



Brand Performance Check

Zeeman textielSupers BV

Publication date: July 2024

This report covers the evaluation period 01-01-2023 to 31-12-2023

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: 134

Possible score: 196

Benchmarking Score: 68

Performance Benchmarking Category: Good



Foundational system's criteria

100%



Sourcing strategy

65%



Identifying continuous human rights risks

73%



Responsible purchasing practices

69%



Quality and coherence of prevention and remediation system

60%



Improvement and prevention

70%



Communication, transparency and evaluation

73%

Summary:

Zeeman has shown progress and met most of Fair Wear's performance requirements. With a total benchmarking score of 68, the member is placed in the Good category.

Zeeman systematically approaches human rights risk assessment, using tools like complete onsite assessments, monitoring visits, and supplier questionnaires to gather information. The brand has also mapped the risks to Freedom of Association (FoA) and collective bargaining rights, conducting worker interviews and assessments to ensure these rights are upheld. The brand recognises gender-related workplace risks and has implemented some programmes to support women, though more analysis of gender-disaggregated data is needed. The member has a robust supplier evaluation system, with scorecards influencing purchasing decisions and a clear, responsible exit strategy to mitigate adverse impacts when phasing out suppliers.

Zeeman's sourcing strategy focuses on influencing labour conditions, maintaining long-term commitments with factories, and ensuring sustainable production practices. The brand actively works to align order quantities with market demand, leveraging partnerships with other brands to enhance their impact. Zeeman does not use written contracts with its suppliers, however, the brand renews commitments each season and invests in local offices and regular visits to support suppliers in meeting commercial and social standards. The brand has also committed to long-term partnerships through a Memorandum of Understanding (MoU) in their living wage project. Regarding wages, Zeeman has launched living wage programmes and compensates workers directly for the gap between the minimum wage and a living wage. Zeeman aims to extend this initiative to cover 25% of their purchasing value by 2024.

Finally, Zeeman collaborates with other Fair Wear members and brands on initiatives such as living wage projects and addressing excessive overtime. The member brand has addressed complaints from suppliers in multiple countries, demonstrating a proactive approach to resolving issues and improving working conditions.

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 member brands. Because of this transition, Fair Wear temporarily lowered the scoring threshold.

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 Zeeman textielSupers BV

Member company information

Member since: 1 Oct 2019

Product types: Garments, clothing, fashion apparel, Accessories, Home textiles and Footwear

Percentage of turnover of external brands resold 0%

FLA Member No

Member of other MSI's/Organisations Agreement on Sustainable Garment and Textile, GOTS, BCI (Better Cotton Initiative), International Accord, GRS, International Accord - Bangladesh Safety Agreement, Pakistan Accord

Other Initiatives GRS, International Accord - Bangladesh Safety Agreement, Pakistan Accord

Number of complaints received last financial year 8

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	68	49.66%
Bangladesh	12	18.57%
Pakistan	19	15.61%
India	17	8.96%
Türkiye	4	6.17%
Philippines	1	1.02%

Layer 1 Foundational system's criteria

Possible Points: 8

Earned Points: 8

1.1 Member company has a publicly shared Human Rights Due Diligence policy that has been adopted by top management.: [Yes](#)

1.2 All member company staff are made aware of Fair Wear's membership requirements, in particular the Fair Wear's HRDD policy and Fair Wear's Code of Labour Practices.: [Yes](#)

1.3 All staff who have direct contact with suppliers are trained to support the implementation of Fair Wear requirements, in particular the Fair Wear's HRDD policy and Fair Wear's Code of Labour Practices.: [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: [Zeeman 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: Zeeman 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: 62

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: Zeeman has a sourcing strategy addressing influencing labour conditions. Zeeman's sourcing strategy is focused on maintaining the size of the supply chain without increasing the number of factories used. It prioritises forging long-term commitments with factories, emphasising equal partnership. To promote less wasteful production, the member brand tries to align order quantities with market demand, leveraging partnerships with other brands to amplify its impact on factory practices. In 2023, the member has 121 active suppliers. 83% of the production volume comes from suppliers where the member has at least 10% leverage at suppliers. 17% of the production volume comes from suppliers, where Zeeman buys less than 2% of its total FOB. While this is comparable to the previous year, for the most part, the brand decreased its tail end and increased FOB at suppliers where the member has at least 10% leverage.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.2 Member company's sourcing strategy is focused on building long-term relationships.	Intermediate	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.	4	6	0

Comment: Zeeman has a sourcing strategy that focuses on maintaining long-term relationships. 91% of the member's total FOB volume comes from suppliers with whom Zeeman has a business relationship for at least five years. Zeeman maintains long-term partnerships with its suppliers, renewing commitments each season without formal documentation, a practice ingrained over many years. Demonstrating its dedication, the member brand invests continuously in its buying houses in Bangladesh and China, and its buying and sustainability team, including the CEO, regularly visits suppliers. This commitment aims to support suppliers in meeting both commercial expectations and socially responsible production standards for garments. The member does not commit to long-term contracts yet. The brand has committed to five suppliers to long-term partnerships through a Memorandum of Understanding (MoU) in its living wage project. While a MoU is a valuable tool for establishing a common understanding and framework for collaboration between parties it is not legally binding.

Recommendation: Fair Wear recommends Zeeman 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.	Basic	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.	2	6	-2

Comment: Zeeman conducts risk scoping on sourcing country level, which included all eight labour standards. In its risk scoping, the member has assessed the impact and prevalence of the risks correctly. Country risk analysis is conducted by collecting information through various sources, such as the CSR Risk Checker and Fair Wear Country studies. Furthermore, Zeeman's network of local intermediaries plays an important role in informing Zeeman of high risks. While the risks are prioritised by Zeeman, the member brand has yet to include liability and severity to its risk overview. The member has yet to include sector, business model, sourcing model, and product in its risk scoping. The member has yet to include sector, business model, sourcing model, and product in its risk scoping. The overall risk scoping misses a gender lens, and the risks of sexual harassment and gender-based violence are only included for a few countries.

Recommendation: Fair Wear recommends Zeeman to include all risk factors in its risk scoping.

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 Zeeman to inform new suppliers about Fair Wear membership first by a brief introduction from the intermediary, next by sending the Zeeman two-way code of conduct and the Fair Wear questionnaire. In 2023, five new production locations were added. However, the worker information sheet (WIS) was not posted for one supplier.

Recommendation: Fair Wear recommends that Zeeman engages in a dialogue with the supplier about Fair Wear requirements and how to cooperate in implementing these.

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: Zeeman collects human rights information of potential new suppliers by collecting existing audit reports and asking factories to fill out the risk declaration form, which is an overview of the supplier's main risks following the risk assessment. Zeeman has used the input from the risk scoping to draft a risk declaration form per country, highlighting country-specific risks. Based on the information provided, Zeeman decides where to source from. This process is formalised in the supplier onboarding procedure, an internal document that serves as a guideline to onboard new suppliers. This process does not cover collecting or consulting worker representation.

Recommendation: Fair Wear encourages the member 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 grievance mechanism, 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: In 2023, Zeeman has added five new suppliers. Zeeman has shared information about Fair Wear's CoLP and the grievance mechanism within the first year of doing business. The Worker Information Sheet (WIS) has been posted at four of the five new suppliers. Zeeman ensures that factories receive information about the Code of Labour Practices (CoLP), complaints helpline, and social dialogue mechanisms in the form of an onboarding package both before they start doing business together and after the first order is completed. This communication is initiated by the buyer to ensure that factories are aware of these important aspects. The member brand has not yet organised onboarding sessions for its new suppliers to raise awareness about the Fair Wear CoLP, the grievance mechanism, or the importance of social dialogue.

Recommendation: Fair Wear recommends Zeeman to check whether the worker information sheet is posted at a location that is easily accessible and safe for workers. Zeeman is recommended to organise onboarding sessions specifically focusing on the CoLP and the grievance 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 assess human rights risks in its production locations.	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: Zeeman has a systematic approach to assessing human rights risks in its supply chain and has assessed the risks for each production location. It has determined the appropriate monitoring tool and frequency per production location, depending on country risks, audit results, complaints and FOB and leverage figures. For instance, the brand assesses human rights risks in its production locations in China and Bangladesh by enrolling them in full onsite assessments, organising monitoring visits at the factories, conducting supplier questionnaires and monitoring training reports. Furthermore, the brand leverages various sources of information, including (external) audit results and insights from local buying houses. The member has yet to include in its risk assessment process the structural consultation of worker representation and other stakeholders.

Recommendation: Zeeman could complement its risk assessment process with worker, supplier, and stakeholder input.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.8 Member company's human rights due diligence process 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

Requirement: Zeeman has mapped the risks to FoA in all its sourcing countries and can explain the main risks per country, including the risks to women. The brand employs a risk analysis, considering labour standards through various perspectives based on country studies and other resources. The brand is aware of the risks to FoA in China and the specific risks to women in regards to FoA in Bangladesh, the brand's two main sourcing countries. To assess the presence of FoA and Collective Bargaining (CB) rights, Zeeman and its country experts conduct worker interviews during various activities such as assessments, training sessions, self-assessments, and information sessions. The member brand assesses union presence and alternative bargaining forms, collecting data through questionnaires and discussions. Zeeman discusses union culture and local laws to inform strategies tailored to each country's context. They focus on building knowledge among country experts to overcome language and cultural barriers and facilitate dialogue with workers' representatives. Zeeman has not yet implemented supplier-level monitoring to assess and understand the risks associated with their suppliers.

Recommendation: Zeeman is recommended to use Tool 2: 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 its human rights risk identification, 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: Zeeman has included gender in its human rights risk identification. The member could show it understands the basic gender risks for its sourcing countries, and for instance, identified that women face several gender-related risks in the workplace in Bangladesh and India. They often experience a motherhood penalty, where their wages decrease after childbirth, while men receive a fatherhood bonus due to societal expectations. Despite the state's provision of up to four months of paid maternity leave in the private sector, many factories do not offer the full benefit, and some women even lose their jobs for being pregnant. Lower positions in the garment sector are mostly occupied by women, leading to lower average incomes for women compared to men.

Additionally, Zeeman actively collects gender data per factory through monitoring. This data includes information on positions, contracts, and wages. While the member brand has already introduced some programmes that benefit women in the workplace, the member has yet to analyse the collected gender-disaggregated data at the factory and country levels.

Recommendation: Fair Wear recommends the member to collect country-level gender risks for each Code of Labour Practices. 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, especially the new Gender-Responsive Human Rights Due Diligence (GRHRDD) guidelines, 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.	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: Zeeman has a strong and systematic evaluation system for assessing suppliers' human rights performance. Zeeman has developed a supplier evaluation methodology that assesses price, quality, delivery and compliance, which includes audit results. This supplier scorecard, maintained in Excel, is regularly shared with buyers responsible for the products purchased at each production location. Compliance with the Code of Labour Practices is part of a systematic evaluation and influences purchasing decisions. A strategic buyer for certain suppliers must follow a procedure, as too much leverage, especially when spread across different buyers or categories, is a risk. Pre-buying meetings are held to review the scorecard, the latest quality audits, and audit outcomes. Buyers are aware of the leverage and the active corrective action plans (CAPs), and agents are included in the process. Factory visits are not always conducted. Zeeman has a clear responsible exit strategy, communicated upfront with production locations. The supplier's performance is shared only when issues arise, rather than being shared proactively.

Recommendation: Fair Wear recommends Zeeman to share and discuss the outcome of the supplier evaluation with all its suppliers and their worker representatives proactively.

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: Zeeman has a policy that allows for announced subcontracting, detailed in its responsible purchasing practices policy. To assess its environmental impact, the brand has developed a roadmap to identify printing and embroidery subcontractors. Additionally, as part of the material template, Zeeman maintains an overview of all material production locations, covering its entire supply chain. Zeeman uses the outcomes of its human rights monitoring to respond to unauthorised subcontracting. There is no evidence of missing first-tier locations or subcontractors in the database. Unauthorised subcontracting is not included in audits, and Zeeman often lacks visibility when requests to produce in other facilities arise. Transparency was a key topic in China. Despite efforts to collect information about all production locations, Zeeman sometimes discovers a production location only after production has started. The company assesses the risk of subcontracting by analysing its products and verifying with suppliers whether all necessary processes can be conducted in-house. Furthermore, Zeeman uses audit reports to identify instances of subcontracting.

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: Zeeman has investigated the prevalence of homework in its sourcing countries and used this information to update its risk declaration form for India. The brand concluded that the risk of homeworkers would be most prevalent in India. Due to the nature of its products, Zeeman states that there is a very low risk of its suppliers using homeworkers. The brand also states that it is highly unlikely for goods to leave the factory, as its Quality Control team frequently visits and monitors the factories. Monitoring the risk of homeworkers is an integral part of the brand's due diligence efforts.

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: Zeeman uses agreements in the form of purchase orders, supplier manuals, sustainability manuals, purchasing conditions, and claim procedures that stipulate terms of payment, liability, and penalties instead of formal contracts with its suppliers. The payment terms are very reasonable, with payments made when goods are delivered to the port on Free Carrier (FCA) conditions. Penalties are charged only if Zeeman can prove that a delivery delay or damage is the supplier's fault. Additionally, Zeeman has a two-way code of conduct and purchase orders that include general terms and conditions, such as pricing terms and shared responsibilities for implementing the Code of Labour Practices (CoLP). Fair payment terms are outlined, with payment made within 14 days after shipment. Zeeman ensures clear purchase orders are provided on time without modifications.

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 its decision-making processes.	Advanced	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.	6	6	0

Comment: Zeeman has formally integrated responsible business practices into its decision-making processes through a structured approach. This includes two main buying moments and a CSR meeting ahead of each trip where quality, factory conditions, future plans, CSR audits, and supplier turnover are discussed, although capacity is not. CSR maintains oversight of significant decreases and turnover per supplier, ensuring continuity. Key performance indicators (KPIs) for quality and organic cotton are also set. Design practices are reviewed each season in collaboration with the design team to promote circularity, reduce waste, and improve packaging and accessories. Additionally, there is active information exchange between CSR and other departments to ensure coherent and responsible practices. Zeeman has embedded responsible business practices into job role competencies and established KPIs to support good sourcing, supplier base consolidation, and pricing strategies, including living wage projects.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.15 Member company's purchasing practices support reasonable working hours.	Intermediate	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.	4	6	0

Comment: Zeeman's purchasing practices support reasonable working hours through careful planning, forecasting, and responsible behaviour expectations outlined in its two-way code of conduct. This code specifies buyers should engage in early order placement, limit sampling, and avoid modifying contract terms. Zeeman works with three products: Never Out of Stock (NOS) items, basic items (multilot) that go directly to shops, and seasonal products. Forecasts for NOS and multilot items are discussed nine months in advance, with orders placed six months ahead. Seasonal products are not forecasted, but orders are placed six months in advance. Additionally, capacity planning always includes a 5%-10% 'open to buy' amount, allowing for some orders to be placed within a shorter timeframe of two to three months. Lead times are set well in advance, typically five months before the ex-factory date, with two trips per season to discuss quantity, price, and lead time. Adjustments are made to ensure timely delivery, such as shifting swimwear production to avoid delays around Chinese New Year. Forecasting is a collaborative process, with buyers discussing plans during a December meeting to block production capacity as needed. Zeeman does not enforce strict production deadlines; instead, it maintains an overview of product delivery deviations from the production plan, although this data has yet to be used to evaluate production capacity. This structured approach, combined with responsible purchasing practices, helps to ensure that suppliers can manage production without excessive overtime, promoting reasonable working hours. The member has yet to evaluate the process retroactively with its suppliers.

Recommendation: The member is encouraged to evaluate with the supplier the production process after each season and, where needed, adapt its future planning.

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.	Basic	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.	2	6	0

Comment: Zeeman has a basic understanding of wage levels at its suppliers and relates this understanding to its own buying prices. The company has basic insight into the labour component of its prices. Zeeman has investigated the cost breakdown of its products directly with production locations and through the use of Fair Wear tools, such as Fair Price App. Additionally, the company has collected wage information from various countries and production locations. In 2022, Zeeman organised training for buyers to understand the link between prices and wages. Currently, Zeeman does not directly link its prices, specifically the labour cost, to the wages paid in production locations.

Requirement: Zeeman 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.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.17 All sourcing intermediaries play an active role in upholding HRDD and 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: Zeeman has informed its sourcing intermediaries of Fair Wear requirements and could show they informed production locations.

Next to that, the intermediaries actively support HRDD and the implementation of the CoLP by following up on corrective action plans and training follow-up. Zeeman has informed its sourcing intermediaries of Fair Wear requirements and could show they informed production locations.

Layer 3 Prevention, mitigation and remediation

Possible Points: 84

Earned Points: 56

Indicators on the quality and coherence of a members' 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 risk prioritisation and creates subsequent action plans.	Intermediate	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.	4	6	0

Comment: Based on the risk identification described in chapter two, Zeeman has linked factory risks to appropriate, albeit basic, follow-up actions for its largest factories, which cover about two-thirds of its production volume. For each factory, Zeeman determines whether additional information needs to be collected and identifies specific actions based on audit information. Additionally, Zeeman keeps track of training needs and sessions organised as part of its general approach. Zeeman sources from 12 production locations in Bangladesh and 19 in Pakistan and has signed the International Accord for both countries. The member's action plans include topics such as overtime, social insurance, and forced labour, which were addressed during a supplier conference. Other focus areas include living wage programme at its Chinese facilities.

Recommendation: Fair Wear recommends the member to further improve its follow-up plans, following specific factories' risk-profiles and going beyond its main strategic production locations.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.2 Member company's action plans 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: In its risk declaration forms for India, Pakistan, and Bangladesh, Zeeman requires production locations to ensure internal anti-harassment committees are in place. For Pakistan, the form also asks production locations to commit to increasing the number of women in worker committees and management positions. The brand has launched several projects based on its understanding of women's positions in the countries where it operates. Zeeman has supported projects in Central Asia for many years, aiming to prevent the sexual exploitation of girls and assist victims of human trafficking. In 2023, Zeeman also initiated a project in Pakistan, focusing on enhancing women's labour participation. The member has yet to extend its gender lens to all its facilities

Recommendation: Zeeman is recommended to extend its gender lens to the implementation of all its improvement actions.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.3 Member company's action plans include steps to encourage freedom of association and effective social dialogue.	Intermediate	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.	4	6	0

Comment: Zeeman has included steps to encourage FoA and effective social dialogue in its action plans. Recognising that social dialogue between management and employees is often lacking, Zeeman emphasises the importance of workers being able to exercise their rights, such as joining a trade union, forming associations, and engaging in discussions with management. Unfortunately, these rights are under pressure in many places. Through the Amplify project, supported by the trade unions Mondiaal FNV and CNV Internationaal, a selected supplier received training and support on this topic over the past year. However, Zeeman acknowledges that these steps need to be made more comprehensive and detailed to be fully effective.

Recommendation: Fair Wear recommends Zeeman to include steps encouraging FoA and effective SD in all action plans.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.4 Member company actively supports a factory-level 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: Zeeman monitors suppliers' internal grievance mechanisms from the beginning and throughout their business relationship. Despite gathering information from production locations and recognising that these mechanisms do not always function effectively, Zeeman does not actively support or monitor their effectiveness. Instead, the company focuses on sharing information about the Fair Wear Complaints helpline. Occasionally, assessments or monitoring visits reveal issues, such as suggestion boxes being placed in locations that do not ensure privacy. When such issues are identified, Zeeman intervenes to correct them. However, the member has yet to include the promotion and improvement of factory-level grievance mechanisms in all its follow-up plans.

Recommendation: Fair Wear recommends Zeeman to always involve suppliers and worker representatives in the assessment of the factory-level 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: Zeeman cooperates with other Fair Wear members at its shared suppliers, responding to CAPs and complaints. Zeeman collaborates with not only Fair Wear brands but also other companies, including Schijvens on the living wage project, Prenatal, and the Living Wage Expert Group (Hema, Wibra, Hunkemöller, Zalando, H&M, and Primark). Sharing suppliers with several Fair Wear members, Zeeman has demonstrated a willingness to actively collaborate with other Fair Wear members and customers to address and resolve risks and issues at suppliers. Additionally, Zeeman cooperates with various brands in its approach to raising wages, both through consultative processes and by directly contributing to higher wages.

Indicators on implementation: improvement and prevention

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.6 Degree of verified actions.	55%	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, Zeeman has received 15 audit reports. During the performance check, the member could demonstrate with a sample that around 55% of the CAP issues requiring improvement actions have been followed up. Examples of improvement actions that were taken include improvements of health and safety issues, awareness of Fair Wear's Code of Labour Practices through training, awareness of worker representatives and training for worker representatives. Zeeman heavily relies on its agents to follow-up on CAP findings.

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: The country-risk declaration forms are created based on audit analyses. These forms identify risks through root cause analysis and help to determine preventive measures. All factories, except those in Pakistan, have signed the risk declaration forms. Zeeman is now starting to discuss the outcomes of these forms with suppliers to develop preventive steps to address the identified root causes. However, these root causes are not documented in the improvement and prevention programme overviews for each country.

Recommendation: Fair Wear recommends Zeeman to translate its root cause analysis into concrete preventive actions as part of the risk profiles.

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 action plan 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: Zeeman 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: Zeeman organised a supplier event and conducted supplier surveys to understand if its practices contribute to the root causes of excessive overtime. The results varied but included issues such as late material deliveries and planning beyond capacity. Zeeman's policy states that lead times should not impose extra pressure on suppliers. However, excessive overtime can also be caused by other customers at the factories. Audit reports have shown that excessive overtime is a common issue among many suppliers, with all Fair Wear audits in the last financial year highlighting this problem. While Zeeman is generally aware of the root causes, they have not identified specific root causes for each supplier. Potential root causes recognised by the brand include peak seasons, poor factory planning, late material deliveries, and excessive orders compared to available staff. The supplier survey also provided insight into how Zeeman's purchasing practices could contribute to excessive overtime. In response to audit reports, Zeeman has discussed excessive overtime with its suppliers. Additionally, the brand has updated its guidelines on purchasing practices in its two-way code of conduct and shared these guidelines with its buyers to prevent contributing to excessive overtime.

Recommendation: Fair Wear recommends cooperating with other customers at the factory to increase leverage when mitigating excessive overtime.

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.	Intermediate	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, eight out of 15 audits included findings of non-payment of the legal minimum wage, and 11 audits highlighted issues with legally required wage elements, such as overtime premiums or holiday leave, or a failure to provide wage data. Zeeman has been able to follow up on the findings of these audits. In all cases, Zeeman provided evidence of remediation efforts, although in some instances, they could not demonstrate that the issues had been fully resolved. The brand has worked on the wage letter and is developing a wage comparison system for China.

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.

Recommendation: Fair Wear strongly recommends Zeeman to always verify whether legal minimum wage issues have been resolved in case factory management claims so. Zeeman could hire a local consultant or plan a monitoring visit of one of Fair Wear's auditors to check remediation.

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: Zeeman understands which suppliers pay wages below living wage estimates as a consequence of the member’s actions. Zeeman followed up on this and reviewed internally how the member’s practices, mostly the price driven approach, could be altered and ensured this was done for some suppliers. Based on the audit results the member brand conducted root-cause analyses. In 2022, Zeeman launched living wage programmes in five factories.

Recommendation: Fair Wear encourages Zeeman to involve worker representatives and local organisations in assessing root causes of wages lower than living wages. It is advised that the outcomes of the root cause analysis are discussed internally and with top management, to form a basis for an embedded strategy.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.12 Member company determines and finances wage increases.	Advanced	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.	6	6	0

Comment: Zeeman is committed to continuing to raise wages at its production locations, starting with the aforementioned 5 suppliers. Understanding that this requires long-term commitments, Zeeman has formalised its efforts through a Memorandum of Understanding (MoU). As a target wage, Zeeman decided to use living wage estimates provided by the Global Living Wage Coalition in all production countries. In 2022, Zeeman began contributing to the living wage benchmark for five key production facilities, financing this contribution from its overall margin. For its share of production, Zeeman compensates the difference between the minimum wage and a living wage, with the extra amount being paid directly to the workers. In 2023, preparations began for five new programmes, aiming to extend the living wage initiative to a total of 10 factories by early 2024. This will represent approximately 25% of Zeeman's clothing and textile purchasing value. The company has allocated a budget for the implementation of its Living Wage roadmap at least until 2027, aiming to ensure that 50% of its total FOB is directed towards a living wage. Zeeman's commitment to living wages is also included in its newly developed two-way Code of Conduct.

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.	26%	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.	2	6	0

Comment: Zeeman pays its share of the living wage estimate surcharge to five factories. These locations account for 26% of the total textile FOB.

Recommendation: Zeeman is encouraged to roll out its approach to other suppliers.

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's Access to Remedy Policy.	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: Zeeman received nine complaints in the past financial year about wages, legally binding employment relationships, health and safety, and the freedom to choose employment at its suppliers in Bangladesh, Türkiye, and Pakistan. Zeeman has addressed the complaints in line with Fair Wear's complaint procedure. Zeeman also engages in follow-up actions with deeper tiers of its supply chain. When the Clean Clothes Campaign informed Zeeman about a complaint at a dyeing mill, the brand willingly took action to address the issue.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.15 Degree to which member company implements training to address the risks identified.	Advanced	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.	6	6	0

Comment: Zeeman has some CAP findings where training is a recommended follow-up action. The member has enrolled some of its suppliers with findings where training was suggested regarding lack of awareness about CoLP, social dialogue, worker representation, and gender-based violence in the following training modules: Workplace Education Programme (WEP) basic, Violence and Harassment Prevention Programme, and the onboarding module.

Recommendation: The member is recommended to implement training for all factories where this is part of its action plan.

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: Zeeman organised WEP Basic training, which do not require specific follow-up and for the more advanced training the company has not received training reports yet and awaits those to decide on appropriate follow-up.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.17 The member company's human rights due diligence system includes a responsible exit strategy.	Intermediate	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.	2	4	0

Comment: Zeeman's human rights due diligence system includes a responsible exit strategy. In the past financial year, the member stopped with nine suppliers. The suppliers that were exited were part of the consolidation strategy. The member followed the steps in the responsible exit strategy. Zeeman has yet to discuss the responsible exit strategy with all its suppliers.

Recommendation: Zeeman is recommended to 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.	Basic	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.	2	6	0

Comment: Zeeman undertakes activities related to human rights that go beyond Fair Wear's scope, cooperating with different NGOs. For its tier 2 and beyond suppliers, as well as its non-textile production locations, Zeeman uses a similar approach to monitor human rights risks. The member brand has demonstrated its efforts to address and remediate social issues at its tier 2 suppliers.

Layer 4 External communication, outreach, learning, and evaluation

Possible Points: 22

Earned Points: 16

Indicators related to communication

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
4.1 Member company actively communicates about Fair Wear membership.	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: Zeeman 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 mentioning membership on its website, Zeeman 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

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
4.3 Human rights due diligence reporting 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: Zeeman has submitted its social report, which Fair Wear approved. Zeeman has also published the report on its website. Zeeman also invited journalist to the press release of its sustainability report, which meets the requirements of the social report.

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: Zeeman does not report on factory-level data and remediation results.

Requirement: Zeeman 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.

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: Zeeman has a system for tracking progress and evaluating the effectiveness of measures taken to prevent and remedy human rights violations. This system uses supplier scorecards to monitor progress and measure the success of implemented actions. The results from these scorecards are incorporated into the company's KPIs, which form the basis for the management team's appraisal system.

Recommendation: The member is advised to include feedback from workers and suppliers 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 requirements: Zeeman should ensure that new suppliers commit to improving labour conditions before starting a partnership. The member brand should demonstrate it understands the link between buying prices and wage levels, ensuring pricing supports the payment of the legal minimum wage. Finally, the brand should respond adequately if a supplier fails to comply with wage regulations. Zeeman followed up on all requirements.

5 Appreciation chapter

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

Comments: Zeeman actively responds to allegations raised by consumers, the media, and other NGOs. For example, customers have questioned how the brand can sell T-shirts at such a low price while still ensuring that human rights are protected.

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

Comments: Zeeman participated in the OECD Forum Session in Paris on closing living wage gaps in garment supply chains, moving from commitment to action. The company is also part of letters regarding ambitious engagement in the EU process aligned with OECD guidelines and support for the proposed legislation. Additionally, Zeeman took part in a roundtable discussion with the Dutch House of Representatives on sustainability in the clothing industry and maintains close contact with the Clean Clothes Campaign (CCC) concerning the Kentucky case.

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

Recommendations to Fair Wear

Zeeman suggests that Fair Wear should encourage supporters through testimonials from the CEO and highlight, as stated by the buying director, that Human Rights Due Diligence (HRDD) is not a solely a "cost". The brand advocates for the inclusion of non-textile producers in the Fair Wear system, a long-standing desire. Zeeman also recommends recruiting new members by reaching out to brands operating in the same factories. Furthermore, environmental factors such as factory temperature, humidity, flood resistance, and heatwave resilience should be incorporated into the Fair Wear standards. Zeeman proposes forming a coalition of willing participants and providing a list of retailers from agents to facilitate collaboration and information sharing.

Brand Performance Check details

Date of Brand Performance Check: **28-05-2024**

Conducted by: **Jason Mandels**

Interviews with: **Arnoud van Vliet - Manager CSR & Quality**

Bo Duijvestijn - Junior CSR Specialist

Christine van Dorp - CSR Specialist at Zeeman

Erica Roolvink - Buying Director

Erik-Jan Mares - CEO

Herma Martina - Buyer

Marloes Durieux - Buyer

Pieter Grootendorst - Business Controller

Veronique de Bruijn - Buying Manager