



Brand Performance Check

Kapten & Son GmbH

Publication date: November 2024

This report covers the evaluation period 01-05-2023 to 30-04-2024

About the Brand Performance Check

Fair Wear Foundation (Fair Wear) believes that improving conditions for apparel product location workers requires change at many levels. Traditional efforts to improve conditions focus primarily on the product location. Fair Wear, however, believes that the management decisions of clothing brands have an enormous influence for good or ill on product location conditions.

Fair Wear's Brand Performance Check is a tool to evaluate and report on the activities of Fair Wear's member companies. The Checks examine how member company management systems support Fair Wear's Code of Labour Practices. They evaluate the parts of member company supply chains where clothing is assembled. This is the most labour intensive part of garment supply chains, and where brands can have the most influence over working conditions.

In most apparel supply chains, clothing brands do not own product locations, and most product locations work for many different brands. This means that in most cases Fair Wear member companies have influence, but not direct control, over working conditions. As a result, the Brand Performance Checks focus primarily on verifying the efforts of member companies. Outcomes at the product location level are assessed via audits and complaint reports, however the complexity of the supply chains means that even the best efforts of Fair Wear member companies cannot guarantee results.

Even if outcomes at the product location level cannot be guaranteed, the importance of good management practices by member companies cannot be understated. Even one concerned customer at a product location can have significant positive impacts on a range of issues like health and safety conditions or freedom of association. And if one customer at a product location can demonstrate that improvements are possible, other customers no longer have an excuse not to act. The development and sharing of these types of best practices has long been a core part of Fair Wear's work.

The Brand Performance Check system is designed to accommodate the range of structures and strengths that different companies have, and reflects the different ways that brands can support better working conditions.

This report is based on interviews with member company employees who play important roles in the management of supply chains, and a variety of documentation sources, financial records, supplier data. The findings from the Brand Performance Check are summarized and published at www.fairwear.org. The online [Brand Performance Check Guide](#) provides more information about the indicators.

Scoring overview

Total score: 148

Possible score: 198

Benchmarking Score: 75

Performance Benchmarking Category: Leader



Foundational
system's criteria

100%



Sourcing strategy

82%



Identifying
continuous human
rights risks

93%



Responsible
purchasing
practices

62%



Quality and
coherence of
prevention and
remediation system

87%



Improvement and
prevention

57%



Communication,
transparency and
evaluation

82%

Summary:

Kapten & Son has shown advanced results on performance indicators and has made exceptional progress. With a total benchmarking score of 75, the member is placed in Leader category.

Kapten & Son's sourcing strategy focuses on maintaining a manageable supply chain, with almost 100% of production occurring in 11 factories in China and a minimal volume in one factory in Vietnam. The brand conducts systematic risk assessments incorporating factors such as country, sector, and also included risks that are gender-specific. These assessments guide its efforts to address identified risks related to excessive overtime, wage compliance, and gender-based discrimination. Kapten & Son also monitors factory conditions through regular visits, audits, and anonymous worker surveys, with findings integrated into its risk assessment, supplier grading and action plans.

The brand actively promotes social dialogue and worker representation, promoting democratic elections for worker representatives in its factories as much as possible in China. However, challenges remain in achieving living wages, as current wages exceed the minimum but fall short of living wage standards. Kapten & Son has initiated efforts to align its purchasing practices with wage improvements, including using tools like the Fairprice app to analyse labour costs and pricing strategies.

Kapten & Son has improved its production planning to reduce excessive overtime, ensuring timely orders, and incorporating supplier input into forecasting. The company also employs a responsible exit strategy, following due diligence when discontinuing supplier relationships.

Although Kapten & Son has progressed in training and implementing the Fair Wear Code of Labour Practices (CoLP), gaps remain in rolling these efforts out across all suppliers. Kapten & Son's approach shows a commitment to continuous improvement, but further action is needed to achieve living wage goals and expand training initiatives to fully meet Fair Wear's standard.

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

Performance Category Overview

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

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

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

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

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

Company Profile Kapten & Son GmbH

Member company information

Member since: 1 Jan 2022

Product types: Bags, Luggage & other travel accessories and Eyewear, Watches & Jackets

Percentage of turnover of external brands resold 0%

Member of other MSI's/Organisations Peta

Number of complaints received last financial year 0

Basic requirements

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

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

Membership fee has been paid? Yes

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

Production Country	Number of production locations	Percentage of production volume
China	11	99.99%
Viet Nam	1	0%

Layer 1 Foundational system's criteria

Possible Points: 8

Earned Points: 8

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

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

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

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

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

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

Comment: Fair Wear does not disclose Chinese factories on its website yet and therefore is lenient when members do not disclose Chinese factories.

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

Comment: Fair Wear does not disclose Chinese factories on its website yet, and therefore is lenient when members do not disclose Chinese factories.

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: 72

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: Kapten & Son has a sourcing strategy addressing influencing labour conditions. The member has 12 active suppliers. 86% of the production volume comes from suppliers where the member has at least 10% leverage at suppliers. 0% of the production volume comes from suppliers where Kapten & Son buys less than 2% of its total FOB.

This is an improvement compared to the previous year as the member reduced its tail-end suppliers. Although the member brand has expanded its supplier network to reduce dependency on China, it continues to adhere to its small and manageable supply chain objectives as outlined in its sourcing strategy. Kapten & Son's sourcing strategy explicitly focuses on increasing influence through consolidation and active cooperation with other clients. This is stated in both the sourcing strategy and the RBC policy.

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

Comment: Kapten & Son has a sourcing strategy that focuses on maintaining long-term relationships. 61% of the member's total FOB volume comes from suppliers with whom Kapten & Son has a business relationship for at least five years. While the member has started dialogue with suppliers to introduce long-term contracts in 2022, the brand stated that the current market fluctuations makes it difficult for them to commit to long-term contracts.

Recommendation: Fair Wear recommends Kapten & Son to commit to long-term contracts.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.3 Member company conducts a risk scoping exercise as part of its sourcing strategy.	Advanced	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.	6	6	-2

Comment: Kapten & Son conducts risk scoping and includes all risk factors, including country, sector, business model, sourcing model and product level risks. In its risk scoping, the member has assessed the impact and prevalence of the risks correctly. The risk scoping includes a gender lens. In China, the member mainly looks at the rights of pregnant workers and new mothers, participation of women workers in worker representation and gender-based discrimination and violence. In Vietnam, Kapten & Son has identified representation of women workers in management roles and gender-based discrimination as the main risks. Input from workers, suppliers, and stakeholders is included in the risk scoping by engaging with suppliers, worker representation, and trade unions during onsite visits, audits or assessments, and questionnaire data. The member adjusts its sourcing strategy based on the risk scoping, as outcomes of the scoping are included in decision-making regarding freedom of association in China and other risks deferring them from sourcing in Bangladesh.

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

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

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.5 Member company collects the necessary human rights information to inform sourcing decisions before finalising the first purchase order.	Advanced	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.	6	6	0

Comment: Kapten & Son collects human rights information of potential new suppliers by, on top of collecting country information through Fair Wear country studies and the MVO risk checker, collecting self-assessments, including questions on gender and social dialogue, existing audit reports or organising third-party audits with its sourcing partner in case existing audit reports are older than one year. Kapten & Son specifically discusses the role of trade unions in the factory, the internal grievance mechanisms and their functionality. This process was followed for the supplier added in 2023, as well as for those under consideration before production was deferred due to excessively high risks, such as the factory in Bangladesh.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.6 Member actively ensures awareness of the Fair Wear CoLP, the grievance mechanism, and social dialogue mechanisms within the first year of starting business.	Intermediate	This indicator focuses on the preliminary mitigation of risks by actively raising awareness about the Fair Wear Code of Labour Practices and complaints helpline. Discussing Fair Wear's CoLP with management and workers is a key step towards ensuring sustainable improvements in working conditions and developing social dialogue at the supplier level.	Evidence of social dialogue awareness raised through earlier training/onboarding programmes, onboarding materials, information sessions on the factory grievance system and complaints helpline, use of Fair Wear factory guide, awareness-raising videos, and the CoLP.	4	6	0

Comment: Kapten & Son has added one new supplier. Kapten & Son has 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. Kapten & Son 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. However, the brand did organise its own Fair Wear onboarding presentation.

Recommendation: Kapten & Son 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.	Advanced	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.	6	6	0

Comment: Kapten & Son has a systematic approach to assessing human rights risks in its supply chain and has assessed the risks for each production location. It has identified the right tool and frequency per country. For instance, the brand assesses human rights risks in its production locations in both its production countries China and Vietnam, where the brand identified several higher risks for example, excessive overtime, and limited (or restricted) access to freedom of association by conducting audits every three years and aiming to visit the majority of its tier 1 partners annually to carry out health and safety (H&S) checklists. These visits also include anonymous worker surveys, which have received positive feedback, leading the brand to adopt them as an annual practice. Additionally, Kapten & Son incorporates risks from its risk scoping into its factory risk assessments annually to stay informed about evolving conditions. The brand employs continuous monitoring mechanisms such as supplier feedback, self-assessments, time-motion studies, corrective action plan (CAP) follow-ups, and regular site visits by its CSR associate.

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).	Advanced	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.	6	6	0

Comment: Kapten & Son has mapped the risks to Freedom of Association (FoA) in all its sourcing countries and can explain the main risks per country, including the risks to women workers. These risks are assessed as part of its supplier risk assessment process, with a gender perspective incorporated into its FoA risk assessment for 2023/24 through the Fair Wear member hub. For new supply chain partners, the company includes questions related to FoA in its onboarding questionnaire. Feedback from workers at these new partners has also provided insights into grievance mechanisms and how they prefer to share input. Kapten & Son has also conducted anonymous worker surveys with existing partners to evaluate the effectiveness of current grievance mechanisms and understand workers’ views on their representatives.

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.	Intermediate	Investing in gender equality creates a ripple effect of positive societal outcomes. Members must apply gender analyses to their supply chain to better address inequalities, violence, and harassment.	Evidence of use of the gender mapping tools and knowledge of country-specific fact sheets.	4	6	0

Comment: The member could show it understands the basic gender risks for its sourcing countries, and for instance, identified gender discrimination, unequal access to representation, lower pay, and disparities in workplace conditions, such as limited opportunities for women in certain areas, as important risks prevalent in China and Vietnam. These risks were assessed through gender-specific indices and data collected via questionnaires, audits, and worker surveys. By integrating a gender lens into its risk assessments, the member has been able to identify areas where women workers face particular challenges, and it has put measures in place to track and address these issues effectively. The member has yet to connect the information from its risk scoping to the data collected at the factories for all Code of Labour Practices.

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

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

Comment: Kapten & Son has a strong and systematic evaluation system for assessing suppliers' human rights performance. This system is robust because it combines multiple sources of data, including supplier feedback, audits, and worker surveys, to provide a holistic view of each supplier's practices. The member brand shares the outcome of the assessment either annually, or biannually, depending on the order intervals. During dialogue with suppliers, the brand shared and discussed the Supplier Grading system. The general feedback from suppliers was that the CSR grading system was difficult to understand and did not adequately capture the progress they had made. In response, Kapten & Son developed a new CSR monitoring concept designed to better account for supplier progress. This updated approach categorises suppliers based on a broader range of criteria, ensuring a more comprehensive and fair evaluation. However, challenges remain, particularly with the Sourcing Performance Indicators, which continue to make it difficult to present a complete and accurate picture of supplier performance which is easy for suppliers to understand. Kapten & Son is actively working to address these issues in order to enhance the effectiveness of its grading system. The brand systematically integrates the outcome of this evaluation into its purchasing decisions.

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: Kapten & Son uses the outcomes of its human rights monitoring to respond to unauthorised subcontracting. There is no evidence of missing first-tier locations or subcontractors in the database. The member takes measures to prevent unauthorised subcontracting or unknown locations, such as ensuring that all subcontractors are included in its supplier database, which provides a more complete and transparent overview of the supply chain. Regular factory visits are conducted, during which production for Kapten & Son is observed across all facilities. To further ensure visibility of all production locations, the CSR associate has made intentional visits during peak production seasons to assess factory capacities firsthand. Additionally, time-motion studies are employed to estimate order volumes in relation to the factories' production capacities, enabling Kapten & Son to monitor these capacities more effectively and prevent unauthorised subcontracting.

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

Comment: According to the member, there is a very low risk of homeworkers being used by its suppliers because it has conducted an investigation into specific production steps to assess whether certain tasks could be performed at home. The investigation, which included reviewing relevant data, concluded that no production steps could effectively be transferred to homework. This aspect was also reviewed during the QIMA audit to ensure compliance with labour standards and maintain visibility over the production process.

Indicators on Responsible purchasing practices

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

Comment: Kapten & Son uses contracts with its suppliers. The member has agreements in the form of a General Agreement that stipulate terms of payment, liability, and penalties. Kapten & Son has implemented General Agreements with two partners (one outside Fair Wear's scope, but nevertheless a key partner for Kapten & Son's eyewear production), outlining key contractual terms including payment conditions, liabilities, delivery schedules, and penalties. The contracts are in line with the principles mentioned in the Common Framework for Responsible Purchasing Practices (CFRPP). These agreements also formalise Kapten & Son's commitment to the Fair Wear Code of Labour Practices (CoLP), reinforcing its dedication to upholding ethical standards across the supply chain. While Kapten & Son has drafted a General Agreement with its agent, it has refrained from proceeding for unknown reasons. These agreements have yet to be rolled out to all suppliers.

Recommendation: Kapten & Son is advised to roll out the agreements to all suppliers.

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.	Intermediate	Corporate Social Responsibility (CSR), purchasing, and other staff that interact with suppliers must be able to share information to establish a coherent and effective strategy for improvements. This indicator examines how this policy and Fair Wear membership requirements are embedded within the member company.	Internal information systems, status Corrective Action Plans, sourcing score- cards, KPIs listed for different departments that support CSR efforts, reports from meetings from purchasing and/or CSR staff, and a systematic manner of storing information.	4	6	0

Comment: There is an active interchange of information between CSR and other departments to enable coherent and responsible business practices. The member includes responsible business practices in job role competencies for department heads. For instance, the development of SMART KPIs for various departments to ensure measurable progress towards sustainability objectives is included in the job description of relevant department heads. Operations and CSR at Kapten & Son operate under a shared managerial board, where common goals and joint projects are planned and closely monitored. In response to the Corporate Sustainability Reporting Directive (CSRD), Kapten & Son has conducted a comprehensive materiality assessment. The insights from this assessment now shape its current sustainability strategy, which will be seamlessly integrated into the company's overall strategic framework. Following this, Kapten & Son plans to develop SMART KPIs for various departments to ensure clear and measurable progress toward its sustainability objectives. CSR has weekly meetings with the CFO and quarterly meetings with the CEO to report on the status of CSR topics and the yearly roadmap. Despite including responsible purchasing practices in job role descriptions of department heads, the brand has yet to include it in job role competencies for all staff working on sourcing and purchasing.

Recommendation: Kapten & Son could 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.	Intermediate	Members' purchasing practices can significantly impact the levels of excessive overtime at factories.	Proof that planning systems have been shared with production locations, examples of production capacity knowledge that is integrated into planning, timely approval of samples, and proof that management oversight is in place to prevent late production changes.	4	6	0

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

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

The majority of purchase orders occur through Kapten & Son's sourcing partner. To accommodate peak seasons, Kapten & Son has placed orders two weeks earlier than usual in October, November, and December. In April, for example, forecasts are reviewed and updated with suppliers in China to align production and shipping schedules.

In FY 23/24, Kapten & Son placed Q4 orders earlier than in previous years, enabling better capacity planning for its suppliers. Additionally, the company has adopted a flexible approach to order delays, including absorbing the costs of changing transportation modes when one supplier experienced quality issues. However, this has not been written in a formal policy on delays. Feedback from factories regarding these improvements has been positive.

Kapten & Son has improved its forecasting by incorporating input from various departments, which has enhanced the accuracy of projections. Through the use of time-motion studies, the brand has aimed to estimate whether a factory has the necessary production capacity for specific orders by calculating the estimated labour minutes in relation to the actual capacity based on a 48-hour work week. This approach allows Kapten & Son to better assess and align production demands with the factory's capabilities, ensuring more efficient planning and minimising the risk of excessive overtime. The member company has yet to evaluate the process with all its suppliers.

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

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.16 Member company can demonstrate the link between its buying prices and wage levels at production locations.	Basic	Understanding the labour component of buying prices is an essential first step for member companies towards ensuring the payment of minimum wages - and towards the implementation of living wages.	Interviews with production staff, documents related to member's pricing policy and system, buying contracts, cost sheets including labour minutes.	2	6	0

Comment: Kapten & Son has a basic understanding of the wage levels at its suppliers and connects this understanding to its own buying prices. The member brand has some insight into the labour component of its prices and has started to investigate the number of actual sewing minutes needed for a style through its time-motion studies. Additionally, Kapten & Son has initiated an in-depth investigation into the correlation between its buying prices and wages with its key partner in China, by utilising the Fairprice app training. The report from this training, as well as independent price-cost calculations highlighting labour components for newly launched styles, has been shared with the brand. The Fairprice app verification training conducted with Global Services has demonstrated a strong alignment between its current buying prices and the app’s recommendations. This indicates that the prices it pays support wages that are well above minimum wage levels, although they do not yet reach living wage levels.

Recommendation: Kapten & Son could provide suppliers who do not work with fact-based costing, training on product costing and how to quote prices including (direct and indirect) labour costs. Fair Price product owners are available to conduct such training in all Fair Wear production countries.

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: Kapten & Son has informed its sourcing intermediaries of Fair Wear requirements and has demonstrated that it has communicated these requirements to production locations. The member brand ensures its intermediaries actively participate in factory assessments and audits, supporting human rights due diligence (HRDD) and the implementation of the Code of Labour Practices (CoLP). Its main sourcing intermediary has formally signed the Supplier Code of Conduct (CoC) and has actively participated in various audits and training sessions throughout the year, further familiarising itself with the Fair Wear CoLP. Regular monthly meetings and continuous email communication are maintained to monitor the progress of CSR-related actions. During Global Services (GS) assessments, Kapten & Son examines the payment terms between the intermediaries and its factories by gathering feedback on the adherence to these terms. The member brand also checks whether its intermediaries uphold the purchasing practices outlined in the Common Framework of Responsible Purchasing Practices (CFRPP). Moving forward, Kapten & Son plans to continue rolling out GS assessments with key partners to ensure full visibility and confirmation that its payment terms are consistently upheld.

Layer 3 Prevention, mitigation and remediation

Possible Points: 86

Earned Points: 58

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.	Advanced	Based on the risk assessment outcomes, a factory risk profile can be determined with accompanying intervention strategies, including improvement and prevention programmes.	Overview of supplier base with accompanying risk profile and follow-up programmes.	6	6	0

Comment: Kapten & Son has prioritised risks per production country and created action plans accordingly. The member brand has also prioritised risks and developed individual action plans per supplier, accounting for 100% of its total FOB, ensuring these align with the respective risk profiles. Based on risk assessments, audit and assessment findings, and other relevant sources, Kapten & Son develops these individual action plans within Fair Wear's Action Centre. To ensure clear prioritisation, it utilises a colour-coded system and defined stages, enabling a systematic approach to addressing and tracking the most critical actions first. Prioritisation is focused on suggested to-dos, particularly those related to freedom of association (FoA), and actions are completed based on due dates, following the risk assessment.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.2 Member company's action plans include a gender lens.	Intermediate	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.	4	6	0

Comment: Kapten & Son has included a gender lens in its improvement and prevention programmes, covering most actions. Many of the identified risks have been expanded to incorporate this perspective, leading to the implementation of a range of additional gender-specific actions. To enhance tracking, these actions have been colour-tagged, allowing the member brand to monitor progress more effectively over time. The member brand has also discussed gender-disaggregated wage data with its suppliers. Its wage pilot and analysis incorporate a gender perspective, recognising unequal pay as one of the most prevalent gender-related risks for suppliers in China. These actions were informed by risk assessments as well as input gathered through worker surveys, ensuring a comprehensive approach tailored to each factory's specific context.

Recommendation: Fair Wear recommends Kapten & Son to make the gender lens in its action plans more comprehensive.

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.	Advanced	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.	6	6	0

Comment: Kapten & Son included comprehensive steps to encourage FoA and effective social dialogue in most action plans. These steps are prioritised based on the risk scoping. Training sessions were conducted at three factories during the financial year, accompanied by an anonymous worker survey to evaluate workers' perceptions of grievance mechanisms and identify areas for improvement. For some factories, the action plans included holding democratic elections for worker representatives. During these elections, efforts are made to ensure at least one female worker is elected, promoting gender inclusivity. Although female-specific survey responses did not indicate discrimination, women expressed concerns about having fewer opportunities compared to male counterparts due to caregiving responsibilities, prompting additional focus on gender considerations in action plans.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.4 Member company actively supports a factory-level grievance mechanism.	Intermediate	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.	4	6	0

Comment: Suppliers’ factory-level grievance mechanisms are assessed at the start of the business relationship and are monitored systematically every year. Kapten & Son gathers information through questionnaires, factory visits, audits, and training reports. Worker and supplier feedback, including anonymous surveys and training sessions at its three key factories, is used to evaluate these mechanisms. Kapten & Son supports these mechanisms by encouraging democratic elections for worker representatives and addressing gaps in training and communication. One factory has already held elections, and its main supplier is preparing for elections in Q4, 2024. As part of its monitoring system, the Kapten & Son focuses on worker preferences, which often favour direct communication with supervisors. This observation was done in worker interviews.

Where grievance mechanisms are ineffective, Kapten & Son prioritises improving management communication and supporting worker representation through tailored training and programme adjustments. The member has yet to include the assessment of the grievance mechanism in its supplier evaluation system.

Recommendation: Kapten & Son 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: Kapten & Son cooperates with other Fair Wear members at its shared suppliers, responding to CAPs and complaints. In the initial months of the financial year, Kapten & Son collaborated with another member brand to address minimum wage violations at a shared factory in China, jointly sharing the costs for the Global Services (GS) assessment and corrective action plan (CAP). However, after the resignation of the other brand's CSR manager, further communication ceased, and Kapten & Son independently managed the situation to ensure progress. At suppliers not shared with other members, the collaboration has yet to be established. The member brand intends to engage with other customers of its suppliers as part of its wage pilot initiative, provided its main supplier agrees. Additionally, following a stakeholder event in Germany, Kapten & Son joined the Living Wage Exchange Group and the Stakeholder Engagement Group.

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

Indicators on implementation: improvement and prevention

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.6 Degree of verified actions.	38%	Fair Wear expects members to show progress towards the implementation of improvement programmes. Members are expected to be actively involved in the examination and remediation of any factory-specific problem.	Progress reports on improvement programmes.	4	6	-2

Comment: During the performance check Kapten & Son could demonstrate it has followed up 38% of actions out of all outstanding actions. These actions are linked to CAPs of full assessments conducted in the previous financial year. Most resolved actions pertain to workplace health and safety and payment of legal minimum wage, while actions on overtime and living wages are still outstanding.

Recommendation: Fair Wear strongly recommends Kapten & Son to close all actions within its timeframe.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.7 Degree of progress towards implementation of prevention programme.	Intermediate progress	Fair Wear expects members to show progress towards the implementation of prevention programmes. With this indicator, Fair Wear assesses the degree of progress based on the percentage of actions addressed within the set timeframe.	Update on prevention programmes.	4	6	-2

Comment: Kapten & Son has identified some root causes of the CAP issues and discussed these with its suppliers. The member has started to develop some preventive steps addressing these root causes. Examples of the discussed root causes are systemic issues with worker representation, the preference of workers for social insurance in their hometowns, excessive overtime due to cultural norms and insufficient planning, pressure from brands during peak seasons, and workers seeking flexible schedules. Additionally, wage-related concerns, such as insufficient tracking of minimum wage compliance and incorrect overtime premium payments, were identified. To address these root causes, Kapten & Son developed preventive steps like conducting time-motion studies to optimise workflow, introducing improved order forecasting to reduce pressure during peak seasons, and formalising agreements with clear terms on payment and delivery. It also implemented structured onboarding processes to align new suppliers with its standards and provided regular training sessions to build capacity within the supply chain. The presence of a CSR associate on the ground has further facilitated the implementation and monitoring of these preventive actions.

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

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

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

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

Comment: In the previous year, two assessment reports of the total three assessments mention excessive overtime. Kapten & Son analysed the root causes of these findings. According to the member, a combination of operational inefficiencies, pressure during peak seasons, and workers' desire to earn additional income to support their families is a significant cause of excessive overtime. Discussions during factory visits in April 2024 further revealed that excessive overtime is closely linked to wage levels, as workers often rely on overtime to achieve sufficient earnings. To address these issues, Kapten & Son has enhanced its order forecasting to improve production planning and reduce pressure on suppliers during peak seasons. Although significant improvements in planning have been acknowledged by suppliers, efforts are ongoing to ensure a more stable and even distribution of orders. The member brand has also engaged in discussions with suppliers to identify ways to increase efficiency and extend lead times. Preventive measures include the implementation of time-motion studies, continuous supplier feedback loops, and efforts to address wage structures as part of a holistic approach to reducing excessive overtime.

Recommendation: Kapten & Son could use the outcomes of the root cause analysis to identify strategies that minimise the impact of its sourcing practices on working hours. The member could develop processes to deal with possible delays to avoid excessive overtime. Those processes include being flexible with delivery dates, prioritising orders, offering support/flexibility for material delivery, ordering in low season, keeping stock etc.

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

Comment: In the previous year, two out of three assessments included findings regarding non-payment of legal minimum wage or legally required wage elements. Kapten & Son identified that the root causes included excessive overtime was not compensated at premium rates, coverage of social insurance, work on rest days without appropriate payment, and insufficient wages for low-skilled and elderly workers. To address these issues, Kapten & Son conducted factory visits and held meetings with management to investigate and discuss remediation steps. Preventive measures included improving wage and time record-keeping, providing onboarding training, follow-up visits, and individual support from the CSR associate. The member brand conducts regular monitoring and has outlined potential consequences, such as reducing orders, if compliance is not achieved. Additionally, skill training for workers, particularly female employees, is being considered to improve earnings potential.

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

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.11 Degree to which member company assesses and responds to root causes of wages lower than living wages in production locations.	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: Kapten & Son understands which suppliers pay wages below living wage estimates as a consequence of the member's policies and actions. Kapten & Son followed up on this and reviewed internally how its practices, such as FOB pricing, order planning, and production timelines, could be altered to better support wage improvements. The member brand utilised data from Global Services (GS) audits and Fairprice app training to evaluate current wage levels and align them with production costs. This analysis is being integrated into Kapten & Son's roadmap to pay a living wage at its suppliers. Preventive measures include adjusting pricing strategies, enhancing order forecasting to reduce pressure on suppliers, and incorporating living wage objectives into supplier agreements and action plans. Further steps are planned to ensure consistent progress, including ongoing data analysis and collaboration with key supply chain partners.

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

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

Comment: Kapten & Son has started analysing the costs of financing wage increases across its supply chain. Kapten & Son has created a strategy to finance wage increases, which includes conducting wage analyses with key suppliers, and transparently outlining costs using tools like the Fairprice app. Preventive measures include negotiating wage increases with suppliers, developing a detailed roadmap for implementation, and exploring potential funding sources to ensure financial feasibility. These steps are part of a broader strategy to align Kapten & Son's supply chain practices with living wage objectives. This strategy has been agreed upon by relevant management staff, including the CFO. The member has yet to include worker input in its strategy.

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.	0%	Fair Wear requires its member companies to act to ensure a living wage is paid in their production locations to each worker.	Member company's own documentation such as reports, factory documentation, evidence of Collective Bargaining Agreement (CBA) payment, communication with factories, etc.	0	6	0

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

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

Recommendation: We encourage Kapten & Son to show that discussions and plans for wage increases have resulted in the payment of a target wage.

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.	No complaints received	Members are expected to actively support the operational-level grievance mechanisms as part of regular contact with their suppliers. The complaints procedure provides a framework for member brands, emphasising the responsibility towards workers within their supply chain.	Overview of supporting activities, overview of grievances received and addressed, etc.	N/A	4	-2

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: Kapten & Son has some CAP findings where training is a recommended follow-up action. The member has not yet enrolled some of its suppliers with findings on awareness about CoLP in the following training modules: WEP Basic or WEP communication. However, even though it is not part of a CAP, Kapten & Son has implemented WEP basic training at its biggest supplier in China, which is the result of the prioritisation based on the risk scoping and assessment.

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.	Advanced	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.	6	6	0

Comment: Kapten & Son followed up on the implemented training by integrating the outcomes into its risk assessment and by using the training data for its meetings with suppliers.

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.	Advanced	Withdrawing from a non-compliant supplier should only be the last resort when no more impact can be gained from other strategies. Fair Wear members must follow the steps as laid out in the responsible exit strategy.	Exit strategy policy, examples of supplier communications.	4	4	0

Comment: Kapten & Son's human rights due diligence system includes a responsible exit strategy. In the past financial year, the member stopped with one supplier. The member followed the steps in the responsible exit strategy.

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

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

Layer 4 External communication, outreach, learning, and evaluation

Possible Points: 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: Kapten & Son communicates accurately about Fair Wear membership on its website. The member also uses other channels to inform customers and stakeholders about Fair Wear membership. By communicating about Fair Wear and Kapten & Son's human rights due diligence efforts on its website, and on its social media, Kapten & Son 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: Kapten & Son 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: Kapten & Son has submitted its social report, which Fair Wear verified.

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

Comment: Kapten & Son does not report on factory-level data and remediation results.

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

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

Comment: Kapten & Son has a system to track progress and check if implemented measures have been effective in preventing and remediating human rights violations. The internal evaluation system involves top management. In its evaluation system, the member includes triangulated information from external sources, such as feedback from suppliers.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
4.6 Level of action/progress made on requirements from previous Brand Performance Check.	Advanced	In each Brand Performance Check report, Fair Wear may include requirements for changes to management practices. Progress on achieving these requirements is an important part of Fair Wear membership and its process approach.	Member should show documentation related to the specific requirements made in the previous Brand Performance Check.	4	4	-2

Comment: The previous performance check included the following requirements: Kapten & Son needed to improve its Responsible Business Conduct Policy to better align with OECD guidelines and was required to disclose its production locations on Fair Wear's transparency portal. The company was expected to establish written contracts with all suppliers, clearly define shared responsibilities, and support human rights due diligence. Additionally, Kapten & Son was required to report on factory-level data and remediation outcomes, as good reporting ensured transparency for both the member and Fair Wear's initiatives. The company was anticipated to begin setting target wages for its production locations and analyse wage needs while developing a strategy to finance wage increases. If a supplier failed to comply with legal wage regulations, Kapten & Son was expected to respond promptly, identify root causes with factory management, ensure local labour laws were respected, and collect evidence of remediation. The member brand was also expected to use risk assessment outcomes to strengthen its monitoring activities. Moreover, Kapten & Son needed to demonstrate an understanding of how its buying prices correlated with wage levels to ensure that legal minimum wages were paid. Finally, the company was required to implement training in line with the requirements of its improvement and prevention programmes. These requirements also included some repeated non-compliance indicators. Most requirements, like contracts and living wage, were addressed, but some require more time.

5 Appreciation chapter

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

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

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

Recommendations to Fair Wear

Kapten & Son recommends that Fair Wear provides more detailed guidance for sourcing staff, as it is often challenging from a sourcing perspective to maintain a balance and determine the appropriate next steps effectively when it comes to due diligence. The member brand also advised Fair Wear to distinguish actions to preventive actions and remediative actions.

Brand Performance Check details

Date of Brand Performance Check: 09-10-2024

Conducted by: Jason Mandels

Interviews with: Hannah Lohmar - Senior CSR Manager

Pia Baumann - Team Lead Sourcing

Phil Pezus - Chief Financial Officer