



# **Brand Performance Check**

## **Mammut Sports Group AG**

**Publication date: July 2025**

This report covers the evaluation period 01-01-2024 to 31-12-2024

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

# Scoring overview

Total score: 126

Possible score: 208

Benchmarking Score: 61

Performance Benchmarking Category: Good



## Summary:

Mammut has met most of Fair Wear's performance requirements. With a total benchmarking score of 61, the member is placed in the Good category.

2024 has been a good year for Mammut. After COVID-19, the company had a lot of items left in stock, which influenced the production flow in the years after the pandemic. Since 2024, this has changed, and the company is financially growing again. It has expanded its product range and added 11 new production locations for apparel. In 2024, it expanded its team in Vietnam and now has a CSR specialist onsite who visits factories to discuss remediation actions following audits and onsite assessments with factory management, and interviews workers on topics related to Freedom of Association (FoA) and Social Dialogue.

In 2024, Mammut started production in Ethiopia, with a supplier who also owns several production locations in Vietnam. Mammut has had a long-term relationship with this supplier and has closely monitored their developments in Ethiopia. Together with another Fair Wear brand, Mammut is implementing workplace training on social dialogue in this factory.

Mammut has a systematic approach to identifying human rights risks in its supply chain and has assessed the risks for each production location, including subcontracting partners. The risk assessment on the supplier level mainly includes information from the factory assessment. Mammut uses a traffic light system to evaluate the risks per labour standard. The risk assessment determines which production locations should be audited. Social audits or onsite factory assessments are conducted every third year in factories with a good history, or more frequently if there have been issues, Mammut considers as 'zero-tolerance', or recent complaints.

Even though payment below the legal minimum wage is such a 'zero-tolerance' issue, Mammut did not properly follow up on a finding related to wages. This means the member has scored insufficient on a repeated non-compliance indicator (3.10). This needs to be resolved in the next performance check, or else Mammut will be automatically placed in Needs Improvement.

The member could show prioritisation of follow-up plans for Bangladesh, Vietnam, China and Türkiye. Mammut showed that it included the more complex risks, such as discrimination, and repetitive findings like excessive overtime.

During the Brand Performance Check, Mammut could demonstrate with a sample that for some open Corrective Action Plans (CAPs), most issues were addressed and verified by pictures or an on-site visit. However, there were also open CAPs with no or very few actions addressed. Mammut could benefit from a more integrated approach to monitoring progress on specific factory actions, also linking to the member's own actions and responsibilities.

# Performance Category Overview

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

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

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

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

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

# Company Profile Mammut Sports Group AG

## Member company information

Member since: 1 Sep 2008

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

Percentage of turnover of external brands resold 0%

Member of other MSI's/Organisations Bluesign, Bureau Veritas, Cascale, EOG, International Accord - Bangladesh, Textile Exchange and EOCA (European Outdoor Conservation Association), Wordly (Higg FEM & FSLM)

Number of grievances received last financial year 5

## Basic requirements

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

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	29	65.43%
Bangladesh	3	20.87%
China	9	5.73%
Türkiye	4	2.82%
Romania	2	1.32%
Indonesia	4	1.31%
Ethiopia	1	0.83%
Germany	2	0.47%
Lithuania	1	0.44%
Taiwan	1	0.39%
Slovenia	1	0.15%
Italy	1	0.13%
Latvia	3	0.1%
United Kingdom of Great Britain and Northern Ireland	1	0%

# Layer 1 Foundational system's criteria

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**Possible Points: 8**

**Earned Points: 8**

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

Comment: [Mammut has a solid Human Rights Due Diligence policy in place.](#)

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 grievance handling. The staff person(s) must have the necessary competence, knowledge, experience, and resources.: [Yes](#)

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

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

Comment: [Mammut discloses 95% of production locations internally through Fair Wear's information management system. Fair Wear does not disclose Chinese factories on its website yet and therefore is lenient when members do not disclose Chinese factories.](#)



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

**Comment:** Mammut discloses 95% of production locations externally on Fair Wear's transparency portal. 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: 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:** Mammut has a sourcing strategy for influencing labour conditions, which is also shared with all suppliers. The number of active suppliers, including factories for supporting processes, has increased from 53 to 62 in 2024. The percentage of the production volume that comes from suppliers where the member has at least 10% leverage at suppliers has increased from 35% to 46% in 2024. The percentage of production volume that comes from suppliers where Mammut buys less than 2% of its total FOB stayed the same at 17%.

Mammut's sourcing strategy explicitly focuses on increasing influence through consolidation and active cooperation with other clients. The figures of the last financial year support this strategy.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.2 Member company's sourcing strategy is focused on building long-term relationships.	Intermediate	Stable business relationships underpin the implementation of the Code of Labour Practices and give factories a reason to invest in improving working conditions.	Strategy documents; % of FOB from suppliers where a business relationship has existed for more than five years; Examples of contracts outlining a commitment to long-term relationship; Evidence of shared forecasting.	4	6	0

**Comment:** Mammut has a sourcing strategy that focuses on maintaining long-term relationships. 62% of the member's total FOB volume comes from suppliers with whom Mammut has a business relationship for at least five years. Mammut does not have long-term contracts, but has introduced joint business plans with some of its suppliers to work together on developing the business further.

**Recommendation:** Mammut is advised 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:** Mammut conducts risk scoping on country level and factory level. The member has developed an overview of human rights risks, using country studies from Fair Wear. For countries where Fair Wear does not have information available, Mammut has not collected country information. The country information, in combination with factory-level information, such as information from audits, ILO Better Work and frequent factory visits, results in a significance score per factory. Business model, sourcing models and product level have not been included in the risk scoping.

In its risk scoping, the member has assessed the impact and prevalence of all labour standards. In its risk scoping, the member has not assessed the impact and prevalence of all risks correctly. For instance, Mammut did not include forced labour in China as a potential high risk, while different sources indicate this. The risk scoping misses a gender lens, and the risks of sexual harassment and gender-based violence are not included. Input from workers and other stakeholders should yet be included in the risk-scoping exercise.

The member has adjusted its sourcing strategy based on the results of its risk scoping. As a result of its risk-scoping analysis, Mammut decided to phase out of China. The lack of Freedom of Association in those countries was part of the decision. For China, several factors influenced the decision, and human rights were one of them. Mammut decided to leave Myanmar in 2021, right after the military coup. Since then, no orders have been placed. Mammut is a signatory of the International Accord to ensure safe and healthy working conditions at its suppliers in Bangladesh and all factories are covered by the RSC (RMG Sustainability Council).

Nonetheless, Mammut's sourcing strategy does not mention a preference for countries where workers can freely form or join a trade union and/or bargain collectively. The brand's risk scoping still needs to include input from workers, suppliers and stakeholders.

**Recommendation:** Fair Wear recommends Mammut to include all risk factors in its risk scoping. The member is recommended to include input from workers, suppliers, and other stakeholders in its risk-scoping exercise. Fair Wear strongly recommends Mammut to privilege countries where workers can freely form or join a trade union and/or bargain collectively and make this explicit in its sourcing strategy.

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

**Comment:** It is the standard process for Mammut to inform new suppliers about Fair Wear membership by sending information about Fair Wear requirements. The Code of Labour Practices (CoLP) and questionnaire must be signed and returned before the first purchase order. It is part of the process that factories are visited by Mammut staff before or during the salesman's sample production.

11 new suppliers were added in the past financial year. Mammut's commitment to improving working conditions is an important decisive factor.

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.	Basic	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.	2	6	0

**Comment:** In 2024, Mammut onboarded 11 new suppliers. Before onboarding new suppliers, the brand collects human rights information from potential new suppliers by collecting Fair Wear's supplier questionnaire and existing audit reports. Before placing the first order, top management and/or staff from the Corporate Responsibility (CSR) department visit new suppliers. Based on the evaluation's outcome, the brand decides whether or not to onboard the potential new supplier. During the Brand Performance Check, Mammut showed that the CSR department decided not to onboard a potential supplier based on the information collected about the factory.

This process was not properly followed for one production location, and information was only collected after production had started. This was because the production location was linked to a main supplier who had been onboarded, and the purchasing department approved production in another location without following the proper onboarding procedure.

The member brand did not collect information from workers or stakeholders to inform the sourcing decision. 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 encourages Mammut to ensure all departments follow the onboarding procedure before finalising the first purchase order and to collect worker and stakeholder input before placing the first order.

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

**Comment:** Mammut has added 11 new suppliers in 2024. The member 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 at all new suppliers' facilities.

Mammut has not organised specific onboarding training at these production locations.

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

## Indicators on Identifying continuous human rights risks



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

**Comment:** Mammut has a systematic approach to identifying human rights risks in its supply chain and has assessed the risks for each production location, including subcontracting partners. The risk assessment on the supplier level mainly includes information from factory assessment results. Mammut uses Fair Wear factory assessments, which include worker and stakeholder input, and other third-party audits in its monitoring. The risk assessment includes an assessment of the likelihood and severity, although severity focuses on the legal consequences and impact on health and safety. Mammut uses a traffic light system to evaluate the risks per labour standard. The risk assessment determines which production locations should be audited. In general, onsite factory assessments or social audits are conducted every third year in factories with a moderate risk profile or more frequently if the risk profile is higher or there have been issues Mammut considers as 'zero-tolerance' or recent complaints.

Regarding the Enhanced Human Rights Due Diligence Policy for fire, structural and electrical safety in Bangladesh, Mammut sources from three factories that the RMG Sustainability Council (RSC) covers. Mammut is a signatory of the International Accord.

**Recommendation:** Fair Wear recommends Mammut align its risk assessment with the OECD guidelines, including the internationally agreed-upon definition of severity. Mammut could complement its risk assessment process with worker, supplier, and stakeholder input.

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

**Comment:** Mammut has mapped the risks to Freedom of Association (FoA) of its production countries on a basic level. The member brand has identified the following production countries in its supply chain that show the highest risk: Türkiye, Vietnam, Bangladesh and China. Mammut did not include the risks to women workers. Mammut based the risk mapping mainly on an analysis of factory assessments in its supply chain.

**Recommendation:** Mammut is encouraged to deepen its understanding of risks to FoA in its supply chain. Mammut is also recommended to use the Supplier Questionnaire from Fair Wear's FoA Guide to assess and understand the risk regarding violation of FoA at its suppliers. Furthermore, Mammut should include risks specific to women workers in its risk assessment regarding FoA at its suppliers.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.9 Member company includes a gender analysis throughout 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:** Mammut did not include a gender lens in its risk scoping. The member brand does not collect gender-disaggregated data on country level. In 2023, Mammut started to collect gender data for its main suppliers in Vietnam, China, Bangladesh and Türkiye. The questions cover gender equality in local culture and national legislation, and how each factory manages this topic.

The member could show that it understands the basic gender risks for its sourcing countries. For instance, Mammut identified sexual harassment, gender-based violence, gender equality and discrimination as significant risks prevalent in Bangladesh and Türkiye.

At the factory level, the member brand focused on collecting data on gender pay gaps, health and safety, awareness raising, and training programmes for women. Mammut has not yet collected data on whether the factory has an anti-harassment or discrimination policy and an anti-harassment committee.

**Recommendation:** Fair Wear recommends the member to collect country-level gender risks for each Code of Labour Practices. Furthermore, Mammut is recommended to collect gender data per factory related to every Code of Labour Practices. Fair Wear recommends the member to start analysing the gender data collected at country and factory levels and connect them. Fair Wear's gender instruments 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:** Mammut has a robust and systematic evaluation system for assessing suppliers' human rights performance. The member scores human rights issues per supplier as part of its overall performance. In 2024, the member started to revise its evaluation system to better include social performance. The supplier evaluation is used as input for internal discussions with buyers when deciding on core partners as part of the sourcing strategy.

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

Mammut systematically integrates the outcome of this evaluation into its purchasing decisions. If a supplier performs low, extra attention is given to see how they can improve. In the past, based on the production location's assessment and sourcing strategy, several factories were selected to be phased out. This is a longer process, in cooperation with the supplier. A positive outcome of the evaluation could result in a joint business plan and long-term production planning with the supplier.

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

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

**Comment:** Mammut uses the outcomes of its human rights monitoring to respond to unauthorised subcontracting. In 2024, there is no evidence of missing first-tier locations in the database.

Additionally, the member actively prevents unauthorised subcontracting by visiting suppliers during production. Quality Control staff closely follow where production takes place. Capacity is compared to the number of workers on duty, and any quality issues are flagged to cross-check whether the item was produced at the authorised location.

Moreover, unauthorised subcontracting is forbidden according to Mammut's written General Purchase Agreement. The agreement is signed by all suppliers.

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

**Comment:** Mammut has identified whether homework is prevalent in its sourcing countries. The brand's strong capacity planning and frequent factory visits enable Mammut to monitor this closely. In 2024, all suppliers were asked about homeworkers, and none was found. Most production occurs in Economic Processing Zones (EPZs) with rules preventing goods from leaving EPZs (to stop counterfeiting). This minimizes the risk of homeworking as well. Mammut is aware of the risks of homeworkers and indicated that most of its production processes are not likely to be done by homeworkers due to their highly technical character.

## Indicators on Responsible purchasing practices

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

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

Recently, Mammut introduced a different payment cadence with some suppliers to align with the cash flow of the brand and the supplier. This means that there is no strict 30-day or 60-day agreement, but it fluctuates. Mammut offers short-term payment terms (15 days) between September and January and longer terms (60-90 days) from June to September. Around 10 suppliers accepted that, the others continued on normal payment terms (30-60 days).

**Recommendation:** Fair Wear strongly recommends that Mammut remove penalties for late delivery from its contracts or at least ensure there is 'proof of fault by the supplier'. Mammut is advised to review its contracts with suppliers against the principles mentioned in the Common Framework of Responsible Purchasing Practices (CFRPP).

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.14 Member company has formally integrated responsible business practices and possible impacts on human rights violations in 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. All relevant staff have access to audit reports and CAPs. Buyers, quality control staff and technicians who visit suppliers are regularly updated on CAP issues and instructed by the Head of Vendor Management. The buying team is trained in responsible sourcing and purchasing, which is highly integrated into the overall tasks of the teams. The CSR team has created a Fair Wear Handbook for buyers, underlining the shared responsibility to support the CoLP.

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

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

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



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

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

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.16 Member company can demonstrate the link between its buying prices and wage levels at production locations.	Intermediate	Understanding the labour component of buying prices is an essential first step for member companies towards ensuring the payment of minimum wages - and towards the implementation of living wages.	Interviews with production staff, documents related to member's pricing policy and system, buying contracts, cost sheets including labour minutes.	4	6	0

**Comment:** Mammut understands the wage levels of its suppliers and has started to apply a plausibility check of its buying prices against wage levels. Mammut follows a partnership approach when negotiating prices. When developing a new style, Mammut involves its suppliers and agrees on a target price based on supplier feedback and experience. Part of the process is the discussion of an open costing sheet (fabric, CMT, trims), which is a requirement of Mammut to its suppliers. The open costing sheet includes a standard minute cost provided by the supplier, which is cross-checked with an international database against legal minimum wages. Labour costs do not include indirect labour or overhead costs. The standard minute value is not known.

Once the price is set, it remains fixed for this style and is not renegotiated with every order, except when wages rise. Mammut constantly analyses wage levels to learn how to link its buying prices more accurately by working with product costs as a basis. However, Mammut includes changes in legal minimum wage or inflation in its discussion with suppliers about the buying prices.

**Recommendation:** Mammut is encouraged to train buyers on cost breakdowns, for example, by using the Fair Price app.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.17 All sourcing intermediaries play an active role in upholding 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:** Mammut has informed all its sourcing intermediaries of Fair Wear requirements and could show that they informed production locations. The intermediaries also actively support the implementation of the CoLP by attending meetings, staying in close contact with Mammut, and taking an active role in the follow-up of CAPs.

## Layer 3 Prevention, mitigation and remediation

**Possible Points: 96**

**Earned Points: 46**

### 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:** Mammut has drafted follow-up plans, focusing on suppliers in Bangladesh, Vietnam, China and Türkiye. The follow-up actions match the risk profile. The defined follow-up actions for factories in both production countries cover more than 93% of FOB. The member signed the International Accord in 2023. The member could show prioritisation of follow-up plans for Bangladesh (enhanced monitoring programme), Vietnam, China and Türkiye (high risks). Mammut showed that it included the more complex risks, such as discrimination and repetitive findings, such as excessive overtime. For Bangladesh, Mammut joined the pilot Employee Injury Scheme. For its supplier in Ethiopia, Mammut has set up training on social dialogue.

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:** Mammut has started to collect data on gender-related risks per production country, and has not started to incorporate that into the prevention and improvement actions per production location yet.

Mammut developed a so-called 'Worker Well-Being booklet', which also includes gender-related issues. It focuses on biological women and issues such as menstruation, pregnancy, breastfeeding, child care, and menopause. Mammut aims to increase awareness among factory supervisors and encourage best practices. The booklet has been translated into 20 languages. Two factories in Vietnam have held an information session for workers about the booklet.

**Recommendation:** Fair Wear recommends Mammut 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.	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:** Mammut included some steps to encourage FoA and effective social dialogue in its action plans. These steps are especially about raising awareness of the need for effective social dialogue, including grievance mechanisms and trade unions. Similar to indicator 3.2, Mammut uses the 'Worker Well-Being booklet' to increase awareness among factory supervisors and to encourage best practices. The member has yet to make these steps more comprehensive and detailed.

In 2024, Mammut has hired a CSR expert for its Vietnam office, who explicitly focuses on worker-management dialogue when visiting production locations, discussing the topic both with management and directly with workers. And, Mammut has started production in Ethiopia and developed training on Social Dialogue and workers' rights, together with GIZ and another Fair Wear brand.

The member has yet to apply a gender lens and ensure that its steps to promote FoA and effective social dialogue address the specific risks for female workers.

**Recommendation:** Fair Wear recommends Mammut to include more comprehensive steps in its action plans. Fair Wear also recommends Mammut to apply a gender lens and ensure its steps to promote FoA and effective social dialogue address the specific risks for female workers.

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

**Comment:** Mammut follows up on issues related to factory-level grievance mechanisms when they come up in CAPs. Mammut supports internal grievance mechanisms through awareness training with its suppliers and the 'Worker Well-Being booklet', yet the effectiveness of the mechanisms is not monitored. Generally, Mammut focuses on raising awareness of the Fair Wear grievance mechanism.

**Requirement:** The member needs to assess the existence and functioning of factory-level grievance mechanisms systematically; it also needs to support and monitor its functioning.

**Recommendation:** Fair Wear recommends Mammut to support and monitor the internal grievance mechanisms at suppliers.

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

**Comment:** Mammut cooperates with other Fair Wear members at its shared suppliers, responding to CAPs and complaints. At suppliers not shared with other members, Mammut works with other customers on CAP follow-up, complaints handling and training.

## Indicators on implementation: improvement and prevention

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.6 Degree of verified actions.	53%	Fair Wear expects members to show progress towards the implementation of improvement programmes. Members are expected to be actively involved in the examination and remediation of any factory-specific problem.	Progress reports on improvement programmes.	4	6	-2

**Comment:** In the past financial year, Mammut has received five Fair Wear onsite assessment reports and 16 external audit reports from other third-party organisations. During the performance check, the member could demonstrate that for some open CAPs, most issues were addressed and also verified by pictures or an onsite visit. However, there were also open CAPs with no or very few actions addressed. Overall, a sample of five CAPs was evaluated, and it turned out that around half of the actions had been addressed.

Improvement actions include health and safety matters or management-worker dialogue regulation. Mammut has shown that it also followed up on more structural and complex issues, such as transparency on wage structures and excessive overtime hours.

**Requirement:** Following up CAPs by implementing improvement actions is one of the most important criteria members can do to improve working conditions. Coordinated efforts between different departments are required to ensure sustained responses to CAPs.

**Recommendation:** Fair Wear strongly recommends Mammut to close an action in the Member Hub after it has been verified.

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:** Mammut has identified root causes at country level in its strategy papers. In some cases, Mammut has started to analyse root causes at the factory level and define preventive steps addressing root causes. Mammut identified that mainly a lack of awareness and the lack of training possibilities during COVID-19 leads to many health & safety findings. In 2023, Mammut introduced the 'Worker Well-Being booklet' as a way to directly influence factory supervisors by making them aware of Fair Wear COLP, grievance mechanisms, and various health and safety aspects.

In Bangladesh, Mammut decided to join a pilot about the Employment Injury Scheme (EIS) sector as the first step towards a sustainable contributory social insurance system. Mammut expects that through this successful pilot, workers and their families (especially the women, and vulnerable, who are dependent on the deceased or disabled workers) will be under an improved income protection system.

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



Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.8 Member company validates risk profile and maintains regular dialogue with factories where no action plan is needed.	Basic	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.	2	6	0

**Comment:** Mammut has some suppliers in Germany, Latvia and Lithuania where the risk assessment shows that improvement or prevention steps are not needed. These cover around 4% of the member's total FOB. Mammut has a system to ensure possible human rights risks are regularly discussed with these suppliers. Worker representatives or local unions are not yet included in those discussions.

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

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

**Comment:** Although Mammut has a strong capacity booking system supporting reasonable working hours, excessive overtime is still found in its supply chain. In the previous year, all five Fair Wear assessments indicated problems related to excessive overtime.

Mammut is evaluating its own processes related to findings of excessive overtime, as the member sees it has been getting worse since the end of COVID-19. Last year, Mammut needed more products and was ordering late, which contributed to production peaks and excessive overtime. With adjusting its forecasting process, Mammut aims to reduce the impact on excessive overtime.

**Recommendation:** With its suppliers where excessive overtime occurs, Fair Wear recommends Mammut to verify whether production is planned with overtime. If production is planned with overtime, the brand should ensure that its products can be produced during regular working hours.

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

**Comment:** In the previous year, three out of five Fair Wear onsite assessments included findings regarding non-payment of legally required wage elements. For one production location in Bangladesh, it was linked to apprentices not earning the legal minimum wage. This has been addressed with Mammut and will be validated in 2025. For one production location in Vietnam, it was linked to allowances, bonuses and social security not being paid. The factory indicated this was resolved, but the finding still needs to be validated. For another production location in Vietnam, it was related to workers not receiving the legal minimum wage they were entitled to due to the nature of their job. On this finding, Mammut did not follow up with the production location because the supplier did not respond, and the member did not check the findings before sharing them with the production location.

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

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

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

Members are recommended to investigate the wage levels at supplier factories to ensure that at least the legal minimum wage i.e. no payment at trainee (50% of LMW), or probation period (75%) levels, is paid to workers.

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

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.11 Degree to which member company assesses and responds to root causes of wages lower than living wages in production locations.	Basic	Assessing the root causes for wages lower than living wages will determine what strategies/interventions are needed for increasing wages, which will result in a systemic approach.	Member companies may present a wide range of evidence of how payment below living wage was addressed, such as: internal policy and strategy documents, reports, wage data/wage ladders, gap analysis, correspondence with factories, etc.	2	6	0

**Comment:** Mammut understands which suppliers pay wages below living wage estimates, using estimates from Global Living Wage Coalition and Asia Floor Wage for its production countries, Vietnam, China, Türkiye and Bangladesh (where over 90% of the total FOB comes from). Wages are discussed with Mammut's main suppliers using the Fair Wear wage ladder, where available.

In 2024, Mammut joined the Swiss Textiles project 'United for Fair Wages' and is working with other brands to find ways for factories to realise the estimates from the Global Living Wage Coalition in Vietnam. This project should result in higher wages at selected production locations by 2030. At the moment, the project is still in its initiation phase and does not include specific attention to root causes at brand level linked to factory wage levels.

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

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

**Comment:** In 2024, Mammut joined the Swiss Textiles project "United for Fair Wages" and is working with other brands to find ways for factories to realise the estimates from the Global Living Wage Coalition in Vietnam. This project should result in higher wages at selected production locations by 2030. Mammut has not yet determined the finance strategy to realise higher wages at production locations.

**Recommendation:** To support companies in analysing the wage gap, Fair Wear has developed a calculation model that estimates the effect on FOB and retail prices under different pricing models.

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

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

**Recommendation:** We encourage Mammut to show that discussions and plans for wage increases have resulted in increased 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:** Mammut received five complaints in the past financial year about wages, health and safety issues and legally binding employment issues from Vietnam and Bangladesh. For all complaints, Mammut adequately responded as per Fair Wear's Complaints Procedure. The information and steps taken are shared internally to prevent the issue from recurring. A clear system keeps track of each complaint, steps taken, feedback and status. For some of the complaints, Mammut cooperated with other Fair Wear member brands.

For one production location, the nature of the complaint has resulted in Mammut suggesting additional training and a modular assessment to more actively monitor the situation.

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:** In the past financial year, Mammut organised an onboarding training at one of its production locations in Vietnam. In addition, following its risk scoping, it organised training on Social Dialogue in Ethiopia. The decision to provide training to its suppliers depends on the improvement and remediation plans based on audit results and complaints, as well as the outcome of continuous monitoring.

The member has not yet enrolled all of its suppliers with findings on missing social dialogue and lacking awareness of FoA in training programmes like the 'Communication and Factory Dialogue Programme' in Vietnam.

**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.	Basic	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.	2	6	0

**Comment:** The member has shared the training reports with its suppliers and started a dialogue with its suppliers about the outcome of the training. Mammuto did not yet use the training results as input for Mammuto's human rights due diligence.

**Recommendation:** Fair Wear recommends Mammuto to use the training results as input for Mammuto's human rights due diligence.

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:** Mammut’s human rights risk monitoring includes a responsible exit strategy and shared with each supplier in business agreements and policy documents.

In the past financial year, the member did not stop production with a specific supplier. The company decided to move from the production locations of one supplier in Vietnam. In addition, because it still had stock of some products, it decided not to have orders in 2024, but will have orders again in the future. These decisions are part of the ongoing discussion with suppliers and production locations.

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

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.18 Member company’s measures, business practices and/or improvement programmes go beyond the indicators or scope.	Basic	Fair Wear would like to reward and encourage members who go beyond the Fair Wear policy or scope requirements. For example, innovative projects that result in advanced remediation strategies, pilot participation, and/or going beyond tier 2.	Overview of Human Right risk monitoring, remediation and prevention activities and processes.	2	6	0

**Comment:** Mammut undertakes human rights activities that go beyond Fair Wear's scope. It has translated the Fair Wear Code of Labour Practices to its metal goods. In addition, it is extending its monitoring of labour conditions to fabric production locations.

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

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

**Comment:** Mammot does not sell external brands.

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

**Recommendation:** Fair Wear recommends Mammut to publish concrete remediation action for its suppliers.

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

**Comment:** Mammut has a system to track progress and check if implemented measures have effectively prevented and remediated human rights violations. The internal evaluation system involves top management, the sourcing and product teams. Meetings are held for evaluation and next steps on a bi-monthly basis.

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

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
4.6 Level of action/progress made on requirements from previous Brand Performance Check.	Intermediate	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.	2	4	-2

**Comment:** The previous performance check included three requirements. One was updating the Responsible Business Conduct policy, which Mammut did. Another requirement was to set a target wage for suppliers, which Mammut tackled by joining the Swiss Textiles project 'United for Fair Wages' and is working with other brands to find ways for factories to realise the estimates from the Global Living Wage Coalition in Vietnam. The last requirement was linked to supporting and evaluating internal grievance mechanisms. On this requirement, Mammut still has some work to do, as is described in indicator 3.4.

## 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.: Yes

**Comments:** Mammut joined the pilot Employee Injury Scheme for workplace and commuting accidents in Bangladesh. Mammut has participated in webinars to encourage more brands to join.

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

**Comments:** Mammut joined Swiss Textile project 'United for Fair Wages' in 2024 and encouraged other Fair Wear members to join.

## Recommendations to Fair Wear

Mammut has the following recommendations for Fair Wear:

- More strategic support from the tools.
- Know more about Fair Wear is connected to other organisations in the industry, so we know that we do not have much duplication.



## Brand Performance Check details

Date of Brand Performance Check: **19-06-2025**

Conducted by: **Anne van Lakerveld**

Interviews with: **Paul Cosgrove - Chief Product Officer**

**Andreas Buchberger – Head of Sourcing**

**Tobias Steinegger – Head of CSR**

**Mick Farnworth – Social Compliance & Vendor Management Lead.**

**Carolin Leo – Sourcing & Process Manager**

**Damla Egritepe – Senior Buyer Apparel**

**Linh Cao – Environmental Compliance Manager, CSR Team Vietnam**

**Matteo Albertoni – CSR Analyst**