



**Brand Performance Check**  
**Teamdress Holding GmbH**

This report covers the evaluation period 01-01-2021 to 31-12-2021

## 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 year's 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 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

## Teamdress Holding GmbH

Evaluation Period: 01-01-2021 to 31-12-2021

Member company information	
Headquarters:	Hamburg , Germany
Member since:	2019-04-09
Product types:	Workwear
Production in countries where Fair Wear is active:	
Production in other countries:	Albania, Bosnia and Herzegovina, Poland, Portugal, Republic of Moldova, Ukraine, Uzbekistan
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	27%
Benchmarking score	61
Category	Good

## Summary:

Teamdress has met most of Fair Wear's performance requirements and has a monitoring threshold of 27%. As the monitoring threshold does not determine the category this year, Teamdress' benchmarking score of 61 means the brand has been awarded the 'good' category.

## Corona Addendum:

Teamdress did not experience any full lockdowns in its supply chain during 2021. In fact, after the first waves of the pandemic had passed, the situation in Teamdress' supply chain remained relatively stable. That is not to say that Teamdress did not experience any difficulties in 2021 as a result of the pandemic. Similarly to 2020, Teamdress saw a decrease in turnover which correlated to a decrease in orders from its customers. The orders from customers also changed to different production processes: Teamdress received fewer workwear orders and more care product orders. Furthermore, there were raw material delays and closed borders, both of which Teamdress was able to overcome due to its large stock of raw materials in its warehouses in Poland. Overall, 2021 was a second year of survival for Teamdress, during which its main goal was to ensure both its own continuity and that of its suppliers.

Teamdress works with its suppliers on a contract basis in which they agree upon what production capacity in weekly minutes is available for Teamdress' orders. This contract-based buying ensured stability and security for Teamdress' suppliers. However, Teamdress remained flexible regarding the available production capacity at suppliers and adjusted its orders according to suppliers' needs during weekly meetings. This was either to decrease its orders to fit the available production capacity and not put undue production pressure on the suppliers, for example, when there was a reduced workforce due to illness or individual quarantine requirements. Or it was to increase orders if other customers at the suppliers decreased their orders.

Due to the travel limitations still posed by the pandemic, Teamdress was unable to restart a number of the projects that it had paused in 2020. These included projects related to training suppliers about Fair Wear's CoLP and grievance mechanism, living wages and discussing country-specific risks such as homophobia. As these topics are complex and sometimes sensitive, Teamdress preferred to discuss these in person with its suppliers, which remained impossible in 2021. When Teamdress is able to travel to its suppliers again, it aims to pick these projects up again.

In 2021 we could once again see that Teamdress' strong systems, particularly those related to production planning, meant that it was resilient in its approach to solving the issues inherent to the pandemic.

## 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:** The total production volume where Teamdress buys at least 10% of the production capacity is 90%.

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.	2%	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:** Total production volume where Teamdress buys less than 2% of its total FOB is 2%.

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.	76%	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:** Teamdress started a business relationship with six of its production locations in the past five years. All other suppliers - 76% - have been working with Teamdress for more than five years.

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:** All production locations except one signed the questionnaire with the CoLP.

Teamdress did not ask its new supplier in Portugal to sign the questionnaire for a number of reasons: Firstly, the business relationship was started through Teamdress' sister company so they do not have a direct relationship. Secondly, another Fair Wear member brand sources from this supplier, meaning that the questionnaire was already signed. Finally, Teamdress' cooperation with this supplier was short-lived and only for one special product line. However, it is important to make sure that all suppliers return the signed questionnaire even if it is for a short cooperation and another Fair Wear member already sources there. If Teamdress continues working with this supplier without receiving the signed questionnaire, it will score 0 points for this indicator in the next brand performance check.

**Requirement:** Teamdress Holding GmbH needs to ensure that new production locations sign and return the questionnaire before first orders are placed.

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:** Prior to entering a new sourcing country, Teamdress carries out a risk assessment using external sources, which include but are not limited to, Human Rights Watch, ILO and OECD. The quality manager, who is responsible for CSR, keeps track of social developments within the sourcing countries and updates the risk assessment form when issues occur. This risk assessment form is used to monitor human rights and ecological risks and to prioritise topics for discussion during the frequent visits to the production locations.

For risk assessment per factory, Teamdress uses a checklist with basic information such as production capacity and production processes, and also includes health and safety indicators. During factory visits this checklist is used to gather information and crosscheck. The supplier contract contains a clear requirement to commit to the Code of Labour Practices and is used as a basis to accept or decline a potential supplier. The CSR manager reports to the CEO and has the right to veto a potential factory, based on the company's code of conduct.

In terms of COVID-19, Teamdress' supply chain was much less impacted in 2021 than in 2020. One of the biggest risks identified in 2020 was the loss of orders from other customers, which had largely stabilised in 2021. Furthermore, Teamdress adjusts its orders to match the actual production capacity in minutes available at each supplier, which meant that in case orders from other customers were reduced, Teamdress was able to utilise the spare capacity.

Another risk in terms of COVID-19 was the infection rates among workers. Teamdress noticed that there were higher rates of sick leave in the suppliers which was attributed to COVID-19 infections. This had an impact on the available production capacity at the supplier, which was a few per cent lower. As Teamdress bases its actual orders on the available production capacity, it was able to make sure that the production pressure did not increase during periods of increased sick leave and therefore able to mitigate the risks associated with it.

**Recommendation:** It is advised to describe the process of assessing working conditions at potential new suppliers in a sourcing strategy that is agreed upon with top management/sourcing staff.

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:** Teamdress systematically evaluated compliance to the CoLP at production locations, but this did not lead to production decisions. Teamdress uses a social compliance form to monitor each production location, which is updated regularly. The CSR manager keeps track of status and has a clear overview of social compliance of each factory.

The decision to terminate a business relationship is not taken lightly by Teamdress and efforts are made to first find other solutions. Nevertheless, Teamdress does not have a written responsible exit strategy policy. Teamdress works with its suppliers on the basis of multi-year contracts which stipulate that three months notice needs to be given before the end of the contract if it will not be extended. Equally, if no action is taken to end the contract by either party, it will automatically be extended. Often, the upcoming end of a contract is taken as an opportunity to review and adjust pricing. If any issues are encountered with a supplier, Teamdress tries to solve these issues, for example, when there were quality issues in a supplier in Uzbekistan, Teamdress sent production supervisors to the supplier to help improve the quality of the products. Ending a contract is seen as a the last resort when no solutions are possible anymore.

In 2021, Teamdress ended its business relationship with one of its suppliers in Uzbekistan. The supplier continuously refused to put up the Worker Information Sheet, there were repeated issues with the quality of the products, factory management were reluctant to cooperate with improving working conditions and communication with factory management was very difficult. Eventually, communication broke down and while production has ceased, the relationship has not been officially terminated yet as the supplier still has Teamdress's goods. Prior to this, teamdress had tried to improve the situation at the supplier by sending production supervisors, providing loans for equipment from China and clear communication.

In 2021, Teamdress continued to maintain close contact with all its suppliers about COVID-19's impact. Due to Teamdress's business model of adjusting its actual orders to the available production capacity on a weekly basis, it was able to increase or decrease its orders to fit its suppliers' needs. For example, when another customer decreased its orders, Teamdress was able to fill up the left over capacity or when there were fewer production minutes available at a supplier due to infection rates, Teamdress reduced its orders. Teamdress did not cancel or postpone any of its orders.

**Recommendation:** Fair Wear recommends Teamdress to share and discuss the outcome of the supplier evaluation with all its suppliers. Furthermore, Fair Wear recommends Teamdress to consider how it can stimulate progress on social issues, for example by offering price increases, bonuses or financial support to resolve issues.

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:** Teamdress is in direct contact with suppliers about production planning. The member company has a good insight of capacity per production location. Given the high leverage at its suppliers, Teamdress is able to make an accurate production plan. All products are defined in sewing minutes and orders are placed based on the available production capacity at each factory. A total of 2,000 production minutes per week (the equivalent of some 33 hours) per sewing worker is taken as a basis for planning, which supports reasonable working hours and ensures suppliers a steady supply of work. A space of 20% of capacity is built into the plan, in case of rush orders. Teamdress is also able to control the flow of orders through its stock program, reducing the risk of overtime. Any request for overtime at its suppliers must be approved by the General Director of Teamdress before it is forwarded to the factories.

As Teamdress has fabric in stock, fabric delays do not happen. Suppliers also have fixed minimum orders guarantees with suppliers. When orders suddenly need to be increased because of customer demands, Teamdress tries to find a solution that doesn't affect working hours, such as splitting orders. During COVID-19 this was really important as it enabled Teamdress to respond to suppliers' available production capacity and thereby reduced the risk of overtime.

Sometimes Teamdress receives orders that require repairs. When this happens, the member brand sends the items back to the factory to repair on the factory's costs. If the delivery date for the customer is too close for this to be possible, Teamdress repairs the items and invoices the costs to the factory in a way that is tenable for the factory. By repairing the items itself, Teamdress avoids putting last-minute pressure on the factory. Teamdress also makes sure that the costs invoiced to the factory are manageable and do not put them under financial pressure.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.7 Degree to which member company mitigates root causes of excessive overtime.	No production problems /delays have been documented.	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.	N/A	6	0

**Comment:** In several audits done in 2019 and 2020 overtime records could not be verified due to incomplete data. Teamdress has not identified excessive overtime as a main risk in their production countries during their human rights due diligence. The way in which Teamdress adjusts its orders according to the available production capacity of each of its suppliers work to mitigate risk of excessive overtime even further. However, it is important to have accurate working hours recorded.

COVID-19 did not have any impact on working hours.

**Recommendation:** In cases where audits were not possible, the Teamdress could make use of additional monitoring tools, such as worker surveys, to monitor working hours at its suppliers

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:** Teamdress works with standard minutes and contracts with suppliers are based on minutes instead of pieces. Calculations for pricing per minute are based on sampling done at Teamdress' own location in Poland. Teamdress has insights into how these standard minute prices relate to wages paid to workers at its own factories but not at its CMT factories. Furthermore, when legal minimum wages are increased in the production countries, Teamdress sees this reflected in the price.

Teamdress was not aware if its suppliers made additional wage costs to implement COVID-19 measures. In its own factories, Teamdress supplied the materials needed to implement health and safety measures, such as plexiglass sheets placed in between workstations and other relevant PPE. Teamdress did not make itself aware of costs incurred by its CMT suppliers, both in terms of wages and implementing OHS measures.

**Recommendation:** Fair Wear recommends Teamdress to expand their knowledge of cost break downs of all product groups. A next step would be to calculate the labour minute costs of its products to be able to calculate the exact costs of labour and link this to their own buying prices, for example by using the FairPrice app. The FairPrice app also enables suppliers to include any COVID-19 related costs. Teamdress could consider offering training by a local representative on FairPrice to its suppliers. Such training is available in all Fair Wear countries.

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:** Failure to pay legal minimum wage was not a problem reported in the audit conducted in 2020. At almost all of Teamdress' factories, workers receive a fixed salary during the first three months of employment. This fixed salary is based on the legal minimum wage. After three months, when the worker has achieved a higher degree of productivity, the worker receives a piece rate payment. The piece rates for workers in factories allow workers at 60% efficiency to earn at least legal minimum wages. The legal minimum wage is guaranteed for workers below 60% efficiency. Higher efficiency rates mean workers are earning up to double the minimum wage, which is supported by audit findings.

No legal minimum wage issues due to COVID-19 were identified by Teamdress through dialogue with its suppliers. Teamdress has a high leverage in almost all its suppliers and did not cancel any orders. Orders are based on the factories' available production capacity and Teamdress increased or decreased these according to the factories' needs. Teamdress did not verify that workers received their wages but judged the risk to be fairly low due to the fact that factories did not lose orders.

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 was no evidence of late payments by Teamdress in 2021.

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.	Insufficient	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	0	6	0

**Comment:** Over the last years, Teamdress has struggled with what constitutes a living wage for the workers at its suppliers. Issues such as determining the living wage for rural versus urban or even capital cities have made it difficult for Teamdress to set a benchmark. Furthermore, as Teamdress does not source in countries where Fair Wear is active, it has to find and assess the relevant benchmarks themselves which the CSR responsible person does not have capacity for. Because of these difficulties, Teamdress has not made any progress towards assessing and responding to wages that are lower than a living wage.

Wages are discussed openly between Teamdress and its suppliers, including how they relate to the cost of living, including rent, electricity and food. However, Teamdress prefers to hold these conversations in person, which again was not possible in 2021, meaning that no further progress has been made.

**Requirement:** Teamdress must assess the root causes of wages that are lower than living wages, taking into account its leverage and effect of its own pricing policy. Teamdress is expected to take an active role in discussing living wages with its suppliers. The Fair Wear wage ladder can be used as a tool to implement living wages, to document, monitor, negotiate and evaluate the improvements at its suppliers.

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).	16%	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:** Teamdress owns three production locations; one in Poland, one in Moldova and one in Ukraine. These factories cover 16% of Teamdress' total production volume.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.13 Member company determines and finances wage increases.	None	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.	0	6	0

**Comment:** Teamdress has not made any progress in defining what its target wage should be. This process is difficult as the living wage benchmarks for the relevant sourcing countries are not set for rural areas. As a first step, Teamdress has ensured that all workers are able to receive twice the minimum wage if they work at a high efficiency.

Teamdress is aware of the costs related to increased wages and its role in paying its share of the increase but does not have a clear strategy to finance wage increases.

**Requirement:** Teamdress should analyse what is needed to increase wages and develop a strategy to finance the costs of wage increases.

**Recommendation:** Fair Wear recommends Teamdress to investigate whether the price increase has actually led to a wage increase. In determining what is needed and how wages should be increased, Fair Wear recommends Teamdress 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.	0%	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.	0	6	0

**Comment:** Teamdress did not set nor pay for a target wage for any of its suppliers.

**Requirement:** Teamdress Holding GmbH is expected to begin setting a target wage for its production locations.



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## Purchasing Practices

**Possible Points: 46**

**Earned Points: 23**

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## 2. Monitoring and Remediation

Basic measurements	Result	Comments
% of production volume where an audit took place.	17%	
% of production volume where monitoring requirements for low-risk countries are fulfilled.	10%	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:	27%	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:** The Quality Manager of Teamdress is designated to follow up on social compliance related matters.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.2 Quality of own auditing system meets FWF standards.	No	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.	-1	0	-1

**Comment:** Teamdress' own auditing system does not contain worker interviews and therefore does not meet Fair Wear's auditing quality standards.

**Requirement:** The quality of the own audit needs to meet at a minimum following requirements:

- Includes local stakeholder information
- Includes (offsite) worker interviews
- Includes management interviews
- Includes a document check
- Includes a visual and document check for occupational health and safety (OHS) issues
- Covers the Fair Wear Code of Labour Practices

Audits should always be conducted by a minimum of two local people. Audit team members should be knowledgeable of the local language, local labour relations and local law and regulations. Time assigned to conduct the audit should be aligned with the standard approach used by Fair Wear. Please see “Terms for audits by Fair Wear audit teams”.

Audit reports need to include relevant factory data such as name, address, contact person, ownership, workforce (male/female), production process, production capacity, subcontracting. It needs clear stating on what has been checked and with what source (e.g. via interviews, documents, visual). Audit findings need to be documented. This also counts in cases of no findings towards one of the labour standards.

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:** Teamdress was able to show that CAPs are shared with factories in a timely manner. Teamdress was also able to show that audit reports and CAPs were shared with worker representation.

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:** In terms of generally following up on CAPs, Teamdress has worked towards assuming a stronger, more proactive role in supporting the factories in implementing remediation activities. The member brand has created an excel template in which all information from different sources, such as internal audits, several external and Fair Wear audits, and government guidelines is integrated. This is shared with factory management but updated with general information and remediation activities by Teamdress. Through this, Teamdress is taking a more central role in coordinating the process of carrying out remediation activities, as they take the initiative to discuss, send reminders and ask for updates. Staff at Teamdress's headquarters support factory management by researching certain CAP findings and locate resources that the supplier needs, such as correct exit signs or understanding what legal requirements mean. Teamdress furthermore integrates remediation progress into this excel template by, for example, collecting photographic evidence and reporting on progress. Teamdress does not yet have insight into the root causes of more complex findings.

There were no further COVID-19 related issues that Teamdress was informed about through CAPs or other sources in 2021. Teamdress continued to work on COVID-19 in the same way as in 2020 but no further interventions were needed in the supply chain. In practice this meant that Teamdress continued to make sure that workers were able to work in a safe environment, with plexiglass installed between workstations, safe transportation and awareness raising about the importance of following governmental guidelines.

**Recommendation:** To facilitate remediation, Teamdress could consider hiring a local consultant to assist factory in developing an action plan and to assist factory management in investigating root causes.

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

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

**Comment:** As travel was restricted due to the COVID-19 pandemic, this indicator is not applicable in 2021.

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:** As Teamdress only sources from countries where Fair Wear is not active, all of its audits are external. Teamdress assesses the quality of its external audit reports by consulting Fair Wear. Follow-up on the CAPS from these audits is assessed in indicator 2.4.

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	Policies are not relevant to the company's supply chain			N/A	6	-2
Other risks specific to the member's supply chain are addressed by its monitoring system	Intermediate			3	6	-2

**Comment:** Teamdress has made itself aware of the risks in Albania, Bosnia-Herzegovina, Moldova, North Macedonia, Ukraine and Uzbekistan by consulting various sources, such as Human Rights Index, audit reports and country reports. The outcome of discussions during meetings with embassies in their production countries is also included in the evaluation. Teamdress made a clear overview in an excel document to evaluate the information gathered, where each risk was placed in a matrix where the urgency and probability of the risks were listed as a number out of ten. By multiplying the urgency with the probability of the risks, Teamdress determined a list of priority areas per country. The list of priority risks is shared with all Teamdress employees who are in regular contact with the suppliers. The list is updated and checked for accuracy every half year. Issues that consistently came out as priority risks in Teamdress' supply chain in Eastern Europe are homophobia and gender-based violence. Teamdress has used the overview of prioritised risks for each country in conversation with each of its suppliers but no actions have been taken to mitigate these risks. More in depth conversations concerning homophobia are planned for when Teamdress is able to visit its suppliers in person again.

#### COVID-19

Teamdress's suppliers did not have any full lockdowns during 2021, and after the first waves of the pandemic had passed, the situation in Teamdress' supply chain remained stable. In its own suppliers, Teamdress installed plexiglass walls between workstations, provided face-masks and safe transportation. Teamdress did not take the safe health and safety measures for the suppliers from which it sources, but did discuss measures in the bi-weekly production planning meetings held with all suppliers. Cash-flow issues were not present in 2021.

**Recommendation:** Knowing the country specific risks facilitates the starting point for discussing this with suppliers. Member companies can agree on additional commitments that are required to mitigate risks. Teamdress can provide additional measures for support and integrate that in the monitoring system.

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.	No CAPs active, no shared production locations or refusal of other company to cooperate	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.	N/A	2	-1

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.	10%	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.	1	2	0

**Comment:** Teamdress has production in two low-risk countries: Poland and Portugal. The production location in Poland is Teamdress' own factory and logistics hub and it is usually visited twice a month. It has signed and returned the CoLP and the questionnaire, and has posted the Worker Information Sheet. The supplier in Portugal was only used for a very small production order and Teamdress did not ask them to sign the questionnaire for a number of reasons that are described in indicator 1.3. Teamdress did not visit the supplier in Portugal.

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.	Yes, and member has collected necessary information	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.	2	2	0

**Comment:** Teamdress has received all questionnaires and information from external brands that it resells.



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).	54%	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.	2	3	0

**Comment:** Two of the external brands resold by Teamdress are members of Fair Wear Foundation, representing 54% of the total external sales volume.

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

## Monitoring and Remediation

**Possible Points: 29**

**Earned Points: 18**

### 3. Complaints Handling

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

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.1 A specific employee has been designated to address worker complaints.	Yes	Followup is a serious part of 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 responsible person, who is also the Quality Manager, is responsible for addressing worker 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:** When Teamdress staff members visit a factory, it checks whether the worker information sheets are posted in a visible location in the factory. Pictures are taken and files and a random selection of these were shown during the Brand Performance Check.

In the last performance check, Teamdress' supplier in Uzbekistan still needed to send evidence that the WIS was posted. This supplier continued to refuse to send evidence that the poster was displayed in the factory, which contributed to the decision to terminate the business relationship.

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.	All production in low-risk countries/training not possible	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.	N/A	6	0

**Comment:** Teamdress' production takes place in countries without access to the Fair Wear complaints helpline. As such, none of Teamdress' suppliers have been enrolled in Fair Wear's Workplace Education Programme (WEP). Teamdress had planned to roll out a training programme for production managers of its suppliers about the Fair Wear CoLP, country-specific risks and access to remedy but was unable to because of the pandemic. It is intended to implement the trainings in the next financial year. A new production support officer has been dedicated to achieve this.

As training possibilities were limited in 2021 due to COVID-19, this indicator is made n/a for all members.

**Recommendation:** Fair Wear recommends Teamdress to actively raise awareness about the Fair Wear Code of Labour Practices and Fair Wear complaint helpline among a larger portion of its suppliers. Teamdress should ensure good quality systematic training of workers and management on these topics. To this end, Teamdress can implement training related to the Fair Wear CoLP and complaint helpline through third-party 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
3.4 All complaints received from production location workers are addressed in accordance with the FWF Complaints Procedure.	No complaints received	Providing access to remedy when problems arise is a key element of responsible supply chain management. Member company involvement is often essential to resolving issues.	Documentation that member company has completed all required steps in the complaints handling process.	N/A	6	-2

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: 3**

**Earned Points: 3**

## 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:** Teamdress makes sure that all staff members are aware of Fair Wear membership, with a particular focus on staff who are in contact with production locations and those working in sales. It is addressed in sales meetings several times per year. Furthermore, a training was held for all production supervisors who visit Teamdress' factories, which included Fair Wear membership and the CoLP.

**Recommendation:** It is advised to develop a standard procedure for all new employees to get familiar with Fair Wear membership. Fair Wear has material available that can be used to inform (sales) staff.

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:** Purchasing and production planning staff are regularly updated about Fair Wear and its requirements. In fact, Fair Wear membership is part of Teamdress' daily business, as the CSR Manager is in close contact with the Purchasing and Production Planning Managers.

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.	All production in low-risk countries/training not possible	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.	N/A	6	0

**Comment:** Due to Covid-19, no transformative training programmes given by Teamdress staff were possible in the suppliers.

**Recommendation:** Fair Wear recommends Teamdress Holding GmbH 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, Teamdress Holding GmbH can 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: 3**

**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.	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:** Teamdress has demonstrated considerable efforts to identify all production locations. In its supplier contracts, Teamdress has included a clause which forbids subcontracting, unless written permission is acquired before hand. Secondly, Teamdress has created a document which shows information from suppliers such as production capacity and production processes, which is used as a check to make sure that Teamdress' orders can be produced at the location of the supplier. Teamdress double checks this during factory visits. Finally, Teamdress' orders are based on weekly production capacity in minutes available at each supplier and orders are increased or decreased based on the supplier's needs. This is discussed during weekly production planning calls.

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:** Teamdress is a small company with close communication lines. Audit reports and CAPs are available for all staff involved through the member brand's database. Important CSR information is shared prior to visiting a factory through the monthly meetings with production team and CSR manager. Critical audit findings are shared with top management whenever relevant.



**Recommendation:** It is advised to make relevant staff aware of the available tools Fair Wear offers, such as the Health and Safety guides, monitoring CAP documents, access to Fair Wear's online information system. Purchasing staff are recommended to share reports from factory visits that include a status update of implementing the CoLP.

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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:** Information on Fair Wear membership is shared on Teamdress' website, although it is quite difficult to find. No significant problems were found and minimum communications requirements are met.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
6.2 Member company engages in advanced reporting activities.	No	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.	0	2	0

**Comment:** Teamdress has not disclosed its supplier list to the public, nor has it opted in for Fair Wear's transparency policy. It does not publish brand performance checks, audits reports or the social report on its website.

**Requirement:** Fair Wear requires Teamdress Holding GmbH to disclose production locations to other member brands in Fair Force and on the Fair Wear website.

**Recommendation:** Fair Wear recommends Teamdress Holding GmbH to publish one or more of the following reports on its website: the Brand Performance Check report, audit reports, supplier information. Good reporting by members helps to ensure the transparency of the member and Fair Wear's work.

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	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.	1	2	-1

**Comment:** Teamdress submitted its 2021 social report to Fair Wear.

## Transparency

**Possible Points: 6**

**Earned Points: 3**

## 7. Evaluation

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
7.1 Systemic annual evaluation of FWF membership is conducted with involvement of top management.	Yes	An annual evaluation involving top management ensures that Fair Wear policies are integrated into the structure of the company.	Meeting minutes, verbal reporting, Powerpoints, etc.	2	2	0

**Comment:** An annual management review is done in October by the CEO, shareholders and CSR manager. The CSR manager is in charge of the agenda and the results of the Brand Performance Check are discussed to set priorities and goals for the next year.

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.	33%	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.	2	4	-2

**Comment:** Teamdress had four requirements to follow up on from last year's brand performance check. However, one requirement was for indicator 3.3 and required Teamdress to actively raise awareness about the Code of Labour practices and the Fair Wear complaints hotline. Due to the pandemic and the difficulties for Teamdress to travel to implement its training programme, Fair Wear has added non-applicable to this indicator. This means that this requirement can also be considered to be non-applicable and will not be scored in this indicator. There are therefore three requirements for which Teamdress' level of progress is assessed in the performance check.

The first was for indicator 1.14 and required Teamdress to begin setting a target wage for its production locations. No progress was made on this indicator. Teamdress is expected to take steps in the next financial year toward setting a target wage.

The second requirement concerned indicator 3.2, which states that Teamdress must ensure that the Worker Information Sheet, including contact information of the local complaints handler of Fair Wear, is posted in factories in a location that is accessible to all workers. One of Teamdress' suppliers in Uzbekistan refused to post the WIS, which along with issues related to quality and communication, lead to Teamdress ending the business relationship. All other suppliers have posted the WIS and Teamdress was able to show photographic evidence of this during the brand performance check. Therefore this requirement has been met.

The third and last requirement is for indicator 6.2 and required Teamdress to disclose production locations to other member brands in Fair Force and on the Fair Wear website. Teamdress chose not to disclose its production locations as it is worried that doing so would result in interest in the suppliers by other workwear brands.

**Requirement:** It is required to work towards remediation of previous requirements from the last Brand Performance Check. Further engagement needs to be taken with regard to the following requirements mentioned in the last Brand Performance Check.

**Recommendation:** Although the member was not able to execute the requirements included in the previous performance check due to the COVID-19 pandemic, the member should resort to following up on these requirements when the situation allows.

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## Evaluation

**Possible Points: 6**

**Earned Points: 4**

## Recommendations to Fair Wear

Teamdress recommends that Fair Wear moves beyond the strict social audits. New ways are needed to evaluate both the suppliers and brand performance. Teamdress hopes that Fair Wear will develop new tools and guidance to this end.

## Scoring Overview

Category	Earned	Possible
Purchasing Practices	23	46
Monitoring and Remediation	18	29
Complaints Handling	3	3
Training and Capacity Building	3	3
Information Management	7	7
Transparency	3	6
Evaluation	4	6
Totals:	61	100

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

61

### Performance Benchmarking Category

Good

## Brand Performance Check details

Date of Brand Performance Check:

31-05-2022

Conducted by:

Liselotte Goemans

Interviews with:

Annegret Dyck - Quality Manager and CSR responsible person

Corinna Horndahl - CEO

Sacha Glumac - Production Manager