



**Brand Performance Check**  
**Schöffel Sportbekleidung GmbH**

**Publication date: July 2020**

This report covers the evaluation period 01-01-2019 to 31-12-2019

## About the Brand Performance Check

Fair Wear Foundation (Fair Wear) 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. Fair Wear, however, believes that the management decisions of clothing brands have an enormous influence for good or ill on product location conditions.

Fair Wear's Brand Performance Check is a tool to evaluate and report on the activities of Fair Wear's member companies. The Checks examine how member company management systems support Fair Wear'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 Fair Wear 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 Fair Wear 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 Fair Wear'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

## Schöffel Sportbekleidung GmbH

Evaluation Period: 01-01-2019 to 31-12-2019

Member company information	
Headquarters:	Schwabmunchen , Germany
Member since:	2011-06-18
Product types:	Outdoor products;Sports & activewear;Workwear;Outdoorwear
Production in countries where Fair Wear is active:	Cambodia, China, Myanmar, Turkey, Viet Nam
Production in other countries:	Czechia, Ethiopia, Germany, Italy, Latvia, Portugal
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	100%
Benchmarking score	91
Category	Leader

## **Disclaimer**

*This performance check was conducted amidst the COVID-19 outbreak in 2020. Due to travel restrictions in 2020, the assessment methodology for this check was modified to adapt to an online version.*

*While the performance check does cover all indicators, Fair Wear was not able to cross-check information with the member company's other departments to the extent it would normally do. This may have led to shorter descriptions/comments in the report. We have taken additional measures to ensure the scores are still inclusive and representative of the performance/progress made: more documentation was requested from the member during the preparation phase and other staff members were interviewed to score a specific indicator, where necessary. Furthermore, due to our improved data management system, Fair Wear was able to better track and document progress, mitigating much of the disadvantage of a remote performance check.*

*This modified version was applied consistently to all members' performance checks starting their financial year in 2019 in order to maintain fair and comparable data.*

*Fair Wear will evaluate the members' response to the Corona-crisis in the performance check about the financial year starting in 2020. For members having financial years starting in April or later, parts of their response can already be reflected in the current performance check report, although their overall response will be evaluated in the next performance check.*

## Summary:

Schöffel has shown advanced results on Fair Wear performance indicators. With a monitoring percentage of 100% and a benchmarking score of 90, it remains in the 'Leader' category for the sixth year in a row.

In 2019, Schöffel continued implementing its sustainable purchasing strategy. The results were evident in a more consolidated supply chain and ended relationships based on CMT (cut, make, trim) business. The internal organisational structure has changed for the CR staff, who are now reporting directly to the management (Executive Vice President). This shift in reporting has shown the importance and priorities of the CR department within the company.

In 2019, 92% of Schöffel's production volume came from factories where the company buys at least 10% of production capacity. 49% of its total production volume came from the suppliers where the business relationship has existed for at least five years. A decrease in long-term suppliers was caused by a previously-determined brand's strategy to work on ready-made garments only, which affected mostly suppliers in Europe. Schöffel has developed a strong supplier/partner monitoring process. Also, the suppliers' 'on-boarding process' has been broadened and now includes fabric suppliers. Since November 2019, the brand strengthened all internal processes through digitalisation, use of Navision for order placement and PSR to check the actual productions and suppliers' onboarding process.

The company's due diligence and monitoring processes are strongly embedded in the company, and management fully supports the implementation of the Code of Labour Practices. In the past year, Schöffel has been actively working on root causes of excessive overtime, complaints-solving and following up on corrective actions. The local staff of technicians and QCs enables Schöffel to effectively support factories with social and safety compliance as well as capacity building. In addition, Schöffel has shown determination to work on living wages by engaging and explaining the methodology and purpose to all its suppliers by developing training on product price calculation. All suppliers were trained, but some still have difficulties opening up and sharing the product cost due to a lack of knowledge on defining the labour minute per product.

Fair Wear encourages Schöffel to continue its efforts towards scaling-up, raising and implementing living wages across all its suppliers.

## 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 Fair Wear's belief that member companies who are making a serious effort to implement the Code of Labour Practices—the vast majority of Fair Wear 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.	92%	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 2019, 92% of Schöffel's production volume came from factories where the company buys at least 10% of production capacity. This is a further improvement and an increase of 2% in comparison to the previous financial year. This improvement has been reached by relocating and increasing the orders at the already existed partners/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.	9%	Fair Wear 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 Fair Wear.	3	4	0

**Comment:** Schöffel sourced 9% of its products from production locations where it buys less than 2% of its total FOB. This is a decrease of 10% compared to the previous financial year. This improvement was realised through production consolidation, reducing the tail-end and stopping CMT business in line with the brand's sourcing strategy.

**Recommendation:** Fair Wear recommends Schöffel Sportbekleidung GmbH to further consolidate its supply base by limiting the number of production locations in its 'tail end'.

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.	49%	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.	2	4	0

**Comment:** The production volume coming from production locations where a business relationship has existed for at least five years has resulted in 49%, which is a decrease of 4% in comparison to the previous financial year. This decrease is a result of ending the CMT business with long term partners factories located in Eastern Europe.

**Recommendation:** Fair Wear recommends Schoffel Sportbekleidung GmbH to maintain stable business relationships with suppliers. Long term relationships support most aspects of the Code of Labour Practices and give factories a reason to invest in improving working conditions. It is advised to describe policies regarding maintaining long term business relationships in a sourcing strategy that is agreed upon with top management/sourcing staff.

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 2019, Schöffel has onboarded six new production locations in countries Latvia (2), Germany (1), Czech Republic (1), Turkey (1) and Cambodia (1). The company collected signed questionnaires from its new production locations. Four new suppliers only produced samples and one supplier was added for the cutting process.

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 further improved its systematically structured suppliers 'on-boarding process' divided into two parts by including collecting factory datasheets, factory inspections (factory visits), personal dialogue and consultation of relevant stakeholders or other Fair Wear members. The same due diligence in the onboarding process has been developed for materials (fabrics, trims). Another improvement is having the whole process embedded in the ERP data system since August 2019. Each department has a clear input through this system without which no order can be placed. Even though the procedure and its steps have been followed, the final decision making remains with the Head of Production. This way the internal product management has improved (no longer excel use) with the emphasis of justifying a need to onboard new production facilities or vendors from a brand's strategic perspective. This information data system is also connected to accounting.



**On-boarding process of new partner/production facilities:**

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. Available audit reports from possible new production sites are also requested with the partner.

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.

**Monitoring already existed production locations:**

For each active country, a country analysis is made on several topics: overtime, freedom of association, level of wages, endemic country issues, etc. The input for each analysis is collected from country studies, audit reports, staff country visits (internal visit report) and consultation with another Fair Wear members.

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 2016, 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 including partners (added in 2019) 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 compared to other suppliers and encouraged to improve on their performance. The weight of the importance of CSR has been increased from 20% to 26% in 2019 and is higher in comparison to other departments weight. This gives CSR issues more weight and higher voice 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. Several steps are part of this evaluation process; 1) country risk analysis; 2) BCG matrix (finance vs product); 3) mapping challenges; 4) planning collections; 5) allocating production. Based on the SWOT analysis, the brand is able to evaluate each production location/partner and the results lead to a production decision making,

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 (exit strategy) and informs suppliers long before phasing out or ending the relationship giving detailed information of reasons why to reduce and eventually stop production.

However, the biggest change is in internal reporting. The CSR staff is directly reporting to the management (Executive Vice President) instead of reporting to the Head of Quality. Nevertheless, the QA staff continues supporting CSR staff.

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 strongly integrated production forecasting, planning, and delivery system in place. In 2019 this process has been further improved and moved from excel sheets to internal ERP data system connected to NAVISION system as planned. Digitalizing the whole process has helped the brand to improve efficiency, lead times (factory holidays visible, means of transport, fabric lead times, etc.) and transparency. The orders are consolidated and placed per season respecting the lead times given by each factory.

Schöffel pre-allocates production to the factories in September, which is almost 1,5 year ahead of the actual delivery time. In 2019, the orders remain consolidated into four orders per season. 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 collected in costing sheets. Schöffel is aware of each factory production capacity collected through factory datasheets. After that, a discussion can take 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.	Advanced 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.	6	6	0

**Comment:** In 2018 and 2019, most of the audits (Myanmar, Vietnam, China) showed excessive overtime at the factories. Several steps were taken by the company to improve this issue 1) The local team in Vietnam has been trained and is supporting HQ CSR staff (checking time records). The headquarter CSR team and the local team are visiting suppliers more frequently. 2) The CEO visits the main supplier with the overtime issues 3) Overtime risk analyses were made and specific root causes identified. This result shows that in China the root causes were peak season and double bookkeeping; in Myanmar no clear time recording and Sunday work; in Vietnam production planning and high volume orders. The CSR staff discussed the root causes of each supplier and followed up with some steps to prevent overtime. At several suppliers, other Fair Wear members were involved in discussions and follow-ups. Since the brand's production planning process has been digitalized and is more accurate to calculate lead times and monitor the factory production status, this will improve the situation at its Chinese and Vietnamese suppliers. Another improvement is adding and monitoring the fabric lead time in the internal production planning, although the brand is buying a ready-made garment. In general, Schöffel is flexible with delivery dates and also allows suppliers to deliver and invoice goods earlier. In 2019, Schöffel remained to consolidate orders and increased the volumes of its purchasing orders 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. The HQ CSR and QC staff have visited suppliers in Vietnam and Myanmar to connect with the suppliers and this way build the trust and make progress on remediation. The technicians (office in Vietnam) are checking workers time records and this way supporting brand's monitoring of overtime.

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 has insight into the link between the buying price and wage levels in its production countries. The brand continues using its costing sheets to collect all labour related data for all products; showing costs for fabric, trims, product labour calculated per minutes per piece, packaging and factory profit margin combined with overhead costs. The main challenge was to discuss with factories how to calculate the labour minutes per piece without overhead and margin. Some factories had to learn to calculate the product labour minutes and their efficiency was as low as 50%. Once the costing sheet is filled in by factory a discussion will take place with the supplier. Despite the challenge, all production locations provided completed costing sheets to Schöffel.

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, Fair Wear 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, Fair Wear Audit Reports or additional monitoring visits by a Fair Wear auditor, or other documents that show minimum wage issue is reported/resolved.	0	0	-2

**Comment:** At several production locations in Myanmar in 2019, failure to pay legal minimum wage was found through audits. Based on these findings Schöffel made the analysis of the root cause and followed up by discussing this issue with its suppliers. The root cause identified was the country legal law which allows paying less than minimum wage to workers during a probation period. The brand has discussed this issue with its suppliers and three suppliers decided to pay the 100% legal minimum wage to those workers as well. The brand has supported those factories by increasing its purchasing prices.

In 2019, the HQ CCSR and QA staff travelled to Asia and was able to check workers' payslips at several suppliers.

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 analyses wage levels of their suppliers based on the FWF wage ladders and their own costing sheets. The root causes found at the production sites are inefficiency, lack of awareness of the local law, and inaccurate planning. According to those findings, the appropriate trainings on local law were proposed, orders were split and delays accepted. In addition, wage comparison was done per factory and country. When following on CAP findings, the brand has ongoing discussions with suppliers regarding living wages and circumstances which led to lower wages; raising awareness that higher wages will limit workers fluctuation, as well as factory reputation will lead to a better quality of work. Living wage topic became a part of Schöffel internal price meetings.

Schöffel is making a comparison of labour costs from costing sheets and analysing the actual wages provided in audit reports by adding Anker wage and Asia Floor Wage. The wage analysis has been done for all active high-risk countries (Vietnam 49%, China 19%, Myanmar 23%, Ethiopia and Cambodia 2%). No wage analysis has been done for low-risk countries (7% of total FOB). The data for wage analysis are collected from existing audit reports, country studies and check on any legal minimum wage increase per country.

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

**Recommendation:** Fair Wear encourages Schöffel Sportbekleidung GmbH to discuss with suppliers about different strategies to work towards higher wages. It is advised to start with suppliers where the member is responsible for a large percentage of production and long term business relationship.

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	6	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. The brand selected the next factory for a living wage project.

In 2019, to absorb the wage increases at the factories, new product management has been made more efficient with fewer samples products. The purchasing full garment prices were increased by 5%.

**Recommendation:** In determining what is needed and how wages should be increased, it is recommended to involve worker representation.

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.	21%	Fair Wear 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	6	0

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

**Recommendation:** Schoffel Sportbekleidung GmbH is encouraged to roll out their approach to other suppliers.

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## Purchasing Practices

**Possible Points: 52**

**Earned Points: 39**



## 2. Monitoring and Remediation

Basic measurements	Result	Comments
% of production volume where approved member own audit(s) took place.	0%	
% of production volume where approved external audits took place.	6%	
% of production volume where Fair Wear audits took place.	86%	
% of production volume where an audit took place.	93%	
% of production volume where monitoring requirements for low-risk countries are fulfilled.	7%	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.)
Member meets monitoring requirements for tail-end production locations.	Yes	
Requirement(s) for next performance check		
Total monitoring threshold:	100%	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 Fair Wear 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 (HQ), responsible for the follow up on issues identified during the monitoring process at production facilities. The HQ staff is supported by technicians located in Vietnam and Myanmar. Further, the QA staff and purchasing staff are supporting whenever visiting production locations.

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 Fair Wear teams cannot be used, the member companies' own auditing system must ensure sufficient quality in order for Fair Wear 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: Fair Wear 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 started to be shared with the workers' representatives, but the brand noticed an issue when the CAP was not written and followed-up in the local language. During the visits by HQ CSR staff, the workers representative is involved in talks on improvements but during these talks, a translator must be involved as well.

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.	Advanced	Fair Wear 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.	8	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 2019, during the visits by CSR staff, the payslips, payrolls and ID cards were checked.

In 2019, 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 payslips to Schöffel. During the visits by CSR staff, the payslips, payrolls and ID cards are checked. The local team in Vietnam also supports the follow up of CAPs. When possible, the brand involves factories in training to create awareness of specific topics (WEP Basic, WEP Communications, Syrian refugees, age verification in Myanmar). In addition, two technicians participated in GBV-workshop in Vietnam.

The CSR team established regular updates on CAP - every four weeks. All factories are informed and need to stick to the update deadline as this will be also evaluated by the brand.

Since 2019, the brand has established a regular four-week update timeline, when the updated CAP must be sent to CSR staff. This has created a better workflow on CAPs remediations and all factories are rated on their efforts in CAP remediations.

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

**Comment:** All brand's production locations have been visited by its staff in a period of the past three years. In 2019, Schöffel's staff visited respective 80% of its production locations.

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. The brand follows on CAPs of the external audits.

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 Fair Wear membership, countries, specific areas within countries or specific product groups may pose specific risks that require additional steps to address and remediate those risks. Fair Wear requires member companies to be aware of those risks and implement policy requirements as prescribed by Fair Wear.	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 the information provided by FWF (country studies, stakeholder information) as well as other NGOs. The brand does country risk analysis, SWOT analysis and remains to track countries information from all sources including their local staff. The analysis is providing country-specific risks including the political situation and the output is used for the sourcing strategy.

#### Myanmar:

Schöffel created a specific onboarding-process for Myanmar. This checklist has stricter requirements according to FWF's extra requirements for the country, and factories are not allowed to be connected to the government or to the military. 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 three factories were audited in the past two years and 3 suppliers participated in the FWF training "Age Verification" The company made a clear statement against gender-based violence. All suppliers are published on the Fair Wear website and disclosed in the sustainability report. Further, the brand has achieved that its three suppliers are paying 100% of the legal minimum wage to all workers during the probation period.

#### Turkey:

A new supplier in Turkey has been onboarded in 2019 and informed about FWF's guidance on risks related to Turkish garment factories employing Syrian refugees. Additionally, Schöffel was discussing this topic during the visit to this supplier. In 2018, Schöffel has exited all its 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. In 2019 the brand was working with only one supplier which does soft wash for trousers (no denim wash). The CSR person has visited this factory and personally engaged in the age verification of the workers.

#### Italy:

One long-term production site of Schöffel is in region Piedmont in Italy. The risk of migrant workers employed at this production site was checked. The production site is small employing 26 workers only. Products are high-tech and the location is outside of areas known for hiring migrant workers. Schöffel is familiar with the Italy country risk study published by Fair Wear.

#### Vietnam:

In 2019 almost 50% of its production was sourced from Vietnam. Schöffel invested in a local office to track and follow-up on risks of its Vietnamese production locations. The company is aware of the specific country risks and actively anticipating in the prevention of excessive overtime, FOA and by emphasizing a regular function of workers committee.

#### China:

Approximately 19% of Schöffel's production in 2019 came from China. The production volume remains relatively small due to the high costs in China. In 2019 several 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 audit reports and CAP (-s) follow up with Fair Wear members and other customers. In 2019, the brand has been actively cooperating with four other Fair Wear members.

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.	100%	Low-risk countries are determined by the presence and proper functioning of institutions which can guarantee compliance with national and international standards and laws. Fair Wear has defined minimum monitoring requirements for production locations in low-risk countries.	Documentation of visits, notification of suppliers of Fair Wear membership; posting of worker information sheets, completed questionnaires.	2	2	0

**Member undertakes additional activities to monitor suppliers.:** Yes (1)

**Comment:** Approximately 7% of Schöffel's production sites are in low-risk countries. In 2019 Schöffel onboarded one production site in Germany, one in the Czech Republic and two in Latvia. All FW low-risk requirements were followed up including signing FW's questionnaire, posting FW's CoLP and filling in the Health & Safety checklist. All production sites were visited by Schöffel's staff. Furthermore, the company's CSR staff collects third-party audits to check the labour conditions at its suppliers, factory wages 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	Fair Wear 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 Fair Wear and recent Audit Reports.	2	2	0

**Comment:** Schöffel has conducted audits or collected third party audits at 7 production locations out of 12.

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	Fair Wear believes it is important for affiliates that have a retail/wholesale arm to at least know if the brands they resell are members of Fair Wear 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	Fair Wear 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 Fair Wear's information management system. Documentation of sales volumes of products made by Fair Wear 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	Fair Wear 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; the UK being the biggest), Schöffel has collected signed questionnaires. The licensees also sent audit reports concerning the 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. In 2019 Schöffel included commitment to the 8 labour standards in the contract with the licensee.

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## Monitoring and Remediation

**Possible Points: 30**

**Earned Points: 32**

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### 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.	6	
Number of worker complaints resolved since last check.	11	

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 Fair Wear 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 designated two staff members to follow up on complaints. It has a policy describing the procedure to follow up on complaints. The CSR team is supported by the Head of QA, Office in Vietnam and Sourcing and Purchasing department.

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 Fair Wear 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 by technicians and by HQ staff. Informing factory management and workers about the FWF CoLP and complaints hotline is a part of the brand's factory onboarding process.

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.	78%	After informing workers and management of the Fair Wear CoLP and the complaints hotline, additional awareness raising and training is needed to ensure sustainable improvements and structural worker-management dialogue.	Training reports, Fair Wear's data on factories enrolled in the WEP basic module. For alternative training activities: curriculum, training content, participation and outcomes.	6	6	0

**Comment:** Schöffel has involved 15 of its production sites in the Workplace Education Programme given between 2017 and 2019 to raise awareness of the CoLP and complaints helpline. Most of the trainings are conducted in Vietnam, China and Myanmar.

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 the FWF grievance mechanism and worker helpline even after the training. Therefore, CSR is a constant discussion point when visiting production sites. Workers' representatives are included in such meetings, however, the CSR manager has acknowledged the language barriers during those meeting. It is a disadvantage that there is always a translated conversation instead of a direct one during those meetings or factory walk through.

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 + Preventive steps taken	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.	6	6	-2

**Comment:** Schöffel does follow up on all received complaints and in 2019 took one step further in regard to preventive steps on complaints received in Vietnam. In November 2019, Schöffel represented several Fair Wear members at the remediation meeting on complaints with two factories/partners in Vietnam. The constructive dialogues included Union representatives, Human Resources, CR staff, Fair Wear staff and workers' council showed potentials and led to creating specific measures on improvements (hiring and firing process) going forward.

One complaint received in 2019 remains open. Schöffel is working on this complaint with another Fair Wear member who took the lead and is in contact with the factory. The remediations already took place, but the list of workers provided by the factory is not matching names originally received. Fair Wear is currently investigating this list. All other received complaints are resolved/closed.

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 Fair Wear 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 several shared factories.

## Complaints Handling

**Possible Points: 17**

**Earned Points: 17**

## 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 Fair Wear 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 members 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. The new staff members are trained on Fair Wear membership when they start to work at Schöffel.

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 Fair Wear requirements and advocate for change within their organisations.	Fair Wear Seminars or equivalent trainings provided; presentations, curricula, etc.	2	2	-1

**Comment:** The CSR manager regularly participates in Fair Wear seminars, e.g. annual conferences, Living Wage seminars, Fair Wear supplier seminar on wage verification in China, Fair Wear seminar on gender-based violence in Vietnam and webinars. The CSR manager is directly reporting to the management since 2019. Regular updates are provided for staff directly in contact with suppliers and Fair Wear requirements are regular topics at staff meetings.

Furthermore, purchasing and quality assurance staff, in particular, got internal training on the FWF requirements and the FWF CoLP. All staff from Schöffel travelling to suppliers have meetings with QA and CSR departments prior to the visits and have to use Schöffel's CSR evaluation. Mainly technicians from the QA department, local staff, CSR and Schöffel's procurement staff are visiting the factories and are 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 (visit report).

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, Fair Wear audit findings.	2	2	0

**Comment:** In 2019, Schöffel sourced with the help of a new agent in Turkey. 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 Fair Wear membership requirements. The agent has signed the Code of Labour Practices. The agent is also travelling 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.	51%	Complex human rights issues such as freedom of association or gender-based violence require more in-depth trainings that support factory-level transformative processes. Fair Wear has developed several modules, however, other (member-led) programmes may also count.	Training reports, Fair Wear's data on factories enrolled in training programmes. For alternative training activities: curriculum, training content, participation and outcomes.	6	6	0

**Comment:** WEP Communication training has been conducted in countries Vietnam (5 factories) and in Myanmar (2 factories). One factory in Vietnam is part of the Better Work monitoring program and therefore counted for this indicator.

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. In addition, three suppliers were participating in gender-based violence training in Vietnam. Two suppliers participated in supplier survey of Fair Wear Basic evaluation. In China, one supplier received a consultancy on Health and Safety by OHS consultant. After factories were trained, Schöffel actively follows up with them to make sure the learnings are also internally followed and implemented.

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## **Training and Capacity Building**

**Possible Points: 13**

**Earned Points: 13**

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## 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 Fair Wear 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. Brand's clear onboarding process is eliminating any subcontracting practices and the PRS data system helps when checking the actual production.

In addition, Schöffel exchanges experience on subcontracting with other Fair Wear 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 prohibit 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.

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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 Degree of member company compliance with FWF Communications Policy.	Minimum communications requirements are met AND no significant problems found	Fair Wear's communications policy exists to ensure transparency for consumers and stakeholders, and to ensure that member communications about Fair Wear are accurate. Members will be held accountable for their own communications as well as the communications behaviour of 3rd-party retailers, resellers and customers.	Fair Wear membership is communicated on member's website; other communications in line with Fair Wear 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 Fair Wear'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 Fair Wear's communication policy.	Social report that is in line with Fair Wear'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.

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## **Transparency**

**Possible Points: 6**

**Earned Points: 6**

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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 Fair Wear policies are integrated into the structure of the company.	Meeting minutes, verbal reporting, Powerpoints, etc.	2	2	0

**Comment:** Since 2019, the CR staff reports directly to management (Executive Vice President)), whose responsibilities include Quality/CR, 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, the 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, Fair Wear may include requirements for changes to management practices. Progress on achieving these requirements is an important part of Fair Wear 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 Fair Wear

Transparency on factories shared by multiple brands. It would help to see which other brands are active at the same factory for Covid-19 follow up.

Audit reports delivery time by FWF and working with brand liaison, both improved.

## Scoring Overview

Category	Earned	Possible
Purchasing Practices	39	52
Monitoring and Remediation	32	30
Complaints Handling	17	17
Training and Capacity Building	13	13
Information Management	7	7
Transparency	6	6
Evaluation	2	2
Totals:	116	127

### Benchmarking Score (earned points divided by possible points)

91

### Performance Benchmarking Category

Leader

## Brand Performance Check details

Date of Brand Performance Check:

09-06-2020

Conducted by:

Terezia Haselhoff

Interviews with:

Adele Kolos - Senior Corporate Responsibility Manager

Johanna Winterhalder – Corporate Responsibility Manager

Peter Schöffel – President and Owner 7th Generation

Georg Kaiser – Executive Vice President

Martina Beckmann – Director Purchasing

Marco Tenace – Director Quality Assurance

Gabi Gorkos – Sales and Operation Planning Manager

Alexander Schiessler – Director Supply Chain Management