



## BRAND PERFORMANCE CHECK

---

Schoffel Sportbekleidung GmbH

PUBLICATION DATE: JULY 2019

this report covers the evaluation period 01-01-2018 to 31-12-2018

## ABOUT THE BRAND PERFORMANCE CHECK

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

FWF's Brand Performance Check is a tool to evaluate and report on the activities of FWF's member companies. The Checks examine how member company management systems support FWF's Code of Labour Practices. They evaluate the parts of member company 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 product locations, and most product locations work for many different brands. This means that in most cases FWF member companies have influence, but not direct control, over working conditions. As a result, the Brand Performance Checks focus primarily on verifying the efforts of member companies. Outcomes at the product location level are assessed via audits and complaint reports, however the complexity of the supply chains means that even the best efforts of FWF member companies cannot guarantee results.

Even if outcomes at the product location level cannot be guaranteed, the importance of good management practices by member companies cannot be understated. Even one concerned customer at a product location 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 product location 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 member company 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

Schoffel Sportbekleidung GmbH

Evaluation Period: 01-01-2018 to 31-12-2018

MEMBER COMPANY INFORMATION	
Headquarters:	Schwabmunchen, Germany
Member since:	08-02-2011
Product types:	Outdoor, Sportswear, Workwear
Production in countries where FWF is active:	Bulgaria, China, Indonesia, Myanmar, Romania, Turkey, Viet Nam
Production in other countries:	Ethiopia, Germany, Italy, Latvia, Lithuania, Moldova, Portugal, Serbia
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
SCORING OVERVIEW	
% of own production under monitoring	98%
Benchmarking score	82
Category	Leader

## Summary:

Schöffel has shown advanced results on FWF performance indicators. With a monitoring percentage of 98% and a benchmarking score of 82, it remains in the Leader category for the fifth year in a row.

In 2018, Schöffel's purchasing department structure changed in order to improve purchasing practices, with the intention of further consolidating its product supply chain as well as to making the transition from CMT business to buying full price products. Due to consolidation and the shift into full price products, 18 suppliers were exited in 2018. All CMT suppliers were informed about the shift to full price products two years in advance. All factory exits were discussed with the suppliers in advance and mutual agreements were reached in order to avoid potential negative consequences for the workers. Some factories (Turkey) were exited due to a lack of cooperation on improvements around the CoLP.

In 2018, 90% of Schöffel's production volume came from factories where the company buys at least 10% of production capacity, and 53% of its total FOB came from the suppliers where the business relationship has existed for at least five years. Due to the fact that 97% of the total production comes from high-risk countries - of which 69% is sourced from Vietnam - a strong supplier monitoring process is required. The company's due diligence and monitoring processes are strongly embedded in the company with the Head of Purchasing and senior management supporting the implementation of the Code of Labour Practices. In the past year, Schöffel has been continuously working on reducing the excessive overtime and has shown improvements in following up on corrective actions. The company's local office in Vietnam has been expanded. The local staff enables Schöffel to effectively support factories with social and safety compliance as well as capacity building.

FWF encourages Schöffel to continue its efforts towards mitigating the root causes of overtime and try to demonstrate that the Schöffel's measures have led to a reduction in overtime. FWF furthermore recommends that Schöffel continues its work on living wages and scale up raising the wage levels outside the pilot project.

## PERFORMANCE CATEGORY OVERVIEW

**Leader:** This category is for member companies 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 member companies who are making a serious effort to implement the Code of Labour Practices—the vast majority of FWF member companies—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 member companies will receive a 'Good' rating.

**Needs Improvement:** Member companies 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. Member companies 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:** Member companies 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. Member companies 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
1.1a Percentage of production volume from production locations where member company buys at least 10% of production capacity.	90%	Member companies with less than 10% of a production location's production capacity generally have limited influence on production location managers to make changes.	Supplier information provided by member company.	4	4	0

**Comment:** In 2018, 90% of Schöffel's production volume came from factories where the company buys at least 10% of production capacity. This is an increase by 6% in comparison to the previous financial year. This improvement has been reached by relocating the orders from Ethiopia to Vietnam and increasing the orders in Myanmar at the already existed factories.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.1b Percentage of production volume from production locations where member company buys less than 2% of its total FOB.	19%	FWF provides incentives to clothing brands to consolidate their supplier base, especially at the tail end, as much as possible, and rewards those members who have a small tail end. Shortening the tail end reduces social compliance risks and enhances the impact of efficient use of capital and remediation efforts.	Production location information as provided to FWF.	2	4	0

**Comment:** Schöffel sourced 19% of its products from production locations where it buys less than 2% of its total FOB. This is an increase by 5% compared to the previous year. This increase has been caused by the company's requirement in broadening its product assortment and the need for different types of factories. In addition, the company supported its existing suppliers to shift production due to capacity problems and to avoid overtime.

**Recommendation:** FWF recommends Schöffel to keep consolidating its supply base by limiting the number of suppliers in its 'tail end'. Shortening the tail will reduce the social compliance risks the member is exposed to and will allow the member to improve working conditions in a more efficient and effective way.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.2 Percentage of production volume from production locations where a business relationship has existed for at least five years.	53%	Stable business relationships support most aspects of the Code of Labour Practices, and give production locations a reason to invest in improving working conditions.	Supplier information provided by member company.	3	4	0

Comment: The production volume coming from production locations where a business relationship has existed for at least five years has resulted in an increase by 13% in 2018.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.3 All (new) production locations are required to sign and return the questionnaire with the Code of Labour Practices before first bulk orders are placed.	Yes	The CoLP is the foundation of all work between production locations and brands, and the first step in developing a commitment to improvements.	Signed CoLPs are on file.	2	2	0

Comment: In 2018, Schöffel added two new production locations in China and Myanmar. The company collected the questionnaires from its new production locations. The evidence was provided. The company's sourcing strategy is to establish long-term relationships with its suppliers, further consolidate its product supply chain and make the transition from CMT business to buying full price products. All CMT suppliers were informed about the shift to full price products two years ago.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.4 Member company conducts human rights due diligence at all (new) production locations before placing orders.	Advanced	Due diligence helps to identify, prevent and mitigate potential human rights problems at suppliers.	Documentation may include pre-audits, existing audits, other types of risk assessments.	4	4	0

**Comment:** Schöffel has a systematically structured factory 'on-boarding process' divided into two parts:

1. Contact with potential new partners: Partners are usually main offices with production sites in one or more countries. All potentially new partners receive information regarding Schöffel's expectations concerning CSR, quality and procurement requirements. All documents need to be returned signed by the partner. In case the partner has production sites at different production countries, a decision whether to produce in a certain country considering labour standard risks (e.g. FWF country studies) is taken at this stage. Possible existing audit reports from possible new production sites are also requested with the partner.
2. Contact with the potential new production sites: Factory information is sent with all technical details relevant to production for Schöffel. The production site needs to sign the FWF questionnaire. When this is completed, the production site is visited by Schöffel staff who fills in the FWF Health and Safety checklist. Only when the visit report and information from the factory are checked and approved by the CSR team, test orders can be placed from a new production site at this stage. If the test order works out well, production is approved. The company has a similar on-boarding process for fabric mills.

For the already existed production countries, the company is reviewing country-specific risks (for example overtime, freedom of association, level of wages, divergent region).

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.5 Production location compliance with Code of Labour Practices is evaluated in a systematic manner.	Yes, and leads to production decisions	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.	2	2	0



**Comment:** Since 2014, Schöffel is using and further improving its strong supplier performance and evaluation system, including aspects such as quality, pricing, and CSR (CAP's). This tool is helping Schöffel to increase constructive discussions among different departments concerning the performance of their suppliers. The evaluation of suppliers takes place twice a year and leads to awarding a certificate to the best-rated supplier. Suppliers are informed face to face about their rating (also compared to other of suppliers Schöffel's production sites) and encouraged to improve on their performance. The weight of the importance of CSR (20%) is higher in comparison to other departments weight. This gives CSR issues more weight in comparison to quality and pricing. The evaluation is a master file track of all suppliers and each department is giving the score in points from 1-10 (highest). Besides the scores, traffic light colours are indicating the status of each supplier.

In case the supplier receives a low rate in the supplier performance, the production site is informed and visited to discuss how the production location can improve its performance, if production can go on and whether there is a future in cooperation. Schöffel evaluates the social impact of the decision to leave and informs suppliers long before phasing out or ending the relationship giving detailed information of reasons why to reduce and eventually stop production.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.6 The member company's production planning systems support reasonable working hours.	Strong, integrated systems in place.	Member company production planning systems can have a significant impact on the levels of excessive overtime at production locations.	Documentation of robust planning systems.	4	4	0

**Comment:** Schöffel has a strongly integrated production forecasting, planning, and delivery system in place. The master track enables the company to manage its orders in a way that helps to prevent excessive overtime at its suppliers. In 2020, this system will be updated by IT and the company will be using the NAVISION system, which will enable its suppliers to have visibility into this planning. For Winter 2020, the company is planning to be able to create the simulations of its orders and increase efficiency.

Schöffe pre-allocates production to the factories in September, which is almost 1,5 year ahead of the actual delivery time. In 2018, the orders reduction was improved by step by step and orders were consolidated into four orders per season only. Never Out of Stock (NOS) products are spread for production, mostly during the low season and have more flexible delivery times.

Production time is calculated together with the supplier including extra time for e.g. development of the product, delivery time for fabric, production and transportation time. Starting in 2016, there was an initial production planning per style which the factory received and had to give feedback on. Discussions then took place until reaching an agreement with the final planning. Schöffel analyses peak and low seasons production capacities of its suppliers before orders are placed.

Most production sites are regularly visited by a Schöffel technician during production for quality control and to coordinate smooth production processes. When sharing forecasts, the supplier is explicitly notified that production planning and final production and delivery agreements need to be reachable in regular working hours (without overtime hours).

Schöffel is monitoring and analyzing suppliers delivery times after each season. This internal monitoring system helps to make decisions for future orders placement.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.7 Degree to which member company mitigates root causes of excessive overtime.	Intermediate efforts	Some production delays are outside of the control of member companies; however there are a number of steps that can be taken to address production delays without resorting to excessive overtime.	Evidence of how member responds to excessive overtime and strategies that help reduce the risk of excessive overtime, such as: root cause analysis, reports, correspondence with factories, etc.	3	6	0

**Comment:** In 2018, most of the audits (Myanmar, Vietnam, China) show excessive overtime at the factories. Several steps were taken by the company to improve this issue: 1) The local team in Vietnam has expanded. The headquarter CSR team and the local team are visiting the suppliers more frequently. 2) The CEO and CFO visited the main suppliers with the overtime issues in Vietnam. 3) Overtime risk analyses were conducted and a specific issue was identified. This exercise showed that the big multinationals orders are placed in June at its suppliers in Vietnam and then divided into domestic and strategic orders. Schoffel's planning department became more critical and is more proactive in indicating any bottlenecks and delays. In general, Schöffel is flexible with delivery dates and also allows suppliers to deliver and invoice goods earlier. In 2018, Schöffel consolidated and increased the volumes of its purchasing orders to four orders per season to further mitigate the risk of excessive overtime. In case of delay in delivery, the delivery time can be postponed.

No external consultant was hired but the company hired two people internally (1 in Vietnam and 1 in the planning department at the HQ).

**Recommendation:** FWF recommends to conduct the root cause analysis for other high-risk countries Myanmar and China and cooperate with other customers at the factory to increase leverage when trying to mitigate excessive overtime hours.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.8 Member company can demonstrate the link between its buying prices and wage levels in production locations.	Advanced	Understanding the labour component of buying prices is an essential first step for member companies towards ensuring the payment of minimum wages – and towards the implementation of living wages.	Interviews with production staff, documents related to member's pricing policy and system, buying contracts.	4	4	0

**Comment:** Schöffel started to use costing sheets approximately 4 years ago and now uses costing sheets for all products; showing costs for material, labour and factory profit margin as well as working minute per piece. Even though it is hard to know the detailed cost break-down of CMT, it already provides indications that the company can use to pay prices that support the payment of better wages. Since 2017, all suppliers shared their cost split in detail.

One challenge that remains is the elaboration of labour cost per minute for all production sites in order to understand the efficiency of the factory and also to be able to increase the knowledge on labour cost per product without overhead labour costs. For some factories, Schöffel is under the impression that the factory management themselves do not know and collecting this information will take longer.

Schöffel is making a comparison of labour costs from costing sheets and analysing the actual wages provided in audit reports by adding its target wage, Anker wage and Asia Floor Wage. The analysis has been done for countries Vietnam, China where the company sources 81% of its total FOB and Myanmar where company sources 7% of its total FOB. The wages analysis was also done for low-risk countries.

In addition, Schoffel is sharing the knowledge on living wages through lectures/speeches, pannel discussions and by supporting other brands. A Seminar paper about living wages was created for Vietnam.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.9 Member company actively responds if production locations fail to pay legal minimum wages and/or fail to provide wage data to verify minimum wage is paid.	Yes	If a supplier fails to pay minimum wage or minimum wage payments cannot be verified, FWF member companies are expected to hold management of the supplier accountable for respecting local labour law. Payment below minimum wage must be remediated urgently.	Complaint reports, CAPs, additional emails, FWF Audit Reports or additional monitoring visits by a FWF auditor, or other documents that show minimum wage issue is reported/resolved.	0	0	-2

**Comment:** Several production locations in Myanmar in 2018, failure to pay legal minimum wage was found through audits. Based on these outcomes Schöffel followed up with these suppliers to discuss the issue of the minimum wage. In some cases, this was resolved successfully, but a challenge for Schöffel remains that FWF recommends to pay minimum wage where sometimes the law allows payment below minimum wage e.g. during probation time in Myanmar.

In case the CSR staff travels, pay slips are asked to encourage exchange with the supplier on wages on a constant basis.

**Recommendation:** FWF recommends collecting information of workers who are paid below minimum wage because of in-country laws. FWF advises Schöffel to regularly check with workers in order to make sure that the system is not exploited by continuously hiring new staff or keeping staff under probation period longer than legally allowed.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.10 Evidence of late payments to suppliers by member company.	No	Late payments to suppliers can have a negative impact on production locations 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 production location and member company financial documents.	0	0	-1

**Comment:** No evidence of late payments to suppliers by Schöffel was found during the last financial year.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.11 Degree to which member company assesses and responds to root causes for wages that are lower than living wages in production locations.	Intermediate	Assessing the root causes for wages lower than living wages will determine what strategies/interventions are needed for increasing wages, which will result in a systemic approach	Evidence of how payment below living wage was addressed, such as: Internal policy and strategy documents, reports, correspondence with factories, etc	4	6	0

**Comment:** Schöffel continuously analyses wage levels of their suppliers based on the FWF wage ladders and their own costing sheets. The root causes founded at the production sites are inefficiency, educations, and inaccurate planning. According to those findings, the appropriate trainings were proposed, orders were split and delays accepted.

Within the living wage incubator, Schöffel is cooperating with two other FWF members on a living wage project at its two shared suppliers in Vietnam. A wage structure analysis accounting for the different types of wages and benefits and deductions was completed.

The calculation showed that only 6% of the workers are below the living wage benchmark that was established in the project for the region. Schöffel has yet to agree with the other members on how to implement the wage increase in a way that respects the wage differentiation between the skill levels of workers.

Schöffel created a benchmark of factories in each production country; it compared figures of the FWF wage ladders, wages paid without overtime, Anker wage and country related living wage benchmark.

**Recommendation:** Now that the calculations have been done for the Living Wage incubator project, FWF recommends Schöffel to come to an agreement with the other two members on how to internalize the costs. Based on this experience, the member is encouraged to create an action plan that includes more production locations in its supply chain.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.12 Percentage of production volume from factories owned by the member company (bonus indicator).	None	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 member company's score.	Supplier information provided by member company.	N/A	2	0

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.13 Member company determines and finances wage increases	Intermediate	Assessing the root causes for wages lower than living wages will determine what strategies/interventions are needed for increasing wages, which will result in a systemic approach.	Evidence of how payment below living wage was addressed, such as: internal policy and strategy documents, reports, correspondence with factories, etc.	2	4	0

**Comment:** In Vietnam, Schöffel and the two other FWF members conducted a study to estimate living costs for the Thai Binh region in order to define a living wage benchmark, in consultation with local staff, experts and selected workers. When the minimum wage in the region was raised, the target wage level was re-evaluated. The member company already calculated the costs to increase the prices to reach the living wage benchmark and is thinking of strategies on how to finance this.

To absorb the wage increases at the factories, new product management has been made more efficient with fewer samples products, increases in FOB and end-product prices.

**Recommendation:** We strongly recommend members to integrate the financing of wage increases in its own systems, herewith committing to a long term process that leads to sustainable implementation of living wages.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.14 Percentage of production volume where the member company pays its share of the target wage	25%	FWF member companies are challenged to adopt approaches that absorb the extra costs of increasing wages.	Member company's own documentation, evidence of target wage implementation, such as wage reports, factory documentation, communication with factories, etc.	2	3	0

Comment: Within the living wage project, Schöffel has set the target wage in Vietnam and 94% of the factory workers are receiving this target wage. Additionally, a smaller percentage of the workers at the other two suppliers in Vietnam are receiving the Anker living wage estimate.

Recommendation: Schöffel is encouraged to roll out its approach to other suppliers.

## PURCHASING PRACTICES

Possible Points: 47

Earned Points: 36



## 2. MONITORING AND REMEDIATION

BASIC MEASUREMENTS	RESULT	COMMENTS
% of own production under standard monitoring (excluding low-risk countries)	95%	
% of production volume where monitoring requirements for low-risk countries are fulfilled	3%	To be counted towards the monitoring threshold. FWF low-risk policy should be implemented. See indicator 2.9. (N/A = no production in low risk countries.)
Meets monitoring requirements for tail-end production locations.	Yes	
Requirement(s) for next performance check		
Total of own production under monitoring	98%	Measured as percentage of production volume (Minimums: 1 year: 40%; 2 years 60%; 3 years+: 80-100%)

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: Schöffel has a staff of two CSR managers at its headquarters, responsible for the follow up on issues identified during the monitoring process at production facilities. In 2018, the company has expanded its local team and opened a representative office in the Vietnamese capital, Hanoi. This will enable Schöffel to work more closely with its manufacturing facilities on quality control and social compliance.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.2 Quality of own auditing system meets FWF standards.	Member makes use of FWF audits and/or external audits only	In case FWF teams cannot be used, the member companies' own auditing system must ensure sufficient quality in order for FWF to approve the auditing system.	Information on audit methodology.	N/A	0	-1

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.3 Audit Report and Corrective Action Plan (CAP) findings are shared with factory and worker representation where applicable. 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

**Comment:** In general, before sharing the audit results, the CSR manager adds comments and improvement timelines in the Corrective Action Plans. Audit reports and Corrective Action Plan findings are then shared in time with the factory. In most cases, the FWF audit team time frame is used but sometimes the factories suggest deadlines that seem more feasible to them. Corrective Action Plans are not yet shared with worker representatives in detail, but Schöffel staff talks to worker representatives if possible when visiting production sites.

**Recommendation:** It is advised to include worker representation in the remediation process. Either to engage workers in identifying and implementing improvements or to verify realized improvements.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.4 Degree of progress towards resolution of existing Corrective Action Plans and remediation of identified problems.	Intermediate	FWF considers efforts to resolve CAPs to be one of the most important things that member companies can do towards improving working conditions.	CAP-related documentation including status of findings, documentation of remediation and follow up actions taken by member. Reports of quality assessments. Evidence of understanding relevant issues.	6	8	-2

**Comment:** Schöffel has a robust system in place to follow up on Corrective Action Plans. Schöffel asks their suppliers to send pictures or documents to confirm improvements; quality control staff checks improvements on site, where possible. More complex and structural findings are discussed when suppliers are in Europe or during factory visits. Next to CSR staff, top management is frequently involved in discussions and also visiting its suppliers. Schöffel also actively asks their suppliers to involve worker representatives where possible. In 2018, the audited factory provided the pay slips to Schöffel. During the visits by CSR staff, the payslips, payrolls and ID cards are checked. Additionally, the company had conversations on social security payments with its embroidery subcontractors.

In 2018, Schöffel followed up on CAPs and could show FWF improvements made by some factories on several issues where verification audits took place. Especially on the minimum wage finding, the audited factory provided the pay slips to Schöffel. During the visits by CSR staff, the payslips, payrolls and ID cards are checked. Additionally, the company had conversations on social security payments with its embroidery subcontractors. The local team in Vietnam also supports the follow up of CAPs.

A bachelor thesis student hired at headquarter created a Handbook for local staff (with technical product quality background) to learn how to work on social standards including the soft skills needed in communication. Furthermore, Schöffel provides its factories with additional trainings on special topics (e.g. Syrian refugees, age verification Myanmar).

**Recommendation:** It is advised to include worker representation in the remediation process. Either to engage workers in identifying and implementing improvements or to verify realized improvements.

Schöffel could consider organizing a joint training for their suppliers in Vietnam and China on the country-specific problems, to ensure more commitment from the suppliers to remediate these more structural issues and facilitate peer to peer learning.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.5 Percentage of production volume from production locations that have been visited by the member company in the previous financial year.	100%	Formal audits should be augmented by annual visits by member company staff or local representatives. They reinforce to production location managers that member companies are serious about implementing the Code of Labour Practices.	Member companies should document all production location visits with at least the date and name of the visitor.	4	4	0

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.6 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

**Comment:** Schöffel collects existing audit reports or commissions audits (Summations) where FWF does not have audit teams, assesses the audit quality and supports remediation. These audits account for 7% of Schöffel's monitoring threshold.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.7 Compliance with FWF risk policies.	Advanced result on all relevant policies	Aside from regular monitoring and remediation requirements under FWF membership, countries, specific areas within countries or specific product groups may pose specific risks that require additional steps to address and remediate those risks. FWF requires member companies to be aware of those risks and implement policy requirements as prescribed by FWF.	Policy documents, inspection reports, evidence of cooperation with other customers sourcing at the same factories, reports of meetings with suppliers, reports of additional activities and/or attendance lists as mentioned in policy documents.	6	6	-2
Compliance with FWF enhanced monitoring programme Bangladesh	Policies are not relevant to the company's supply chain			N/A	6	-2
Compliance with FWF Myanmar policy	Advanced			6	6	-2
Compliance with FWF guidance on abrasive blasting	Policies are not relevant to the company's supply chain			N/A	6	-2
Compliance with FWF guidance on risks related to Turkish garment factories employing Syrian refugees	Advanced			6	6	-2
Other risks specific to the member's supply chain are addressed by its monitoring system	Advanced			6	6	-2

Comment: Schöffel monitors and analyses common risks for their sourcing countries and products using information provided by FWF (country studies, stakeholder information) as well as other NGOs.

#### Myanmar:

Schöffel created a specific onboarding-process for Myanmar. This checklist has stricter requirements according to FWF's extra requirements for the country. All production locations are monitored by its own technicians, the collected information is shared with other FWF members, working with test orders prior to bulk production and the CSR team is continuously checking on the current political situation. All factories were audited in 2018 and 3 suppliers participated in the FWF training "Age Verification" The company made a clear statement against gender-based violence.

#### Turkey:

Suppliers in Turkey have been informed about FWF's guidance on risks related to Turkish garment factories employing Syrian refugees. Additionally, Schöffel was discussing this topic at each meeting with its suppliers. One supplier participated in the FWF webinar on Syrian refugees. Two factories were visited in 2018 and one factory had WEP training on Communications. In 2018, Schöffel has exited all three suppliers due to several issues such as not being open to freedom of association and having double bookkeeping. The factory exit was previously discussed with the factory management.

#### Italy:

One production site of Schöffel is in Italy. The risk of migrant workers employed at this production site was checked. As the production site is small and employs 26 employees only. Products are high-tech and the location is outside of areas known for hiring migrant workers.

#### Vietnam:

As almost 69% of its production is sourced from Vietnam, Schöffel invested in a local office to track and follow-up on risks of their Vietnamese production locations. The company is aware of the specific country risks and actively anticipating in the prevention of excessive overtime, the production switched to Myanmar and by emphasizing a regular function of workers committee. Schöffel is also dealing with the risk of reduced capacity at its current suppliers due to an influx of Korean orders.

#### China:

Approximately 12% of Schöffel's production in 2018 comes from China. The production volume remains relatively small due to the high costs in China. In 2018, 8 out of 9 suppliers were visited by Schöffel's staff. The company is aware of country-specific risks; only one governmental trade union, difficulties within the freedom of association and collective bargaining.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.8 Member company cooperates with other FWF member companies in resolving corrective actions at shared suppliers.	Active cooperation	Cooperation between customers increases leverage and chances of successful outcomes. Cooperation also reduces the chances 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.	2	2	-1

Comment: Whenever possible, Schöffel actively shares audits and CAPs follow-up with FWF members and other customers.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.9 Percentage of production volume where monitoring requirements for low-risk countries are fulfilled.	50-100% AND member undertakes additional activities to monitor suppliers	Low-risk countries are determined by the presence and proper functioning of institutions which can guarantee compliance with national and international standards and laws. FWF has defined minimum monitoring requirements for production locations in low-risk countries.	Documentation of visits, notification of suppliers of FWF membership; posting of worker information sheets, completed questionnaires.	3	3	0

Comment: Approximately 3% of Schöffel's production sites are in low-risk countries. Schöffel onboard one production site in Germany in 2017 but it was exited in 2018 due to unsuccessful product sales. This supplier was never visited. All other FWF low-risk requirements were followed up including signing FWF's questionnaire, posting FWF's CoLP and filling the Health & Safety checklist. Furthermore, the company's CSR staff collects third party audits to check the labour conditions at its suppliers and is aware of specific country risks defined by FWF.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.10 Extra bonus indicator: in case FWF member company conducts full audits at tail-end production locations (when the minimum required monitoring threshold is met).	Yes	FWF encourages its members to monitor 100% of its production locations and rewards those members who conduct full audits above the minimum required monitoring threshold.	Production location information as provided to FWF and recent Audit Reports.	2	2	0

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.11 Questionnaire is sent and information is collected from external brands resold by the member company.	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	2	0

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.12 External brands resold by member companies that are members of another credible initiative (% of external sales volume).	No external brands resold	FWF believes members who resell products should be rewarded for choosing to sell external brands who also take their supply chain responsibilities seriously and are open about in which countries they produce goods.	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

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.13 Questionnaire is sent and information is collected from licensees.	Yes, and member has information of production locations	FWF believes it is important for member companies to know if the licensee is committed to the implementation of the same labour standards and has a monitoring system in place.	Questionnaires are on file. Contracts with licensees.	1	1	0



**Comment:** For its three licensees (in Japan, Taiwan and UK; UK being the biggest), Schöffel has collected signed questionnaires and this was checked during the previous brand performance check. The licensees also sent audit reports concerning production of their other brands and shared the production locations with Schöffel. Licensees must fulfil Schöffel's requirements which apply to their own production and closer monitoring will be implemented in the future. Until now licensee production sites are not in the FWF supplier database and not visited by Schöffel staff.

**Recommendation:** FWF suggests member companies to include a commitment to the 8 labour standards in the contract with the licensee.

---

## MONITORING AND REMEDIATION

Possible Points: 33

Earned Points: 31

### 3. COMPLAINTS HANDLING

BASIC MEASUREMENTS	RESULT	COMMENTS
Number of worker complaints received since last check	9	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	2	
Number of worker complaints resolved since last check	7	

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

Comment: Schöffel has a designated person to follow up on complaints. It has a policy describing the procedure to follow up complaints.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
3.2 Member company has informed factory management and workers about the FWF CoLP and complaints hotline.	Yes	Informing both management and workers about the FWF Code of Labour Practices and complaints hotline is a first step in alerting workers to their rights. The Worker Information Sheet is a tool to do this and should be visibly posted at all production locations.	Photos by company staff, audit reports, checklists from production location visits, etc.	2	2	-2

Comment: Schöffel collects and files pictures of the posted Worker Information Sheet in a systematic manner. The posting of the CoLP is always checked during factory visits.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
3.3 Degree to which member company has actively raised awareness of the FWF CoLP and complaints hotline.	74%	After informing workers and management of the FWF CoLP and the complaints hotline, additional awareness raising and training is needed to ensure sustainable improvements and structural worker-management dialogue.	Training reports, FWF's data on factories enrolled in the WEP basic module. For alternative training activities: curriculum, training content, participation and outcomes.	4	6	0

**Comment:** Schöffel has involved 12 of its production sites in Workplace Education Programme given between 2016 and 2018 to raise awareness of the CoLP and complaints helpline.

To ensure each worker reads the CoLP, Schöffel recommends to its suppliers to provide the worker information sheet to each worker and have them sign that they read the document. Schöffel experienced that workers often still do not know of FWF grievance mechanism and worker helpline even after the training. Therefore, CR is a constant discussion point when visiting production sites. If possible, workers representative is included in such meetings.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
3.4 All complaints received from production location 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. Member company involvement is often essential to resolving issues.	Documentation that member company has completed all required steps in the complaints handling process.	3	6	-2

**Comment:** Schöffel received nine complaints in 2018 (Myanmar, Vietnam, China) and followed-up according to the FWF Complaints Procedure. Seven complaints have been closed or resolved, four in cooperation with other FWF members.

Schöffel cooperates with factories' management to discuss ongoing complaints and remediation. Visits have been made at the production site and the content of the complaint discussed. If needed, production locations were enrolled in training activities.

**Recommendation:** Where applicable, worker representation should be involved in agreeing to the Corrective Action Plan.

It is recommended to uncover the root causes of complaints and prevent them from recurring. When appropriate, the investigation includes incidents at other factories.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
3.5 Cooperation with other customers in addressing worker complaints at shared suppliers	Active cooperation	Because most production locations supply several customers with products, involvement of other customers by the FWF member company can be critical in resolving a complaint at a supplier.	Documentation of joint efforts, e.g. emails, sharing of complaint data, etc.	2	2	0

Comment: Schöffel actively cooperated with other FWF members at four shared factories.

## COMPLAINTS HANDLING

Possible Points: 17

Earned Points: 12

## 4. TRAINING AND CAPACITY BUILDING

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
4.1 All staff at member company are made aware of FWF membership.	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	0

**Comment:** Schöffel has an intranet where the company continuously informs all staff about FWF membership where updates on CSR are shared. Furthermore, Schöffel makes use of press releases, social media and its blog to inform its staff. New staff is trained on FWF membership when they start to work at Schöffel. In 2018, the company conducted a CSR-week, where FWF membership and the activities within the supply chain were explained. The awareness of CoLP was raised amongst the staff and the movie "The true cost" was shown. Additional internal training was conducted.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
4.2 All staff in direct contact with suppliers are informed of FWF requirements.	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	-1

**Comment:** The CSR managers regularly participate in FWF-seminars, e.g. annual conferences, living wage incubator meetings, and webinars. Once a month the Head of Procurement and the Head of Quality/CSR meet to discuss the main updates regarding FWF and its requirements.

Furthermore, purchasing and quality assurance staff, in particular, got internal training on the FWF requirements and the FWF CoLP. All staff from Schöffel traveling to suppliers have meetings with QA and CSR departments prior to the visits and have to use Schöffel's CSR evaluation. Mainly technicians from QA department, local staff, CSR and Schöffel's procurement staff are visiting the factories and therefore informed about the FWF requirements. They have to fill out a special CSR-questionnaire. In addition, every internal person who visits production facilities has to fill out and return the FWF health and safety sheet. The company developed a training concept and a handbook on social standards in its supply chain to support the internal staff - technicians. The handbook gives a short overview of the work of FWF, the eight CoLP and also includes a code of conduct for factory visits and various theoretical exercises on different topics, such as health and safety issues.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
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 member company to ensure agents actively support the implementation of the CoLP.	Correspondence with agents, trainings for agents, FWF audit findings.	2	2	0

**Comment:** In 2018, Schöffel sourced with the help of one agent from Turkey but this relationship has ended. Although Schöffel sources via the factory itself and also pays the factory for the orders directly, the agent helps Schöffel with its communication with the factory. The agent has been informed about FWF membership requirements. The agent has signed the Code of Labour Practices. The agent is also traveling to the production sites and supports the CoLP implementation.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
4.4 Factory participation in training programmes that support transformative processes related to human rights.	15%	Complex human rights issues such as freedom of association or gender-based violence require more in-depth trainings that support factory-level transformative processes. FWF has developed several modules, however, other (member-led) programmes may also count.	Training reports, FWF's data on factories enrolled in training programmes. For alternative training activities: curriculum, training content, participation and outcomes.	2	6	0

**Comment:** In 2018, WEP Communication training has been conducted at two factories in countries Myanmar and Turkey. One factory in Vietnam is part of the Better Work monitoring program and therefore counted for this indicator.

**Recommendation:** FWF recommends Schöffel to implement training programmes that support factory-level transformation such as establishing functional internal grievance mechanisms, improving worker-management dialogue and communication skills or addressing gender-based violence. Training assessed under this indicator should go beyond raising awareness and focus on behavioural change and long-term structures to improve working conditions. To this end, members can make use of FWF's Workplace Education Programme communication or violence prevention module or implement advanced training through service providers or brand staff. FWF guidance on good quality training is available on the Member Hub.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
4.5 Degree to which member company follows up after a training programme.	Active follow-up	After factory-level training programmes, complementary activities such as remediation and changes on brand level will achieve a lasting impact.	Documentation of discussions with factory management and worker representatives, minutes of regular worker-management dialogue meetings or anti-harassment committees.	2	2	0

**Comment:** WEP Communication reports are forwarded to the suppliers with the advice to share it also with the worker-committee and to share the learnings with the remaining workers/management. If there are any findings during the WEP training these are being shared with the factory and followed-up.

**Recommendation:** FWF recommends members to discuss outcomes of dialogue sessions with their supplier and what steps management is planning to further strengthen dialogue between workers and management. This may include holding an independent worker representative election; regular meetings between worker representatives and management to discuss improvements of working conditions or allowing worker representatives to conduct a worker survey on specific issues.

The member should also investigate how they can contribute to implementing the action plan workers and management have agreed on (e.g. by adjusting sourcing practices).

---

## TRAINING AND CAPACITY BUILDING

Possible Points: 13

Earned Points: 9



## 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 member companies to first know all of their production locations.	Supplier information provided by member company. Financial records of previous financial year. Documented efforts by member company to update supplier information from its monitoring activities.	6	6	-2

**Comment:** Schöffel's staff visits the production locations regularly. The staff also does a systematic double check of documents like the FWF questionnaire, supplier register, financial records and inspection reports from different departments like purchasing, logistics, quality and CSR. This helps to reduce the risk of unknown subcontracting.

In addition, Schöffel exchanges experience on subcontracting with other FWF members on subcontracting issues. If needed, local staff in Vietnam is sent to possible subcontracting sites to double check on the ground. This also allows German QA staff to focus more on verifying in other countries.

As of 2017, Schöffel's framework contracts with suppliers prohibits subcontracting without prior agreement and could lead to termination of the contract.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
5.2 CSR and other relevant staff actively share information with each other about working conditions at production locations.	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

**Comment:** All staff in direct contact with suppliers can access information and files (such as questionnaires) about the production locations, on the company's server or in their information system. The production team can thus check if all requirements are met before they can place new orders at one production location. The company has regular meetings with Sourcing, Purchasing, Quality, and CSR teams to share production locations' orders and social compliance updates.

## INFORMATION MANAGEMENT

Possible Points: 7

Earned Points: 7

## 6. TRANSPARENCY

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
6.1 Degree of member company compliance with FWF Communications Policy.	Minimum communications requirements are met AND no significant problems found	FWF's communications policy exists to ensure transparency for consumers and stakeholders, and to ensure that member communications about FWF are accurate. Members will be held accountable for their own communications as well as the communications behaviour of 3rd-party retailers, resellers and customers.	FWF membership is communicated on member's website; other communications in line with FWF communications policy.	2	2	-3

Comment: Schöffel communicates about FWF membership on its social media channels, blog, Schöffel magazine, brochures, look books, press releases, internal training manuals, external representations, trade show and consumer events. The company communicates about FWF membership on its garments, thanks to its Leader status.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
6.2 Member company engages in advanced reporting activities	Supplier list is disclosed to the public.	Good reporting by members helps to ensure the transparency of FWF's work and shares best practices with the industry.	Member company publishes one or more of the following on their website: Brand Performance Check, Audit Reports, Supplier List.	2	2	0

Comment: Schöffel's list of production locations is released in the company's Social Report (printed and online in both German and English).

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
6.3 Social Report is submitted to FWF and is published on member company's website	Complete and accurate report submitted to FWF AND published on member's website.	The social report is an important tool for members to transparently share their efforts with stakeholders. Member companies should not make any claims in their social report that do not correspond with FWF's communication policy.	Social report that is in line with FWF's communication policy.	2	2	-1

Comment: Schöffel published its Social Report, in English and German on its website and social media channels after submitting it on time to FWF.

## TRANSPARENCY

Possible Points: 6

Earned Points: 6

## 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:** The Head of Logistics and Production, which responsibilities include Quality/CSR, is a member of Schöffel's board. Once a month a meeting between the board and all departments' directors takes place and includes FWF membership requirements. The outcomes are then shared within all departments. FWF requirements are seen as most important when looking at sustainable efforts at the company.

Twice a year the CSR strategy is updated in special board meetings. In addition, top-level management travels to all suppliers once a year to discuss, amongst others, FWF Code of Labour Practices.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
7.2 Level of action/progress made on required changes from previous Brand Performance Check implemented by member company.	No requirements were included in previous Check	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.	Member company should show documentation related to the specific requirements made in the previous Brand Performance Check.	N/A	4	-2

---

## EVALUATION

Possible Points: 2

Earned Points: 2

---

## RECOMMENDATIONS TO FWF

Schoffel would have appreciated if FWF had reposted the announcement of their leader status in the last Brand Performance Check on social media.

## SCORING OVERVIEW

CATEGORY	EARNED	POSSIBLE
Purchasing Practices	36	47
Monitoring and Remediation	31	33
Complaints Handling	12	17
Training and Capacity Building	9	13
Information Management	7	7
Transparency	6	6
Evaluation	2	2
Totals:	103	125

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

82

### PERFORMANCE BENCHMARKING CATEGORY

Leader



## BRAND PERFORMANCE CHECK DETAILS

Date of Brand Performance Check:

21-05-2019

Conducted by:

Terezia Haselhoff

Interviews with:

Felix Geiger (CFO)

Georg Kaiser (Division Manager Procurement & Logistics)

Martina Beckmann (Head of Purchasing)

Gabi Gorkos (Sales & Operation Planning Department)

Marco Tenace (Head of Quality Assurance / CR)

Adele Kolos (Corporate Responsibility Manager)

Johanna Winterhalder (Corporate Responsibility Manager)

Katrin Lörch (Marketing / PR)

Arzu Ntemir (Finance Department)