

Brand Performance Check

Kapten & Son GmbH

This report covers the evaluation period 01-05-2022 to 30-04-2023

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: 88
Possible score: 188
Benchmarking Score: 47
Performance Benchmarking Category: Good



Sourcing strategy

65%



Identifying continuous human rights risks

47%



Responsible purchasing practices

31%



Quality and coherence of prevention and remediation system

53%



Improvement and prevention

32%



Communication, transparency and evaluation

67%

Summary:

Kapten & Son has met most of Fair Wears' performance requirements. With a total benchmarking score of 47, the member is placed in the Good category. The member has scored insufficient on a repeated non-compliance indicator. This need to be resolved in the next performance check, else Kapten & Son will be automatically placed in Needs Improvement.

As a first-year member, Kapten & Son has focused on setting up the basic structures for its membership. In 2022, Kapten & Son has started working on its Responsible Business Conduct Policy, its sourcing strategy, developing its risk analysis and improvement and prevention programme and started discussing the topics of freedom of association (FoA) and gender with its suppliers. For the products that fall within the scope of Fair Wear, as the member brand also produces other goods, Kapten & Son has demonstrated it tries to keep its supply chain as lean as possible, always discussing the need to add or exiting a supplier.

Kapten & Son conducts risk scoping on country, sector, business model, sourcing model and product level. In its risk scoping, the member has assessed the impact and prevalence of the risks correctly. The risk scoping misses a gender lens across all risks, but the risks of sexual harassment and gender-based violence are included for its two production countries.

Kapten & Son's risk scoping contributes to a robust analysis of risks at the factory level, encompassing all direct suppliers. Kapten & Son's risk analysis is based on several sources. In instances where audits fail to identify prevalent regional risks, Kapten & Son supplements its data by looking at other resources (Fair Wear country studies, MVO Risk Checker). Currently, Kapten & Son has not yet integrated its subcontractors into its risk scoping process, a step that is essential. Furthermore, the brand should add these subcontractors of supporting processes to the Fair Wear database. Kapten & Son has formulated follow-up plans tailored to match the country risk profile for each direct supplier. However, the integration of FoA and Gender considerations into its risk analysis and follow-up programmes is an aspect that requires initiation.

For a first-year member, Kapten & Son has set up a strong basis from which to continue its Fair Wear membership. The member brand is encouraged to increase its efforts on the topic of social dialogue and gender and to expand its efforts to cover the eight labour standards.

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 Kapten & Son GmbH

Member company information

Member since: 1 Jan 2022
Product types: Bags, Accessories, Luggage & other travel accessories and Eyewear
Percentage of CMT production versus support processes 100%
Percentage of FOB purchased through own or joint venture production 0%
Percentage of FOB purchased directly 74%
Percentage of FOB purchased through agents or intermediaries 56%
Percentage of turnover of external brands resold 0%
Are vertically integrated suppliers part of the supply chain? No
FLA Member No
Member of other MSI's PETA,
Number of complaints received last financial year 0

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
China	8	99
Viet Nam	1	1

Layer 1 Foundational system's criteria

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

Comment: Kapten & Son has a Responsible Business Conduct Policy, but some elements need to be included such as the HRDD steps and its operationalisation, a gender lens and how the member brand aims to promote freedom of association (FoA). The member brand's RBC policy is also missing a brief description of its purchasing practices and how they influence labour conditions.

Requirement: Kapten & Son needs to improve its Responsible Business Conduct Policy, to ensure better alignment with the OECD guidelines.

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.: No

Comment: Kapten & Son discloses 44% of production locations internally through Fair Wear's information management system. Fair Wear does not disclose Chinese factories on its website yet and therefore is lenient when members do not disclose Chinese factories.

1.7 Member company discloses externally on Fair Wear's transparency portal, in line with Fair Wear's Transparency Policy.: No

Comment: Kapten & Son does not disclose production locations externally on Fair Wear's transparency portal.

Requirement: Fair Wear requires Kapten & Son to disclose its production locations 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: 44

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.	Intermediate	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.	4	6	0

Comment: Kapten & Son has a sourcing strategy addressing influencing labour conditions. The member has nine active suppliers. 98% of the production volume comes from suppliers where the member has at least 10% leverage at suppliers. 2% of the production volume comes from suppliers where Kapten & Son buys less than 2% of its total FOB.

The member has not yet included a consolidation plan or steps for active cooperation with other buyers in its sourcing strategy. Nevertheless, the brand effectively showcased its commitment to maintaining a small supply chain. While not explicitly stated as consolidation in its sourcing approach, Kapten & Son does outline its procedure and prerequisites for onboarding new suppliers. The brand consistently emphasizes enhancing its influence with existing suppliers as well.

Recommendation: Kapten & Son could include in its sourcing strategy a plan to increase influence on suppliers by cooperating with other buyers. Fair Wear also recommends including consolidation in its sourcing strategy.

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: Kapten & Son's has a sourcing strategy that focuses on maintaining long-term relationships. 44% of the member's total FOB volume comes from suppliers with whom Kapten & Son has had a business relationship for at least five years despite only adding backpacks to its assortment in 2017. Meaning that these suppliers have been there from the start.

The member does not commit to long-term contracts yet. In 2022, however, the brand has sent its draft contract to its biggest supplier in China to receive their input on the contract which mentions long-term commitment.

The long-term contracts are yet to be embedded in Kapten & Son's sourcing strategy.

Recommendation: Fair Wear recommends Kapten & Son to continue its commitment to introduce long-term contracts for all its suppliers.

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: Kapten & Son conducts risk scoping and includes all risk factors. In its risk scoping, the member has assessed the impact and prevalence of the risks correctly. The risk scoping includes a gender lens for some labour standards. The member brand incorporated worker interviews conducted during audits into its risk assessment process. However, it noted that these interviews were limited to the workplace environment, potentially leading to a constraint on open communication.

The member adjusts its sourcing strategy based on the risk scoping, as outcomes of the scoping are included in decision-making regarding. Because of the prevalent risks in China, in 2022, the brand has started production in Vietnam where these risks are less prevalent, but not absent. At the time, Vietnam is still considered a Group 1 country under the enhanced monitoring programme. Kapten & Son, however, anticipates that this will change in the future. The brand has also started to conduct a risk scoping exercise in other countries.

To date, Kapten & Son's sourcing strategy does not mention a preference for countries where workers can freely form or join a trade union and bargain collectively. While this is known by the member brand it has yet to include it in its sourcing strategy.

Recommendation: Fair Wear strongly recommends Kapten & Son to privilege countries where workers can freely form or join a trade union and/or bargain collectively and make this explicit in its sourcing strategy.

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.	Advanced	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.	4	4	0

Comment: It is the standard process for Kapten & Son to inform new suppliers about Fair Wear membership and the requirements regarding social responsibility. Kapten & Son has developed an informal onboarding presentation. This presentation delves into the rationale behind joining Fair Wear, the Code of Labour Practices (CoLP), and provides a more comprehensive overview of the upcoming steps. This presentation has been either personally delivered during meetings or shared through email. While acknowledging that this introduction might only provide a preliminary understanding, the member brand is committed to ensuring that every backpack supplier gains a fundamental grasp of the brand's initiatives. This process has been followed for all three suppliers added last year. Additionally, the brand started a dialogue with suppliers about human rights and how the supplier and Kapten & Son can cooperate on this topic.

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: Kapten & Son collects human rights information of potential new suppliers by, on top of collecting country information through Fair Wear country studies and the MVO risk checker, collecting self-assessments, existing audit reports or organising third-party audits with its sourcing partner in case existing audit reports are older than one year. Kapten & Son specifically discusses the role of trade unions in the factory, the internal grievance mechanisms and their functionality. While the brand has collected this information from its three new suppliers in 2022, and incorporated the information from existing audits in its risk analysis, the brand has yet to upload the audits in the member hub.

The supplier Code of Conduct (CoC) includes an indicator about freedom of association which factories also have to sign. The member's sourcing strategy does not mention a preference for suppliers where workers are free to form or join a trade union and bargain collectively. Kapten & Son followed this process for the new suppliers added in the last previous year. The member brand has yet to collect worker and stakeholder input before placing the first order. Kapten & Son generally adjust its sourcing decisions when red flags come up, however, for these new suppliers, the brand decided to continue as the selected suppliers have been motivated to improve the working conditions.

Recommendation: Fair Wear strongly recommends Kapten & Son to privilege suppliers where workers can freely form or join a trade union and/or bargain collectively and make this explicit in its sourcing strategy. Fair Wear encourages the member to collect worker and stakeholder input before placing the first order. The member brand is also recommended to include all audits to the member hub.

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.	Intermediate	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.	4	6	0

Comment: Kapten & Son has shared information about Fair Wear's CoLP and the complaints helpline within the first year of doing business with its new suppliers in 2022. The Worker Information Sheet has been posted at all new production locations. Kapten & Son organised onboarding sessions for the new suppliers. The member organised these sessions to raise awareness about the Fair Wear CoLP and the complaints helpline. Kapten & Son has yet to include discussions with workers on how they would like to provide feedback and report grievances to management regarding working conditions in its onboarding sessions.

One supplier did not sign and return the CoLP. The brand chose not to chase this as they had previously decided to discontinue production at this facility.

Recommendation: Fair Wear recommends Kapten & Son to include a discussion with workers on how they would like to provide feedback and report grievances to the management regarding their working conditions in its onboarding sessions.

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.	Basic	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.	2	6	0

Comment: Kapten & Son has an ad hoc approach to identifying human rights risks in its supply chain. While the member monitors many locations, it has not sufficiently monitored suppliers in China, where Fair Wear has a heightened monitoring policy. For instance, the brand monitors its suppliers in China as having a higher risk of excessive overtime, payment of legal minimum wage and limited freedom of association by enrolling them in audits, organising monitoring visits and requiring the suppliers to fill out questionnaires. However, due to the majority of audits being conducted in 2021, the brand's oversight of its suppliers' situation has been insufficient, given that 2022 was still marked by lockdowns and power cuts resulting from the lingering effects of Covid-19. The brand's preferred monitoring tool does not mention the subject of Freedom of Association (FoA). While it has not been included in its monitoring, the brand investigated methods to incorporate insights from workers and other stakeholders.

Recommendation: Kapten & Son could integrate worker, supplier, and stakeholder input in its monitoring tools. Fair Wear recommends Kapten & Son to approach monitoring systematically, identifying the appropriate monitoring tool and frequency depending on the outcome of the risk scoping and risk assessment.

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).	Intermediate	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.	4	6	0

Comment: Kapten & Son has mapped the risks to FoA in all its sourcing countries and can explain the main risks per country. The identified risks include the absence of an independent union, the prohibition of protests or strikes, and the situation where worker representation is not elected through democratic means. Kapten & Son assesses if the rights to FoA and collective bargaining (CB) are in place by collecting questionnaires. The member brand relies on the factory's grievance mechanisms should workers experience any issues. The member uses this information to understand what the risks at its suppliers are and informs itself how to engage with its suppliers on this topic. The member has supplier-level monitoring in place to assess and understand the risk at suppliers. Therefore the member brand included the effectiveness of unions or worker representative involvement in its factory risk assessment and actively supports training to raise awareness. The brand has yet to identify and understand gender-related risks specifically in regard to FoA.

Recommendation: Kapten & Son should include risks specific to women workers in its risk assessment regarding 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.	Intermediate	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.	4	6	0

Comment: Kapten & Son has included gender in its risk scoping. The member could show it understands the basic gender risks for its sourcing countries, and for instance identified that discrimination, unfair dismissal, demotion, and wage discrepancies are significant problems.
Additionally, Kapten & Son actively collects gender data per factory. Besides gender-dissagregated data, the member also asks for pregnancy and maternity policies and inquires about the number of pregnant workers and workers on maternity leave. This information is collected through audits and questionnaires. The member has not yet analysed and specifically looked into how its business practices affect gender at its suppliers.

Recommendation: Fair Wear recommends the member to start analysing the gender data collected at country and factory levels and connect them. Fair Wear's gender instruments can be helpful.

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.	Intermediate	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.	2	4	0

Comment: Kapten & Son has a strong and systematic evaluation system for assessing suppliers' human rights performance. Suppliers are evaluated on the parameters of quality, reliability, sampling process, pricing and compliance with agreements and CSR. The CSR part includes progress and evaluation on CoLP. The outcome of the CSR evaluation does not solely influence purchasing decisions but takes into consideration the other parameters as well. Suppliers can expect more orders or bigger quantities when they are compliant. However, Kapten & Son has not yet shared the outcome of the evaluation with its suppliers and their worker representatives.

Recommendation: Fair Wear recommends Kapten & Son to share and discuss the outcome of the supplier evaluation with all its suppliers and their 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.	Insufficient	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.	0	4	0

Comment: Kapten & Son uses the outcomes of its human rights monitoring to respond to unauthorised subcontracting. To mitigate the risk of unauthorised subcontracting, Kapten & Son regularly asks suppliers to provide information about subcontractors and their own due diligence procedures at factories. However, the brand has not visited its suppliers in 2022 or has audited them in that year as part of its monitoring activities. The brand has yet to compare its production facilities' capacity against its order volume.

In 2022, four subcontractors that perform supporting processes have been identified by Kapten & Son which are not disclosed to Fair Wear.

Requirement: Kapten & Son should use the outcome of its risk assessment to improve its monitoring activities.

Recommendation: The member brand is urgently required to include non-CMT production locations in the database. In case no direct relationship exists, the locations can be added without FOB figures and in case a direct relationship exists, the subcontractors need to be added with FOB figures.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.12 Member company extends its due diligence approach to homeworkers.	Intermediate	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.	2	4	0

Comment: According to the member, there is a shallow risk of homeworkers being used by its suppliers because homework is not prevalent for the highly technical backpacks Kapten & Son produces. The brand conducts audits to verify the utilisation of homeworkers as part of its monitoring activities. The member has yet to include the topic in its risk assessment.

Recommendation: Fair Wear recommends Kapten & Son to conduct a capacity analysis looking into specific production processes to validate the suppliers' statements that no homeworkers are used.

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.	Insufficient	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.	0	4	0

Comment: Kapten & Son does not use contracts with its suppliers yet. The member does not have agreements in the form of purchase orders or a general agreement that stipulate terms of payment, liability and penalties. Instead, these matters are addressed separately with each of its suppliers. These correspondences do not support human rights due diligence because an unequal burden is placed on the suppliers, should the brand hold the supplier accountable for late deliveries or quality issues.

In 2022, however, the brand sent its draft contract to its biggest supplier in China to receive their input on the contract, which mentions terms of payment, liability, deliveries and penalties. The contract has yet to be signed by all suppliers.

Requirement: Kapten & Son needs to use written contracts with all its suppliers that include shared responsibilities and support the implementation of human rights due diligence.

Recommendation: Kapten & Son 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: Kapten & Son shares relevant CSR information with other departments. There is an active interchange of information between CSR and other departments, to enable coherent and responsible business practices. The CSR department reports directly to the CEO and has a voice in the managerial board. The member has not yet included responsible business practices in job role competencies, nor do sourcing and purchasing staff work with key performance indicators (KPIs) supporting good sourcing and pricing strategies.

Recommendation: Kapten & Son could adopt KPIs that support good sourcing and pricing strategies within its sourcing, purchasing and design departments. Kapten & Son could also include responsible business practices in its job role competencies of sourcing and purchasing staff.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.15 Member company's purchasing practices support reasonable working hours.	Basic	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.	2	6	0

Comment: Kapten & Son structures its production planning around two seasons: summer and winter. This entails initiating product development approximately six months prior to order placement. The member brand uses a systematic forecasting approach, generating an annual forecast that undergoes quarterly updates. Through this forecasting, Kapten & Son tries to ensure visibility into the entirety of the production planning process for its suppliers. While it was initiated in 2022, the brand is still improving its system in 2023.

The forecast serves as a comprehensive overview of all outstanding orders, elucidating how these orders align with the suppliers' available capacities. Collaboratively, production lead times and shipping schedules are determined in conjunction with the suppliers. In instances where a preferred shipment date proves unfeasible, Kapten & Son undertakes an assessment of transportation alternatives to enhance the in-store arrival date. While discussing ex-factory dates, the member brand also incorporates lead times for fabrics and other materials. In the event of a supplier declining the proposed delivery date, Kapten & Son is inclined to accept the supplier's alternative date.

The majority of purchase orders happen through Kapten & Son's sourcing partner. Ultimately, the company distributes its products both via its online shop and through various retail channels.

Recommendation: Fair Wear recommends the member to continue exploring planning production in minutes instead of pieces to assess better its suppliers' production capacity (and wage levels). Furthermore, at suppliers where Kapten & Son is not a large customer, Fair Wear recommends the member to learn more about their production planning, for example, about peak season.

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.	Insufficient	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.	0	6	0

Comment: Kapten & Son has a basic understanding of the wage levels at its suppliers but does not yet connect this understanding to its own buying prices. Secondly, while not implemented yet, but started in 2022, the member brand has taken steps to understand the labour minutes to understand more fully the capacities at its suppliers.

Requirement: Kapten & Son needs to demonstrate an understanding of the link between buying prices and wage levels to ensure its pricing allows for the payment of the legal minimum wage.

Recommendation: Kapten & Son could provide suppliers who do not work with fact-based costing, training on product costing and how to quote prices including (direct and indirect) labour costs. Fair Price product owners are available to conduct such training in all Fair Wear production countries. Kapten & Son is encouraged to provide buyers (or other employees involved in price negotiations with suppliers) training on cost breakdown, for example using the Fair Price app.

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.	Intermediate	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.	2	4	0

Comment: Kapten & Son has informed its sourcing intermediaries of Fair Wear requirements and could show they informed production locations. The member brand has shared information about Fair Wear membership, including the CoLP and training and audit requirements, by e-mail and has discussed this during in-person meetings or online calls. The intermediaries have yet to sign the CoLP. Besides informing the intermediaries, the brand needs a system to verify and validate that the intermediaries uphold the CoLP and the associated purchasing practices.

Recommendation: The member is recommended to check if the intermediary's purchasing practices are fair and if the intermediary has adequate systems to ensure payments are made on time. Kapten & Son could also require its intermediaries to uphold the purchasing practices mentioned in the CFRPP framework.

Layer 3 Remediation and impact

Possible Points: 80
Earned Points: 32

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: Based on the risk identification as described in chapter two, Kapten & Son has linked factory risks to follow-up for factories covering all of its suppliers. The member prioritised countries that fall under the enhanced monitoring programmes. For instance, in China, Kapten & Son concentrates its efforts on addressing issues like excessive overtime, restricted freedom for workers to associate, and the potential for inadequate social insurance coverage. Furthermore, Kapten & Son goes beyond addressing Corrective Action Plans (CAPs) for specific factories based on the risk analysis.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.2 Member company's improvement and prevention programmes include a gender lens.	Basic	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.	2	6	0

Comment: Kapten & Son has partially included a gender lens in its improvement and prevention programmes. The member brand discussed gender-disaggregated wage data with some of its suppliers but has yet to create gender-specific actions.

Recommendation: Kapten & Son is recommended to extend its gender lens to the implementation of all its improvement and 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.	Basic	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.	2	6	0

Comment: Kapten & Son included some steps to encourage FoA and effective social dialogue in its improvement or prevention actions. The brand regularly asks its suppliers for feedback in responsible purchasing practices workshops it organises about its purchasing practices. It regularly requires suppliers to conduct self-assessments and it advocated to install suggestion boxes at almost all suppliers. The member has yet to add a gender lens to these actions.

Recommendation: Fair Wear recommends Kapten & Son to be more comprehensive and include more steps to promote FoA and effective social dialogue in its improvement and prevention actions. Fair Wear recommends Kapten & Son to apply a gender lens and ensure its steps to promote FoA and effective social dialogue address the specific risks for female workers. The member is also recommended to support in coordinating training on FoA and social dialogue for its suppliers.

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: Kapten & Son actively supports and monitors the effectiveness of internal grievance mechanisms. In 2022, Kapten & Son discussed the internal grievance mechanisms with all suppliers. The brand keeps on file whether there is an internal grievance mechanism (this is checked also before starting business with a new supplier), and whether the internal mechanism is functional through its audits. The member brand has yet to include the voice of suppliers or workers in this evaluation.

Recommendation: Fair Wear recommends Kapten & Son to 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.	Intermediate	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.	4	6	0

Comment: Kapten & Son cooperates with other Fair Wear members at its shared suppliers, responding to CAPs and complaints. Next to that, the member also cooperates in taking more preventive measures, such as joint living wage work. Because the member only joined Fair Wear in 2022, the member has yet to create a concrete plan for these collaborations. Kapten & Son has not yet cooperated with customers that are not Fair Wear members.

Recommendation: Even though Kapten & Son already works together with other Fair Wear members, Fair Wear recommends to also collaborate with other customers.

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.	34%	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.	4	6	-2

Comment: In the past financial year, Kapten & Son has received two audit reports. During the performance check, the member could demonstrate with a sample that up to a third of the CAP issues requiring improvement actions have been followed up. Kapten & Son has focused a lot of effort on improving transparency on wages and working hours at its key Chinese suppliers, and this is an ongoing process, although some improvement has been noted. Kapten & Son is not regularly monitoring the time-keeping records in 2022. The CAP issues that require improvement actions and are still open, are issues that are more complex or structural and therefore need more time to be remediated.

Recommendation: Fair Wear strongly recommends ensuring that the size of the supply chain and the available resources of Kapten & Son to actively follow up on CAP issues are coinciding. Possible solutions could be to decrease the number of suppliers or increase the resources needed to be able to work on improvement actions.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.7 Degree of progress towards implementation of prevention programme.	Intermediate 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.	4	6	-2

Comment: Kapten & Son has identified most root causes of the CAP issues and discussed these with its suppliers and translated these into a concrete action plan. A root cause it has identified that needs the most attention is the supplier's own production planning. This planning goes beyond its capacity without planned overtime. The member has started to develop some preventive steps addressing these root causes. Examples of actions that were taken include planning and conducting monitoring visits, asking for feedback on purchasing practices, conducting Workplace Education Programme (WEP) Basic training at a key supplier and starting a dialogue on reasonable working hours.

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.	No factories in the respective risk profile	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.	N/A	6	0

Comment: Kapten & Son has no suppliers where improvement or prevention steps are not needed.

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: In the previous year, two audit reports of a total of eight audits mention excessive overtime. Kapten & Son analysed the root causes of these findings. According to the member, its planning is a significant cause for excessive overtime. The member has taken action to address the root causes. In 2022, the member regularly started sharing forecasts. The member brand has also requested its suppliers how to improve its forecasting. However, Kapten & Son understands that forecasting on pieces do not give full insight into production planning and has therefore initiated labour minute calculations. If there are delays in deliveries, instead of resorting to overtime, the team accepts the delays and explores alternative (faster) transportation options, often utilising trains.

The member brand has yet to validate its efforts.

Recommendation: Fair Wear advises Kapten & Son 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.	Insufficient	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.	-2	4	-2

Comment: In the previous year, three out of eight audits included findings regarding failure to provide wage data. Kapten & Son has not responded adequately to the findings regarding non-payment of legal minimum wage and the failure to provide wage data.

Requirement: Please note that following Fair Wear's policy for repeated non-compliance, members that receive an insufficient score on this indicator for the second year will be placed in the 'needs improvement' category.

If a supplier fails to comply with legal wage regulations, members are expected to respond in time, identify root causes with factory management, and resolve that local labour laws are respected. Evidence of remediation must be collected.

Recommendation: Fair Wear strongly recommends Kapten & Son to ensure problems of payments below legal minimum wages are not just prevented going forward but also remediated retroactively.

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.	Basic	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.	2	6	0

Comment: Kapten & Son has a basic overview of the wage levels at its suppliers. Kapten & Son has yet to understand which suppliers pay wages below living wage estimates as a consequence of the member's actions. The member brand has not started discussing the topic of living wages with its suppliers yet.

Recommendation: Fair Wear encourages Kapten & Son to discuss with suppliers about different strategies to work towards higher wages 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.	Insufficient	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.	0	6	0

Comment: Kapten & Son has started analysing the costs of financing wage increases across its supply chain. Kapten & Son does not yet have a strategy on how to finance wage increases at its suppliers.

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

Recommendation: Fair Wear recommends Kapten & Son to enrol in the Living Wage programme on Fair Wear's learning platform.

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: Kapten & Son does not contribute to higher wages at any of its production locations.

Requirement: Kapten & Son is expected to begin setting a target wage for its production locations.

Recommendation: Fair Wear recommends Kapten & Son to conduct a root cause analysis to check how it is possible that the paid wages are not above a living wage benchmark while the brand calculates with this benchmark in its pricing and has high leverage.

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.	No complaints received	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.	N/A	4	-2

Comment: Kapten & Son received no complaints in 2022.

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.	Insufficient	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.	0	6	0

Comment: Kapten & Son has some CAP findings where training is a recommended follow-up action. The member brand has started to organise these training in 2022 but have yet to be conducted.

Requirement: Kapten & Son needs to implement training per the requirements in its improvement and prevention programmes.

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

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: The member brand's human rights risk monitoring includes a responsible exit strategy. In the past financial year, the member stopped with one suppliers. The member followed the steps in the responsible exit strategy.

Kapten & Son has yet to discuss the responsible exit strategy with all its suppliers.

Recommendation: Kapten & Son could discuss the responsible exit strategy with its suppliers, for instance as part of its supplier evaluation.

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: Kapten & Son does not undertake activities related to human rights that go beyond Fair Wear's scope.

Layer 4 External communication, outreach, learning, and evaluation

Possible Points: 18
Earned Points: 12

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: Kapten & Son communicates accurately about Fair Wear membership on its website. The member also uses other channels to inform customers and stakeholders about Fair Wear membership, for example, on its social media platforms.

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: Kapten & Son does not sell external brands.

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: Kapten & Son has submitted its social report, which Fair Wear approved. Kapten & Son has also published the report on its website.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
4.4 Member company engages in advanced reporting activities.	Insufficient	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.	0	4	0

Comment: Kapten & Son has yet to disclose its full factory list and its time-bound improvement plans.

Requirement: Kapten & Son should report on factory-level data and remediation results. Good reporting by members helps to ensure the transparency of the member and Fair Wear's work.

Recommendation: Kapten & Son is recommended to publish a complete factory list. Fair Wear recommends Kapten & Son 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.	Intermediate	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.	4	6	0

Comment: Kapten & Son has a system to track progress and check if implemented measures have been effective in preventing and remediating human rights violations. The internal evaluation system involves top management. In its evaluation system, the member includes triangulated information from external sources, such as suppliers who are asked to provide feedback on the member brands remediation, improvement and prevention programmes. The member has yet to include feedback from workers or other local stakeholders in production countries.

Recommendation: The member is advised to include feedback from workers and other production country stakeholders 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.	No requirements were included in the previous Brand Performance Check	In each Brand Performance Check report, Fair Wear may include requirements for changes to management practices. Progress on achieving these requirements is an important part of Fair Wear membership and its process approach.	Member should show documentation related to the specific requirements made in the previous Brand Performance Check.	N/A	4	-2

Comment: Due to the first year of membership, there were no previous requirements.

5 Appreciation chapter

5.1 Member company publicly responded to problems/allegations raised by consumers, the media, or NGOs.: Not applicable

5.2 Member company actively participated in lobby and advocacy efforts to facilitate an enabling environment in production clusters.: Not applicable

5.3 Member company actively contributed to industry outreach, visibility, and learning in its main selling markets.: Not applicable

Recommendations to Fair Wear

The new member brand felt a bit lost in its first year. Kapton & Son had access to a lot of information and issues to deal with, but limited guidance. According to the member brand, the introduction/onboarding process should be more about learning and less about figuring things out on your own. Kapten & Son has talked to other member brands and suggested having performance checks every two years.

Brand Performance Check details

Date of Brand Performance Check: **09-08-2023**
Conducted by: **Jason Mandels**
Interviews with: Hannah Lohmar - Sustainability and CSR Manager
Pia Baumann - Senior Buyer
Johannes Theobald - CEO