps in the complaints handling process.	3	6	-2
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Recommendation: For upcoming complaints FWF recommends Maier Sports to conduct a root-cause analysis to understand how the problems occurred at the factory and to take preventive steps to prevent the problems from recurring.

Comment: The complaint received in 2013 came from a factory in China and addressed late payments to the workers, excessive overtime and not paying social security payments. Maier Sports has contacted the supplier immediately and followed up very intensively. Preventive steps to avoid the problems occurring at other production sites have not been taken.

3.5 Cooperation with other customers in addressing worker complaints at shared suppliers	No complaints or cooperation not possible / necessary.	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.	N/A	2	-2
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COMPLAINTS HANDLING

Possible Points: 13

Earned Points: 8

4. TRAINING AND CAPACITY BUILDING

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
4.1 All staff is made aware of FWF membership requirements	Yes	Preventing and remediating problems often requires the involvement of many different departments; making all staff aware of FWF membership requirements helps to support cross-departmental collaboration when needed.	Emails, trainings, presentation, newsletters, etc.	1	1	-1

Comment: Maier Sports has informed all staff about FWF membership requirements with its Maier Sports Magazin, an internal newsletter, workbook which includes FWF membership and also a posting at the company's premises.

4.2 Ongoing training in support of FWF requirements is provided to staff in direct contact with suppliers.	Yes	Sourcing, purchasing and CSR staff at a minimum should possess the knowledge necessary to implement FWF requirements and advocate for change within their organisations.	FWF Seminars or equivalent trainings provided; presentations, curricula, etc.	2	2	0
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Recommendation: FWF recommends a training on FWF requirements for technicians of Maier Sports. This training can help the FWF contact person and responsible at Maier Sports to implement social standards better at the production sites.

Comment: At Maier Sports only technicians are in direct contact with suppliers. They have been informed and partly engaged to implement social standards at the production sites.

4.3 All sourcing contractors/agents are informed about FWF's Code of Labour Practices.	Yes + actively support COLP	Agents have the potential to either support or disrupt CoLP implementation. It is the responsibility of affiliate to ensure agents actively support the implementation of the CoLP.	Correspondence with agents, trainings for agents, FWF audit findings.	2	2	-2
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Comment: Maier Sports uses only one supplier for its production in India. A FWF audit in summer 2013 showed that the agent has not been informed about FWF requirements. Maier Sports has taken immediate steps and informed the agent about FWF membership requirements in detail. The supplier is now actively involved to implement findings from the audit.

4.4 Factory participation in Workplace Education Programme (where WEP is offered; by production volume)	0%	Lack of knowledge and skills on best practices related to labour standards is a common issue in factories. Good quality training of workers and managers is a key step towards sustainable improvements.	Documentation of relevant trainings; participation in Workplace Education Programme.	0	6	0
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Requirement: Manufacturers and their workers should be systematically informed about FWF and the implementation of the Code of Labour Practices. All factory management and workers should be informed and aware about the relevant labour standards and grievance mechanisms.

Recommendation: In order to ensure awareness and enhance understanding of the relevant labour standards, grievance mechanisms and the importance of a good mechanism for communication between employers and workers in the workplace, FWF developed the Workplace Education Programme. This programme is offered in the 4 priority countries. The affiliate should motivate its main supplier(s) to join WEP trainings.

Comment: Almost all production for Maier Sports is taking place in countries where FWF offers the Workplace Education Programme.

4.5 Factory participation in trainings (where WEP is not offered; by production volume)	All production is in WEP areas.	In areas where the Workplace Education Programme is not yet offered, affiliates may arrange trainings on their own or work with other training-partners. Trainings must meet FWF quality standards to receive credit for this indicator.	Curricula, other documentation of training content, participation and outcomes.	N/A	4	0
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Recommendation: FWF recommends Maier Sports that if the company remains production in Pakistan to include the production site in WEP trainings. A training be conducted for sure when production volume counts for more than 2% of the total production volume.

In any case, trainings must meet FWF quality standards to receive credit for this indicator: top management, supervisors and workers should be included in the trainings, separately. Workplace standards and dispute handling should be included in the training. At least 10-20% of the workforce must be trained, depending on the size of the factory. Worker participations should be balanced and representative.

Comment: Only one production site of Maier Sports in Pakistan is applicable for this indicator. However this production site produces less than 1% of the total production volume to Maier Sports. Due to the very small production volume and since Maier Sports achieves a higher monitoring threshold then needed in second year of FWF affiliation, this indicator is seen as not applicable.

TRAINING AND CAPACITY BUILDING

Possible Points: 11

Earned Points: 5

5. INFORMATION MANAGEMENT

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
5.1 Level of effort to identify all production locations and update supplier information.	Advanced	Any improvements to supply chains require affiliates to first know all of their suppliers and production locations.	Supplier information provided by affiliate. Financial records of previous financial year. Documented efforts by affiliate to update supplier information from its monitoring activities.	6	6	-2

Comment: Maier Sports has in-depth knowledge on its production sites.

5.2 A system exists to allow purchasing, CSR and other relevant staff to share information with each other about working conditions at suppliers	Yes	CSR, purchasing and other staff who interact with suppliers need to be able to share information in order to establish a coherent and effective strategy for improvements.	Internal information system; status CAPs, reports of meetings of purchasing/CSR; systematic way of storing information.	1	1	-1
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Recommendation: It is advised to make relevant staff aware of the available tools FWF offers, such as the Health and Safety guides, monitoring CAP documents, access to FWF's online information system. Purchasing staff is recommended to share reports from factory visits that include a status update of implementing the CoLP.

Comment: Information about working conditions at suppliers are shared but relevant staff is not yet involved to actively support and follow up corrective actions.

INFORMATION MANAGEMENT

Possible Points: 7

Earned Points: 7

6. TRANSPARENCY

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
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.	1	1	-2

Comment: FWF is mentioned on Maier Sports website in correct wording.

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.	0	1	0
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Recommendation: FWF recommends the affiliate to publish one or more of the following reports on its website: Brand performance check, Audit Reports, suppliers register. Good reporting by members helps to ensure the transparency of the affiliate and FWF's work.

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.	2	2	-2
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TRANSPARENCY

Possible Points: 4

Earned Points: 3

7. EVALUATION

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
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.	2	2	0

Comment: FWF is integrated on a strategic level including top management in the evaluation process. The outcome of the evaluation is applied in practices but not in policies.

7.2 Percentage of required changes from previous Brand Performance Check implemented by affiliate	66%	In each Brand Performance Check report, FWF may include requirements for changes to management practices. Adherence to these requirements is an important part of FWF membership.	Affiliate should show documentation related to the specific requirements made in the previous Brand Performance Check.	6	8	-4
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Requirement: Last year's Brand Performance Check included three requirements. Two out of three requirements have been implemented.

The requirement to work on a sustained progress towards living wages remains outstanding.

EVALUATION

Possible Points: 10

Earned Points: 8

RECOMMENDATIONS TO FWF

1. Maier Sports recommends FWF to use less abbreviations. Abbreviations are difficult to understand especially for staff which is not used to the terminologies/new staff. The company asks FWF to include a list of abbreviations and explanations on the foundation's website.
2. FWF audit reports come in late. Maier Sports asks FWF to ensure audit reports at their factories come in time.
3. The search option at the FWF website is misleading and not functioning properly.
4. Maier Sports would appreciate more information in German.

SCORING OVERVIEW

CATEGORY	EARNED	POSSIBLE
Purchasing Practices	19	42
Monitoring and Remediation	9	27
Complaints Handling	8	13
Training and Capacity Building	5	11
Information Management	7	7
Transparency	3	4
Evaluation	8	10
Totals:	59	114

BENCHMARKING SCORE (EARNED POINTS ÷ POSSIBLE POINTS)

52

PERFORMANCE BENCHMARKING CATEGORY

Good

BRAND PERFORMANCE CHECK DETAILS

Date of Brand Performance Check:

26-06-2014

Conducted by:

Stefanie Santila Karl

Interviews with:

Simone Mayer (CEO)

Agnes Neeth (Technical Manager, Contact Person FWF/CSR)

Anita Wolpert (Technical Manager, former FWF contact person in 2013)

Stefan Taft (Head of Marketing)

Audit Summary:

Publication of the audit summary section previously included in Brand Performance Checks has been suspended while Fair Wear Foundation develops a new information system to manage and summarize the data. Future Brand Performance Checks will include improved usability and transparency for audit data.