



Brand Performance Check

Mammut Sports Group AG

This report covers the evaluation period 01-01-2022 to 31-12-2022

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.

Scoring overview

Total score: 130

Possible score: 202

Benchmarking Score: 64

Performance Benchmarking Category: Good



Sourcing strategy

59%



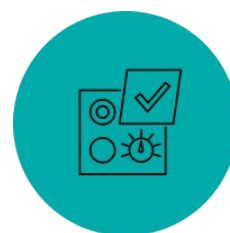
Identifying continuous human rights risks

67%



Responsible purchasing practices

77%



Quality and coherence of prevention and remediation system

47%



Improvement and prevention

60%



Communication, transparency and evaluation

91%

Summary:

Mammut has shown remarkable progress and met most of Fair Wears' performance requirements. With a total benchmarking score of 64, the member is placed in the Good category.

Mammut has a sourcing strategy that explicitly concentrates on increasing influence through consolidation and active cooperation with other clients. Long-term business relationships and a strong capacity booking system show the member's commitment to improving labour conditions jointly with its production partners.

Mammut uses a risk-based approach with a comprehensive matrix to conduct risk assessments per supplier. The results are used to prioritise follow-up actions and remediation efforts. Mammut has a strong system to assess suppliers' human rights performance, forming the basis for internal discussions with buyers when deciding on partners as part of the sourcing strategy. Also, more structural and complex issues, such as transparency and excessive overtime, are included. Mammut has started to collect gender-related risk and Freedom of Association data, but incorporation into prevention and improvement programmes is yet to be done.

Mammut is encouraged to discuss higher-wage strategies with suppliers and develop a systemic and time-bound approach.

In 2022, Mammut has focused on ensuring that its sourcing and strategy documentation practices are aligned with the OECD Human Rights Due Diligence guidelines. Mammut's properly working systems, aligned with these guidelines, form a good basis for further progress in the next years.

In 2023, Fair Wear implemented a new performance check methodology aligned with the OECD guidelines on HRDD. This new methodology raises the bar and includes some new indicators, which may result in a lower score for members. Because this is a transition year, Fair Wear lowered the scoring threshold for this year only.

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.

Company Profile Mammut Sports Group AG

Member company information

Member since: 1 Sep 2008

Product types: Outdoor products, Sports & activewear, Bags and Outdoorwear

Percentage of CMT production versus support processes 97%

Percentage of FOB purchased through own or joint venture production 0%

Percentage of FOB purchased directly 99%

Percentage of FOB purchased through agents or intermediaries 17%

Percentage of turnover of external brands resold 0%

FLA Member No

Member of other MSI's Sustainable Apparel Coalition, Bluesign, RDS (responsible down standard), RWS (responsible wool standard), International Accord, EOG (Europaen Outdoor Group)

Other Initiatives EOG (Europaen Outdoor Group)

Number of complaints received last financial year 3

Basic requirements

Definitive production location data has been submitted for the financial year under review? Yes

Work Plan and projected production location data have been submitted for the current financial year? Yes

Membership fee has been paid? Yes

Production countries, including number of production locations and total production volume.

Production Country	Number of production locations	Percentage of production volume
Viet Nam	26	69
China	14	12
Bangladesh	3	10
Romania	2	4
Türkiye	2	1
Lithuania	1	1
Philippines	1	1
Latvia	4	1
Germany	2	1
Taiwan	1	0
India	1	0
North Macedonia	1	0
Portugal	1	0

Layer 1 Foundational system's criteria

1.1 Member company has a Responsible Business Conduct policy adopted by top management.: Yes

Comment: Mammut has a Responsible Business Conduct Policy which is adopted by top management. Some elements such as the inclusion of a gender lens and how to organize social dialogue need improvement.

1.2 All member company staff are made aware of Fair Wear's membership requirements.: Yes

1.3 All staff who have direct contact with suppliers are trained to support the implementation of Fair Wear requirements.: Yes

1.4 A specific staff person(s) is designated to follow up on problems identified by the monitoring system, including complaints handling. The staff person(s) must have the necessary competence, knowledge, experience, and resources.: Yes

1.5 Member company has a system in place to identify all production locations, including a policy for unauthorised subcontracting.: Yes

1.6 Member company discloses internally through Fair Wear's information management system, in line with Fair Wear's Transparency Policy.: Yes

Comment: Mammut discloses 100% of production locations internally through Fair Wear's information management system.

1.7 Member company discloses externally on Fair Wear's transparency portal, in line with Fair Wear's Transparency Policy.: Yes

Comment: Mammut discloses 100% of production locations externally on Fair Wear's transparency portal.

1.8 Member complies with the basic requirements of Fair Wear's communication policy.: Yes

Layer 2 Human rights due diligence, including sourcing strategy and responsible purchasing practices.

Possible Points: 90

Earned Points: 60

Indicators on Sourcing strategy

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.1 Member company's sourcing strategy is focused on increasing influence to meaningfully and effectively improve working conditions.	Advanced	Fair Wear expects members to adjust their sourcing strategy to increase their influence over working conditions. Members should aim to keep the number of production locations at a level that allows for the effective implementation of responsible business practices.	Strategy document; consolidation plans, examples of implementation.	6	6	0

Comment: In 2022, Mammut sourced from 54 production locations. Twenty-five factories are based in Viet Nam, and three are in Bangladesh. 46% of the total production volume comes from locations where the member has at least 10% leverage. 27% comes from suppliers where Mammut buys less than 2% of the total FOB.

Mammut has a long-term sourcing strategy addressing influencing labour conditions, agreed upon by top management and widely supported throughout the buying, sourcing and CSR department.

Mammut's sourcing strategy explicitly focuses on increasing influence through consolidation and active cooperation with other clients. This is included in the sourcing strategy and shown in the member's efforts in 2022.

Compared to the previous year, Mammut's supplier list has slightly increased instead of consolidated. The member added suppliers because it decided to move out of Myanmar due to human rights risks and military coup. Also, suppliers in China are in the phase-out process for various reasons. Yet, those suppliers in the exit process are still on the list, following a responsible phase-out procedure.

Recommendation: Fair Wear recommends Mammut to continue consolidation of its supply base by limiting the number of production locations in its tail end. Shortening the tail will allow the member to improve working conditions more efficiently and effectively.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.2 Member company's sourcing strategy is focused on building long-term relationships.	Basic	Stable business relationships underpin the implementation of the Code of Labour Practices and give factories a reason to invest in improving working conditions.	Strategy documents; % of FOB from suppliers where a business relationship has existed for more than five years; Examples of contracts outlining a commitment to long-term relationship; Evidence of shared forecasting.	2	6	0

Comment: Mammut has a sourcing strategy that focuses on maintaining long-term relationships. 77% of the member's total FOB volume comes from suppliers with whom Mammut has had a business relationship for at least five years.

The member shares production forecasts with its suppliers more than one year in advance. The supplier agreements in place are not yet focusing on long-term contracts (of at least five years). Mammut is currently working on drafting long-term contracts with its main suppliers as part of joint business plans. These are planned to be used as of 2023.

Recommendation: Fair Wear recommends Mammut to commit to long-term contracts.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.3 Member company conducts a risk scoping exercise as part of its sourcing strategy.	Intermediate	Human rights due diligence, according to the OECD guidelines, requires companies to undertake a scoping exercise to identify and mitigate potential human rights risks in supply chains of potential business partners.	HRDD policy; Sourcing strategy linked to results of scoping exercise; HRDD processes, including specific responsibilities of different departments; Use of country studies; Analysis of business and sourcing model risks; Use of licensees and/or design collaborations.	4	6	-2

Comment: Mammut has been working with a risk-based approach for many years. The member has developed a comprehensive overview of human rights risks, using country studies (from Fair Wear and Better Work), Corrective Action Plans and frequent factory visits as input. Sector, business model, sourcing models and product level have not been explicitly included in the risk scoping.

As a result of its risk-scoping analysis, Mammut decided to phase out of China and Myanmar. The lack of Freedom of Association in those countries has been part of the decision. For China, several factors were of influence, and human rights were one of them.

In 2022, Mammut has put much effort into aligning its sourcing and strategy documents to the OECD guidelines.

Although Mammut started to consider gender in human rights violations, a gender lens has yet to be applied to each step of the due diligence process, and the risks of sexual harassment and gender-based violence are not included. Input from workers and other stakeholders should yet be included in the risk-scoping exercise.

Recommendation: The member is recommended to include input from workers and other stakeholders in its risk-scoping exercise. Mammut is recommended to include sourcing model, business model and product-level risks in its risk-scoping exercise.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.4 Member company engages in dialogue with factory management about Fair Wear membership requirements before finalising the first purchase order.	Intermediate	Sourcing dialogues aim to increase transparency between the member and the potential supplier, which can benefit improvements efforts going forward.	Process outline to select new factories; Material used in sourcing dialogue; Documents for sharing commitment towards social compliance; Meeting reports; On-site visits; Reviews of suppliers' policies.	2	4	0

Comment: It is the standard process for Mammut to inform new suppliers about Fair Wear membership by sending information about Fair Wear requirements. The Code of Labour Practices (CoLP) and questionnaire must be signed and returned before the first purchase order. This process has been followed for all suppliers added last year. Commitment to improving working conditions is an important decisive factor for Mammut. However, the brand is not yet in dialogue with its suppliers about Fair Wear requirements before finalising the first purchase order. This mainly concerns a lack of resources in 2022 and will be taken up in the next year with more (local) FTE available.

Recommendation: Mammut is recommended to engage in dialogue with all suppliers.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.5 Member company collects the necessary human rights information to inform sourcing decisions before finalising the first purchase order.	Intermediate	Human rights due diligence processes are necessary to identify and mitigate potential human rights risks in supply chains. Specific risks per factory need to be considered as part of the decision to start cooperation and/or place purchasing orders.	Questionnaire with CoLP, reviewing and collecting existing external information, evidence of investigating operational-level grievance system, union and independent worker committee presence, collective bargaining agreements, engaging in conversations with other customers and other stakeholders, including workers.	4	6	0

Comment: Mammut collects human rights information of potential new suppliers by collecting existing audit reports, organising Fair Wear audits and factory visits to check health and safety and the factory structure. Based on the gathered information, Mammut decides on sourcing. This onboarding procedure was followed for five of the six new suppliers in 2022.

For one new supplier in Bangladesh, Mammut found it was already a supplier for two other Fair Wear member brands. Therefore Mammut's onboarding procedure was not strictly followed, as Mammut assumed it would meet the standards. Issues with social compliance and the lack of follow-up of Corrective Actions were brought to light in the first months of business. This highlighted the need to follow Mammut's responsible onboarding procedure to ensure they work with aligned suppliers. Mammut decided to not continue with this supplier.

For several other potential suppliers, Mammut showed that the gathered information on working conditions made them decide not to start a business relationship.

The company does not yet collect information from workers or stakeholders to inform the sourcing decision.

Recommendation: Fair Wear encourages Mammut to collect worker and stakeholder input before placing the first order.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.6 Member actively ensures awareness of the Fair Wear CoLP, the complaints helpline, and social dialogue mechanisms within the first year of starting business.	Basic	This indicator focuses on the preliminary mitigation of risks by actively raising awareness about the Fair Wear Code of Labour Practices and complaints helpline. Discussing Fair Wear's CoLP with management and workers is a key step towards ensuring sustainable improvements in working conditions and developing social dialogue at the supplier level.	Evidence of social dialogue awareness raised through earlier training/onboarding programmes, onboarding materials, information sessions on the factory grievance system and complaints helpline, use of Fair Wear factory guide, awareness-raising videos, and the CoLP.	2	6	0

Comment: Mammut has added six new suppliers in 2022. The member shared information about Fair Wear's CoLP and the complaints helpline within the first year of doing business. The Worker Information Sheet has been posted at all new suppliers' facilities.

Mammut has not yet organised onboarding sessions for its new suppliers to raise awareness about the Fair Wear CoLP, the complaints helpline, or the importance of social dialogue. In several cases, this was because the suppliers were already in business with other Fair Wear member brands.

Recommendation: Mammut is recommended to organise onboarding sessions specifically focusing on the CoLP and the complaints mechanism within the first year of doing business.

Indicators on Identifying continuous human rights risks

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.7 Member company has a system to continuously monitor human rights risks in its supply chain.	Intermediate	Members are expected to regularly evaluate risk in a systematic manner. The system used to identify human rights risks determines the accuracy of the risks identified and, as such, the possibilities for mitigation and remediation.	Use of risk policies, country studies, audit reports, other sources used, how often information is updated.	4	6	0

Comment: Mammut systematically identifies human rights risks in its supply chain and has assessed the risks for each production location. It uses a thorough monitoring tool to closely check specific issues as an outcome of the risk scoping analysis. Based on the factory risk assessment, it defines follow-up actions. The member uses full audits, and regular monitoring visits by local staff to address specific issues.

Suppliers in Bangladesh, Viet Nam and China are monitored by conducting audits if no recent, reliable audit report is available and by organising monitoring visits at least yearly.

Mammut's monitoring tools do not explicitly include worker, stakeholder and/or supplier input.

Recommendation: Mammut could integrate worker, supplier, and stakeholder input in its monitoring tools.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.8 Member company's continuous monitoring of human rights risks includes an assessment of freedom of association (FoA).	Basic	Freedom of association and collective bargaining are 'enabling rights.' When these rights are respected, they pave the way for garment workers and their employers to address and implement the other standards in Fair Wear's Code of Labour Practices - often without brand intervention.	Use of supplier questionnaire to inform decision-making, collected country information, and analyses.	2	6	0

Comment: Mammut has not yet mapped the risks to Freedom of Association (FoA) for all its sourcing countries due to a lack of resources. However, Mammut could show that the lack of FoA has influenced several sourcing decisions. For example, the decision to withdraw from Myanmar and China because Fair Wear highlighted the risks related to FoA. Also, Mammut could show an understanding of the FoA risks in Export Processing Zones (EPZ).

Requirement: Mammut must map the risks to FoA for all countries it sources from and understand if FoA is respected by its suppliers. The member should familiarise itself with Tool 1 of the FoA Guide (or other tools to collect country-specific information).

Recommendation: Mammut is strongly recommended to deepen its understanding of risks to FoA in its supply chain. Mammut is recommended to use the Supplier Questionnaire from Fair Wear's FoA Guide to assess and understand the risk regarding violation of FoA at its suppliers.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.9 Member company includes a gender analysis throughout their continuous monitoring of human rights risks, to foster a better understanding of gendered implications.	Basic	Investing in gender equality creates a ripple effect of positive societal outcomes. Members must apply gender analyses to their supply chain to better address inequalities, violence, and harassment.	Evidence of use of the gender mapping tools and knowledge of country-specific fact sheets.	2	6	0

Comment: Mammut could show it understands the basic gender risks for its sourcing countries but has yet to integrate it into the risk scoping system. Mammut has started to include gender in its risk assessment by linking gender-related information from country studies to some production locations.

Recommendation: Fair Wear recommends the member to collect country-level gender risks for each Code of Labour Practices and to collect gender data per factory.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.10 Member company considers a production location's human rights performance in its purchasing decisions.	Advanced	Systematic evaluation is part of continuous human rights monitoring. A systematic approach to evaluating production location performance is necessary to integrate social compliance into normal business processes and to support good decision-making.	Supplier evaluation format, meeting notes on supplier evaluation shared with the factory, processes outlining purchasing decisions, link to responsible exit strategy.	4	4	0

Comment: Mammut has a robust and systematic evaluation system for assessing suppliers' human rights performance. The member scores human rights issues per supplier as part of its overall performance. It uses a traffic light system where problems are marked as red (critical), orange (major) or yellow (minor issue). The supplier evaluation is used as input for internal discussions with buyers when deciding on core partners as part of the sourcing strategy.

Supplier performance is evaluated and shared annually in meetings between the supplier and the brand. The outcome must still be shared with worker representatives at the production locations.

Mammut systematically integrates the outcome of this evaluation into its purchasing decisions. Based on the production location's assessment and sourcing strategy, several factories were selected to be phased out over two years. This is communicated upfront, and throughout the process, they were not allocated new designs but instead used leftover materials to continue production. These suppliers had the final production in 2022. Mammut could show it followed a responsible procedure.

Recommendation: Fair Wear recommends Mammut to share and discuss the outcome of the supplier evaluation with worker representatives.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.11 Member company prevents and responds to unauthorised or unknown production and/or subcontracting.	Advanced	Subcontracting can decrease transparency in the supply chain and has been demonstrated to increase the risk of human rights violations. Therefore, when operating in higher-risk contexts where it is likely subcontracting occurs, the member company should increase due diligence measures to mitigate these risks.	Production location data provided to Fair Wear, financial records from the previous financial year, evidence of member systems and efforts to identify all production locations (e.g., interviews with factory managers, factory audit data, web shop and catalogue products, etc.), licensee contracts and agreements with design collaborators.	4	4	0

Comment: Mammut uses the outcomes of its human rights monitoring to respond to unauthorised subcontracting. In 2022, there is no evidence of missing first-tier locations in the database.

Additionally, the member actively prevents unauthorised subcontracting by visiting suppliers during production. Quality Control staff closely follow where production takes place. Capacity is compared to the number of workers on duty, and any quality issues are flagged to crosscheck whether the item was produced at the authorised location. The supplier evaluation system documents the input from QC staff and other visiting staff.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.12 Member company extends its due diligence approach to homeworkers.	Advanced	Homeworkers should be viewed as an intrinsic part of the workforce, entitled to receive equal treatment and have equal access to the same labour rights, and therefore should be formalised to achieve good employment terms and conditions.	Supplier policies, evidence of supplier and/or intermediaries' terms of employment, wage-slips from homeworkers.	4	4	0

Comment: Mammut has identified whether homework is prevalent in its sourcing countries. The brand's strong capacity planning and frequent factory visits enable Mammut to monitor this closely. In 2023, all suppliers were asked about homeworkers, and none was found. Most production occurs in EPZs with rules preventing goods from leaving EPZs (to stop counterfeiting). This minimizes the risk of homeworking as well.

Mammut is aware of the risks of homeworkers and indicated that most of its production processes are not likely to be done by homeworkers due to their highly technical character. One process for small hardware might be suitable to outsource to homeworkers, but this was checked and discussed with the supplier.

Indicators on Responsible purchasing practices

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.13 Member company's written contracts with suppliers support the implementation of Fair Wear's Code of Labour Practices and human rights due diligence, emphasising fair payment terms.	Intermediate	Written, binding agreements between brands and suppliers, which support the Fair Wears CoLP and human rights due diligence, are crucial to ensuring fairness in implementing decent work across the supply chain.	Suppliers' codes of conduct, contracts, agreements, purchasing terms and conditions, or supplier manuals.	2	4	0

Comment: Mammut signs a General Purchase Agreement with each supplier. A signed price agreement, forecast agreement, and the signed CoLP accompany this agreement. Payment terms are included (no later than 60 days after invoice receipt), but liability and penalties for delays are not yet in line with the RBC policy. According to agreements verified during the performance check, penalties are set for late delivery where per default, the supplier would be held accountable, without investigating root cause.

Recommendation: Fair Wear strongly recommends that Mammut remove penalties for late delivery from its contracts or at least ensure there is 'proof of fault by the supplier'.

Mammut is advised to review its contracts with suppliers against the principles mentioned in the Common Framework of Responsible Purchasing Practices (CFRPP).

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.14 Member company has formally integrated responsible business practices and possible impacts on human rights violations in their decision-making processes.	Intermediate	Corporate Social Responsibility (CSR), purchasing, and other staff that interact with suppliers must be able to share information to establish a coherent and effective strategy for improvements. This indicator examines how this policy and Fair Wear membership requirements are embedded within the member company.	Internal information systems, status Corrective Action Plans, sourcing score- cards, KPIs listed for different departments that support CSR efforts, reports from meetings from purchasing and/or CSR staff, and a systematic manner of storing information.	4	6	0

Comment: There is an active interchange of information between CSR and other departments to enable coherent and responsible business practices. All relevant staff has access to audit reports and CAPs. Buyers, quality control staff and technicians that visit suppliers are regularly updated on CAP issues and instructed by the Head of Vendor Management. The buying team is trained in responsible sourcing and purchasing, which is highly integrated into the overall tasks of the teams. The CSR team has created a Fair Wear Handbook for buyers underlining the shared responsibility to support the CoLP.

Mammut has yet to explicitly include these responsible business practices in job role competencies or strong KPIs that support good sourcing and pricing strategies within their sourcing, purchasing, and design departments.

Recommendation: Mammut could adopt more explicit KPIs that support good sourcing and pricing strategies within its sourcing, purchasing and design departments.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.15 Member company's purchasing practices support reasonable working hours.	Advanced	Members' purchasing practices can significantly impact the levels of excessive overtime at factories.	Proof that planning systems have been shared with production locations, examples of production capacity knowledge that is integrated into planning, timely approval of samples, and proof that management oversight is in place to prevent late production changes.	6	6	0

Comment: Mammut has a strong production planning system with a realistic assessment of production capacity. The member has two seasonal types of products (summer and winter) and a range of Never Out of Stock items. Lead times are three to eight months, depending on the product type. Mammut agrees on a production capacity plan with its suppliers at the beginning of the year, indicating order dates and amounts. To facilitate balanced production planning, Mammut shares detailed forecast information with suppliers, updated monthly, and includes an estimate of fabric delivery. Feedback from all suppliers is included and used to finalise the planning. The supplier always agrees on order dates. After placing the purchase order, changes cannot be made to the design, and in case of delays, Mammut accepts a later delivery.

Mammut could show that it actively involves suppliers in the forecasting and that various departments within the company jointly do the planning. Also, the member's forecasting accuracy increases per year. The planning and production process is evaluated yearly with the suppliers.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.16 Member company can demonstrate the link between its buying prices and wage levels at 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, cost sheets including labour minutes.	4	6	0

Comment: Mammut understands the wage levels of its suppliers and has started to connect this understanding to its buying prices. Mammut follows a partnership approach when negotiating prices. When developing a new style, Mammut involves its suppliers and agrees on a target price based on supplier feedback and experience. Part of the process is the discussion of an open costing sheet (fabric, CMT, trims), which is a requirement of Mammut to its suppliers. The open costing sheet includes a standard minute cost provided by the supplier, which is crosschecked with an international database against legal minimum wages. The buying team knows the sewing minutes per style and the labour minute value. Once the price is set, it remains fixed for this style and is not renegotiated with every order, except when wages rise.

Mammut started to analyse wage levels in 2022 more thoroughly to learn how to link its buying prices more accurately by working with product costs as a basis instead of focusing on the desired margin and working backwards from there.

Recommendation: Mammut could use information from suppliers about what they need in terms of orders to pay at least minimum wage or current wage as input for a plausibility check.

Mammut is recommended to investigate why some suppliers are reluctant to work with Fair Price or any other form of fact-based costing, if needed, with the support of Fair Wear's local teams.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.17 All sourcing intermediaries play an active role in upholding Fair Wear's Code of Labour Practices and ensure transparency about where production takes place.	Advanced	Intermediaries have the potential to either support or disrupt CoLP implementation. It is members' responsibility to ensure production relation intermediaries actively support the implementation of the CoLP.	Correspondence with intermediaries, trainings for intermediaries, communication on Fair Wear audit findings, etc.	4	4	0

Comment: For part of its production, Mammut works with main suppliers that have head offices in, for example, Korea, while production is elsewhere in Asia. Mammut has informed all its sourcing intermediaries of Fair Wear requirements and could show they informed production locations. Next to that, the intermediaries actively support the implementation of the CoLP by attending meetings, staying in close contact with Mammut and taking an active role in the follow-up of CAPs.

Layer 3 Remediation and impact

Possible Points: 90

Earned Points: 50

Indicators on Quality and coherence of prevention and remediation system

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.1 Member company integrates outcomes of human rights risk identification (layer 2) into prioritisation and follow-up programmes according to the risk profile.	Advanced	Based on the risk assessment outcomes, a factory risk profile can be determined with accompanying intervention strategies, including improvement and prevention programmes.	Overview of supplier base with accompanying risk profile and follow-up programmes.	6	6	0

Comment: Mammut has drafted follow-up plans, and they match the risk profile. Based on the risk identification described in chapter two, Mammut has linked factory risks to appropriate follow-up for factories covering 80% of FOB.

Mammut sources from three production locations in Bangladesh. The member has signed the International Accord. The onboarding process started in 2022, and membership was finalized in 2023. For two of the three production locations, proper follow-up could be shown. The third is a production location in Mammut's tail end, covering 0,02% of the total production location in 2022.

The member could show prioritisation of follow-up plans for Bangladesh (enhanced monitoring programme), Viet Nam (main production country) and China and Türkiye (high risks). Mammut showed it included the more complex risks, such as discrimination and repetitive findings, such as excessive overtime.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.2 Member company's improvement and prevention programmes include a gender lens.	Insufficient	The prevention and improvement programmes should ensure equitable outcomes. Thus, a gender lens should be incorporated in all programmes regardless of whether or not the programme is specifically about gender.	Proof of incorporation of the gender lens in follow up programmes, including stakeholder input.	0	6	0

Comment: Mammut has started to collect data on gender-related risks per production country, but this has not been incorporated into prevention and improvement actions per production location yet. The member plans to do so in 2023.

Requirement: Mammut must start including a gender lens in implementing improvement or prevention actions.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.3 Member company's improvement and prevention programmes include steps to encourage freedom of association and effective social dialogue.	Insufficient	Freedom of Association and Collective Bargaining are enabling rights. Therefore, ensuring they are prioritised in improvement and prevention programmes can help support improvements in all other areas.	Available prevention and improvement programmes, including stakeholder input.	0	6	0

Comment: Mammut has not yet included steps to encourage FoA and effective social dialogue in its improvement or prevention actions.

Requirement: Members must include steps to promote FoA and social dialogue in its improvement or prevention actions. This should be linked with its assessment of risks to FoA and social dialogue as part of its human rights monitoring (see indicator 2.8). Examples of steps that could be included can be found in Fair Wears brand guide on FoA and collective bargaining.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.4 Member company actively supports operational-level internal grievance mechanism.	Basic	Fair Wear’s complaints helpline is a safety net in case local grievance mechanisms do not provide access to remedy. Members are expected to actively support and monitor the effectiveness of operational-level grievance mechanisms as part of regular contact with their suppliers.	Communication with suppliers, responses to grievances, minutes of internal worker committees, evidence of democratically elected worker representation, evidence of handled grievance, review of factory policies, and proof of effective social dialogue.	2	6	0

Comment: Mammut supports internal grievance mechanisms through worker and management training. , yet the effectiveness of the mechanisms is not monitored. Due to a lack of capacity in Mammut's team, the effectiveness of internal grievance mechanisms was not monitored in 2022. Mammut is currently hiring a staff person in Viet Nam who would be the designated person to take this up as of 2023.

Requirement: Mammut needs to systematically assess the existence and functioning of internal grievance mechanisms and monitor their functioning.

Recommendation: Fair Wear recommends Mammut always involve suppliers and worker representatives in the assessment of the internal grievance mechanism and to share and discuss the outcome of the assessment with the above stakeholders, who should be encouraged to lead a discussion on how the mechanisms can be improved.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.5 Member company collaborates with other Fair Wear members or customers of the production location.	Advanced	Cooperation between Fair Wear members increases leverage and the chances of successful outcomes. Cooperation also reduces the chances of a factory needing to conduct multiple improvement programmes about the same issue with multiple customers.	Communication between different companies.	6	6	0

Comment: Mammut cooperates with other Fair Wear members at its shared suppliers, responding to CAPs and complaints. At suppliers not shared with other members, Mammut works with other customers on CAP follow-up, complaints handling and training. Mammut stayed involved in the human rights dialogue in Myanmar, even though the member had already moved its production out of this country. Mammut shared its knowledge and experience with other brands to develop prevention programmes.

Indicators on Improvement and prevention

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.6 Degree of progress towards implementation of improvement programme per relevant factory.	75%	Fair Wear expects members to show progress towards the implementation of improvement programmes. Members are expected to be actively involved in the examination and remediation of any factory-specific problem.	Progress reports on improvement programmes.	6	6	-2

Comment: In the past financial year, Mammut has received 12 audit reports. During the performance check, the member could demonstrate with a sample that more than two third of the CAP issues requiring improvement actions have been followed up. Improvement actions include health and safety matters, proper documentation of procedures and checklists, and management-worker dialogue regulation.

Mammut has shown that it also followed up on more structural and complex issues, such as transparency on wage structures and ergonomic improvements.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.7 Degree of progress towards implementation of prevention programme.	Basic progress	Fair Wear expects members to show progress towards the implementation of prevention programmes. With this indicator, Fair Wear assesses the degree of progress based on the percentage of actions addressed within the set timeframe.	Update on prevention programmes.	2	6	-2

Comment: Mammut has identified root causes at the country level in its strategy papers. In some cases, Mammut has started to analyze root causes at the factory level and define preventive steps addressing root causes. Examples are setting up an ergonomic project to prevent physical problems and discussing worker shortages with suppliers to prevent excessive overtime.

Recommendation: Fair Wear recommends Mammut to identify root causes of all CAP issues together with its suppliers.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.8 Member company validates risk profile and maintains regular dialogue with factories where no improvement or prevention programme is needed.	Intermediate	When no improvement or prevention programme is needed, Fair Wear expect its member companies to actively monitor the risk profile and continue to mitigate risks and prevent human rights abuses.	Use of Fair Wear workers awareness digital tool to promote access to remedy. Evidence of data collected, worker interviews, monitoring documentation tracking status quo.	4	6	0

Comment: Mammut has some suppliers where improvement or prevention steps are not needed. These cover 2% of the member's total FOB. Mammut has a system to ensure possible human rights risks are regularly discussed with these suppliers. Worker representatives or local unions are not yet included in those discussions.

Recommendation: Mammut is recommended to ensure worker representation/local unions (when appropriate) are included in discussions with factory management on possible human rights risks.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.9 Degree to which member company mitigates root causes of excessive overtime.	Intermediate	Member companies should identify excessive overtime caused by the internal processes and take preventive measures. In addition, members should assess ways to reduce the risk of external delays.	This indicator rewards self-identification of efforts to prevent excessive overtime. Therefore, member companies may present a wide range of evidence of production delays and how the risk of excessive overtime was addressed, such as: reports, correspondence with factories, collaboration with other customers of the factory, use of Fair Wear tools, etc.	4	6	0

Comment: Although Mammut has a strong capacity booking system supporting reasonable working hours, excessive overtime is still found in its supply chain. In the previous year, ten out of twelve audit reports indicated problems related to excessive overtime. In one audit, earlier findings related to excessive overtime were improved. Also, two complaints were filed related to working hours.

In 2022, during two audits, workers indicated that lead times were tight and increased the risk of excessive overtime. Mammut showed proper follow-up by moving part of its Never Out of Stock production to the low season to reduce pressure on working hours and discussed the findings with the suppliers.

Mammut showed it analysed the root causes of most findings. Recovering business after the Covid-19 pandemic is a significant cause for excessive overtime, according to the member. Dialogues were held with the relevant suppliers on how to remediate this. Overall, Mammut could show it applies strategies to avoid pressure on the factories, such as accepting late deliveries, moving carry-over styles to low season and sharing forecasting earlier in the planning process. The next step would be to define steps that demonstrably lead to reduced overtime.

Recommendation: Fair Wear advises Mammut to discuss with its supplier which solutions included in the Fair Working Hours Guide are applicable.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.10 Member company adequately responds if production locations fail to pay legal wage requirements and/or fail to provide wage data to verify that legal wage requirements are paid.	Advanced	Fair Wear members are expected to actively verify that all workers receive legal minimum wage. If a supplier does not meet the legal wage requirements or is unable to show they do, Fair Wear member companies are expected to hold the management at the production location accountable for respecting local labour law.	Complaint reports, CAPs, additional emails, Fair Wear Audit Reports or additional monitoring visits by a Fair Wear auditor, or other documents that show the legal wage issue is reported/resolved.	4	4	-2

Comment: In the previous year, eight of twelve audits included findings regarding non-payment of legal minimum wage/ legally required wage elements. At five locations in Viet Nam, two in Bangladesh and one in China.

Mammut responded to these findings promptly by discussing wages with the suppliers immediately and highlighting the obligation to respect local labour law. In the dialogue with its suppliers, Mammut promotes transparency about wages frequently. The member could show that part of the due wages has been compensated. In some cases, remediation is yet to be verified, and verification audits are planned for this.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.11 Degree to which member company assesses and responds to root causes of wages 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.	Member companies may present a wide range of evidence of how payment below living wage was addressed, such as: internal policy and strategy documents, reports, wage data/wage ladders, gap analysis, correspondence with factories, etc.	4	6	0

Comment: Mammut understands which suppliers pay wages below living wage estimates, using benchmarks from Global Living Wage Coalition and Asia Floor Wage for its production countries Viet Nam, China and Bangladesh (where over 90% of the total FOB comes from). Two of its suppliers in Viet Nam provided a living wage estimation calculated locally. Wages and factors affecting wages are discussed with Mammut's main suppliers using the Fair Wear wage ladder where available. Mammut has yet to develop a systemic and time-bound approach to increase wages towards a living wage.

Recommendation: Fair Wear encourages Mammut to discuss different strategies to work towards higher wages with suppliers and develop a systemic and time-bound approach. It is advised to start with suppliers where the member is responsible for a large percentage of production and has a long-term business relationship.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.12 Member company determines and finances wage increases.	Basic	Member companies should have strategies in place to contribute to and finance wage increases in their production locations.	Analysis of wage gap, strategy on paper, demonstrated roll out process.	2	6	0

Comment: In 2022, Mammut analysed the wage levels and the gap towards living wage estimates at its main suppliers in Viet Nam, Bangladesh and China. The analysis was presented to top management during Mammut's board meeting. The next step will be to set a goal to increase wages and to define a clear strategy to finance wage increases.

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

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.13 Percentage of production volume where the member company pays its share of the living wage estimate.	0%	Fair Wear requires its member companies to act to ensure a living wage is paid in their production locations to each worker.	Member company's own documentation such as reports, factory documentation, evidence of Collective Bargaining Agreement (CBA) payment, communication with factories, etc.	0	6	0

Comment: Mammüt does not yet pay its share of a living wage at any of its production locations.

Requirement: Mammüt is expected to begin setting a target wage for its production locations.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.14 Member addresses grievances received through Fair Wear's helpline in accordance with the Fair Wear Complaints Procedure.	Advanced	Members are expected to actively support the operational-level grievance mechanisms as part of regular contact with their suppliers. The complaints procedure provides a framework for member brands, emphasising the responsibility towards workers within their supply chain.	Overview of supporting activities, overview of grievances received and addressed, etc.	4	4	-2

Comment: Mammut takes immediate action when receiving a complaint. The member reaches out to the supplier immediately. The information and steps taken are shared internally to prevent the issue from reoccurring. A clear system keeps track of each complaint, steps taken, feedback and status.

Mammut received three complaints in the past financial year. Two were at suppliers in Viet Nam, related to working hours and living wage. One was at a supplier in Türkiye, related to FoA. Mammut actively responded to these complaints per Fair Wear's Complaints Procedure.

Mammut analysed the root causes and asked suppliers to what extent the brand's practices were part of the cause. One of the suppliers indicated that the brand's previous actions (adjusting delivery plans and placing orders earlier) were very helpful. The root cause of this excessive overtime case was the recovery after Covid-19 and the lack of skilled workers. Mammut included the outcome of these complaints in deciding on follow-up in its human rights improvement and prevention plans. Mammut analysed all complaints about working hours and living wage from 2009 to date and used this in internal discussions about follow-up actions and preventive measures.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.15 Degree to which member company implements training appropriate to the improvement or prevention programme.	Basic	Training programmes can play an important role in improving working conditions, especially for more complex issues, such as freedom of association or gender-based violence, where factory-level transformation is needed.	Links between the risk profile and training programme, documentation from discussions with management and workers on training needs, etc.	2	6	0

Comment: In 2022, Mammut did not enrol its suppliers in training programmes. This was mostly due to the remaining Covid-19 limitations. Mammut did share the costs of training other Fair Wear members initiated at shared suppliers.

Early 2023, the first WEP training sessions were commissioned by Mammut again after the pandemic. The training is linked to the supplier risk assessments with the defined actions as part of the improvement programme.

Recommendation: Mammut is recommended to implement training for all factories where this is part of its improvement and/or prevention programme.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.16 Degree to which member company follows up after a training programme.	Member company did not implement any training	Training is a crucial tool to support transformative processes but complementary activities such as remediation and changes at the brand level are needed to achieve lasting impact	Evidence of engagement with factory management regarding training outcomes, documentation on follow-up activities, and proof of integration into further monitoring and risk profiling efforts.	N/A	6	0

Comment: Mammut did not implement training at its suppliers (NA).

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.17 The member company's human rights risk monitoring system includes a responsible exit strategy.	Advanced	Withdrawing from a non-compliant supplier should only be the last resort when no more impact can be gained from other strategies. Fair Wear members must follow the steps as laid out in the responsible exit strategy.	Exit strategy policy, examples of supplier communications.	4	4	0

Comment: Mammut’s human rights risk monitoring includes a responsible exit strategy shared with each supplier in business agreements and policy documents. Mammut informs suppliers roughly a year in advance if styles are being discontinued or moved to another supplier. Phase-out is usually done over two or three years with programs to use up materials by making products for factory outlet shops. Mammut showed a responsible process with clear communication via email.

In the past financial year, the member stopped with five suppliers. Two suppliers are based in Myanmar, and the exit procedure was started in 2021 due to the military coup. Mammut stayed in touch with the production locations to monitor the impact on workers. Two suppliers exited within one year of starting production. These were subcontractors of a main supplier and had only received trial orders.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.18 Member company’s measures, business practices and/or improvement programmes go beyond the indicators or scope.	Member company’s activities do not go beyond the indicators or scope.	Fair Wear would like to reward and encourage members who go beyond the Fair Wear policy or scope requirements. For example, innovative projects that result in advanced remediation strategies, pilot participation, and/or going beyond tier 2.	Overview of Human Right risk monitoring, remediation and prevention activities and processes.	N/A	6	0

Comment: Mammut does not undertake monitoring activities related to human rights that go beyond Fair Wear's scope.

Layer 4 External communication, outreach, learning, and evaluation

Possible Points: 22

Earned Points: 20

Indicators on Communication, transparency and evaluation

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
4.1 Member company actively communicates about Fair Wear membership and its human rights due diligence efforts.	Advanced	Fair Wear membership includes the need for a brand to show its efforts, progress, and results. Fair Wear members have the tools and targeted content to showcase accountability and inform customers, consumers, and retailers. The more brands communicate about their sustainability work, the greater the overall impact of the work of the Fair Wear member community.	Member website, sales brochures, and other communication materials.	4	4	0

Comment: Mammot communicates accurately about Fair Wear membership on its website.

The member also uses other channels to inform customers and stakeholders about Fair Wear membership. By frequently contributing to events as a speaker and through widely spread newsletters and guidebooks for retailers, Mammot actively spreads the Fair Wear message.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
4.2 Member company sells external brands with a Human Rights Due Diligence system (if applicable).	No reselling of external brands	Some member companies resell other brands, which Fair Wear refers to as 'external production'. These members are expected to investigate the Human Rights Due Diligence system of these other brands, including production locations and the availability of monitoring information.	External production data in Fair Wear's information management system, collected information about other brands' human rights due diligence systems, and evidence of external brands being part of other multi-stakeholder initiatives that verify their responsible business conduct.	N/A	4	0

Comment: Mammot does not sell external brands, so this indicator is not applicable.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
4.3 Social report is submitted to Fair Wear and is published on the member company's website.	Advanced	The social report is an important tool for member companies to share their efforts with stakeholders transparently. The social report explicitly refers to the workplan and the yearly progress related to the brands goals identified in the workplan.	Social report.	4	4	0

Comment: Mammut has submitted its social report, which Fair Wear approved. The report is also published on Mammut's website.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
4.4 Member company engages in advanced reporting activities.	Intermediate	Good reporting by members helps ensure the transparency of Fair Wear's work and helps share best practices within the industry. This indicator reviews transparency efforts reported beyond (or included in) the social report.	Brand Performance Check, audit reports, information about innovative projects, specific factory compliance data, disclosed production locations (list tier 2 and beyond), disclosure of production locations, alignment with the Transparency Pledge.	2	4	0

Comment: Mammut reports on factory-level data and remediation results. Additionally, the member publishes its full factory list yet no time-bound improvement plans for each supplier are shared with the public yet.

Recommendation: Fair Wear recommends Mammut to publish time-bound plans for its suppliers.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
4.5 Member company has a system to track implementation and validate results.	Advanced	Progress must be checked against goals. Members are expected to have a system in place to track implementation and validate the progress made.	Documentation of top management involvement in systematic annual evaluation includes meeting minutes, verbal reporting, PowerPoint presentations, etc. Evidence of worker/supplier feedback.	6	6	0

Comment: Mammut has a system to track progress and check if implemented measures have effectively prevented and remediated human rights violations.

The internal evaluation system involves top management, the sourcing and product teams. Meetings are held for evaluation and next steps on a bi-monthly basis.

Input from relevant stakeholders is collected and included, for example, through regular meetings with Clean Clothes Campaign and local organizations in the production countries. Feedback from suppliers is also included in the evaluation, either through on-site meetings or input during complaints handling processes.

Recommendation: The member is advised to include feedback from workers in its evaluation system.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
4.6 Level of action/progress made on requirements from previous Brand Performance Check.	Advanced	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 should show documentation related to the specific requirements made in the previous Brand Performance Check.	4	4	-2

Comment: The previous performance check included the following requirement: Mammut must assess the root causes of wages that are lower than living wages, considering its leverage and the effect of its pricing policy. Mammut 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, and to document, monitor, negotiate and evaluate the improvements at its suppliers.

Mammut has followed up on this requirement by using the Fair Wear wage ladder to analyse wage levels per supplier. First discussions were held with the main suppliers, and in 2023 Mammut plans to take the next steps.

5 Appreciation chapter

5.1 Member company publicly responded to problems/allegations raised by consumers, the media, or NGOs.: Yes

Comments: Mammut engages in proactive and transparent communication via own channels and through collaborative initiatives with other brands. Also, Mammut participated in Fair Wear's awareness and activation campaigns and takes on speaker roles at sustainable events.

5.2 Member company actively participated in lobby and advocacy efforts to facilitate an enabling environment in production clusters.: Yes

Comments: Together with Fair Wear, Mammut actively participated in lobby and advocacy efforts on EU level to highlight the importance of an EU Supply Chain Act.

5.3 Member company actively contributed to industry outreach, visibility, and learning in its main selling markets.: Yes

Comments: Mammut contributed to industry learning by proactively supporting various HRDD initiatives and sharing best practices with other brands in the industry.

Recommendations to Fair Wear

- Mammut would appreciate a tool to expand monitoring, CAPs and preventive measures to tier 2.
- Fair Wear is recommended to work on aligning Fair Wear audit system and the FSLM audit system.
- Mammut has positively perceived the alignment with OECD for reporting as it avoids double work for other initiatives that require reporting.

Brand Performance Check details

Date of Brand Performance Check: **27-06-2023**

Conducted by: **Hendrine Stelwagen**

Interviews with: **Michael Farnworth - Head of Vendor Management**

Paul Cosgrove - Chief Product Officer

Adrian Huber - Head of CR

Andreas Buchberger - Sourcing team

Sara Marty - CSR team

Tobias Steinegger - CSR team

Manuela Lee - Buying team