



## **Brand Performance Check**

**SALEWA, DYNAFIT, Wild Country &  
LaMunt**

**Publication date: August 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](http://www.fairwear.org). The online [Brand Performance Check Guide](#) provides more information about the indicators.

# Scoring overview

Total score: 134

Possible score: 202

Benchmarking Score: 66

Performance Benchmarking Category: Good



## Summary:

SALEWA, DYNAFIT, Wild Country & LaMunt has shown progress and met most of Fair Wear's performance requirements. With a total benchmarking score of 66, the member is placed in the Good category.

This Brand Performance Check assessed SALEWA, DYNAFIT, Wild Country & LaMunt's efforts to responsibly implement Human Rights Due Diligence (HRDD) in its supply chain for the financial years 2022 and 2023.

SALEWA, DYNAFIT, Wild Country & LaMunt has a sourcing strategy addressing influencing labour conditions. In 2023, the member had 54 active suppliers. The member brands sourcing strategy explicitly focuses on increasing influence through consolidation and active cooperation with other clients, including non-Fair Wear brands.

SALEWA, DYNAFIT, Wild Country & LaMunt conducts two-level country risk scoping using international indices to rate all countries from very low to very high risk. The risk per the code of labour practise are only assessed for medium to high risk countries. The member brand's risk assessment on factory level is done for 92% of the suppliers but still needs improvement as it mainly reflects existing harms instead of risks of potential harms. Fair Wear recommends that SALEWA, DYNAFIT, Wild Country & LaMunt expands its risk scoping to include other risk factors, such as product-level, sector and sourcing model risks.

Despite Fair Wear's general expectation that member brands start disengagement from Myanmar, the member brand remains in Myanmar. SALEWA, DYNAFIT, Wild Country & LaMunt works on improving the lives of workers at its suppliers in Myanmar. The member brand sources from two production locations in Myanmar with a production volume of 9,4% of its total FOB. The member brand has increased its production volume placed in Myanmar since the previous check, from 5,3% of the total FOB in 2022, to 9,4% in 2023. The member brand could not show any wage increases above minimum wage at its two Burmese suppliers. Members staying in Myanmar must work towards wage increases with their suppliers, as low wages are one of the most urgent harms in the country.

SALEWA, DYNAFIT, Wild Country & LaMunt sources from five production locations in Bangladesh with a production volume of 23% of its total FOB. The member company has signed the International Accord.

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

## Performance Category Overview

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

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

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

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

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

# Company Profile SALEWA, DYNAFIT, Wild Country & LaMunt

## Member company information

Member since: 1 Jan 2013

Product types: Outdoor products and Outdoorwear

Percentage of turnover of external brands resold 0%

FLA Member No

Number of complaints received last financial year 6

## Basic requirements

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

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

Membership fee has been paid? Yes

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

Production Country	Number of production locations	Percentage of production volume
Viet Nam	10	30.42%
Bangladesh	5	26.86%
China	15	14.6%
Romania	1	10.98%
Myanmar	2	9.45%
Italy	7	2.77%
Türkiye	1	1.38%
Ukraine	1	0.7%
Czechia	1	0.61%
Albania	3	0.5%
Slovenia	1	0.41%
Switzerland	1	0.39%
Lithuania	2	0.37%
Republic of Moldova	1	0.31%
Portugal	1	0.16%
Slovakia	1	0.08%
Austria	1	0.02%

# Layer 1 Foundational system's criteria

---

**Possible Points: 8**

**Earned Points: 6**

---

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

**Comment:** [SALEWA, DYNAFIT, Wild Country, and LaMunt](#) have a Human Rights Due Diligence policy. Still, a commitment to assess and address the brands' purchasing practices in accordance with the Common Framework for Responsible Purchasing Practices (CFRPP) is missing.

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.: [No](#)

**Requirement:** Fair Wear requires SALEWA, DYNAFIT, Wild Country & LaMunt to disclose its production locations to other member brands through Fair Wear's information management system.

**Comment:** SALEWA, DYNAFIT, Wild Country & LaMunt discloses 13% 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.:** No

**Requirement:** Fair Wear requires SALEWA, DYNAFIT, Wild Country & LaMunt to disclose its production locations on Fair Wear's transparency portal.

**Comment:** SALEWA, DYNAFIT, Wild Country & LaMunt discloses 0% 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:** SALEWA, DYNAFIT, Wild Country & LaMunt has a sourcing strategy addressing influencing labour conditions. In 2023, the member has 54 active suppliers. 75% of the production volume comes from suppliers, where the member has at least 10% leverage with suppliers. 19% of the production volume comes from suppliers where SALEWA, DYNAFIT, Wild Country & LaMunt buys less than 2% of its total FOB. This is an improvement compared to the last Brand Performance Check, which reported 63 active production locations where 64% of production volume came from suppliers where the member had at least 10% leverage and 23% FOB from tail-end suppliers. SALEWA, DYNAFIT, Wild Country & LaMunt's sourcing strategy explicitly focuses on increasing influence through consolidation and active cooperation with other clients, including non-Fair Wear brands.

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:** SALEWA, DYNAFIT, Wild Country & LaMunt has a sourcing strategy focusing on maintaining long-term relationships. 72% of the member's total FOB volume comes from suppliers with whom SALEWA, DYNAFIT, Wild Country & LaMunt has a business relationship for at least five years. The member has not yet committed to long-term contracts (3-5 years). The member brand regularly places orders and collaboratively discusses forecasting in person, particularly with its four key suppliers producing more than 50% of SALEWA, DYNAFIT, Wild Country & LaMunt's total FOB volume. Therefore, the brand feels it contributes to order certainty. However, this is not yet stipulated in contracts and is also not wanted by the supplier according to the member brand.

**Recommendation:** SALEWA, DYNAFIT, Wild Country & LaMunt is advised to reevaluate to embed long-term contracts in its sourcing strategy.

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:** SALEWA, DYNAFIT, Wild Country & LaMunt conducts two-level country risk scoping. The member brand first uses various international indices (World Bank Governance, Global Rights Index, Gender Gap Index and Human Development Insights) to rate all countries from very low to very high risk. For countries categorised from medium to exceptional high risks, the risks are assessed per the code of labour practice. In its risk scoping, the member has not assessed the impact and prevalence of all labour code risks. SALEWA, DYNAFIT, Wild Country & LaMunt did not add any potential harms for freedom of association in Bangladesh, while potential harms are present even though rated as low. Countries with very low to low risk do not have a risk scoping per code element. Therefore, no potential harms are assessed per labour standard for Czechia, Italy, Lithuania, Portugal, Slovakia, and Slovenia, even though for example for Italy sources indicate high risk on various labour standards. In its risk scoping, the member has not assessed the impact and prevalence of all labour code risks. SALEWA, DYNAFIT, Wild Country & LaMunt did not add any potential harms for freedom of association in Bangladesh, while potential harms are present even though rated as low. The risk scoping partly includes a gender lens. The member mainly examines the gender gap index for all 18 sourcing countries. In addition, for six countries where Fair Wear is active, a gender lens and input from workers, suppliers and stakeholders are included in the risk scoping per labour standard. SALEWA, DYNAFIT, Wild Country & LaMunt has yet to include input from workers, suppliers and stakeholders for other countries. The member brand is a signatory of the International Accord to ensure safe and healthy working conditions at its Bangladeshi suppliers, and all factories are covered by the RSC (RMG Sustainability Council). SALEWA, DYNAFIT, Wild Country & LaMunt has included its cooperation with licensees as a business model risk in its risk scoping. The member has not included sector, sourcing model and product level in its risk scoping. The member adjusts its sourcing strategy sometimes based on the risk scoping. While searching for new potential suppliers, the member brand conducted its first level of risk scoping for Cambodia and Indonesia. Based on the assessed risks, the brand decided not to start business in either country. To date, SALEWA, DYNAFIT, Wild Country & LaMunt's sourcing strategy does not mention a preference for countries where workers can freely form or join a trade union and/or bargain collectively.

Despite Fair Wear's general expectation that member brands start disengagement from Myanmar, the member brand remains in Myanmar. SALEWA, DYNAFIT, Wild Country & LaMunt's rationale is that based on their stakeholder consultation the situation in Myanmar is complex and human rights due diligence is more difficult than it used to be, but it is still possible. Leaving would have a more negative impact on the workers according to the brand. The member brand has increased its production volume placed in Myanmar since the previous check, from 5,3% of the total FOB in 2022 to 9,4% in 2023. SALEWA, DYNAFIT, Wild Country & LaMunt explained that the increase is the higher demand for carry-over styles produced at the two suppliers in Myanmar; no new styles have been placed. The brand has rated Myanmar as a country with exceptionally high risk; employment is freely chosen, freedom of association and access to remedy, no discrimination, legally binding employment relationship, living wages, and reasonable hours of work are rated as very high risks, next to no child labour and safe and healthy working conditions. Despite the very high risks, the brand continues sourcing at its two suppliers in Myanmar after extensive local stakeholder consultation (e.g. Myanmar Centre for Responsible Business, SMART Myanmar, Italian Embassy in Myanmar) and significantly enhanced its due diligence, as will be described in the following indicators, such as 2.7.

**Requirement:** SALEWA, DYNAFIT, Wild Country & LaMunt must include all sourcing countries in its risk scoping and assess all eight labour standards per country.

**Recommendation:** Fair Wear strongly recommends SALEWA, DYNAFIT, Wild Country & LaMunt 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:** SALEWA, DYNAFIT, Wild Country & LaMunt has a standard process for onboarding new suppliers. All relevant colleagues are aware of this process. In case the member brand is in need of a new supplier (e.g. for risk mitigation purposes or because of portfolio developments), the Operations Director Apparel starts a dialogue with potential new suppliers. Topics of the first conversations are the supplier's certifications, factory assessment results, portfolio, set-up of the supplier and its factories, other customers, technical standards, research and prices. The importance of the brand's Fair Wear membership, the expectation towards conducting HRDD and improving working conditions are also an important part of the dialogue with factory management. In case of a positive outcome, a thorough factory self-assessment and an assessment by the quality control staff are conducted. New suppliers are asked to provide costing sheets, which is communicated from the beginning. It is the standard process for SALEWA, DYNAFIT, Wild Country & LaMunt to additionally share all relevant documents by email, such as the brand's code of conduct, the supplier questionnaire and the Worker Information Sheet (WIS). The first purchasing order will only be placed after the code of conduct has been signed. This process has been followed for all five suppliers added last year. It is not the standard process yet to have a dialogue with its suppliers about Fair Wear's requirements and how to cooperate in implementing them before finalising the first purchase order, enhanced dialogue is done when needed.

**Recommendation:** Fair Wear recommends that SALEWA, DYNAFIT, Wild Country & LaMunt include as a standard process an extensive dialogue by the Operations Director 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:** In 2023, SALEWA, DYNAFIT, Wild Country & LaMunt onboarded five new suppliers in China, Bangladesh, China, Portugal and Vietnam. In 2022, the member brand onboarded eleven new suppliers in Bangladesh, China, Italy and Vietnam. SALEWA, DYNAFIT, Wild Country & LaMunt collects human rights information of potential new suppliers by conducting thorough factory self-assessment and an assessment by the quality control staff. Any existing audit reports are collected during the visit. One team member visits the supplier and runs a health and safety check. SALEWA, DYNAFIT, Wild Country & LaMunt followed the above process for the suppliers added in the previous two years. Suppliers based in Bangladesh need to show serious commitment to guaranteeing workers' safety in the factory by agreeing to the brand's 'Bangladesh sourcing policy', being audited by RMG Sustainability Council (RSC) and working on the findings. Since 2022, the member company onboarded three suppliers in Bangladesh and checked the remediation status on the RSC website before placing the first purchasing order. Based on the outcome of the evaluation, the brand decides whether or not to onboard the potential new supplier. In the last business year, one possible new Cambodia supplier was not onboarded. The company does not collect information from workers or stakeholders to inform the sourcing decision. SALEWA, DYNAFIT, Wild Country & LaMunt collects human rights information for suppliers of licensees and started working on improved licensees contracts in 2024 in line with Fair Wear's requirements. The member's sourcing strategy does not mention a preference for suppliers where workers are free to form or join a trade union and/or bargain collectively.

**Recommendation:** Fair Wear strongly recommends SALEWA, DYNAFIT, Wild Country & LaMunt 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.

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.	Basic	This indicator focuses on the preliminary mitigation of risks by actively raising awareness about the Fair Wear Code of Labour Practices and complaints helpline. Discussing Fair Wear's CoLP with management and workers is a key step towards ensuring sustainable improvements in working conditions and developing social dialogue at the supplier level.	Evidence of social dialogue awareness raised through earlier training/onboarding programmes, onboarding materials, information sessions on the factory grievance system and complaints helpline, use of Fair Wear factory guide, awareness-raising videos, and the CoLP.	2	6	0

**Comment:** As mentioned in indicator 2.5, SALEWA, DYNAFIT, Wild Country & LaMunt added five new suppliers in 2023 and ten new suppliers in 2022. The member brand shared information about Fair Wear's CoLP and the grievance mechanism within the first year of doing business. The Worker Information Sheet has been posted for 14 of the 15 suppliers. SALEWA, DYNAFIT, Wild Country & LaMunt 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.

**Requirement:** SALEWA, DYNAFIT, Wild Country & LaMunt must ensure that factory management is aware of the Fair Wear CoLP and the grievance mechanism within the first year of starting business. The Worker Information Sheet needs to be posted at a place easily accessible for workers.

**Recommendation:** SALEWA, DYNAFIT, Wild Country & LaMunt 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.	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:** In general, SALEWA, DYNAFIT, Wild Country & LaMunt has a systematic approach to assessing human rights risks in its supply chain and assessed human rights risks for its key production locations, which have been audited (92% of total FOB volume). The brand evaluated the risk according to its rating system based on the eight Code of Labour standards. The main source is audit results. The brand uses an Excel file to assess all possible findings and risks and developed five risk categories: very low (10-8), low (7-5), medium (6-4), high (4-2), very high (2-0). There is a discrepancy between the outcomes of SALEWA, DYNAFIT, Wild Country & LaMunt's risk assessment process and the common risks identified in the member brand's risk scoping and Fair Wear country studies. Based on the brand's rating system (supplier risk assessment) shown during the brand performance check, the two Burmese suppliers are categorised as very low risk by SALEWA, DYNAFIT, Wild Country & LaMunt (review as well indicator 3.1). Despite the rating of very low risk for its Burmese suppliers, the brand prioritises the monitoring of its Burmese suppliers based on the country risk scoping (i.e. exceptional high risk) by enrolling them, e.g. in the MADE programme, which includes both factory assessments and training. SALEWA, DYNAFIT, Wild Country & LaMunt explained that "human rights-related controversies" are added to assess the priorities that factories have, priorities are indicted in the brand's audit plan. The member brand has a system to identify risks at suppliers based in Bangladesh by evaluating factory risk assessments, checking the results of the RSC factory assessments and level of improvements, ESG assessments and factory visits. The member is a signatory of the International Accord. Overall, the member has a systematic approach to assessing human rights risks in its supply chain and all suppliers based in countries with medium to exceptional high risk are monitored. The rating system that SALEWA, DYNAFIT, Wild Country & LaMunt uses for its risk assessment does not explicitly include worker, stakeholder and/or supplier input, and a gender lens was not applied. As the risk assessment, even though being done with a systematic approach, does not reflect potential human rights risks at the suppliers as described above, the scoring for this indicator is demoted to basic.

**Recommendation:** Fair Wear strongly recommends that SALEWA, DYNAFIT, Wild Country & LaMunt to update its risk assessment tools to capture potential harms (risks) instead of actual harms at its suppliers when they do not identify risks that are common in the production country.

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).	Basic	Freedom of association and collective bargaining are 'enabling rights.' When these rights are respected, they pave the way for garment workers and their employers to address and implement the other standards in Fair Wear's Code of Labour Practices - often without brand intervention.	Use of supplier questionnaire to inform decision-making, collected country information, and analyses.	2	6	0

**Comment:** SALEWA, DYNAFIT, Wild Country & LaMunt has mapped the risks to freedom of association (FoA) in its sourcing countries and can explain the main risks per country, including the risks to women workers, which are underrepresented. In its two-level country risk scoping process, the member brand uses the ITUC Global Rights Index to assess the compliance with collective labour rights for all 16 out of 18 sourcing countries. SALEWA, DYNAFIT, Wild Country & LaMunt has an enhanced understanding of FoA in its high-risk production countries and has formally assessed the risk for six countries. The risks identified are, for example, in Myanmar, management mistreats workers due to their union membership or activities, and factory management does not allow trade unions to approach workers. In China, workers cannot freely form or join the union of their choice. In Vietnam, worker/union representatives are not chosen by workers or are not democratically elected, and there is a CBA, but it is not recognised by the management. For all six countries, the risk of existing TUs or worker representatives not being involved in improving working conditions was identified. As mentioned under 2.3, in its risk scoping, the member did not add any potential harms for freedom of association in Bangladesh, while potential harms are present even though rated as low. SALEWA, DYNAFIT, Wild Country & LaMunt has mapped the status of FoA at the supplier level with a questionnaire by including the presence of unions/workers committees and their functioning (e.g. number of meetings, involvement in decision making, internal training). The overview also includes the presence of female representation but does not include questions on CBAs yet.

**Recommendation:** SALEWA, DYNAFIT, Wild Country & LaMunt is strongly recommended to include all countries when scoping the risk of FoA. It is recommended that the member brand use Tool 2: Supplier Questionnaire from Fair Wear’s FoA Guide to assess and deepen its understanding of the risk of FoA violation 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.	Advanced	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.	6	6	0

**Comment:** SALEWA, DYNAFIT, Wild Country & LaMunt 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 changes to employment status during/after maternity leave, unfair dismissal due to pregnancy and male workers are not granted paternity leave when legally required as important risks prevalent in Myanmar. Discrimination in hiring practices, compensation and opportunities in Türkiye, Myanmar, China, Bangladesh, Vietnam, Romania and Ukraine. Additionally, SALEWA, DYNAFIT, Wild Country & LaMunt actively collects gender data per factory. The data collected includes male/female breakdown per job position, existing policies (anti-discrimination and anti-harassment), the existence of an anti-harassment committee and its functioning, number of single mothers and policies to protect, long overtime protection of female workers on their way home, female workers' representatives). This information is collected through annual questionnaires. The member sometimes analyses the collected gender-disaggregated data at the factory and country level when working on complaints or audit findings. For example, at a Burmese supplier where a complaint about verbal abuse was filed, the brand analysed the gender split of supervisors to identify the root cause of the complaint and decide on needed remediation and preventive measures. At one of the Bangladeshi suppliers, the brand started analysing the data of female supervisors; as women are not often female supervisors, the brand was interested to learn more about the career development of those women who did become supervisors as potential learning and good practise for other women workers in the factory.

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

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:** Suppliers' human rights performance is evaluated systematically every year. SALEWA, DYNAFIT, Wild Country & LaMunt has a system for assessing suppliers' social compliance status based on findings from different factory assessments and progress towards follow-up by each supplier. The suppliers' performances are compared and tracked over the years. They include critical, major findings on wages, working hours, grievance mechanisms, working age, contracts, gender and discrimination, and enhanced due diligence. As well as overall communication regarding responsiveness, willingness and proactiveness to prevent and mitigate. SALEWA, DYNAFIT, Wild Country & LaMunt incorporates supplier performance related to CoLP compliance in regular department meetings because it has strong links to consistent orders and continuity of quality. Occasionally, the outcome of this evaluation influences purchasing decisions. For example, poor factory assessment results and poor communication supported the decision to start the exit process at a Chinese supplier in 2023. The supplier rating for the member brand's suppliers in Myanmar is medium (C) and excellent (A) according to the brand's audit rating on critical and major findings described above. However, the supplier with the 'A' rating had 98 audit findings which included issues such as excessive overtime and incorrect overtime rate calculations. Order volume has increased in both factories since 2022 due to carry-over styles (see as well indicator 2.3). SALEWA, DYNAFIT, Wild Country & LaMunt has not yet shared the evaluation outcome with its suppliers and their worker representatives. The member has collected information about the human rights performance of the production locations used by its licensees.

**Recommendation:** Fair Wear recommends SALEWA, DYNAFIT, Wild Country & LaMunt review the indicators of its supplier evaluation, in particular, the definition and weight of critical and major findings.

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:** SALEWA, DYNAFIT, Wild Country & LaMunt uses the outcomes of its human rights monitoring to respond to unauthorised subcontracting. There is no evidence of missing first-tier locations. Subcontractors such as external printing facilities are missing in the database but are registered in a separate Excel file, which was checked during the brand performance check. Additionally, the member actively prevents unauthorised subcontracting by visiting suppliers during production and having a dedicated QC team perform final inspections before shipment approval. The brand also assesses production capacity by cross-checking order numbers with the number of reserved production lines to check whether it is realistic to have the order made entirely in-house. SALEWA, DYNAFIT, Wild Country & LaMunt addresses subcontracting in its licensing agreements. The member brand is also mapping its lower-tier suppliers, such as nominated fabric suppliers.

**Recommendation:** Fair Wear recommends that the member explicitly addresses unauthorised subcontracting in its licensing agreements. SALEWA, DYNAFIT, Wild Country & LaMunt is strongly recommended to also add all subcontractors such as printing facilities in the system.

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:** SALEWA, DYNAFIT, Wild Country & LaMunt has identified whether homework is prevalent in its sourcing countries. According to the member there is a very low risk of homeworkers being used by its suppliers because of the complexity of the products. In 2023, the brand cross-checked this estimation by sending a home worker questionnaire to all suppliers. Furthermore, the brand's QC team is used to monitor that orders are not being outsourced. In recent years, SALEWA, DYNAFIT, Wild Country & LaMunt has not found any homeworkers through its monitoring.

## 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:** SALEWA, DYNAFIT, Wild Country & LaMunt uses contracts with its suppliers. The member has agreements in the form of purchase conditions stipulating payment terms and penalties. Liability or force majeure is not yet covered in the contract. Payment terms vary per supplier; for suppliers in Bangladesh, the brand uses letters of credit that provide financial security to the supplier. For other suppliers, payment terms are below 60 days upon the goods being loaded on the vessel. The sample contract stipulates that the supplier shall assume all expenses in case of delivery delays or defective products. An unequal burden is placed upon suppliers by holding them financially responsible through discounts or air shipments for delivery delays without proof of fault. SALEWA, DYNAFIT, Wild Country & LaMunt explained that the penalties are never applied, even when suppliers were unable to deliver on time, and that the clauses remain in place to communicate clear expectations on the part of the brands.

The member brands' Code of Conduct includes the Fair Wear Code of Labour Practices. The brand's RBC policy supports the implementation of human rights due diligence, and SALEWA, DYNAFIT, Wild Country & LaMunt commits to supporting its suppliers in fulfilling the standards set. In general, the member's contract support the implementation of human rights due diligence as the conditions of purchase, code of Conduct including fair payment terms and a link to the brands RBC policy and HRDD process are all included.

**Requirement:** SALEWA, DYNAFIT, Wild Country & LaMunt should evaluate its contracts to ensure that it does not place an unequal burden on its suppliers or include terms that limit the possibility of implementing the Code of Conduct.

**Recommendation:** Fair Wear strongly recommends that SALEWA, DYNAFIT, Wild Country & LaMunt remove penalties for late delivery from its contracts, or at least ensure there is 'proof of fault by the supplier'.

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:** There is an active interchange of information between CSR and other departments to enable coherent and responsible business practices.

SALEWA, DYNAFIT, Wild Country & LaMunt includes responsible business practices in job role competencies for its costing manager. By developing its costing tool, as described under indicator 2.16, the costing manager could demonstrate how good pricing strategies are integrated into the brand's pricing strategy using living estimates from Fair Wear's living wage policy in the calculations.

**Recommendation:** SALEWA, DYNAFIT, Wild Country & LaMunt could formally 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.	Advanced	Members' purchasing practices can significantly impact the levels of excessive overtime at factories.	Proof that planning systems have been shared with production locations, examples of production capacity knowledge that is integrated into planning, timely approval of samples, and proof that management oversight is in place to prevent late production changes.	6	6	0

**Comment:** SALEWA, DYNAFIT, Wild Country & LaMunt's production planning system always considers the factory's capacity and works with long forecasting. Forecasting is always done in person and in close collaboration with the supplier. In addition, SALEWA, DYNAFIT, Wild Country & LaMunt created a production line capacity calculator that considers available production lines, daily production capacity, and production days needed. This enables the brand to cross-check if capacity is sufficient for orders placed. The member brand does not place urgent orders that can put its suppliers under unnecessary pressure. It confirms samples on time, enabling smooth and efficient product development. In case of a production delay, the brand is flexible with delivery dates, reshuffles orders if needed for a specific customer, or agrees to shipment via air at its own expense. In its production planning, SALEWA, DYNAFIT, Wild Country & LaMunt calculates back; factories are asked when material needs to be in to have the order ready at a specific time. The member then asks the material suppliers when they need to receive the final forecasts to deliver the material on time. By cooperating closely with material suppliers, the member hopes to prevent material delay, which is one of the main root causes of excessive overtime. In addition, the member brand supports one of its Burmese suppliers by placing low-season orders of carry-over styles without actual customer orders, which is a risk for the brand. After each season, the member evaluates its orders, looking at how close the actual delivery of each stage was to the forecast. The production manager confirmed the forecasting accuracy has improved over time.

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.	Advanced	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.	6	6	0

**Comment:** SALEWA, DYNAFIT, Wild Country & LaMunt works with an extensive cost breakdown calculation per style, including estimated cost composition and workmanship costs. This is a requirement for new suppliers. Since the last brand performance check in 2021, the member brand has made significant progress in expanding the fact-based costing with its supplier base and introducing a costing software with pre-filled costs from the bill of material (BOM). The costing manager cross-checks the approximate labour costs (per style) given by the supplier with the garments' complexity, the standard allowed minutes, the factory's technical experience, and other specific features. The tool includes efficiency percentages of the different production countries in its calculation. The company checks with its suppliers whether these estimated percentages are correct. SALEWA, DYNAFIT, Wild Country & LaMunt does not know the number of actual sewing minutes needed for a style. However, the member brand works with the standard allowed minutes and its calculated minute prices based on the living wage estimate and the available working minutes per worker in one month. As the first step, the brand ensures the standard allowed minutes are covered by its price. The member brand also checks the factory's profit margin to ensure it is reasonable and not too low. SALEWA, DYNAFIT, Wild Country & LaMunt includes changes in legal minimum wage or inflation in its buying prices but, as described, always uses living estimates when cross-checking that buying prices cover its share of the living wage, with the help of the costing calculator.

**Recommendation:** SALEWA, DYNAFIT, Wild Country & LaMunt 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.

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:** SALEWA, DYNAFIT, Wild Country & LaMunt has informed its sourcing intermediaries of Fair Wear requirements. As the member brand has direct contact with all suppliers, it is ensured that all production locations are informed about the implementation of the CoLP in the onboarding process. Next to that, the intermediaries actively support HRDD and the implementation of the CoLP. For example, in the last business year, suppliers and intermediaries were trained as part of the EIS project in Bangladesh. The member is yet to require from its intermediaries that they uphold the purchasing practices as mentioned in the Common Framework of Responsible Purchasing Practices (CFRPP)

**Recommendation:** SALEWA, DYNAFIT, Wild Country & LaMunt could require its intermediaries to uphold the purchasing practices mentioned in the CFRPP framework.

## Layer 3 Prevention, mitigation and remediation

**Possible Points: 90**

**Earned Points: 54**

### 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.	Basic	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.	2	6	0

**Comment:** DYNAFIT, Wild Country & LaMunt has prioritised risks based on a supplier overview, including country risks, supplier evaluation, attention points, leverage, FOB production volume and factory assessment data such as total findings, etc. All risks identified on supplier level are followed up within the Corrective Action Plans (CAPs). Based on the risk scoping as described in chapter two, SALEWA, DYNAFIT, Wild Country & LaMunt has linked country risks to appropriate follow-up for factories covering 46% of FOB. The original percentage of 92% was halved as the follow-up per supplier is there in practice but not captured in writing yet.

In addition, the factory risk assessments do not match with the prioritised risks/follow up plan per supplier. Based on the brand's rating system shown during the brand performance check, the two Burmese suppliers are categorised as very low risk by SALEWA, DYNAFIT, Wild Country & LaMunt. For example, the brand rated the risk for FoA as very low (10), even though the latest factory assessment report showed seven findings on FoA, including ten recommendations. Health and Safety risks are rated as very low (10). In contrast, the factory assessment report showed 75 findings around health and safety. Despite the rating of very low risk for its Burmese suppliers the brand prioritises the monitoring of its Burmese suppliers based on the country risk scoping (i.e. exceptional high risk). For Myanmar, the action plan is documented in the Myanmar progress report and covers all eight focus areas: FoA and access to remedy, grievance mechanisms, forced labour, economic linkages to the military, security risks, addressing salient risks (OT, wages, unfair dismissal), credible information and reporting. Implementation is mainly focused on closely working with MADE Myanmar and the SMART programme, the brand's own Quality Controllers and conducting worker surveys with the provider Ulula. The member company could show that it integrated the Accord Bangladesh Safety Program into action plans for its suppliers in Bangladesh and works on joint prevention, mitigation, and remediation with the RSC and signatories of the International Accord.

To conclude, action plans are not captured in writing yet and risk assessment currently do not match with prioritised risks.

**Recommendation:** Fair Wear strongly recommends documenting action plans in writing and further completing and improving its existing action plans by having an overall overview instead of various files, from CAPs to audit overviews, supplier evaluations, etc.

Fair Wear strongly recommends the member to making the action plans for SALEWA, DYNAFIT, Wild Country & LaMunt's Myanmar locations more detailed, including concrete goals on the salient risk of wages (reaching 3,55 USD/day or at least 10.000 Kyatt/day).

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:** As described under Indicator 2.9 SALEWA, DYNAFIT, Wild Country & LaMunt sometimes uses the collected gender-disaggregated data at the factory and country level to support the remediation of CAP findings or complaints. For example, at a Burmese supplier where a complaint about verbal abuse was filed, the brand analysed the gender split with supervisors to identify the root cause of the complaint and decide on needed remediation and preventive measures. The brand has not yet included a comprehensive gender lens in its overall action plans.

**Recommendation:** SALEWA, DYNAFIT, Wild Country & LaMunt is recommended to extend its gender lens to all action plans.

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.	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:** SALEWA, DYNAFIT, Wild Country & LaMunt has taken the following mitigating measures for its suppliers in Myanmar: These steps include enrolling its suppliers in Myanmar in the MADE Workplace Relations Programme in 2023 to strengthen FoA and functioning grievance mechanisms. The programme started early in 2024. The member has yet to apply a gender lens and ensure its steps to promote FoA and effective social dialogue address the specific risks for female workers. SALEWA, DYNAFIT, Wild Country & LaMunt plans to evaluate training at Burmese suppliers and, if successful, plans to review how social dialogue training could be executed at other factories and countries. Besides that, the brand has not yet included concrete action plans on FoA for other suppliers yet in 2023.

**Recommendation:** Fair Wear recommends SALEWA, DYNAFIT, Wild Country & LaMunt to include more comprehensive steps in its action plans, such as the support of the MC-CBA's in Vietnam in 2024.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.4 Member company actively supports a factory-level grievance mechanism.	Advanced	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.	6	6	0

**Comment:** SALEWA, DYNAFIT, Wild Country & LaMunt systematically assesses and regularly monitors the suppliers' internal grievance mechanisms. With the help of a questionnaire the brand informs itself about whether a complaints mechanism is in place, if there is a process to follow up on complaints and if workers were trained. SALEWA, DYNAFIT, Wild Country & LaMunt collects data on how many complaints were received and resolved and how awareness raising is done on the grievance mechanism. This information helps the member brand to evaluate whether the operational-level internal grievance mechanism is functioning. Furthermore, the member assesses whether a union or worker committees are in place and whether they were selected or democratically elected. Additionally, SALEWA, DYNAFIT, Wild Country & LaMunt requests meeting minutes of worker representatives' meetings to verify whether the operational-level internal grievance mechanism is functioning. The brand also makes use of third party factory assessments and own factory visits to collect information the grievance mechanisms in the factory are functioning. SALEWA, DYNAFIT, Wild Country & LaMunt supports and monitors the mechanism and responds when the mechanism is ineffective. For example at its Burmese supplier the factory assessment revealed that many grievances were not addressed in time, no records of remediation were kept and workers were not trained on how to use the grievance mechanism. As a result the brand supported in developing a poster with the supplier to raise awareness on the internal grievance mechanism and enrolled the supplier in Social Dialogues and Effective Grievance Mechanisms Training by MADE.

SALEWA, DYNAFIT, Wild Country & LaMunt has not yet created preventive measures by enrolling its suppliers in Workplace Education Programme training modules to support internal grievance mechanisms. Furthermore, the brand does not yet consider internal grievance mechanisms assessment in purchasing decisions.

**Recommendation:** SALEWA, DYNAFIT, Wild Country & LaMunt is encouraged to clarify how the outcome of assessments of grievance mechanisms is weighted in its supplier evaluation system.

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:** SALEWA, DYNAFIT, Wild Country & LaMunt cooperates with other Fair Wear members and non-Fair Wear brands at its shared suppliers, responding to CAPs and complaints. The member company can demonstrate it works on joint prevention, mitigation and remediation with the RSC and signatories of the International Accord. Next to that, the member also cooperates in taking more preventive measures, such as working together with non-Fair Wear brands on the EIS (Employment Injury Scheme) project by financially contributing to the pension scheme for injured workers at one of its Bangladeshi suppliers.

## Indicators on implementation: improvement and prevention

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.6 Degree of verified actions.	31%	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.	2	6	-2

**Comment:** During the performance check, SALEWA, DYNAFIT, Wild Country & LaMunt could demonstrate with a sample that up to two third (61%) of the CAP issues requiring improvement actions have been followed up. Examples of improvement actions that were taken include health and safety findings such as: implementation of chemical management system including documentation, keeping exits and aisles free as well as other findings such as enrolling missing workers in the social security scheme, payment of wage benefits according to law.

SALEWA, DYNAFIT, Wild Country & LaMunt has shown that it also followed up on more structural and complex issues, such as implementing training on anti harassment, capacity building on grievance mechanism and implementing policies and procedures on discrimination. The CAP issues that require improvement actions and are still open are issues that are more complex or structural such as living wages, implementing ergonomic chairs for all workers, updating the existing payroll system, and therefore need more time to be remediated. The member brand always uses its regular factory visits by QC, Health and safety team to verify improvements and updates its CAPs (e.g. closed and verified during next visit).

SALEWA, DYNAFIT, Wild Country & LaMunt works on improving the lives of workers at its suppliers in Myanmar. At its main supplier, where the brand has 60% leverage, a full factory assessment was completed by MADE in 2023, and at the date of the brand performance check, the vast majority of the 163 findings were closed. The findings included, amongst others, FoA, grievance mechanisms, machine safety, electrical safety and personal protection. In addition, the brand monitors overtime, wages, and temporary workers, raises awareness on grievance mechanisms, started workers survey project, and conducted supervisor training. The second Burmese supplier (leverage 3%) had a risk profiling assessment to highlight the areas that need to be strengthened; the full factory assessment was only conducted in March 2024. However, SALEWA, DYNAFIT, Wild Country & LaMunt assessed existing policies, overtime records, grievance mechanisms and processes, and worker representatives via desktop review. The member has not worked with its suppliers in Myanmar to increase wages, while low wages are one of the most urgent harms in Myanmar that Fair Wear expects members who are staying to address. The brand's leverage is 60% and 3% at the Burmese suppliers. However, during the performance check, the brand could demonstrate that with the help of its costing calculator, it ensured that prices paid by the brand at Burmese suppliers cover labour costs based on the living wage estimate of 419.000 MMK/month. According to recent factory assessments, actual wages paid to workers are below that estimate. At both factories, the lowest daily wages for temporary workers are 4800 MMK/day, whereas Fair Wear's guidance is 10000 MMK/day. Therefore, this indicator is demoted from intermediate (based on follow-up for two-thirds of the CAP issues) to basic progress (the original percentage of 61% was halved to 31%), and a requirement is added. If wages are not improved in the future, the rating will be insufficient.

**Requirement:** Members staying in Myanmar must work towards wage increases with their suppliers, as low wages are one of the most urgent harms in the country.

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:** SALEWA, DYNAFIT, Wild Country & LaMunt has identified some root causes of the CAP issues and discussed these with its suppliers. For its main factory in Myanmar which had a MADE factory assessment, each CAP issue is linked to a root cause. The member has started to develop some preventive steps addressing root causes. Examples of the discussed root causes are lack of space and lack of awareness of the issue in case of blocked fire evacuation routes. The member developed preventive steps like moving machines to create more space and adding a weekly meeting to create awareness of why fire evacuation routes need to be free. At one Burmese supplier, the finding was that the warning letter did not include the frequency of warnings. The identified root cause was a lack of communication and an incomplete warning letter. The warning letter was improved, the HR team was trained, and a new warning letter and disciplinary process were communicated to all workers and posted on the notice board.

**Recommendation:** Fair Wear recommends SALEWA, DYNAFIT, Wild Country & LaMunt to add a column for root causes for each CAP issue as done in the example of MADE factory assessment shown during the brand performance check.

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.	Intermediate	When no improvement or prevention programme is needed, Fair Wear expect its member companies to actively monitor the risk profile and continue to mitigate risks and prevent human rights abuses.	Use of Fair Wear workers awareness digital tool to promote access to remedy. Evidence of data collected, worker interviews, monitoring documentation tracking status quo.	4	6	0

**Comment:** As mentioned under Indicator 2.7, SALEWA, DYNAFIT, Wild Country & LaMunt has not completed a risk assessment for all suppliers. Suppliers located in countries the brand considers low risk do not have a supplier-level risk assessment per the code of labour practice. These cover 6% of the member's total FOB. However, the member brand monitors risks identified as salient for all countries, such as freedom of association, factory-level grievance mechanisms, and gender. SALEWA, DYNAFIT, Wild Country & LaMunt regularly reviews changes to the risk situation, questionnaires are updated on a yearly base and visits all its suppliers. The member has not included worker representatives/local unions in discussions with factory management on possible human rights risks.

**Recommendation:** SALEWA, DYNAFIT, Wild Country & LaMunt needs to ensure its assessment of factories not needing any action plans is based on a risk assessment. The member brand is recommended to ensure worker representation/local unions (when appropriate) are included in discussions with factory management on possible human rights risks.

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

**Comment:** In the previous year, seven audit reports of the twelve audits mentioned excessive overtime. SALEWA, DYNAFIT, Wild Country & LaMunt analysed the root causes of these findings. According to the member, poor capacity planning by factory management or urgent orders by other customers significantly causes excessive overtime. In general, other root causes can be delayed materials or accessories. The member has addressed the root cause of poor capacity planning. As mentioned under indicator 2.15, the member brand uses a line capacity calculator to cross-check if capacity is sufficient for orders placed by SALEWA, DYNAFIT, Wild Country & LaMunt. In addition, for its main supplier in Myanmar, the brand places carry-over style orders in the low season to reduce the peak and fill production lines during the low season. SALEWA, DYNAFIT, Wild Country & LaMunt could show evidence in the form of monthly overtime records at one Burmese supplier that its efforts reduced excessive overtime. For the other six suppliers SALEWA, DYNAFIT, Wild Country & LaMunt could not show that actions have not led to reduction of excessive overtime.

**Recommendation:** Fair Wear strongly recommends SALEWA, DYNAFIT, Wild Country & LaMunt to follow up with suppliers if excessive overtime has been reduced. 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.	Advanced	Fair Wear members are expected to actively verify that all workers receive legal minimum wage. If a supplier does not meet the legal wage requirements or is unable to show they do, Fair Wear member companies are expected to hold the management at the production location accountable for respecting local labour law.	Complaint reports, CAPs, additional emails, Fair Wear Audit Reports or additional monitoring visits by a Fair Wear auditor, or other documents that show the legal wage issue is reported/resolved.	4	4	-2

**Comment:** In the previous year, three out of twelve audits included findings regarding non-payment of legally required wage elements. At a Chinese supplier, neither overtime premiums nor statutory leaves were paid as legally required. At a supplier in Bangladesh, maternity benefits were not paid in case of maternity leave during the first year of employment. At a Burmese supplier, the overtime payment calculation did not align with the law. SALEWA, DYNAFIT, Wild Country & LaMunt responded to these findings promptly. The member addressed the findings and could show during the performance check that the findings at the Bangladeshi and Burmese suppliers were resolved. The brand received some evidence from the Chinese supplier that the findings have been resolved but is still awaiting additional evidence of the payment of missing overtime and statutory leaves. As the brand is phasing out, it has limited leverage to enforce its requests.

In the last performance check, the brand had a requirement on the previous indicator 1.9: The member is required to collaborate with its Vietnamese suppliers and find a solution for the workers who did not receive legal minimum wage during the months of lockdown. In 2022, SALEWA, DYNAFIT, Wild Country & LaMunt paid the shortfall for workers receiving below legal minimum wage during the lockdown in 2021.

**Recommendation:** Fair Wear strongly recommends SALEWA, DYNAFIT, Wild Country & LaMunt to ensure problems of payments below legal minimum wages are not just prevented going forward but also remediated retroactively and should still continue to request evidence of payment of missing overtime premium and statutory holidays at the Chinese supplier the brand is exiting, for example with the help of other brands that continue sourcing at the supplier.

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:** SALEWA, DYNAFIT, Wild Country & LaMunt has an overview of the wage levels at twenty suppliers that have been audited (92% of the brand's FOB volume). The brand collected data on the wages paid by their suppliers in order to have an overall picture. It calculated the total salaries in regular, benefit and overtime incomes for lower-paid, mode and higher-paid workers. The overview of the wages paid to workers was analysed and compared with several living wage benchmarks, the minimum wage, the trade union demand, and the local stakeholder demand. The brand discusses the topic of wages with 92% of its suppliers by discussing the target wage (in 2023, legal minimum wage +30%). SALEWA, DYNAFIT, Wild Country & LaMunt has done a thorough root-cause analysis to find out why wages at suppliers are below the living wage. The member identified the following root causes: Low prices/ limited understanding of the costing for a living wage, limited knowledge about the concept of living wage (and thus reluctance to implement), underdeveloped wage management system (production locations do not have the information to improve wages), low efficiency/productivity or too high targets (related to production planning), other customers' buying practices. Based on the root-cause analysis, SALEWA, DYNAFIT, Wild Country & LaMunt continues using its own costing calculator to ensure prices paid cover living wage estimates as per Fair Wear's living wage policy. The member has yet to develop a systemic and time-bound approach to increase wages to a living wage.

**Recommendation:** Fair Wear encourages SALEWA, DYNAFIT, Wild Country & LaMunt to discuss with suppliers about different strategies to work towards higher wages and develop a systemic and time-bound approach per supplier. 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.	Intermediate	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.	4	6	0

**Comment:** SALEWA, DYNAFIT, Wild Country & LaMunt has an overview of wages paid in production locations. The member has discussed target wages and wage developments with its factories. SALEWA, DYNAFIT, Wild Country & LaMunt has a strategy on how to finance wage increases at its suppliers. The brand sees possibilities in increasing retail prices, lowering margin profits as well as increasing efficiency. SALEWA, DYNAFIT, Wild Country & LaMunt set a target of 130% above the legal minimum wage for all suppliers. Fair Wear recommends living wage estimates per country which are in Bangladesh: 21648 Taka (GLWC living wage estimate), China: 5410 Yen (Asia Floor Wage Living Wage estimate), Myanmar: 300000 Kyatt (Trade union demand), Romania: 6762 Ron (CCC Living wage estimate), Türkiye: 26485 Turk-Is (Trade union estimate-family of for), Vietnam (GLWC living wage estimate depending on region). Over the past year, the brand analysed the gap between the set target wage and actual wages paid for twenty supplier (92% of the brands FOB volume). The goal is to gradually increase wages and closing the gap for all suppliers, if this is reached, a new target wage will be set (40% above legal minimum wage).

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

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.13 Percentage of production volume where the member company pays its share of the living wage estimate.	25%	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:** Audits showed that the recommended living wage estimates, as per Fair Wear's living wage policy, were paid at three Vietnamese suppliers, responsible for 25% of SALEWA, DYNAFIT, Wild Country, & LaMunt's FOB.

**Recommendation:** SALEWA, DYNAFIT, Wild Country & LaMunt is encouraged to continue efforts to keep raising wages.

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:** SALEWA, DYNAFIT, Wild Country & LaMunt received six complaints in the past financial year about safe & healthy working conditions, employment being freely chosen, reasonable work hours, living wage, and legally binding employment relationships at its suppliers in Myanmar and Bangladesh. The member actively responded to these complaints as per Fair Wear's Complaints Procedure; the brand enabled a discussion between workers and factory management, resolving the issue of workers being forced to work in a standing position. At the same factory, another complaint reported workers had to work during lunch break; SALEWA, DYNAFIT, Wild Country & LaMunt helped investigate the issue, and workers were paid retrospectively for working time during their break, and overtime was stopped immediately. A complaint on leave requests was solved by training middle management on leave procedures, updating leave policy, and updating leave procedures, including more channels for leave application. The fourth complaint in Myanmar was resolved by training the line manager and sending a warning letter due to unacceptable violence at the workplace. A complaint in Bangladesh on living wages leads to retaliation by dismissing the complainant. The complainant was reinstated, and the factory was reminded of the non-retaliation policy; no further grievances were raised in six months, so the complaint was resolved. The last complaint at the same factory was only received at the end of December 2023. Therefore, the current stage is still only after the investigation.

SALEWA, DYNAFIT, Wild Country & LaMunt added the topic of non-retaliation to the agenda of the 2024 supplier convention to prevent similar complaints from occurring at its supplier in Bangladesh. In addition, another member brand which is leading of the complaint, planned to discuss the issue again during an in-person visit in 2024. SALEWA, DYNAFIT, Wild Country & LaMunt included the outcome of the complaints in Myanmar to decide on further preventive actions such as supervisor training to prevent verbal abuse at the workplace.

**Recommendation:** The member is recommended to take steps to prevent similar complaints from occurring in its wider supply chain. SALEWA, DYNAFIT, Wild Country & LaMunt could involve worker representatives in the remediation of complaints.

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

**Comment:** SALEWA, DYNAFIT, Wild Country & LaMunt has some CAP findings where training is a recommended follow-up action. The member has enrolled one of its suppliers in China with findings such as missing awareness about CoLP in the WEP (Worker Education Programme) Basic training. Even though it is not part of a CAP, SALEWA, DYNAFIT, Wild Country & LaMunt has implemented WEP Basic training on the Code of Labour Practise at one supplier in Vietnam to make workers aware of their rights.

**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:** SALEWA, DYNAFIT, Wild Country & LaMunt implemented two WEP basic training at its suppliers which do not require 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:** SALEWA, DYNAFIT, Wild Country, & LaMunt's human rights due diligence system includes a responsible exit strategy which is aligned with Fair Wear requirements. In the past financial year, the member stopped with 18 suppliers and followed the steps in the strategy. At one supplier, the brand had 70% leverage. SALEWA, DYNAFIT, Wild Country, and LaMunt have not discussed the strategy with all its suppliers yet but does so as soon as an exit is planned.

**Recommendation:** SALEWA, DYNAFIT, Wild Country & LaMunt could include the responsible exit strategy as part of its suppliers' agreement or contract.

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:** SALEWA, DYNAFIT, Wild Country & LaMunt 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: 22**

**Earned Points: 18**

### 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:** SALEWA, DYNAFIT, Wild Country & LaMunt 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 communicated on hangtags, bags, in-store on plaques and displays, in consumer brochures and online communication via social media and press releases. SALEWA, DYNAFIT, Wild Country & LaMunt actively spreads the Fair Wear message.

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

**Comment:** SALEWA, DYNAFIT, Wild Country & LaMunt does not sell external brands.

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:** SALEWA, DYNAFIT, Wild Country & LaMunt has submitted its social report. The member brand has provided sufficient information in its social report on how it conducts human rights due diligence in Myanmar. SALEWA, DYNAFIT, Wild Country & LaMunt 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.	Intermediate	Good reporting by members helps ensure the transparency of Fair Wear’s work and helps share best practices within the industry. This indicator reviews transparency efforts reported beyond (or included in) the social report.	Brand Performance Check, audit reports, information about innovative projects, specific factory compliance data, disclosed production locations (list tier 2 and beyond), disclosure of production locations, alignment with the Transparency Pledge.	2	4	0

**Comment:** SALEWA, DYNAFIT, Wild Country & LaMunt reports on factory-level data and remediation results. The factory-level data the member brand reports includes detailed audit and remediation results, complaints follow-up, and country and factory-level risks. SALEWA, DYNAFIT, Wild Country & LaMunt has yet to disclose its full factory list and its time-bound prevention, remediation, and mitigation actions. However, the member brand shares a time-bound action plan on its open costing strategy from 2016 until 2024.

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:** SALEWA, DYNAFIT, Wild Country & LaMunt 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 does not yet include triangulated information from external sources; however, for its work in Myanmar and the decision to continue sourcing in the country, the brand used external sources such as MADE in Myanmar, EuroCham Myanmar, EU Ambassador in Myanmar, Italian Embassy in Yangon etc.

**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 requirement: The member is required to collaborate with its Vietnamese suppliers and find a solution for the workers who did not receive legal minimum wage during the months of lockdown. SALEWA, DYNAFIT, Wild Country & LaMunt followed up on the requirement and paid the shortfall for all workers receiving below legal minimum wage during the lockdown in 2021.

## 5 Appreciation chapter

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

**Comments:** As per the Fair Wear requirement SALEWA, DYNAFIT, Wild Country & LaMunt published its rationale for staying in Myanmar on the company website.

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

**Comments:** SALEWA, DYNAFIT, Wild Country & LaMunt signed the joint letter to support the trade union's demand during legal minimum wage negotiations in Bangladesh. In addition, after the member brand signed the Accord, SALEWA, DYNAFIT, Wild Country & LaMunt started to enable info circulation between Fair Wear brands and advocating for their signature. In 2023 SALEWA, DYNAFIT, Wild Country & LaMunt joined the EIS pilot and has been an active member, including advocating for the project. The member brand has presented the pilot to other Fair Wear and non-Fair Wear brands to push them to join.

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

**Comments:** SALEWA, DYNAFIT, Wild Country & LaMunt made a video to explain its social compliance approach and the Fair Wear membership. The member also presented at the ISPO trade fair in Munich in 2023.

## Recommendations to Fair Wear

SALEWA, DYNAFIT, Wild Country & LaMunt asks Fair Wear to reconsider its Transparency policy, especially the weight which is given in Layer 1, which means if brands are not fulfilling transparency requirements in Indicators 1.6 and 1.7 the member brand cannot achieve the Leader category, despite the scoring. In addition, Fair Wear is recommended to collaborate with Wage Indicator, ensuring wage information is available free of charge for Fair Wear members. SALEWA, DYNAFIT, Wild Country & LaMunt would like to receive audit reports that include wage data per gender (female/male). The member brand would like to see improvements of the member hub, making it more user friendly. SALEWA, DYNAFIT, Wild Country & LaMunt would like to have more opportunities to learn from good practises of other brands which could be shared based on brand performance check results. The member brand also suggests the initiative of peer - learning working groups on specific topics.

# Brand Performance Check details

Date of Brand Performance Check: 03-06-2024

Conducted by: Julia Krämer

Interviews with: Alexandra Letts, Sustainability Manager

Martine Riblan, Sustainability Specialist

Francesco Sineri, Operations Director Apparel

Claudia Galvan, Purchasing & Planning Manager

Sofia Benedetti, Quality Control Coordinator

Maria Celeste Vanzo, Production Follow Up & Inbound Specialist

Kai Blessenohl, Costing Manager

Ruth Oberrauch, Vice President