



## BRAND PERFORMANCE CHECK

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Maier Sports GmbH & Co KG

PUBLICATION DATE: SEPTEMBER 2015

this report covers the evaluation period 01-01-2014 to 31-12-2014

## ABOUT THE BRAND PERFORMANCE CHECK

Fair Wear Foundation believes that improving conditions for apparel factory workers requires change at many levels. Traditional efforts to improve conditions focus primarily on the factory. FWF, however, believes that the management decisions of 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. They evaluate the parts of affiliate supply chains where clothing is assembled. This is the most labour intensive part of garment supply chains, and where brands can have the most influence over working conditions.

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.

The Brand Performance Check system is designed to accommodate the range of structures and strengths that different companies have, and reflects the different ways that brands can support better working conditions.

This report is based on interviews with affiliate employees who play important roles in the management of supply chains, and a variety of documentation sources, financial records, supplier data. The findings from the Brand Performance Check are summarized and published at [www.fairwear.org](http://www.fairwear.org). The online [Brand Performance Check Guide](#) provides more information about the indicators.

## BRAND PERFORMANCE CHECK OVERVIEW

Maier Sports GmbH & Co KG

Evaluation Period: 01-01-2014 to 31-12-2014

AFFILIATE INFORMATION	
Headquarters:	Köngen, Germany
Member since:	01-06-2011
Product types:	Sportswear, Outdoor
Production in countries where FWF is active:	Bangladesh, China, India, Turkey
Production in other countries:	Germany, Pakistan
BASIC REQUIREMENTS	
Workplan and projected production location data for upcoming year have been submitted?	Yes
Actual production location data for evaluation period was submitted?	Yes
Membership fee has been paid?	Yes
All suppliers have been notified of FWF membership?	Yes
SCORING OVERVIEW	
% of own production under monitoring	86%
Benchmarking score	71
Category	Good

## Summary:

Maier Sports meets most of FWFs management system requirements and has 86 % of its suppliers under monitoring. This is below the 90 % required of brands in 3rd years of membership. As Maier Sport did audit its own production (accounting for another 5 % of FOB) shortly before and after the three year period in which FWF accepts audits and continuously worked on improvements with the supplier, FWF has nevertheless awarded a good rating.

Compared to the last Brand Performance Check, Maier Sports has made considerable efforts to increase systematic monitoring e.g. conducting human rights due diligence at new suppliers, resolving CAPs more actively and ensuring the FWF CoLP is posted at all their suppliers. The company visits suppliers frequently and addresses social compliance. Wage levels at its Chinese supplier audited in 2014 showed wages close to living wage estimates.

FWF encourages Maier Sports to work on remediation of more complex issues like lack of freedom of association and excessive overtime and conduct root cause analyses, especially at the suppliers (partly) owned by the company in China and Turkey and where Maier Sports has high leverage.

Maier Sports is required to enroll main suppliers in FWF's Workplace Education Programme to enhance dialogue between workers and factory management.

## PERFORMANCE CATEGORY OVERVIEW

**Leader:** This category is for affiliates who are doing exceptionally well, and are operating at an advanced level. Leaders show best practices in complex areas such as living wages and freedom of association.

**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	95%	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

Comment: Maier Sports has its own factory in Turkey and joint-ventures with three more suppliers in China. Those four suppliers are the core suppliers of Maier Sports. Here, Maier Sport buys between 80-98 % of the supplier's production volume. At most other suppliers, Maier Sports has a leverage of 20-40 %.

1.2 Percentage of production volume from suppliers where a business relationship has existed for at least five years	68%	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.	3	4	0
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Comment: Maier Sports tries to source as much as possible from its own supplier and joint ventures. New suppliers are only added if products cannot be produced by their own suppliers.

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
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Recommendation: FWF recommends Maier Sports to ensure that no orders are placed before a signed CoLP has been returned.

Comment: Maier Sport has added one new supplier in Bangladesh in 2014 and was able to show the signed CoLP. While FWF is mentioned very early in the process of selecting a new supplier, order placement and signing of the CoLP is organised parallely. It is therefore possible that a supplier receives an order before he returned the CoLP.

1.4 Company conducts human rights due diligence at all new suppliers before placing orders.	Yes	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.	4	4	0
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**Comment:** All potential new supplier are visited by the CEO of Maier Sports. FWF is explained to factory management and the commitment of the supplier to improve working conditions is considered a key requirement. Maier Sports also uses the Health and Safety checklist provided by FWF. In the case of the Bangladeshi supplier added in 2014, the factory is a business partner of the joint venture Maier Sport's works with in China. Maier Sports collected a previous BSCI audit from the supplier and explained FWF's special requirements for Bangladesh beforehand.

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:** Maier Sports is 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:** Social compliance is, next to quality, price and delivery times, a core criterion for Maier Sports when it comes to placing orders. This is however handled in a more informal, not documented way as Maier Sports' supplier base is small. It considers less than 10 suppliers core suppliers and tries to focus production on its joint ventures and owned factory.

1.6 The affiliate's production planning systems support reasonable working hours.	Strong, integrated systems in place.	Affiliate production planning systems can have a significant impact on the levels of excessive overtime at factories.	Documentation of robust planning systems.	4	4	0
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**Comment:** With most of its suppliers, especially its own production in Turkey as well as its joint ventures, Maier Sports cooperates closely to plan production.

The company receives weekly updates regarding the production process. If suppliers highlight problems with on-time production, Maier Sports prioritizes orders, considers air-freight or allows the factory to use pre-selected subcontractors that have been registered in the FWF database. Technicians visit the factories frequently during production to consult the suppliers. This way, Maier Sports is aware of the overall capacity of suppliers as well as subcontractors. Furthermore, Maier Sports in some cases asks customers to agree to flexible delivery dates for bigger resale stores, allowing production in low season.

Production for suppliers e.g. in India is not planned that closely as Maier Sports sources very little quantities there.

1.7 Degree to which affiliate mitigates root causes of excessive overtime.	Intermediate 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.	3	6	0
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**Recommendation:** Maier Sports could discuss with factory management, especially of its own supplier and its joint ventures, on the causes of excessive overtime and provide support to manage overtime. If necessary, Maier Sports could hire local experts to analyse root cause of excessive overtime in cooperation with the supplier. FWF could recommend qualified persons upon request.

**Comment:** All seven factories audited by FWF in 2013 showed either excessive overtime or intransparent production records. The only FWF audit performed in 2014 showed excessive overtime at a Chinese supplier. Maier Sports has taken some steps to learn more about root causes. The company found that late fabric deliveries, low-quality work of subcontractors as well as the willingness of workers to work paid overtime due to low wages were common reasons. Maier Sports has started to source fabric within China to reduce transportation time, but has not yet remediated the occurrence of excessive overtime on a more systematic scale.



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 Maier Sports to increase its knowledge about cost calculations at all their suppliers to ensure that at least legal minimum wages are paid by all suppliers.

Comment: For production at their own production site, Maier Sports knows the calculation of price on style level. Wages to workers are part of those calculations.

At the other production sites, Maier Sports estimates price calculations, but is not completely aware of the share of labour costs of the overall price. It currently relies on FWF audits to reveal wage levels.

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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Comment: The audit conducted by FWF in 2014 did not find payment below legal minimum wage.

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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Comment: The audit conducted by FWF in 2014 did not show late payment to the supplier.

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.	Factory-level approach	Sustained progress towards living wages requires adjustments to affiliates' policies.	Documentation of policy assessments and/or concrete progress towards living wages.	4	8	0
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**Recommendation:** FWF encourages Maier Sports to discuss with suppliers about possibilities to work towards higher wage 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 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.

**Comment:** Especially at its own production and joint ventures, Maier Sports is aware of wage levels and aims at paying higher wages. At one Chinese supplier, Maier Sports invested in new machinery. As workers at the supplier are paid via piece rate, more efficient machines lead to higher wages. The audit conducted in 2014 at the same supplier showed payments close to living wage estimates (Asia Floor Wage) for the majority of workers.

However, Maier Sport does not yet use wage ladders systematically to assess wage levels and agree on wage targets with all its 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.	62%	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: 62% of production for Maier Sports is either done at the company's own production site in Turkey or from one of the three Chinese joint ventures of the company. Maier Sports aims at increasing this percentage.

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## PURCHASING PRACTICES

Possible Points: 42

Earned Points: 31

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## 2. MONITORING AND REMEDIATION

BASIC MEASUREMENTS	RESULT	COMMENTS
% of own production under standard monitoring (excluding low-risk countries)	86%	
% 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	86%	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: Maier Sports has designated one person to follow-up on issues and implement necessary changes.

2.2 Degree of progress towards resolution of existing Corrective Action Plans	Intermediate	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.	4	8	-2
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Recommendation: FWF recommends Maier Sports to more actively work on complex issues like freedom of association and overtime, conduct root cause analyses and ensure that learnings from one supplier are employed throughout its supply chain. Furthermore, Maier Sports is encouraged to enroll more suppliers in a WEP training to enhance dialogue between factory management and workers.

Comment: The only FWF audit conducted at a Chinese supplier in 2014 showed among other issues the lack of an independent worker committee, low awareness of the Code of Labour Practices and excessive overtime. Maier Sports has addressed those issues with factory management and has partly started to remediate. It could show that considerable efforts had been made by the factory to inform workers about the CoLP. Maier Sports could also show that they continued to remediate findings from audits conducted in 2013. Generally, corrective actions are discussed with suppliers either during factory meetings or on the phone. Maier Sports does however not have a systematic overview regarding the progress of all suppliers.

2.3 Percentage of production volume from suppliers that have been visited by the affiliate in the past financial year	98%	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: Suppliers are visited regularly by technicians as well as by the CEO and CSR staff.

2.4 Existing audit reports from other sources are collected.	Yes, quality assessed and corrective actions implemented	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.	3	3	0
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Comment: At two Chinese suppliers, Maier Sports collected BSCI audits, assessed their quality with the FWF audit quality assessment tool and implemented corrective actions. These two audits account for 10 % of Maier Sports monitoring.

2.5 Audit Report and Corrective Action Plan (CAP) findings are shared with factory. Improvement timelines are established in a timely manner	Yes	2 part indicator: FWF audit reports were shared and discussed with suppliers within two months of audit receipt AND a reasonable time frame was 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.	Intermediate 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.	3	6	0

**Recommendation:** FWF recommends Maier Sports to address common risks like excessive overtime and lack of freedom of association more actively with its monitoring system and take preventive steps.

**Comment:** Maier Sports is aware of country studies and policies published by FWF.

The company discussed the issue of illegally employed Syrian refugees with its Turkish supplier and visited subcontractors to assure compliance.

Furthermore, Maier Sports has checked whether its production in India is located in an area, where forced labour (Sumangali scheme) is common, which was not the case.

Common issues in China, like lack of freedom of association and excessive overtime, are known to Maier Sports, but are not addressed in a systematic way.

2.6a High risk issues specific to Bangladesh are identified and addressed by the monitoring system and remediation activities.	Intermediate Capacity	Affiliates sourcing in Bangladesh should take additional action to address both building and fire safety and the prevention of violence against women.	Building, electrical and fire safety inspection reports, evidence of cooperation with other customers sourcing at the same factories (Accord signatories and/or FWF affiliates), etc.	1	3	0
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**Requirement:** FWF requires Maier Sports to enroll the supplier in FWF's Fire and Building Safety workshop and a WEP training.

**Comment:** Maier Sports has started sourcing in Bangladesh last year. The factory had been visited before production started and previous audit reports had been collected. The supplier is also a close business partner of Maier Sports' Chinese joint venture. However, the supplier did not participate in FWF's Fire and Building Safety workshop nor the WEP training addressing gender-based violence (required by FWF's enhanced programme for monitoring and remediation in Bangladesh) as Maier Sports wanted to ensure they continue sourcing with the supplier.

2.6b High risk issues specific to Myanmar are identified and addressed by the monitoring system and remediation activities.	Not sourcing in Myanmar	Myanmar is still in the process of establishing the legal and civil society infrastructure needed to ensure compliance with labour rights. Extra care must be taken when doing business in Myanmar.	Shared CAPs, Wage Ladders per factory.	N/A	3	0
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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	No production in lowrisk countries	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.	N/A	2	0
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Comment: Maier Sports sources only small quantities accounting for less than 1 % of its FOB at a German supplier. The supplier has signed the CoLP, but was not visited in the last year.

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.	External production data in FWF's information management system. 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: 28

Earned Points: 19

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### 3. COMPLAINTS HANDLING

BASIC MEASUREMENTS	RESULT	COMMENTS
Number of worker complaints received since last check	0	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	0	

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
3.2 System exists to check that the Worker Information Sheet is posted in factories	Yes	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.	2	2	0

Comment: Maier Sports asks supplier to send pictures of posted CoLPs and checks during visits whether the Worker Information Sheet is still posted.

3.3 Percentage of FWF-audited factories where at least half of workers are aware of the FWF worker helpline.	10%	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.	1	4	-2
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**Recommendation:** Maier Sports 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 the worker information sheet, affiliates can use the worker information cards available for download on FWF's website.

**Comment:** The only FWF audit conducted in 2014 showed that less than 50 % of interviewed workers were aware of the FWF worker helpline. At the same time, the audit report showed that factory management invested considerable effort to inform workers about their rights and the FWF hotline. The indicator is therefore counted at 10 % to reflect this effort.

3.4 All complaints received from factory workers are addressed in accordance with the FWF Complaints Procedure	No complaints received	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.	N/A	6	-2
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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: 7

Earned Points: 4

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## 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 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 Maier Sports to conduct training to all staff in direct contact with suppliers. FWF is able to offer such training opportunities.

Comment: At Maier Sports only technicians as well as the CEO are in direct contact with suppliers. They have been informed and partly engaged to implement social standards at the production sites. The main contact person for FWF has participated at the FWF annual conference, roundtables and FWF's affiliate seminar.

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 agent for its production in India. The agent is actively involved in CoLP implementation.

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:** Maier Sports should motivate its suppliers in China, Turkey, Bangladesh and India to participate in WEP trainings. These are designed 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.

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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**Comment:** Maier Sports sources less than 2% of its FOB in Pakistan, which does not count towards this indicator due to the small quantity.

## 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	Advanced	Any improvements to supply chains require affiliates to first know all of their 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. Suppliers and subcontractors are visited regularly by technicians.

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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Comment: Information about working conditions at suppliers are shared at weekly meetings. Technicians are briefed before visiting suppliers and report back to CSR after they return.

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## INFORMATION MANAGEMENT

Possible Points: 7

Earned Points: 7

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## 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: Maier Sports communicates actively about FWF membership on its website, through its newsletter and with its workbook. Sales staff has been trained accordingly. However, some wording used by Maier Sports implied that FWF membership guarantees social standards, which is a violation of the FWF communication policy. This was addressed by FWF before the Performance Check and immediately altered by Maier Sports.

6.2 Affiliate engages in advanced reporting activities	Yes	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.	1	1	0
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Comment: Maier Sports publishes its Brand Performance Check report on its website.

6.3 Social Report is submitted to FWF and is published on affiliate's website	Complete report submitted to FWF	The Social Report is an important tool for affiliates to transparently share their efforts with stakeholders.	Report adheres to FWF guidelines for Social Report content.	1	2	-2
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**Requirement:** FWF's approach requires transparency on affiliates work towards social standards. The social report needs to be published on Maier Sports' website.

**Comment:** The social report has been submitted to FWF, but has not yet been posted on the website of Maier Sports.

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## TRANSPARENCY

Possible Points: 4

Earned Points: 3

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## 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 policies are integrated on a strategic level including top management in the evaluation process.

7.2 Changes from previous Brand Performance Check implemented by affiliate	65%	In each Brand Performance Check report, FWF may include requirements for changes to management practices. Progress on achieving these requirements is an important part of FWF membership and its process approach.	Affiliate should show documentation related to the specific requirements made in the previous Brand Performance Check.	4	4	-2
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Comment: The last Brand Performance Check included nine requirements. Maier Sports has implemented five requirements (see indicators 1.4, 1.7, 2.2, 3.2, 3.3) and made partial progress with three more (see indicators 1.3, 1.11 and 2.6). The requirement to enroll core suppliers in FWF's WEP training (indicator 4.4) has not been implemented and remains a requirement in this Performance Check.

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## EVALUATION

Possible Points: 6

Earned Points: 6

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## RECOMMENDATIONS TO FWF

Maier Sports would like FWF to provide general information more often in German and audit reports/CAPs in English and the local language.

Furthermore, Maier Sports asks FWF to share vectorised files of standard FWF graphics with affiliates and list FOB percentages with two positions after decimal point in the database.

As Maier Sports plans the budget for the following year always in October, it asks FWF to provide current membership fees before this date. Also, Maier Sports would appreciate standard fees for audits.

## SCORING OVERVIEW

CATEGORY	EARNED	POSSIBLE
Purchasing Practices	31	42
Monitoring and Remediation	19	28
Complaints Handling	4	7
Training and Capacity Building	5	11
Information Management	7	7
Transparency	3	4
Evaluation	6	6
Totals:	75	105

### BENCHMARKING SCORE (EARNED POINTS DIVIDED BY POSSIBLE POINTS)

71

### PERFORMANCE BENCHMARKING CATEGORY

Good

## BRAND PERFORMANCE CHECK DETAILS

Date of Brand Performance Check:

13-07-2015

Conducted by:

Lisa Suess

Interviews with:

Simone Mayer (CEO)

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

Maximilian Briehm (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.