



Brand Performance Check

Maier Sports GmbH

Publication date: January 2023

This report covers the evaluation period 01-07-2021 to 30-06-2022

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. 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

Maier Sports GmbH

Evaluation Period: 01-07-2021 to 30-06-2022

Member company information	
Headquarters:	Köngen , Germany
Member since:	2011-06-01
Product types:	outdoor products, sports & activewear, outdoor wear
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
Membership fee has been paid?	Yes
Scoring overview	
% of own production under monitoring	56%
Benchmarking score	69
Category	Good

Summary:

Maier Sports GmbH has shown relevant progress and met most Fair Wear requirements. With a benchmark score of 69 points, Maier Sports is placed in the 'Good' category. Due to COVID-19, the monitoring threshold is not counted and does not determine the category for this financial year.

Corona Addendum:

Maier Sports GmbH (Maier Sports) became a Fair Wear member in 2011. Since 2015, Maier Sports GmbH, with its brands GONSO and Maier Sports, has belonged to the group of Schwan-STABILO. The Schwan-STABILO group comprises, besides the renowned pencils (STABILO), other outdoor brands that are also Fair Wear members. The brand has a split financial year. Hence, this brand performance check covers the period from July 1st, 2021, until June 30th, 2022. Maier Sports' main production locations are in China, India and Turkey. During this financial year, the brand has onboarded a new supplier based in Bangladesh to reduce its business risks in China. Most of the brand's production comes from China, where Maier Sports has two joint ventures. The brand has owned a factory in Turkey since 1989, and in India, it produces the 'Never Out of Stock' (NOS) products. During this financial year, COVID-19 was still a challenge. Nonetheless, the overall situation improved compared to the previous financial year as the brand and its suppliers already had strong strategies in place to react to the COVID-19 outburst. While India and Turkey had minor issues related to the pandemic, most of the challenges came from China due to the country's 'zero-tolerance' policy. In particular, the delivery of raw materials and the shipment of products represented the biggest challenges for the brand. The CEO was in constant contact with all the main suppliers. Two COVID-19 surveys were made in 2021 and 2022 to check the overall situation and offer (financial) help to the brand's business partners. While the Chinese and Indian suppliers did not ask for financial help, the brand supported the Turkish supplier financially in installing a ventilation system to clean the air on the factory premises. Nonetheless, all suppliers asked for higher production prices and all these requests were accepted by Maier Sports. No orders were cancelled due to COVID-19 or production delays.

While the pandemic represented a challenge to monitor its supply chain, Maier Sports managed to conduct audits during this financial year. As factory visits were not conducted, all communications happened via digital calls and e-mails. The brand has launched a digital platform where all relevant data are stored. This system is not only available to headquarters employees but also to the CEO of the factory it owns in Turkey.

During the Brand Performance Check, Maier Sports shared a brilliant initiative to include workers' voices in setting a target wage for the Turkish supplier (own factory). Every year the brand and factory management's CEOs negotiate a target wage taking various indicators into account. One of them is the result of the worker's survey, which aims to collect various information to define what wage should be paid to cover workers' basic needs.

Overall, Maier Sports showed and proved its commitment to corporate social responsibility and made relevant progress compared to the previous financial year. Fair Wear recommends the brand to continue monitoring its supply chain and follow up on its corrective action plans.

Performance Category Overview

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

Good: It is Fair Wear's belief that member companies who are making a serious effort to implement the Code of Labour Practices—the vast majority of Fair Wear member companies—are 'doing good' and deserve to be recognized as such. They are also doing more than the average clothing company, and have allowed their internal processes to be examined and publicly reported on by an independent NGO. The majority of member companies will receive a 'Good' rating.

Needs Improvement: Member companies are most likely to find themselves in this category when major unexpected problems have arisen, or if they are unable or unwilling to seriously work towards CoLP implementation. Member companies may be in this category for one year only after which they should either move up to Good, or will be moved to suspended.

Suspended: Member companies who either fail to meet one of the Basic Requirements, have had major internal changes which means membership must be put on hold for a maximum of one year, or have been in Needs Improvement for more than one year. Member companies may remain in this category for one year maximum, after which termination proceedings will come into force.

Categories are calculated based on a combination of benchmarking score and the percentage of own production under monitoring. The specific requirements for each category are outlined in the Brand Performance Check Guide.

1. Purchasing Practices

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.1a Percentage of production volume from production locations where member company buys at least 10% of production capacity.	92%	Member companies with less than 10% of a production location's production capacity generally have limited influence on production location managers to make changes.	Supplier information provided by member company.	4	4	0

Comment: Maier Sports sources from three countries: China, India and Turkey. In China, the brand has a joint venture with two suppliers and a high number of subcontractors. Most of its products are produced in China, where the brand generally has very high leverage. In India, Maier Sports produces its all-season products in collaboration with one supplier where the brand has limited leverage. In Turkey, Maier Sports owns one factory that works with a limited number of subcontractors.

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.	16%	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.	2	4	0

Comment: In this financial year, 16% of Maier Sports' production volume comes from factories which count for less than 2% of its total FOB. Compared to the previous financial year, there has been a significant increase (from 8% to 16%). The reason lies in the fact that five new subcontractors were added in China.

Recommendation: Fair Wear recommends Maier Sports to consolidate its supply base by limiting the number of production locations in its 'tail end'. To achieve this, Maier Sports should determine whether production locations where they buy less than 2% of their FOB are of strategic relevance. Shortening the tail will reduce the social compliance risks the member is exposed to and will allow the member to improve working conditions in a more efficient and effective way. It is advised to describe the process of consolidation in a sourcing strategy that is agreed upon with top management/sourcing staff.

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.	75%	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's sourcing strategy is based on the maintenance of long-lasting business relationships with its main suppliers. While in the last financial year, no new suppliers were added, there have been significant changes in 2021/2022. On the one hand, new subcontractors were added in China, on the other, two Turkish subcontractors do not produce any more for Maier Sports. As such, the percentage of long-term business relationships has significantly decreased from the previous financial year (from 98% to 74%).

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.	No	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.	0	2	0

Comment: Maier Sports added five new Chinese subcontractors in the financial year 2021/2022. None of these new suppliers has returned and signed the Code of Labour Practices questionnaire. According to the brand, these suppliers are reluctant to sign the questionnaire because the logo placed on it is connected to an international organisation. After several discussions between the brand and its Chinese suppliers, they would prefer to sign such a document with the brand's logo on it.

Requirement: Maier Sports needs to ensure that new production locations sign and return the questionnaire before first orders are placed.

Recommendation: Fair Wear recommends Maier Sports to explain clearly why the Code of Labour Practices questionnaire is critical to conduct human rights due diligence. In addition, the brand should reassure its main suppliers and subcontractors that they will not face any legal consequences once they have signed such a document.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.4 Member company conducts human rights due diligence at all (new) production locations before placing orders.	Advanced	Due diligence helps to identify, prevent and mitigate potential human rights problems at suppliers.	Documentation may include pre-audits, existing audits, other types of risk assessments.	4	4	0

Comment: Maier Sports has developed an onboarding strategy (internal document) that serves the purpose of having a clear and consistent system in place when a new supplier is added. As a first step, the brand checks if its legal, environmental and technological requirements are met. As a second step, Maier Sports identifies potential human rights risks. A risk analysis for each (potential) sourcing country is conducted. In particular, each country is graded in relation to the Fair Wear Code of Labour Practices. In this financial year, the brand has matched the country risks to each production location to identify better and mitigate human rights risks. Many sources are collected to analyse and assess risks at the production country and factory levels (e.g., Fair Wear country studies, media, audits, internal supplier evaluation etc.). Only after this procedure, a risk matrix per production location is created. If all these requirements are met, the CEO visits the factory to double-check all the information collected before placing the first order. In addition to this, Maier Sports has recurring meetings with other brands who are part of the same holding and also Fair Wear members.

During this financial year, Maier Sports followed this process before onboarding its new supplier in Bangladesh (the first order was placed after the closure of this financial year). In particular, the brand has sent the Code of Labour Practice to the supplier to check the general human rights conditions, the COVID-19 survey was conducted, and the Worker Information Sheet was posted on the factory premise. In addition, Maier Sports has (positively) assessed that this factory is part of the Accord on Fire and Building Safety and that an anti-harassment committee was elected and trained.

During this financial year, the CEO had regular meetings with the main suppliers to check on the COVID-19 situation. In addition, the CSR team has conducted two surveys on this topic among the brand's supplier base (October 2021 and again in 2022). While the Chinese and Indian suppliers have not asked for any help, the brand financially supported its own Turkish supplier in installing a ventilation system to clean the air. During this financial year, some production locations had to close due to COVID-19 local regulations, but no requests for help (wages payment) were issued to the brand. Nonetheless, the brand checked if legal minimum wages were paid during the factory closure (during the Performance Check, the payslips with workers' signatures were shown).

Recommendation: Fair Wear recommends Maier Sports to share with its brand liaison the copy of the workers' payslips or wage data during COVID-19 to check if the amount actually covers the standard legal minimum wage. This information should be additionally checked during audits.

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 systematic approach to evaluating production location compliance with the Code of Labour Practices. The brand has developed an internal evaluation system in the form of a survey that is circulated among all the relevant departments. Along with the Code of Labour Practices (evaluated by the CSR team), the level of transparency, responding time, availability, inclusivity, quality of services and goods, productivity and reliability are evaluated. The final results of these surveys (one for each production location excluding subcontractors) are included in the risk analysis at the factory level. The CRS team would also like to add other indicators, such as the payment of living wages and the number of subcontractors per supplier. The evaluation results are yet to be shared with suppliers and do not lead to production decisions. Nonetheless, Maier Sports is considering adding these steps in the next financial year.

During this financial year, two subcontractors (China and Turkey) stopped producing for Maier Sport. The Chinese subcontractor was terminated by the main supplier, who was dissatisfied with the production quality. In addition, this subcontractor was selected to produce for Maier Sports for a limited period of time. The Turkish subcontractor closed its business due to the rising inflation and the reduced workforce. In both cases, Maier Sports has followed an exit strategy plan (based on Fair Wear exit strategy). The brand had recurring meetings with the main suppliers to follow up on the situation. Nonetheless, the brand has limited information as it has no direct contact with the subcontractors and it is not clear if wages were paid to the workers.

During this financial year, no orders were cancelled due to COVID-19 and no unilateral decisions were taken by Maier Sports.

Requirement: Do not terminate a business relationship without first having discussed scenarios and solutions with your supplier. If exit is unavoidable, Maier Sports should ensure that workers are protected and paid and follow Fair Wear's responsible exit strategy.

Recommendation: Fair Wear recommends Maier Sports to share and discuss the outcome of the supplier evaluation with all its suppliers. Furthermore, Fair Wear recommends Maier Sports to reward suppliers that realised improvements in working conditions with e.g. trainings or additional orders.

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: Maier Sports has a strong, integrated system in place for production planning which is based on four pillars. In this financial year, the brand has introduced the new 'lead time' concept to place orders evenly and reduce overtime. This concept consists of the following. Before production starts, a detailed forecast of the time needed to receive the materials and to produce each product is created by the production and planning department. This planning forecast is shared with the main suppliers, who are asked to provide feedback on the proposed lead time. If this is not feasible for the suppliers, Maier Sports normally accepts the proposed changes. The forecast is shared with suppliers to help them plan and place material orders on time to avoid any rush. When the lead time is set, and the orders are placed, a new production plan is created, shared with the suppliers and updated on a weekly basis by the production and planning team together with the CEO. In addition, to avoid any pressure on the suppliers, Maier Sports places the so-called 'Never Out of Stock' (NOS) products during low season. In case of delays, the brand asks the suppliers to prioritise the most urgent orders and make partial shipments. In case of late delivery, Maier Sports does not penalise the suppliers unless they have planned wrongly or have not started the production in time (according to the CSR team such a situation has never happened).

Maier Sports knows the production capacity only of some suppliers. As the brand owns the Turkish supplier, there is total transparency, and the production capacity is known. The brand and the suppliers know the standard minute per style and per product. As such, they know in advance the capacity needed each month to create the products without relying on overtime. There are fluctuations in the capacity used during the year and, according to the brand, this system was agreed upon with the workers.

Maier Sports knows the production capacity of its Chinese suppliers only at a general level, but the brand is still not aware of the production capacity per minute. This topic is under discussion between the brand's CEO and the Chinese suppliers. During this financial year, the brand stopped placing orders at its main factories in China when the suppliers communicated that they did not have any more capacity.

The situation is very different at its Indian supplier. As they produce few products and have limited leverage, they do not know the production capacity of this supplier.

Delays happened due to the late delivery of raw materials and the limited transportation options. In order not to put additional pressure on the suppliers, many orders were shipped via air freight, and customers were informed of the situation beforehand to ensure their understanding.

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

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.7 Degree to which member company mitigates root causes of excessive overtime.	Intermediate efforts	Some production delays are outside of the control of member companies; however there are a number of steps that can be taken to address production delays without resorting to excessive overtime.	Evidence of how member responds to excessive overtime and strategies that help reduce the risk of excessive overtime, such as: root cause analysis, reports, correspondence with factories, etc.	3	6	0

Comment: In three out of five audits evidence of excessive overtime was found at the Chinese suppliers. The situation is partially different at two Turkish subcontractors: while in one factory the overtime hours are now properly recorded, in the other one the recording system has still to be improved.

During this financial year, Maier Sports conducted a survey on excessive overtime among its main suppliers (evidence was shown), and the results were shared with the CEO. The survey proved to be critical in identifying the root cause of excessive overtime. In particular, the brand asked suppliers to identify the main causes that lead to excessive overtime and how workers are compensated. In particular, excessive overtime generally happens because of short lead times, delayed fabric and materials, the high number of product sizes and colours, and workforce shortage. In addition, the production of seasonal products has been associated with excessive overtime (during the peak season). It was noticed that the sewing, cutting and finishing departments are those where excessive overtime happens more frequently. All suppliers have a system in place to track overtime (machines with attendance presence). While the Chinese suppliers pay workers overtime according to the national legislation, the Turkish supplier provides workers with additional rest time during the low season. Suppliers were also asked how they ensure overtime is on a voluntary basis: the factory managements inform workers verbally and with posters hung on the factory premises.

Recommendation: Fair Wear recommends Maier Sports to verify if the newly introduced instruments are sufficient to eliminate or, at least, reduce excessive overtime.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.8 Member company can demonstrate the link between its buying prices and wage levels in production locations.	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: Maiers Sports is committed to using a bottom-up approach when setting its buying prices. Nonetheless, the situation is highly differentiated according to the production sites. The brand has implemented open cost calculation at its own production location in Turkey a few years ago. It is aware of the total costs in the factory, including minutes per style and labour costs (e.g., the brand is aware of the costs for fabric and accessories). As such, labour costs are not negotiable. In particular, the brand knows the average gross and net wages received by workers. Given the high inflation, buying prices are adjusted during the year to cover the loss of purchasing power suffered by workers (wages were raised by 131% in the last six months due to inflation). In addition, this supplier uses the FairPrice App to help determine the actual costs that should be included in the buying prices.

Maier Sports is only partially aware of the link between its buying prices and the wage levels at its Chinese suppliers. Prices are set between the brand's CEO and the suppliers. Generally, the suppliers indicate the costs to produce a certain number of products and the CEO proposes changes if considered necessary. When higher prices are asked to cover the higher costs for raw materials, the brand always covers them in order not to cut the workers' wages. At one Chinese supplier, the brand is not aware of the cost breakdown per product. During this financial year, the Chinese suppliers shared the wage overview as this was the first step to getting insights into the products and labour costs.

The situation is partially different in India where the 'Never Out of Stock' (NOS) products are produced. The brand has access to the wage overview disaggregated by sex, department and skill levels. The average wage is compared to the living wage benchmark in India to define the buying prices.

Requirement: As Maier Sports has high leverage at its two Chinese business partners (joint venture) 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 suppliers. The same applies to the Indian supplier.

Recommendation: Maier Sports could provide suppliers who do not use open costing, training on product costing and how to quote prices including (direct and indirect) labour costs. FairPrice product owners are available to conduct such training in all Fair Wear production 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: During this financial year, no findings of payment below legal minimum wages were found in audits. Nonetheless, the audits showed that overtime premium was not always paid and that excessive social security deductions were made at the brand's Chinese suppliers. About this last finding, the brand actively cooperated with the suppliers and Fair Wear to solve this issue.

During this financial year, some production locations had to close due to local COVID-19 regulations, but no requests for help (wages payment) were issued to the brand. Nonetheless, the brand checked if legal minimum wages were paid during the factory closure (during the Performance Check, the payslips with workers' signatures were shown).

Recommendation: Fair Wear strongly recommends Maier Sports to follow up on the overtime premium findings in audits and ensure that workers are paid according to the local labour laws. The brand could hire a local consultant or plan a monitoring visit of one of Fair Wear's auditors to check whether the issue has actually been resolved. In addition, Fair Wear recommends the member to share with its brand liaison the copy of the workers' payslips or wage data during COVID-19 to check if the amount actually covers the standard legal minimum wage. This information should be additionally checked during audits.

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 are no findings of late payments to suppliers during this financial year. Maier Sports makes payments to its main suppliers, who are responsible for paying the subcontractors (the brand has no direct contact with the latter).

While there is no written agreement on payment terms between the brand and its suppliers, it is verbally agreed that all payments are generally due in four weeks. Payment lists are created for all the main suppliers and are checked on a weekly basis by the CEO, who is responsible for issuing the payment. In these lists, the articles, the invoice and payment dates, the shipment details, the logistics and additional information are kept.

Different payment systems apply to the brand's main suppliers based on the trustiness level. At its own production location in Turkey, the supplier asks Maier Sports to be paid within a certain number of weeks, and the CEO has always agreed to the proposed terms. As soon as the supplier sends the invoice, a payment follows. At its production locations in China and India, the system is different. The invoice is sent once the shipment is made, it is checked internally, and then the payment follows. During the Brand Performance Check, a sample of suppliers (including one subcontractor) was chosen and the FOB figures were double-checked. Everything appeared to be in order.

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: Maier Sports is actively addressing the root cause of wages that are below living wages in its production locations. The brand has an ongoing living wage project at its own factory in Turkey. On the one hand, the supplier is using the 'FairPrice App'; on the other, Maier Sports conducts a survey among workers to calculate the average wage they need to cover all their expenses. In particular, the brand assesses the family composition, the number of dependable children, the costs to cover food, transportation, education, savings (generally, there are no to little savings per family) etc. This survey is conducted on an annual basis to give workers a voice and 'include' them in price negotiations. The survey results are shared with the CEO as she takes the lead in negotiating prices with the supplier.

In China, the brand has collected wage levels for the first time. The next steps are to calculate the living wage gap and start discussions with the supplier on labour minute costing.

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

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.12 Percentage of production volume from factories owned by the member company (bonus indicator).	7%	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 in Turkey. Almost 7% of the member's production volume comes from this production location. Compared to last financial year, there has been a significant decrease (from 15% to almost 7%). According to the brand, this decrease depends on the fact that five new subcontractors were added in China.

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 has set a target wage at its own factory in Turkey in collaboration with the supplier. Each year the target wage is updated, and adjustments are made every three months to cover the inflation rate. Four indicators are taken into consideration to set the target wage: the legal minimum wage level, the Anker benchmark (2021), the Turkish trade union's living wage benchmark, and the worker's survey results. Wage data are collected to check if the wages paid to check if the target wage is actually paid to workers. Maier Sports finances the target wage with more efficient production processes (both at the headquarter and factory levels) and higher customer prices.

Recommendation: To support companies in analysing the wage gap, Fair Wear has developed a calculation model that estimates the effect on FOB and retail prices under different pricing models. Maier Sports could use this calculation model to identify the wage gap and strengthen its strategy to finance wage increases.

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.	6%	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: As described under 1.13, Maier Sports has set a target wage for its Turkish facility (owned factory). Because of the steep inflation, the target wage was adapted to 32%. The member could show wage data verifying payment of the current target wage for most workers.

Recommendation: Maier Sports is encouraged to roll out its approach to other suppliers and check that the higher wages in Turkey were actually paid to workers in the next audit or with other verification systems.

Purchasing Practices

Possible Points: 52

Earned Points: 33

2. Monitoring and Remediation

Basic measurements	Result	Comments
% of production volume where an audit took place.	56%	
% 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:	56%	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 CSR team at Maier Sports is composed of two persons who are responsible for following up on all problems identified by the monitoring system. They directly report to the CEO, who is also actively involved in resolving the issues found, in case of necessity.

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: The CSR team at Maier Sports has created a step-by-step approach to follow up on audit findings, create Corrective Action Plans (CAPs), share them with suppliers and implement the follow-ups. The same procedure is followed in audits conducted by non-Fair Wear teams. Once the audit reports are shared with Maier Sports, the brand discusses the findings and the required actions internally with the involvement of the CEO. The CSR team is responsible for drafting the CAPs that are shared with the factories in a timely fashion. The factory management is required to check the CAPs, and the proposed follow-up actions to resolve the findings. In any case, a meeting between the factory management and the CSR team always follows to discuss the findings and ensure that there is a complete understanding of the actions that should be implemented on both sides. Maier Sports, whenever possible, invites the factory management to share the CAPs and the proposed actions with workers' representatives. Nonetheless, the brand has no evidence or proof that such sharing actually happened, as no factory visits were conducted during this financial year.

Recommendation: Before an audit takes place, Maier Sports is recommended to check with the supplier whether worker representatives are active. In this way, they can be involved from the start of an audit and be invited for the audit opening and exit meeting. Including workers when following up on audit reports gives them the opportunity to be informed of issues in the factory and have a voice in the prioritization of issues.

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: The audits conducted during this financial year revealed excessive overtime, excessive social security deductions, wages below the living wage level and various health and safety issues. While most occupational health and safety findings were successfully resolved, other more complex issues, such as living wages and excessive overtime, are still ongoing. The brand's efforts on living wages are assessed under indicators 1.11, 1.13 and 1.14. The brand's strategy to reduce excessive overtime is assessed under indicators 1.6 and 1.7. The excessive social security deductions have been discussed with the factory management, who recognised the wrongdoing. On the one hand, workers who have been penalised by this system received remediation; on the other, the supplier has changed its policy (this shall be checked in the next audit).

Recommendation: Fair Wear recommends Maier Sports to gradually ensure factories establish independent worker representation and involve these representatives in monitoring and remediation of findings.

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 COVID-19, 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: Maier Sports collected three Business Social Compliance Initiative (BSCI) audit reports. In all cases, the Fair Wear audit quality assessment tool was used and CAPs were created and shared with suppliers (evidence was shown). Meetings and email exchanges with the suppliers happen on a monthly basis until the CAPs are resolved.

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 three production countries, steps have been taken to assess specific risks.

Turkey.

Maier Sports is fully aware of the risks faced by Syrian refugees in the Turkish garment industry. As such, the brand has discussed the topic with its owned factory and created a supplier survey on migrant workers. According to the supplier, no foreign workers are employed (including at subcontractors' facilities). To monitor the overall situation, the main supplier (owned factory) visits subcontractors on a weekly basis. Maier Sports has yet to audit the rest of its Turkish suppliers and enroll them in training for Syrian refugees.

Other risks.

China.

While Maier Sports is well aware that Freedom of Association is quite limited in China, according to the factory management workers are apparently not interested in it because there is only one trade union that is under the government's control. While Maier Sports joined the Fair Wear session on forced labour risks in China, it is not clear what the brand has done to minimise or eliminate this risk in its supply chain. Maier Sports has still to adopt an internal policy to monitor forced labour.

India.

The brand is aware that gender-based violence and discrimination are widespread issues in India. As such, the brand has started discussing the topic with its supplier. On the one hand, the factory has a gender-based violence policy, and an anti-harassment committee is in place. Nonetheless, Maier Sports is not aware if this committee has been democratically elected, trained and is functioning properly.

COVID-19.

During this financial year, the CEO has been in constant contact with suppliers to check the impact of the pandemic on the production process and workers.

Recommendation: Fair Wear advises Maier Sports the following: to create a policy to identify and remediate forced labour in its Chinese supply chain; recommends to audit all its CMT subcontractors in Turkey and conduct specific Fair Wear training on Syrian refugees; recommends to check if the anti-sexual harassment committee at its Indian supplier has been democratically elected, trained and is functioning properly. Fair Wear offers factory training on gender-based violence in India. The establishment of the committee (if not democratically elected) and its training are included.

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: Maier Sports shared one subcontracting supplier in Turkey with another Fair Wear member. The CSR teams of the two brands shared information and had meetings to follow up on the findings at this supplier (evidence was shown). This cooperation stopped because the subcontractor closed its business during this 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

Member undertakes additional activities to monitor suppliers.: N/A (N/A)

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

Monitoring and Remediation

Possible Points: 23

Earned Points: 16

3. Complaints Handling

Basic measurements	Result	Comments
Number of worker complaints received since last check.	1	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.	1	

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 team, composed of two persons, 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.	No	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: While Workers Information Sheets are posted at its Indian and most of its Turkish suppliers and subcontractors, the vast majority of the Chinese ones systematically refuse to inform workers of the Code of Labour Practices and the complaints hotline. The brand is fully aware of the severity of this issue and created a supplier survey to investigate the reasons behind it. According to the survey results, there is suspicion and fear of posting the Workers Information Sheets due to the current political situation. Supplies and subcontractors would prefer to post such documents if the brand's logo would be placed on them. Nonetheless, some would refuse even in that case.

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. Furthermore, Maier Sports 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. Maier Sports should check by means of a visit whether the Worker Information Sheet is posted in the factories.

Recommendation: Giving the nature of the issue, Fair Wear recommends Maier Sports to discuss this issue with its brand liaison and define a clear strategy to ensure that Worker Information Sheets are posted on the Chinese factory premises and that workers are fully aware of their rights and the complaint mechanism.

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: During this financial year, this indicator is not applicable. Nonetheless, in the last three financial years, three Chinese suppliers and the only Indian supplier were enrolled in the Workplace Education Programme - basic to raise workers' awareness of the Code of Labour Practices and the Fair Wear complaints system. The Turkish-owned factory was enrolled in the factory dialogue one-day training session to improve the communication among workers, supervisors and management. At this factory, Worker Information Cards were shared by the management (evidence was shown). The Chinese suppliers were also provided with the Worker Information Cards and the Workers' videos, but there is no evidence that the factory management actually shared these materials with the workers.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.4 All complaints received from production location workers are addressed in accordance with the FWF Complaints Procedure.	Yes + Preventive steps taken	Providing access to remedy when problems arise is a key element of responsible supply chain management. Member company involvement is often essential to resolving issues.	Documentation that member company has completed all required steps in the complaints handling process.	6	6	-2

Comment: During this financial year, only one complaint was received by the brand's own factory in Turkey regarding the performance evaluation system of workers and the wage level. The CSR team, with the support of the CEO, not only aimed at providing remediation to the concerned worker but also looked for a long-term solution. A worker training on performance evaluation system was organised for all the workers (evidence shown to Fair Wear). The worker who issued the complaint was satisfied and considered the complaint resolved. As a preventive and remediation step, Maier Sports enrolled the factory in the factory dialogue training organised by Fair Wear.

At one production location in China, two complaints on a similar topic (social security deductions from wages) were issued and resolved. Nonetheless, the same labour rights violation was discovered during the last audit. The CSR team actively collaborated with the factory management to resolve the issue. After meetings and e-mail exchanges, the factory management agreed to stop this harmful practice. As no factory visits were possible due to COVID-19, this information will be checked in the next audit.

Recommendation: Fair Wear recommends Maier Sports to check if the policy regarding social security deductions has been adapted (in compliance with the local labour laws) or removed from the factory walls and that all workers are aware of the changes made.

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

Comment: No cooperation was possible because the only complaint received came from a non-shared factory.

Complaints Handling

Possible Points: 9

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 staff of Maier Sports is informed about Fair Wear membership and its requirements. In particular, the CSR team informs about Fair Wear through the customer's magazine (also shared with all employees) and bi-annual meetings with all the headquarters staff and the CEO (e.g., the living wage project in Turkey is included). All new employees receive training on Fair Wear membership via the so-called 'Starter File', which is an informative guide on this partnership.

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: All staff in direct contact with production locations is informed about Fair Wear membership and requirements. The CSR team informs the CEO, along with the production, planning and quality teams, about Fair Wear requirements. Apart from meetings and mail exchanges, the CSR team has developed a supplier evaluation system that is shared with all the relevant teams at the headquarters. Before production site visits, the CEO and the production and planning teams are briefed on relevant information that should be checked or implemented. During COVID-19, the CEO checked on a daily basis the ongoing production and the health conditions at the factories via calls.

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: This indicator is not applicable during this financial year. Nonetheless, Maier Sports conducted a one-day-long training on factory dialogue at its own production location in Turkey.

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

Comment: Due to the abovementioned reason, this indicator is not applicable for this financial year. Nonetheless, the brand actively followed up on the factory dialogue training conducted at its own production location in Turkey by asking for feedback from the factory management. The management expressed overall appreciation for the training and the way it was conducted.

Training and Capacity Building

Possible Points: 3

Earned Points: 3

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: While Maier Sports has long-lasting relationships with its main suppliers, findings of missing subcontractors were found by the brand itself and during audits. As the brand is fully aware of the severity of this issue, Maier Sports has created a Code of Conduct where its own policy on subcontractors is explained. Suppliers have to sign this Code of Conduct. All suppliers, except for the Indian one, can have subcontractors, but they need to inform Maier Sports. In addition, the main suppliers are required to select subcontractors who are willing to comply with the Code of Labour Practices. During this financial year, the brand has created a strategy to overcome the issue of unauthorised subcontractors. On the one hand, the brand is actively looking for suppliers in China's neighbour countries where the political situation is more stable, and there are fewer human rights issues; on the other, all main suppliers (including the Chinese ones) are now requested to select subcontractors by following these indicators: human rights situation, production quality, wage levels, reliability, environmental protection. During the Brand Performance Check, cross-checks to identify missing production locations were conducted. No evidence of missing production locations could be found.

Recommendation: Fair Wear recommends Maier Sports to further strengthen and implement its efforts to ensure that the brand is always informed beforehand about the placement of production at production locations. Furthermore, Maier Sports could also agree with its main suppliers that only a pre-selected number of production locations can be used for production.

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: The CSR team is in close contact with the relevant staff, in particular, the CEO and the production and planning teams. Apart from recurring meetings where CSR-related topics are discussed, the CSR team has created a shared folder where all the relevant information is kept and accessible to the CEO and other colleagues.

Information Management

Possible Points: 7

Earned Points: 4

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 and Gonso have two different marketing and communications teams. All brand communications comply with Fair Wear Communication Policy. Retailers are also informed of Fair Wear and its Communication Policy. Gonso and its retailers have created a dedicated page on Fair Wear membership to ensure that customers are aware of the commitment and efforts made by the brand on sustainability. In addition, the brand communicates about Fair Wear on its websites, on the online shop, via customer newsletters and social media.

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; as such, the brand has published its social report and its Brand Performance Check report from the last financial year.

Maier Sport complies with Fair Wear Transparency Policy. The brand's production sites, making up 60% of its production volume, are disclosed on the Fair Wear website. Nonetheless, no production sites are disclosed to other Fair Wear members.

Recommendation: Fair Wear recommends Maier Sports to disclose 100% of production locations to other Fair Wear members in Fair Force and on the Fair Wear website.

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 for this financial year was submitted to Fair Wear and was also published on the brand's websites (Maier Sports and Gonso).

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 actively and closely involved in Fair Wear membership. The CSR team and the CEO meets on a monthly basis to discuss corporate social responsibility topics. In case of urgency, the CEO is always available for additional meetings and to take action (the CEO is placed at the top of the newly introduced escalation plan). The escalation plan provides internal guidance to follow up on production and CSR issues. If the relevant teams cannot solve any given issue, the CEO is involved and will take the lead given her leverage. Each year, after the Brand Performance Check report is published, the CSR team and the CEO have a dedicated meeting to discuss the recommendations and requirements (if any) and define a plan to follow up on them. The CEO also confirmed all the above information.

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.	68%	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 Brand Performance Check, seven requirements were given to Maier Sports. In particular, most requirements concerned living wages, complaints follow-ups, creation of CAPs based on external audits and efforts to identify production locations. The brand made tangible efforts to address most of the requirements. Nonetheless, the brand is expected to continue working on matching its buying prices to wage levels, setting target wages for its Chinese suppliers and identifying production locations.

Evaluation

Possible Points: 6

Earned Points: 6

Recommendations to Fair Wear

Maier Sports recommends Fair Wear to have more recurring meetings with the brand liaison (one every two weeks), provide trainings on how to fulfil Brand Performance Check indicators, provide feedback on the social report before conducting the Brand Performance Check, and create a user-friendly Corrective Action Plan template.

At the same time, Maier Sports praises Fair Wear for being a reliable and expert consultant. As such, the materials provided by Fair Wear are clear and provide high-quality guidance in assessing human rights risks per country. Finally, Maier Sports finds FairForce (a platform shared by Fair Wear and member brands) professional and easy to use.

Scoring Overview

Category	Earned	Possible
Purchasing Practices	33	52
Monitoring and Remediation	16	23
Complaints Handling	5	9
Training and Capacity Building	3	3
Information Management	4	7
Transparency	6	6
Evaluation	6	6
Totals:	73	106

Benchmarking Score (earned points divided by possible points)

69

Performance Benchmarking Category

Good

Brand Performance Check details

Date of Brand Performance Check:

21-12-2022

Conducted by:

Gemma Giammattei

Interviews with:

- Lisa-Marie Dozier and Robin Weber (CSR team)
- Simone Mayer - CEO
- Marketing/communication team