



## **Brand Performance Check**

### **Maier Sports GmbH**

This report covers the evaluation period 01-07-2020 to 30-06-2021

## 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.

*This years' report covers the response of our members and the impact on their supply chain due to the Covid-19 pandemic which started in 2020. The outbreak of the Covid-19 pandemic limited the brands' ability to visit and audit factories. To ensure the monitoring of working conditions throughout the pandemic, Fair Wear and its member brands made use of additional monitoring tools, such as complaints reports, surveys, and the consultation of local stakeholders. These sources may not provide as detailed insights as audit reports. To assess outcomes at production location level, we have included all available types of evidence to provide an accurate overview of the brands' management systems and their efforts to improve working conditions. Nevertheless, brands should resume verifying working conditions through audits when the situation allows for.*

# Brand Performance Check Overview

## Maier Sports GmbH

Evaluation Period: 01-07-2020 to 30-06-2021

Member company information	
Headquarters:	Köngen , Germany
Member since:	2011-06-01
Product types:	Outdoor products; Sports & Activewear; Outdoorwear
Production in countries where Fair Wear is active:	China, India, Turkey
Production in other countries:	
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
Scoring overview	
% of own production under monitoring	75%
Benchmarking score	59
Category	Good

## Summary:

Maier Sports has met most of Fair Wear's performance requirements. A combination of Fair Wear audits and external audits result in a monitoring percentage of 75%. A benchmarking score of 59 means Maier Sports remains in the 'Good' category.

Maier Sports monitored 75% of its supply chain, which is less than the required 80% for a brand that has been a member for at least three years, to be placed in the 'Good' category. However, due to the COVID-19 pandemic, the monitoring threshold does not determine the category for this financial year.

## Corona Addendum:

Maier Sports took adequate steps during the COVID-19 crisis. Maier Sports stayed in close contact with its suppliers in Turkey, India, and China throughout the past financial year. The brand's CEO was able to visit the brand's own production site in Turkey. The most used communication channels with its Turkish and Indian suppliers were e-mails, phone calls and digital meetings. For China, digital calls were not possible, and the brand felt it challenging to uphold good and close communication with its suppliers. One Chinese supplier was audited, and due to the difficulties to maintain close communication, only basic audit findings were remediated. Maier Sports did not cancel any order, and all suppliers could continue production.

Maier Sports identified specific COVID-19 related risks such as occupational health and safety, worker's health, overtime, effective production planning due to late material deliveries, and lack of possible visits. During the COVID-19 pandemic, all suppliers were able to produce continuously. There were no lockdowns or capacity shortages as no workers got infected. The brand did not cancel any orders. The most severe issues were late deliveries of (raw) materials combined with lack of transport capacities, leading to production and delivery delays. To prevent overtime due to late deliveries of (raw) materials and accessories, Maier Sports provided forecasts and placed orders much earlier than usual. The brand was lenient with late deliveries to release pressure on its suppliers and avoid excessive overtime. Maier Sports has no insight into the suppliers' additional wage costs to implement the COVID-19 measures.

Overall, Maier Sports has shown solid monitoring throughout the COVID-19 pandemic, but as Maier Sports owns a factory and buys almost exclusively from several other production locations, it is held more accountable for implementing proper steps. An active role in discussing living wages and root causes of excessive overtime is expected.

## 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.	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:** Maier Sports has a consolidated supplier base. The bulk of Maier Sports' purchasing volume is sourced from three suppliers, including an owned factory in Turkey, and two Chinese factories, with which Maier has joint ventures. In the 2020/2021 financial year, 90% of Maier Sports' purchasing volume came from production locations where Maier Sports is responsible for more than 10 % of the respective locations' production capacity. This number has been increased by 5% compared to the previous financial year.

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.	8%	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:** A small percentage of 8% is purchased by Maier Sports from factories which counts for less than 2% of Maier Sports' total FOB. This has increased by 5% compared to the previous year. The reason is that at two suppliers the production volume decreased below 2% of the total member brand's annual turnover.

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.	98%	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.	4	4	0



**Comment:** Maier Sports maintains long-term business relations with its suppliers counting for 98% of its production volume. No new suppliers were added during the 2020/2021 financial year and in comparison to the previous year, this percentage increased (92% to 98%).

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.	2nd years + member and no new production locations selected	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.	N/A	2	0

**Comment:** Maier Sports did not add any new suppliers to its base in the financial year 2020/2021.

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.	Intermediate	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.	2	4	0

**Comment:** In this financial year, no new suppliers were added, nor were potential suppliers investigated. One production location was deactivated due to several CSR and quality-related issues. The member brand does have an exit strategy and on-time communication with the supplier about ending the cooperation was shown during the Brand Performance Check.

The usual onboarding practice is that selection of new production sites takes place after evaluation, focusing on legal, environmental and industrial requirements, but also assesses the human rights risks and violations. Existing audit reports are collected when available and the Fair Wear Code of Labour Practices is presented and discussed with the management of the potential supplier during the factory visit by Maier Sports' CEO. In order to systemize this selection process, Maier Sports has developed an onboarding strategy with defined steps to select new suppliers when needed. These guidelines were created for internal use, to ensure consistency and conduct the process more systematically.

In the past financial year, Maier Sports has conducted a risk analysis for its three production countries China, India and Turkey by using the tools recommended by Fair Wear. Risks like unregistered workers such as Syrian Refugees in Turkey, sexual harassment in India or lack of freedom of association and collective bargaining in China have been identified. However, the brand has not rated any risks with high, medium or low nor has it linked to its suppliers or own sourcing practices. As a result, there is no sourcing strategy in place linked to human rights due diligence nor do analyzed risks influence sourcing decisions. In general, the member brand is strongly connected with its long-lasting suppliers and relies on its long-lasting (purchasing) experiences. As the amount of suppliers is small, orders are given on the basis of optimal utilization of production capacity, price and delivery time. In case severe of labour rights issues Maier Sports prefers to cooperate with suppliers and work on improvements rather than leaving a supplier.

COVID-19: Maier Sports stayed in close contact with its supplier throughout the year and had a good overview of the situation at its suppliers. Risks, such as occupational health and safety and workers health, overtime, effective production planning due to late material deliveries and lack of possible visits to its suppliers in China were identified. The CSR manager took the effort to inform herself as much as possible via several channels like Fair Wear COVID-19 dossier and -checklist, media or German Foreign Office. All information was shared with top management and related colleagues. Information about preventive measures, distributed by the affiliated group has been shared immediately with the suppliers to prevent spreading the disease. None of the production sites was closed or faced a lack of capacity during the past financial year. The suppliers took ample measures to ensure workers safety at work and no worker got infected. One audit took place at a Chinese factory and the CEO was able to visit the Turkish production site in the past financial year. Additional monitoring tools were mainly phone calls and emails or digital video calls with the Turkish and Indian suppliers. For China, digital calls were not possible and the brand feels it difficult to uphold good communication with its two Chinese main suppliers due to lack of personal visits. With regards to Maier Sports Indian supplier, the brand could show proof on follow up on health and safety measures. Maier Sport stayed in contact by e-mail and provided the supplier with a "COVID-19 Preparedness and Safety Spotcheck Report" for reference. The supplier took the effort to ensure workers health and safety and no worker got infected. At the end of the financial year, 2020/2021 100% of all workers of the Indian supplier were vaccinated for the first time and 45% of all workers had already received the second vaccination dose.

**Recommendation:** After the first step of its general country risk assessment is done, Maier Sports is advised to take the next steps to rate the identified risks, link the risks to its suppliers, clearly define preventive actions for identified risks and connect them to sourcing decisions. This also includes strategies to tackle structural risks such as overtime or low wage levels in the country, limited freedom of association and restricted civil society that are beyond the brand's individual sphere of influence. A formal process about the risk assessment and evaluation should be in place and sourcing decisions should be well documented.

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	A systemic approach is required to integrate social compliance into normal business processes, and supports good decisionmaking.	Documentation of systemic approach: rating systems, checklists, databases, etc.	1	2	0

**Comment:** Maier Sports has developed a supplier rating system taking into account several different aspects like communication, audit findings, the status of the Corrective Action Plans (CAPs) and training. The CSR manager regularly evaluates the suppliers and shares the outcome with the CEO and other related colleagues. Up to now, the supplier rating system only takes social aspects of the suppliers into account. Delivery times, product quality and other relevant indicators are not assessed yet but will be done in future, once the new ERP system is installed. The new ERP system is currently in development and will incorporate a holistic supplier evaluation. As 75% of the brands total annual turnover comes from its three main suppliers, the brand did not feel the necessity to have a supplier rating system to steer buying decisions. Orders to the suppliers are given on the basis of utilization of optimal production capacity at its own factory, prices and lead times. A rewarding system for good suppliers does not fit into the brands sourcing strategy according the CEO. In the case of labour practices findings, Maier Sports prefers working on improvements rather than leaving one of its suppliers. With the supplier rating system on social compliance first steps have now been set. Suppliers are not informed about the assessment, but this will be done in future.

During the COVID-19 pandemic, all suppliers were able to produce on a continuous basis. There were no lockdowns or capacity shortages as no workers got infected. The brand did not cancel any orders. The most severe issues were late deliveries of (raw) materials in combination with lack of transport capacities, leading to production and delivery delays. To take off any pressure on the suppliers and avoid overtime, the brand accepted every late delivery date. All customers were informed about late deliveries. Where needed, urgent orders were split and partial shipments arranged. A lot of production orders were shipped by airfreight on the member brands expenses. Maier Sports suppliers never have to pay any penalties for late orders. The member brands staff and CEO were in close contact with its suppliers and informed themselves about the situation with regard to payment of wages, health and safety measures, overtime, lead time and other issues.

**Recommendation:** Fair Wear encourages Maier Sports to continue the implementation of an overall evaluation/grading system for its suppliers, taking several indicators of different departments into account. The overall assessment should be embedded into the sourcing strategy. Part of the system can be to create an incentive for rewarding suppliers for realised improvements in working conditions with e.g. trainings.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.6 The member company's production planning systems support reasonable working hours.	General or ad-hoc system.	Member company production planning systems can have a significant impact on the levels of excessive overtime at production locations.	Documentation of robust planning systems.	2	4	0

**Comment:** Maier Sports has a general system in place for production planning. Standard minutes per style are known for its own production facility in Turkey, as well as the capacities of its suppliers. In the past financial year, the brand has installed a new lead time concept on a product range and article basis to avoid late order placements. Also, to avoid overtime, the brand provided a detailed forecast per article to its suppliers to enable its suppliers to place material orders on time and plan the production accordingly. Orders are placed afterwards, indicating the preferred delivery times. The suppliers will give feedback on the delivery times on the basis of the material delivery times. These delivery times are accepted by Maier Sports. Once the production has started, the suppliers provide a weekly overview of the production status. In case of delays, urgent orders are prioritized and partial shipments organized in case needed. The Never out of Stock (NOS) products of Maier Sports ensure a more evenly spread of production capacity over the year and a reduction of seasonal fluctuations.

During the COVID-19 crisis, no orders were cancelled, there were no production locations in lockdown or facing any capacity shortage due to sick workers. But late deliveries of (raw) materials and lack of transport capacities have been an issue, leading to late delivery of a lot of production orders. No pressure was exerted on suppliers for delayed orders.

**Recommendation:** Fair Wear recommends Maier Sports to learn more about the standard minute per style at its Chinese suppliers and how the production of its products impacts the total production capacity of the factory.

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:** For its main factories, Maier Sports tries to mitigate the risk of excessive overtime by spreading orders evenly throughout the year. Forecasts are given to the suppliers and orders for never-out-of-stock items are placed during low seasons as much as possible. Delivery dates are monitored on a weekly basis.

In the past financial year, Maier Sports has sent out a survey to evaluate the root causes for excessive overtime at its suppliers. Different reasons were mentioned like short delivery times, too many orders at the same time, late deliveries of (raw) materials. One audit of June 2021, conducted at the Chinese supplier where Maier Sports has a leverage of 90%, revealed excessive overtime with more than 60 hours/week and workers do not get 1 day off/week. The findings were similar to the audit of 2019, hence no improvements could be identified. The audit report and CAP was discussed with the supplier. The brand found out, that the factory took on additional orders to cover the low season. In former times, the supplier always discussed additional orders with Maier Sports in order to organize the orders and workload accordingly. Yet, this has not happened anymore, leaving the brand unaware of the production capacity situation at its supplier. The member brand experienced a loss of close cooperation and finds it difficult to keep up good communication with its Chinese suppliers. The lack of possibilities to visit and have a personal conversation does not do good to the relationship and problem solving of challenging issues like overtime.

To prevent overtime due to late deliveries of (raw) materials and accessories Maier Sports placed orders three to four months earlier than usual. By doing so, also (raw) materials and accessories were ordered as early as possible. The member brand was lenient with delivery times. Partial shipments were allowed and were needed, orders were shipped by air-freight on the member brands expenses.

**Recommendation:** Maier Sports is strongly recommended to actively take measures when excessive overtime is found and find a way of alternative communication possibilities with its suppliers as long as personal visits are not possible. Fair Wear's Fair Working Hours Guide, placed on the Member hub, offers support to tackle these issues.

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.	Intermediate	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.	2	4	0

**Comment:** Maier Sports has implemented open cost calculation at its own production site in Turkey a few years ago. It is aware of the total costs in the factory, including minutes per style and the labour costs. Together with its production site, the member brand evaluates comprehensively the wage situation and wage gap taking into account the inflation rate, minimum wage level, poverty line and costs for a living on a monthly basis. In addition, the member brand could show an evaluation of the different wage levels of the workers in the factory. The aim is to increase workers skills and knowledge to receive a higher wage level. The prices/article are set by the production site and accepted by Maier Sports. Sometimes volume discounts are negotiated.

In China, there is no open cost calculation with the Chinese suppliers as the suppliers are currently not open to sharing this information with the member brand. Maier Sports informs itself about wage developments/country which includes cost/production minute. When negotiating prices with its Chinese suppliers Maier Sports takes wage increases and increased prices for materials into account.

Despite the short supply chain and only three production countries, the member brand does not have yet insight in its buying prices and wage levels at its Indian supplier.

Overall, Maier Sports could show that it maintains steady prices and does not request discounts in case of delays.

The additional costs for its suppliers to implement COVID-19 measures are not known by Maier Sports.

**Requirement:** As Maier Sports has high leverage at its two Chinese joint venture partners and the fact that the member brand only sources in three countries, Fair Wear expects that Maier Sports can demonstrate the link between its pricing and the wage levels at its Chinese and Indian suppliers.

**Recommendation:** Fair Wear recommends Maier Sports to expand its knowledge of cost break downs of all product groups produced by its Chinese and Indian suppliers. Priority would be to make sure this level of transparency can be achieved with its Chinese and Indian suppliers. The next step would be to calculate the labour minute costs of its products to calculate the exact costs of labour and link this to its own buying prices. Fair Wear's labour minute value and product costing calculator (Fair Price app) also enables suppliers to include any COVID-19 related costs. Fair Wear offers trainings and guidance for support.

Fair Wear recommends Maier Sports to discuss the additional costs due to Covid-19, the effect on wages, etc. for future orders and incorporate additional costs into their prices.

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.	No problems reported/no audits	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.	N/A	0	-2

**Comment:** One audit was conducted in June 2021 at one Chinese production partner. No findings of payment below legal minimum wage were reported, but findings with regards to incorrect payment of overtime premium, entitled leaves and social security. The member brand could show follow up on these findings, however, proof of evidence was not provided by the supplier.

Maier Sports did follow up on payment of legal minimum wages at its suppliers. However, the brand did not verify the data given by its suppliers as the brand does not know the legal minimum wage data for the specific regions where the production sites are settled.

**Recommendation:** Fair Wear recommends Maier Sports to work with the legal minimum wages/country provided in Fair Wear's wage ladder. In case preferred, the member brand in collaboration with local experts can conduct a survey about the legal minimum wages in the specific regions of its suppliers.

In addition, Fair Wear highly recommend to follow up on audit findings including verifying improvements by proof of evidence.

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:** There were no findings of late payments by Maier Sports in the previous financial year. Chinese suppliers do receive a weekly payment to ensure enough liquidity. Other payments are done within 7-30 days of the invoice date.

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:** Both suppliers in Turkey and in China participated in Fair Wear seminars on labour minute costing in the financial year 2019/2020. As part of the Living Wage incubator, Maier Sports works on this topic with its own facility in Turkey. Documentation was shown related to root cause assessment, such as the spread survey among workers 'cost of living' at the start of each year, dialogue between management and brand on fair remuneration and the evaluation of wage development. This is done to better understand the needs of workers, focusing on wages as well. Root causes such as workers machine operators skills were taken into account and formed the basis for a worker development system, as in future, Maier Sports will increase its high-tech product range, requiring highly skilled workers. Highly skilled workers will be upgraded into higher wage categories. Based on a common agreement between Maier Sports and its own facility a training program for workers will be developed and installed in the near future.

With regards to the Chinese production locations, the actual response to root causes could not be shown. The pandemic and the lack of visits made it difficult to continue working on raising wages as digital meetings were not possible and the member brand faced difficulties to uphold good communication with its partners.

Maier Sports has not assessed root causes or discussed payment of living wages with its Indian supplier yet.

Maier Sports does not have verified insight yet into the impact of COVID-19 on the wages of the workers.

**Requirement:** As Maier Sports has high leverage at its Chinese and Indian suppliers, it is held more accountable for implementing adequate steps. Maier Sports is expected to take an active role in discussing living wages with ALL of its suppliers and should take steps to work towards living wages.



**Recommendation:** Fair Wear encourages Maier Sports to discuss with suppliers about different strategies to work towards higher wages. In addition to its own facility in Turkey, it is advised to start with suppliers where the member is responsible for a large percentage of production and long term business relationship (China and India).

In addition, Fair Wear recommends investigating the impact of COVID-19 on the wages of the workers.

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).	15%	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.	1	2	0

**Comment:** Maier Sports owns one factory, its main supplier in Turkey. 15% of the member's production volume comes from this site.

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:** Maier Sports evaluates the wage situation at its own facility in Turkey on a monthly basis. Inflation rates and costs of living per region are taken into account. The member brand could show its financial contribution to wage increase at its own production site in the past financial year. Yet, the brand has not defined target wages or calculated the costs to finance target wages.

**Requirement:** As Maier Sports owns a production location, the member company has full influence over the wages and should be able to cost for a living wage. Maier Sports should evaluate how to finance the implementation of target wages. Fair Wear requires Maier Sports, in cooperation with its own production location and the worker representatives, to define a solid strategy for payment of living wages. This strategy should include a target wage and a clear roadmap when and how the living wage payments will be reached. This formalized agreement should be signed by the member brand, the production location and the worker representatives and will be assessed in the next Brand Performance Check.

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.	15%	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:** Maier Sports has not agreed on target wages with its own production facility in Turkey or any other suppliers yet. However, Maier Sports made payments to increase wages by 18% at its own factory in Turkey, however, these payments were not done on the basis of an agreed target wage but to cover the average inflation rate of 12%.

**Requirement:** Fair Wear requires Maier Sports to agree on target wages for its production locations, especially at Maier Sports own production location in Turkey.

## Purchasing Practices

**Possible Points: 50**

**Earned Points: 30**

## 2. Monitoring and Remediation

Basic measurements	Result	Comments
% of production volume where an audit took place.	75%	
% of production volume where monitoring requirements for low-risk countries are fulfilled.	0%	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.	Standard monitoring below 80%	Monitoring threshold below 80%.
Requirement(s) for next performance check		
Total monitoring threshold:	75%	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:** In the previous years, the head of production/quality was responsible for all CRS related tasks. Now, Maier Sports has created a new CSR position and designated a specific person to follow up on problems related to the Code of Labour Practices. This position directly reports to the CEO.

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:** Before Maier Sports shares audit reports with factories, it first reviews the report and CAP and discusses it internally. Then the company approaches factories for a discussion concerning remediation of the issues at hand and establishes improvement timelines in a timely manner. Evidence of sharing the reports in a timely manner was provided during the performance check. Remediation is done through online communication but also during factory visits, such as the last visit by the CEO at the own factory in Turkey in the past financial year. Maier Sports always indicates that the CAP needs to be shared with the worker representatives. In the factory in Turkey, the worker committee is involved in the remediation of the CAP.

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.	Basic	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.	4	8	-2

**Comment:** One audit was done in June 2021 at one Chinese supplier where Maier Sports buys 90% of the suppliers capacity. Main audit findings were excessive overtime and incorrect payments of overtime, entitled leaves and social security fees. Furthermore, unauthorized subcontracting was found and health and safety issues. The audit report and CAP were shared with the supplier. As visits were not possible in the past financial year, the member brand experienced the uphold of good communication with the supplier as very challenging. Digital communication was not possible, therefore all findings were discussed by e-mail. The member brand could show proof and evidence of some remediated basic findings related to health and safety. The member brand created a survey to assess the root causes for excessive overtime. However, the root causes were not discussed with factory management. Maier Sports prefers discussing these topics during the next visit. By doing so, the brand did not start remediation on findings such as excessive overtime. Also, the finding of incorrect payment of social security fees is a repeated finding, as the brand has received a complaint about this issue in April 2020. As the audit reveals this finding again it clearly shows that no improvements were made and the root causes remained untouched. For more information see indicator 3.4.

During COVID-19, online meetings were organized regularly with suppliers in Turkey and India. For Maier Sports' Chinese suppliers, communication was only possible by e-mail, as digital meetings were not possible. Depending on the situation and input of the suppliers, Maier Sports supported them, for example by covering all additional transport costs due to delays and flexible delivery dates. Maier Sports followed up on identified risks such as health and safety measures at its suppliers. For identified risks such as overtime at its Chinese suppliers, however, no follow up was done.

**Recommendation:** Fair Wear encourages Maier Sports to continue strengthening its system to analyse how it might have contributed to findings and what changes they can make in their purchasing practices. In addition, Fair Wear recommends addressing the assessed root causes for excessive overtime at its suppliers.

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.	not applicable	Due to the Covid-19 pandemic, brands could often not visit their suppliers from March - December 2020. For consistency purposes, we therefore decided to score all our member brands N/A on visiting suppliers over the year 2020.	Member companies should document all production location visits with at least the date and name of the visitor.	N/A	4	0

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.6 Existing audit reports from other sources are collected.	Yes and quality assessed	Existing reports form a basis for understanding the issues and strengths of a supplier, and reduces duplicative work.	Audit reports are on file; evidence of followup on prior CAPs. Reports of quality assessments.	2	3	0

**Comment:** Maier Sports collected three Business Social Compliance Initiative (BSCI) audit reports. The Audit Quality Assessment tool was used. For one audit of a Chinese supplier, where the member brand has 98% leverage, no Corrective Action Plan (CAP) was created and shared. As a result, no follow up was made. One BSCI audit was conducted at a Turkish subcontracting partner of the member brands own factory, who is responsible for the CAP follow up. Maier Sports informs itself about the status of the improvements done so far.

**Requirement:** Fair Wear requires that Maier Sports not only to collect external audits and assess the audit quality but to implement a CAP and together with the supplier, start working on identified findings.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.7 Compliance with FWF risk policies.	Average score depending on the number of applicable policies and results	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.	3	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	Policies are not relevant to the company's supply chain			N/A	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	Intermediate			3	6	-2
Other risks specific to the member's supply chain are addressed by its monitoring system	Intermediate			3	6	-2

**Comment:** Maier Sports could show identification and monitoring of country-specific risks. For each of the four production countries, steps have been taken to assess specific risks.

Regarding the guidance on risks related to Syrian refugees working in Turkey: Maier Sports' own production site joins annually the seminar on risks in Turkey. As potential new workers are always discussed with top management of Maier Sports first, the risk of incorrect employment of migrant workers or Syrian refugees is small. Yet there is no policy in place regulating potential migrant workers. Maier Sports own factory is responsible to inform and following up on risks related to Syrian refugees and migrant workers at its subcontracting partners. The member brand is aware of the other risks in Turkey, such as Freedom of Association, wages and working hours. These risks are shared and discussed with the worker representatives and regular exchange with factory management was shown. Two out of three production locations have been audited. Unauthorized subcontracting is monitored through visits and questionnaires and an active role of the staff in Maier Sports' own factory in Turkey.

India: Maier Sport has conducted a risk analysis of its production country India. Risks such as violence and sexual harassment were identified. A Fair Wear Basic Workplace Education Program (WEP) training was conducted in March 2021. The CSR manager does have a monthly jour fix with its Indian supplier to discuss the labour standards and progress on remediation of audit findings.

China: In the past financial year, Maier Sports did not work on identified risks such as overtime, wages or social dialogue. Reasons are the lack of visits and digital meeting possibilities.

Response to COVID-19 related risks: Maier Sports stayed in close contact with its suppliers. Maier Sports used an overview of all suppliers and the situation per supplier. The brand took ample efforts to follow up on health and safety measures at its suppliers. Photographic evidence and other types of proof were included to monitor the measurements taken. For China, Maier Sports followed national authorities' updates on risks, briefings from Fair Wear and input from its main suppliers. The factory was able to continue its production throughout the year and no infection was reported. The factory took several safety measures such as additional transport, shifted breaks and additional distance in the production facility. For Maier Sports' own factory in Turkey, the brand could show dialogue with management and workers on main issues. Several measures are taken to address specific COVID-19 related risks: a comprehensive pandemic guideline was installed and all workers were vaccinated. Comprehensive health and safety measures were taken and no worker was infected. Overall Maier Sports was lenient with delivery times to prevent excessive overtime at its suppliers.

**Recommendation:** China: Due to the high leverage at its Chinese suppliers, Fair Wear strongly recommends that Maier Sports starts addressing assessed risks such as overtime, wage and social dialogue with its suppliers in China.



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:** One subcontracting supplier in Turkey is shared with another Fair Wear member brand. Maier Sports has sent information to this brand, whenever relevant, however, there was less common action in the past financial year.

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.	No production in low-risk countries	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.	N/A	2	0

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).	No	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.	N/A	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	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.	No licensees	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.	N/A	1	0

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## Monitoring and Remediation

**Possible Points: 24**

**Earned Points: 15**

### 3. Complaints Handling

Basic measurements	Result	Comments
Number of worker complaints received since last check.	0	At this point, FWF considers a high number of complaints as a positive indicator, as it shows that workers are aware of and making use of the complaints system.
Number of worker complaints in process of being resolved.	0	
Number of worker complaints resolved since last check.	2	

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:** The CSR manager is responsible for following up on 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 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:** Maier Sports frequently checks at its suppliers whether the Worker Information Sheet is posted. In the past financial year, while visits were not possible, the member brand asked for photos as proof of posted Worker Information Sheets in the factories of its suppliers.

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.	70%	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.	4	6	0

**Comment:** Three suppliers in China and one supplier in India, accounting for 70% of Maier Sports' production volume, have been enrolled in the Workplace Education Programme basic module that promotes Fair Wear's Code of Labour Practices and complaints system.

**Recommendation:** Maier Sports could consider implementing additional activities to raise awareness about the Fair Wear Code of Labour Practices and Fair Wear complaint helpline next to providing good quality training. This could include providing the Fair Wear worker information cards to workers during visits or when handing out payslips, making use of Fair Wear Factory Guide, stimulating peer-to-peer learning among workers and ensuring factory management regularly informs workers, in particular new workers, about their rights and available grievance mechanisms.

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.	No	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.	-2	6	-2

**Comment:** No complaints were received in the past financial year.

Two complaints of 2018 and 2020 from one factory have been closed in the assessed financial year.

One complaint was related to payment of salary after resignation. Unfortunately, no remediation and no solution could be found. Maier Sports has been asked to follow up pro-actively on excessive overtime and sufficient wage payments at this supplier. The other complaint of the same factory, received in April 2020, was about incorrect payments of social security fees. This complaint has been resolved. Unfortunately, the next verification audit of June 2021 at this factory revealed the same issues as mentioned in the complaint of April 2020. Hence, findings were not remediated properly and root causes remained unresolved.

**Requirement:** Please note that following Fair Wear’s policy for repeated non-compliance in Fair Wear’s Brand Performance Checks, members that receive an insufficient or -2 score on this indicator for the second year in a row, will be placed in the ‘Needs Improvement’ category.

Related to the several complaints from one factory, it is strongly recommended to uncover the root causes of complaints and prevent them from recurring. Fair Wear requires Maier Sports, also considering its high leverage at the supplier, to take a more pro-active role in this process and to discuss with the supplier on how to resolve the underlying causes in a sustainable manner.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.5 Cooperation with other customers in addressing worker complaints at shared suppliers.	No complaints or cooperation not possible / necessary	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.	N/A	2	0

## Complaints Handling

**Possible Points: 15**

**Earned Points: 5**

## 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:** All (new) staff of Maier Sports is informed about Fair Wear membership requirements through several different information channels like Maier Sports Customer Magazine, Trade Fairs, the brand's website and social media, workbook, meetings and works assemblies. Top management is responsible to share updates with the staff. For new onboarding staff, an information guide ("Starter file") contains information about the Fair Wear membership.

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:** Maier Sports' technicians are in daily contact with suppliers on production, quality and planning. The CSR person informs them on a regular basis via meetings and emails. During the visits, technicians check social standards with help of the health and safety checklist. Instructions are given by the CSR person in specific cases.

During COVID-19 information sharing was done via regular online meetings and emails.

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.	Member does not use agents/contractors	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.	N/A	2	0

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.	0%	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.	0	6	0

**Comment:** Maier Sports did not arrange training programmes that support transformative processes related to human rights.

**Recommendation:** Fair Wear recommends Maier Sports 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 and structural change to improve working conditions. To this end, Maier Sports GmbH can make use of Fair Wear's WEP Communication or Violence and Harassment Prevention modules or implement advanced training through external training providers or brand staff. Non-Fair Wear training must follow the standards outlined in Fair Wear's guidance and checklist 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.	No training programmes have been conducted or member produces solely in low-risk countries	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.	N/A	2	0

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## **Training and Capacity Building**

**Possible Points: 9**

**Earned Points: 3**

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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.	Intermediate	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.	3	6	-2

**Comment:** Maier Sports has a long-lasting and small supply chain with three main production sites, which are well known. However, when it comes to subcontractors, for 2020/2021 it's not clear whether subcontracting partners are used for its production or not. As a result, the subcontractors were not included in the production location list of Maier Sports, nor has the Fair Wear Code of Labour Practices been signed by the subcontracting partners.

**Requirement:** After the end of each financial year, Maier Sports GmbH must confirm its list of production locations and provide relevant financial data. A complete list means ALL production locations are included of ALL production processes (including embroidery and printing) the member uses in the stages after fabric production.

**Recommendation:** Maier Sports should assess the risk of unauthorized subcontracting by suppliers, especially with the risk of Indian homeworkers.

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 information is shared with relevant staff. The CSR manager is in close contact with the production department and CEO and shares CSR related information.

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## **Information Management**

**Possible Points: 7**

**Earned Points: 4**

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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:** Maier Sports communicates in line with FWF Communications Policy. The brand shares about Fair Wear on its website, in its workbooks and on social- and print media. Retailers are informed about Fair Wear via the brand's academy and Maier Sports provides the communication material.

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:** Maier Sports values transparency and raising consumer awareness. Production sites, making up part of 98% of the brand's production volume, are disclosed on the Fair Wear website. In addition, social reports and the Brand Performance Check report are published on its website.

**Recommendation:** Fair Wear recommends Maier Sports to disclose its production locations to other members in Fair Force.

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:** A complete and accurate Social report was submitted to Fair Wear and is published on the member's website in German and in English.

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

**Comment:** Maier Sports' top management is involved in Fair Wear membership. New developments and policies, and the brand performance check, are always discussed and evaluated with top management.

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.	60%	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.	4	4	-2

**Comment:** In the previous performance check report, 10 requirements were given to Maier Sports. Requirements related to the evaluation of production locations, root causes of overtime, follow up on payment of legal minimum wages and late payments have been addressed. On a total of 6 requirements, progress has been made.

Several requirements are addressed insufficiently and remain valid, these are related to:

- Maier Sports is expected to demonstrate the link between its buying prices and wage levels with regards to its Chinese suppliers
- Assessment and response to root causes for wages that are lower than living wages, especially related to the brands' Chinese suppliers
- Maier Sports determines and finances wage increases
- Maier Sports is expected to begin setting a target wage for its production locations and pays its share of the target wages.
- All complaints received from production location workers are addressed in accordance with the FWF Complaints Procedure.

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## Evaluation

**Possible Points: 6**

**Earned Points: 6**

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## Recommendations to Fair Wear

- \* Maier Sports would like to have Worker Informations Cards for India in Hindi language.
- \* Maier Sports wishes for more WEP training options, especially with regards to China. Online training should be considered by Fair Wear.
- \* The member hub is not a user-friendly tool and the search function does not work properly
- \* Maier Sports recommends providing the Fair Wear Code of Labour Practice questionnaire in Englisch and local language to the supplier

## Scoring Overview

Category	Earned	Possible
Purchasing Practices	30	50
Monitoring and Remediation	15	24
Complaints Handling	5	15
Training and Capacity Building	3	9
Information Management	4	7
Transparency	6	6
Evaluation	6	6
Totals:	69	117

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

59

### Performance Benchmarking Category

Good



## Brand Performance Check details

Date of Brand Performance Check:

11-01-2022

Conducted by:

Annet Baldus

Interviews with:

Mrs. Simone Mayer - CEO

Mrs. Agnes Neeth - Head of Product Control (Production Monitoring?) (Leiterin Produktionsüberwachung)

Mrs. Lisa-Marie Dozier - CSR Manager

Mr. Jens-Nico Wiegand - Marketing Manager (Gonso)

Mr. Stefan Taft - Head of Marketing Maier Sports