



Brand Performance Check

Montane Ltd.

Publication date: October 2025

This report covers the evaluation period 01-02-2024 to 31-01-2025

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: 138

Possible score: 196

Benchmarking Score: 70

Performance Benchmarking Category: Good



Foundational
system's criteria

100%



Sourcing strategy

65%



Identifying
continuous human
rights risks

93%



Responsible
purchasing
practices

85%



Quality and
coherence of
prevention and
remediation system

67%



Improvement and
prevention

59%



Communication,
transparency and
evaluation

64%

Summary:

Montane has shown progress and met most of Fair Wear's performance requirements. With a total benchmarking score of 70, the member is placed in the Good category.

In 2024, Montane focused on further consolidating its supply chain and aligning production with responsible business practices. Montane sources from 28 production locations across Vietnam, Bangladesh, Cambodia, Indonesia, China and India. Montane has identified several risks in its supply chain and translated these into action plans.

The member brand renewed its commitment to the International Accord, and it is part of the Employment Injury Scheme (EIS) pilot programme in Bangladesh to strengthen its approach to health and safety issues.

In Vietnam, Freedom of Association (FoA) and Social Dialogue have also been identified as high risks. Montane has introduced FoA-specific questionnaires and initiated discussions to address these issues with suppliers. The member continued its participation in the multi-company collective bargaining agreements project in Vietnam with one of its main supplier.

Montane's action plans are linked to risk analyses and supplier evaluations that include human rights and operational performance metrics. Corrective Action Plans (CAPs) are monitored, and internal reviews guide the member's approach to addressing risks and tracking progress. Montane actively address CAPs and complaints, driving cooperation with other Fair Wear members at its shared suppliers. The member has responded to complaints effectively, supporting collaborative remediation efforts of other members.

The member is collaborating with other Fair Wear members to conduct modular assessments on living wage in factories where wage issues are recurrent. While the member has gathered wage data and initiated discussions with suppliers, it has yet to develop a strategy to finance wage increases comprehensively. Montane continues to explore solutions and plans to build on its efforts in the coming year.

Montane is recommended to include more comprehensive steps related to FoA and gender in its action plans, and to ensure worker representatives are involved in the steps to promote FoA and effective social dialogue.

Additionally, the member should analyse what is needed to increase wages and develop a strategy to finance the costs of wage increases.

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 Montane Ltd.

Member company information

Member since: [1 Jan 2019](#)

Product types: [Bags, Accessories and Outdoorwear](#)

Percentage of turnover of external brands resold [0%](#)

Member of other MSI's/Organisations [Bluesign, EOG, International Accord - Bangladesh and Textile Exchange](#)

Number of grievances received last financial year [1](#)

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	15	43.14%
Bangladesh	3	34.13%
Cambodia	2	16.37%
Indonesia	1	4.67%
China	3	0.9%
India	4	0.79%

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](#)

Comment: [Montane has a solid Human Rights Due Diligence \(HRDD\) 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: [Montane discloses 100% of production locations internally through Fair Wear's information management system.](#)

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

Comment: Montane discloses 100% of production locations externally on Fair Wear's transparency portal.

1.8 Member complies with the basic requirements of Fair Wear's communication policy.: Yes

Layer 2 Human rights due diligence, including sourcing strategy and responsible purchasing practices.

Possible Points: 90

Earned Points: 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: Montane has a sourcing strategy addressing labour conditions and works with 28 active suppliers, of which 8 are subcontracting partners for supporting processes. Of the total production volume, 33% comes from suppliers where Montane has at least 10% leverage. 5% of the production volume comes from suppliers where Montane buys less than 2% of its total FOB. This is an improvement compared to the previous year since the member is shifting its production to suppliers where they have more leverage.

Montane's sourcing strategy explicitly focuses on increasing influence through consolidation and active cooperation with other clients. Montane could demonstrate that it actively cooperates with other buyers. In the previous financial year, the member brand started to consolidate its supply chain by exiting suppliers where it had low leverage.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.2 Member company's sourcing strategy is focused on building long-term relationships.	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: Montane has a sourcing strategy focusing on fostering long-term relationships. Currently, 45% of Montane's total FOB volume comes from suppliers with whom it has at least a five-year relationship, which is a decrease compared to the previous financial year. One reason for the decrease is the disengagement from its factory in Myanmar. For instance, after exiting its production location in Myanmar, Montane shifted production to a factory of the same owner in Vietnam, maintaining a 15-year relationship with this partner. Montane remains committed to establishing a sustainable, long-term production base. The member does not commit to long-term contracts yet.

Recommendation: Fair Wear recommends Montane to commit to long-term contracts.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.3 Member company conducts a risk scoping exercise as part of its sourcing strategy.	Basic	Human rights due diligence, according to the OECD guidelines, requires companies to undertake a scoping exercise to identify and mitigate potential human rights risks in supply chains of potential business partners.	HRDD policy; Sourcing strategy linked to results of scoping exercise; HRDD processes, including specific responsibilities of different departments; Use of country studies; Analysis of business and sourcing model risks; Use of licensees and/or design collaborations.	2	6	-2

Comment: Montane conducts risk scoping and includes all eight labour standards on production country level. Montane still needs to identify risks on the business model, sourcing model, and product level. Montane has included information from Fair Wear's country studies and gender fact sheets and information provided by other organisations. In its risk scoping, the member has assessed the impact and likelihood of the risks correctly. The risk scoping includes a gender lens. The member particularly looks at gender in the standard on discrimination. Montane's risk scoping covers all production countries, with systematic updates on a seasonal basis biannually and new information incorporated as it arises.

Montane has developed an overview of human rights risks, using country studies from Fair Wear, the MVO Risico checker, United Kingdom Government resources, international and regional news, peer-to-peer information sharing, staff insights from location visits, and supplier feedback through questionnaires. Recognising high sector risks in Bangladesh, where it has three production locations, Montane renewed its commitment to the International Accord by signing the revised legally binding agreement and joining an Employment Insurance Scheme pilot.

The member adjusts its sourcing strategy based on the risk scoping, as the outcomes of the risk scoping are included in decision-making. The risk scoping shows Myanmar having the highest likelihood and impact of Codes of Labour Practices (CoLP) violations. After discussions with Fair Wear, the member brand has initiated a Responsible Exit Strategy from Myanmar. Montane received its final shipment from Myanmar in 2022 and no longer has any production in the country. Montane's sourcing strategy does not mention a preference for countries where workers can freely form or join a trade union and/or bargain collectively.

Recommendation: Fair Wear recommends Montane to include all risk factors (business model, sourcing model, and product level) in its risk scoping.

Fair Wear strongly recommends Montane 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 Montane to inform new suppliers about its HRDD policy and Fair Wear membership by sharing the supplier manual and supplier purchasing agreement containing information on Fair Wear membership and requirements. The brand also visits new production locations and discusses Fair Wear membership. For new suppliers, Montane arranges an introductory CSR call with the CSR and sourcing teams to review current programs and discuss potential adaptations. This process has been followed for the two suppliers added last year.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.5 Member company collects the necessary human rights information to inform sourcing decisions before finalising the first purchase order.	Intermediate	Human rights due diligence processes are necessary to identify and mitigate potential human rights risks in supply chains. Specific risks per factory need to be considered as part of the decision to start cooperation and/or place purchasing orders.	Questionnaire with CoLP, reviewing and collecting existing external information, evidence of investigating operational-level grievance system, union and independent worker committee presence, collective bargaining agreements, engaging in conversations with other customers and other stakeholders, including workers.	4	6	0

Comment: Montane collects human rights information of potential new suppliers by following its onboarding process as described in its sourcing strategy. Montane's supplier onboarding and ongoing assessment process begins with collecting supplier questionnaires that include the Fair Wear questionnaire with the CoLP. An additional supplier questionnaire that is shared with new/potential suppliers includes questions about FoA and gender equality. Third-party audit reports are requested and assessed when available. The data collected informs factory-specific risk assessments, which are summarised and included in sourcing decision meetings, alongside feedback from other departments working directly with suppliers. The member investigates whether an operational grievance mechanism exists through their FoA questionnaire.

The member company onboarded a supplier in Bangladesh and checked the remediation status on the RMG Sustainability Council (RSC) website before placing the first purchasing order. Montane followed this process for the two suppliers added in the previous year. The member does 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 the member to collect worker and stakeholder input before placing the first order. Fair Wear strongly recommends Montane to privilege suppliers where workers can freely form or join a trade union and/or bargain collectively and make this explicit in its sourcing strategy.

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

Comment: In the previous financial year, Montane added two new factories, one of which is a process subcontractor.

Montane 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. Montane organised onboarding sessions for workers and the management of both new suppliers. The member organised these sessions to raise awareness about the Fair Wear CoLP and the grievance mechanism.

The member does not include yet in its onboarding sessions discussion with workers on how they would like to provide feedback and report grievances to the management regarding their working conditions.

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

Indicators on Identifying continuous human rights risks

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.7 Member company has a system to continuously 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: Montane has a systematic approach to identifying human rights risks in its supply chain and has assessed the risks for each production location.

This assessment is informed by country studies, audits, complaints, third-party assessments and factory visits. For Chinese suppliers, Montane has assessed the likelihood of forced labour as low. Although appropriate monitoring can reduce country-level risks at the supplier level, certain risks, particularly forced labour, remain challenging to identify and cannot be entirely minimised. As part of its risk assessment, Montane has diversified its monitoring methods, including factory onsite assessments, grievances, partnering with other brands to CAPs and grievances, and monitoring visits to address high-likelihood risks. Additionally, the company uses collected gender questionnaire data to apply a gender lens across locations.

The member brand has an appropriate system to identify risks at Bangladeshi suppliers and has access to assessments of the RMG Sustainability Council (RSC). Montane prioritises Fair Wear full assessments in its monitoring. Next to its systematic approach, the brand ensures it uses different tools that include input from workers, suppliers, and other stakeholders, like the Fair Wear onsite assessments, grievances and in some factories workers' feedback. The member does not assess yet whether it causes, contributes or is linked to the identified risks.

Recommendation: Fair Wear recommends Montane to assess whether the member causes, contributes or is linked to the identified risks.

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: Montane has mapped the risks to FoA in all its sourcing countries and can explain the main risks per country, including the risks to women workers. The risks identified are limited worker/management dialogue, workers not having a voice, and no or very restricted freedom of association. Since women are underrepresented in unions and worker delegations, these structures may be less beneficial to women workers. Montane can demonstrate advanced knowledge and understanding of FoA in all countries where it sources. Montane understands the status of FoA at each of its suppliers. The member has supplier-level monitoring in place to assess and understand the risk at suppliers. Montane uses a FoA Questionnaire that was developed by using the FoA brand toolkit and the CNV International questionnaire to ensure supplier-level monitoring of the risk of violations to FoA.

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: Montane has included gender in its human rights risk identification. The member could show it understands the gender risks for its sourcing countries, and for instance, identified a low percentage of women in supervisory or high-paid positions and workplace discrimination and harassment as important risks prevalent in Bangladesh, as well as significant wage differences between men and women in India. Additionally, Montane actively collects gender data per factory, including disaggregated wage data, gender representation in management positions, and among worker representatives, as well as adopted policies. This information is collected through questionnaires, third-party assessments, and direct communication with suppliers. The member has not yet analysed/specifically looked into how its business practices affect gender at its suppliers.

Recommendation: Fair Wear recommends the member to keep 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: Montane has a strong and systematic evaluation system for assessing suppliers' human rights performance. The system combines indicators on human rights with metrics on production management, design and development, quality, and shipping. The brand systematically integrates the outcome of this evaluation into its sourcing and purchasing decisions, enabling Montane to determine whether to grow, maintain, reduce, or cease production with a supplier based on their overall performance, including social compliance. The evaluation system also incorporates risk scoping and assessments, which form part of a broader performance evaluation used to create internal summaries. These summaries inform decisions in advance, particularly important for suppliers specialising in technical product categories, where production cannot easily be relocated during purchasing. Montane uses the evaluation to identify underperforming suppliers and, where necessary, develop contingency plans, such as identifying alternative suppliers. Montane shares the evaluation outcomes proactively with suppliers, leaving out only the production location score. In 2024, Montane introduced a feedback survey for suppliers to rate Montane's purchasing practices. The survey was conducted anonymously, and the member brand received valuable feedback.

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: Montane 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 visiting suppliers during production and requiring suppliers to disclose any subcontracting activities as outlined in its Supplier Manual. This document, which suppliers must sign and return to indicate their agreement, mandates that they inform Montane of existing subcontracting locations or request authorisation for new subcontractors. Additionally, the member requires all subcontractors to complete a supplier questionnaire and agree to comply with the CoLP.

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: Montane has identified whether homework is prevalent in its sourcing countries. According to the member, there is a very low risk of homeworkers being used by its suppliers because Montane mainly produces technical outdoor apparel and equipment. In its product risk assessment, Montane mentions that there is a higher risk for the production of non-technical styles or products with specific accessories where no machines are needed. The member brand has been checking with the help of the annual questionnaire whether homeworkers are used. So far, no supplier has reported the use of homeworkers. Through the brand's detailed insights into production processes and, for example, visits, the member can validate the suppliers' statements that no homeworkers are used. Montane has also included a homemaker clause in its Supplier Manual.

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: Montane uses contracts with its suppliers. The member has agreements in the form of a Supplier Purchasing Agreement and its Supplier Manual that stipulate the terms of payment, liability, and penalties. Since the brand's last performance check, the member brand has updated its policy on delays and penalties, dissolving the unequal burden it placed on its suppliers. Montane uses different payment terms, which depend on the supplier and go up to 30 days net, although this is not mentioned in the Supplier Purchasing Agreement or the Supplier Manual. The member brand has yet to include the shared (financial) responsibility for the implementation of the Code of Labour Practices (CoLP) in its Supplier Purchasing Agreement.

Recommendation: Fair Wear strongly recommends Montane to include the shared responsibility of CoLP implementation in its contracts, including fair payment terms.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.14 Member company has formally integrated responsible business practices and possible impacts on human rights violations in its decision-making processes.	Advanced	Corporate Social Responsibility (CSR), purchasing, and other staff that interact with suppliers must be able to share information to establish a coherent and effective strategy for improvements. This indicator examines how this policy and Fair Wear membership requirements are embedded within the member company.	Internal information systems, status Corrective Action Plans, sourcing score- cards, KPIs listed for different departments that support CSR efforts, reports from meetings from purchasing and/or CSR staff, and a systematic manner of storing information.	6	6	0

Comment: Montane actively shares relevant CSR information with other departments. There is an active interchange of information between CSR and other departments to enable coherent and responsible business practices. For instance, the Ethical Compliance Coordinator, sitting within the Operations team alongside CSR, facilitates communication and data exchange. A cross-departmental working team meets quarterly to review supplier performance, including compliance with human rights in the supply chain. Social risks are summarised and presented quarterly to production and development team leaders and top management, while weekly Operations meetings provide additional opportunities for collaboration.

The member includes responsible business practices in its operations, but these have yet to be fully integrated into job role competencies. For instance, responsible sourcing strategy and pricing objectives are part of the Ethical Compliance Coordinator's role, though job descriptions across other teams are still under development to reflect such practices. Sourcing and purchasing staff are guided by objectives based on previous Brand Performance Checks, with ongoing work to translate these objectives into SMART-formulated Key Performance Indicators.

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: Montane utilises a critical path for each product and supplier spanning a two-year planning window. This method ensures that suppliers are informed well in advance and that production is distributed across multiple delivery drops. It also allows Montane to proactively communicate with suppliers about significant changes in order volumes. Each supplier's production capacity is assessed, taking into account holiday periods to avoid any capacity-related disruptions.

This system, referred to by Montane as the Visual Control Board, enhances awareness across departments about critical deadlines and the repercussions of failing to meet them. With this enhanced planning tool, Montane is able to notify fabric suppliers earlier about production forecasts. This ensures the availability of greige fabric necessary for samples and bulk production, thereby preventing delays due to fabric shortages. While Montane accommodates delivery delays and, where necessary, covers the cost of air freight to meet schedules, it recognises the importance of continuous evaluation and adjustment of production planning with its suppliers, taking responsibility for any forecasted unused capacity.

The Visual Control Board provides a clear, at-a-glance representation of deadlines, highlighting both on-time completions and delays. Weekly cross-departmental meetings are convened to review the status of each deliverable, ensuring that all departments are aligned and responsive. Montane's production manager conducts monthly calls with all suppliers and arranges additional meetings as needed to discuss and address any production issues. This proactive engagement helps to maintain production within the capacity capabilities and advised lead times.

In addition to scheduling, Montane forecasts for fabric greige and overall supplier capacity to mitigate issues like late fabric deliveries, often opting for air freight over shipping when necessary. The member also collects working hour data from suppliers, which is aligned with Product Status Reports and product development timelines, particularly focusing on new strategies implemented to reduce production delays.

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: Montane has an understanding of the wage levels at its suppliers and connects this understanding to its own buying prices. The member has worked to gain a more detailed insight into the labour component of its prices, with cost breakdowns that include labour minutes now available for some of its suppliers. From the remaining suppliers, Montane receives partial breakdowns. Suppliers are encouraged to share open costing information, and Montane uses two standard templates but remains flexible by accepting existing supplier formats to minimise duplication.

The member requests product cost breakdowns seasonally, including for carry-over styles, to account for wage increases and inflation, and notes when suppliers quote higher prices for these reasons. Montane monitors national-level wage increases and uses wage ladders from audits and information gathering to identify potential wage compliance issues. Supplier performance on cost transparency is scored in evaluations, with corrective actions included in follow-up plans. While Montane has explored tools like the Fair Price App, adoption has been challenging due to supplier capacity constraints, though the member continues to prioritise conversations about improving cost transparency. The member brand has yet to include a plausibility check to investigate if legal minimum wages are covered by the prices that Montane pays.

Recommendation: Montane 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. Additionally, Montane could use information from suppliers about what they need in terms of orders to pay at least minimum wage or current wage as input for a plausibility check.

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: Montane has informed its sourcing intermediaries of Fair Wear requirements and could show that the intermediaries informed production locations. Montane typically collaborates directly with production locations regarding the CoLP. However, in some cases, Montane works with intermediaries it has partnered with for many years. To maintain alignment with ethical trading, all intermediaries have signed Montane's Supplier Manual (which incorporates Fair Wear's CoLP) and work closely with the member.

Recommendation: Montane could require its intermediaries to uphold the purchasing practices mentioned in the Common Framework for Responsible Purchasing Practices (CFRPP).

Layer 3 Prevention, mitigation and remediation

Possible Points: 84

Earned Points: 52

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: Based on the risk identification as described in chapter two, Montane has linked factory risks to appropriate follow-up for factories covering all factories. The actions are categorised into improvement, preventive, and monitoring measures, covering all main suppliers but excluding subcontracting partners. Follow-up plans utilise tools such as training programmes and onsite assessments. The prioritisation of follow-up actions was previously determined by the significance of the risk. Montane sources from three production locations in Bangladesh and is a signatory to the International Accord. All factories are covered under the Ready-Made Garments Sustainability Council (RSC) and Montane follows the RSC findings in the follow-up with its suppliers in Bangladesh. Montane does not yet include a budget or timeline for its corrective action plans.

Recommendation: Fair Wear recommends the member to further improve its action plans, including a budget and timeline.

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: Montane's risk analysis incorporates a gender lens at the factory level, informing its improvement and prevention steps. Gender-related risks, such as low representation of women in supervisory roles and wage disparities, are considered in factory and country-level analyses. Montane identifies that the highest risk of gender-based violence and harassment in its supply chain locations is now within Bangladesh.

Montane had explored Better Works' gender based training programmes with one of the factories in Bangladesh. The training report has not yet been verified by Fair Wear.

While some preventive measures have been implemented, these actions are not yet applied consistently across all labour standards or factories. Montane continues to work with suppliers to address gender-related concerns, tailoring proposals to improve gender representation and address specific risks, such as childcare provisions, harassment prevention, and conditions for women in leadership roles.

Recommendation: Fair Wear recommends Montane to make the gender lens in its action plans more comprehensive. Additionally, Fair Wear recommends sharing external training reports with Fair Wear to verify the training programmes.

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: Montane included some steps to encourage freedom of association and effective social dialogue in its action plans. The member continued its participation in the Multi-Company Collective Bargaining Agreement (MC-CBA) project in Vietnam with its supplier. The supplier has openly shared their existing Collective Bargaining Agreement (CBA), and Montane worked together with Fair Wear and CNV-Internationaal on offering feedback and support to the factory on their own CBA, while waiting on the MC-CBA process to pick back up in the multi-company group. The member has yet to make these steps more comprehensive and detailed.

Recommendation: Fair Wear recommends Montane to include more comprehensive steps in its action plans. Additionally, Montane is strongly encouraged to ensure worker representatives are involved in the steps that the member takes to promote freedom of association and effective social dialogue.

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 or are monitored systematically every year. Montane collects information annually on factory-level grievance mechanisms within the FoA questionnaire. The member recommends that factory management maintain open dialogue with workers as part of its internal CAP remediation and supports improvements to internal mechanisms based on audit feedback. The member encourages factories to have a functional internal grievance mechanism, but it does not follow up if it does not receive answers from its suppliers.

Recommendation: Fair Wear recommends Montane to respond when factory-level grievance mechanisms are not functioning. Additionally, Fair Wear recommends Montane to always involve suppliers and worker representatives in the assessment of the factory-level grievance mechanism and to share and discuss the outcome of the assessment with the above stakeholders, who should be encouraged to lead a discussion on how the mechanisms can be improved. Lastly, Fair Wear recommends Montane to ensure that the evaluation of factory-level grievance mechanisms of its suppliers is systematically considered in purchasing decisions.

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: Montane cooperates with other Fair Wear members at its shared suppliers, responding to CAPs and complaints. The member also collaborates with non-member brands in Bangladesh through initiatives such as the International Accord and the Employment Injury Scheme (EIS) pilot programme. Montane attends monthly EIS meetings and ensures follow-up information is shared when required. As the lead brand under the International Accord at its newest Bangladesh supplier, where no other signatories are present, Montane reconnected the factory with the RMG Sustainability Council (RSC), and the member can demonstrate it works on joint prevention, mitigation, and remediation with the RSC and signatories of the International Accord.

Indicators on implementation: improvement and prevention

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.6 Degree of verified actions.	68%	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.	6	6	-2

Comment: During the Brand Performance Check, Montane could demonstrate that it has followed up on 68% of all outstanding actions. These actions are linked to Corrective Action Plans (CAPs) of full assessments conducted in the previous financial year. Most resolved actions pertain to working hours, member sourcing and factory management systems, while some actions on living wage, freedom of association and health and safety are still outstanding.

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: Montane has identified some root causes of the CAP findings and discussed these with its suppliers. The member brand has started to develop some preventive steps addressing these root causes. Examples of the discussed root causes are related to gender discrimination, overtime, and health and safety issues. Additionally, Montane has participated in the Employment Injury Scheme (EIS) pilot programme since 2023, ensuring financial support for workers or their beneficiaries in the event of workplace accidents. The member brand continuously focuses on adjusting its production planning. The member brand has discussed root causes with production locations, but it still has to develop and implement actions to address root causes.

Recommendation: Fair Wear recommends Montane 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: Montane has no suppliers where action plans 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 past financial year, Montane has received three Fair Wear factory assessment reports. Open findings related to excessive overtime are shown in factories located in Bangladesh, Vietnam, and China.

Montane has analysed the root causes of these findings. According to the member, political instability of production countries, tariffs imposed by the United States, unforeseeable events like floods and power cuts, and peak production periods are significant causes of excessive overtime. Montane requests working hour data from its suppliers to identify when such peaks occur and to correlate them with excessive hours. Some of Montane's suppliers remain reluctant to be open about working hours. The member has addressed this and promotes transparency about working hours by collecting data through a template that allows the hours to be broken down by process. This enables a more accurate analysis across Montane's departments, helping to create a more effective mitigation plan. Challenges are still encountered in factories where Montane does not have a lot of orders, and consequently, the factory is less responsive to requests for data or information. The member has taken action to address the root causes by supporting air freight fabric and split deliveries. Montane could not yet validate if the efforts resulted in reduced excessive overtime.

Recommendation: Fair Wear strongly recommends Montane to address suppliers' reluctance to be transparent about working hours. Additionally, Fair Wear recommends Montane to verify and validate if excessive overtime could be reduced. Lastly, Fair Wear also recommends cooperating with other customers at the factory to increase leverage when mitigating excessive overtime.

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

Comment: In the past financial year, Montane has received three Fair Wear factory assessment reports and two complaints that included findings regarding non-payment of the legal minimum wage and legally required wage elements. Montane collaborated with other Fair Wear members for the remediation of both complaints, participating in group discussions around all aspects of one complaint and undertaking calls with the factory to solve the other complaint. Challenges were encountered in obtaining additional details confirming the resolution of the complaint. Once the complainant was reached and the complaint closed, the member brand requested a Fair Wear modular assessment to verify the resolved finding.

For the three factory assessments, Montane identified that the most common form of wage violation is in non-payment of allowances and non-enrolment in social security schemes as required by law. In Bangladesh, the member identified that issues around worker gradings can cause wage issues since workers are wrongly graded according to their skill level. The member is collaborating with other Fair Wear members to conduct modular assessments on living wage in factories where these are recurrent issues. Communication challenges are still encountered in factories where Montane does not have a lot of leverage. The issue is still open.

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: Montane has a basic overview of the wage levels at its suppliers. Montane discusses the topic of wages with all of its suppliers and understands which suppliers pay wages below living wage estimates as a consequence of the member's policies or actions. Montane gathers wage data to create its own gender-disaggregated wage ladders, which are used to address findings from audits and better understand wage gaps.

The member has yet to include worker representation in the conversations regarding living wage with its suppliers and it has yet to develop a systemic and time-bound approach to get wages increased towards a living wage.

Recommendation: Fair Wear encourages Montane 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. Additionally, Fair Wear encourages Montane to involve worker representatives and local organisations in assessing root causes of wages lower than living wages.

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: Montane does not have a strategy on how to finance wage increases at its suppliers yet.

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

Recommendation: Fair Wear recommends Montane to enrol in the Living Wage programme on Fair Wear's learning platform. It is advised that the strategy for how to finance wage increases is agreed upon by top management.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.13 Percentage of production volume where the member company pays its share of the living wage estimate.	26.12%	Fair Wear requires its member companies to act to ensure a living wage is paid in their production locations to each worker.	Member company's own documentation such as reports, factory documentation, evidence of Collective Bargaining Agreement (CBA) payment, communication with factories, etc.	2	6	0

Comment: Fair Wear assessments show that a living wage estimate is paid at suppliers responsible for 26.12% of Montane's FOB.

Recommendation: We encourage Montane 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.	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: Montane received five complaints in the past financial year about living wages, legally binding employment relationship, reasonable hours of work, and safe and healthy working conditions at its suppliers in Myanmar and Bangladesh. Although the member was no longer active in Myanmar, it still received the complaint since the status of the factory from 'active' to 'not active' was only changed in FY24 in Fair Wear's system. Montane collaborated with other Fair Wear member brands in the remediation process.

Montane was involved in group discussions and communicated with the factory about the complaint. The remediation of the complaint was further checked during a subsequent audit. Montane has taken steps to prevent similar complaints from occurring at its supplier, proposing a modular assessment focusing on wages that will take place in the next financial year.

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: Montane has some CAP findings where training is recommended as follow-up action. The member has partnered with another member brand to enrol one of their suppliers with findings on limited awareness of their labour rights and the CoLP in an onboarding training.

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

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.16 Degree to which member company follows up after a training programme.	Member company did not implement any training	Training is a crucial tool to support transformative processes but complementary activities such as remediation and changes at the brand level are needed to achieve lasting impact	Evidence of engagement with factory management regarding training outcomes, documentation on follow-up activities, and proof of integration into further monitoring and risk profiling efforts.	N/A	6	0

Comment: Montane has not received training reports yet and awaits those to decide on appropriate follow-up.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.17 The member company's human rights due diligence system includes a responsible exit strategy.	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: Montane's human rights due diligence system includes a responsible exit strategy, which is incorporated into its HRDD policy and sourcing strategy. In the past financial year, the member stopped with two suppliers in India and Indonesia. The member exited the factories to consolidate its production locations. The member informed the factory of its intentions with six months' notice in line with its responsible exit policy and its seasonal purchasing timeline. The member followed up on the potential impact on workers and factory stability.

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: Montane 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: 14

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: Montane 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 sharing blog posts on its social media platforms, Montane 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: Montane 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: Montane has submitted its social report, which has been reviewed by Fair Wear.

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: Montane published its Social Report, which includes some factory-level data and remediation results, on its website. In addition to the Social Report, Montane published the Impact Report, which focuses on wider Corporate Social Responsibility efforts. While Montane discloses production locations on its website, it has yet to publish time-bound improvement plans.

Recommendation: Fair Wear recommends Montane to publish time-bound plans for its suppliers.

Time-bound improvement plans can include how the brand is investing into their relationship with their suppliers, for example through capacity building for workers on different topics, financing programmes in the factories, plans to increase wages or reduce risks of potential harm.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
4.5 Member company has a system to track implementation and validate results.	Intermediate	Progress must be checked against goals. Members are expected to have a system in place to track implementation and validate the progress made.	Documentation of top management involvement in systematic annual evaluation includes meeting minutes, verbal reporting, PowerPoint presentations, etc. Evidence of worker/supplier feedback.	4	6	0

Comment: Montane has a system to track progress and check if implemented measures have been effective in preventing and remediating human rights violations. The internal evaluation system involves top management. In its evaluation system, the member does not yet include triangulated information from external sources, such as worker representation or trade unions.

Recommendation: The member is advised to include feedback from workers and suppliers in its evaluation system.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
4.6 Level of action/progress made on requirements from previous Brand Performance Check.	Basic	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.	0	4	-2

Comment: The previous performance check included the following requirement: Montane should analyse what is needed to increase wages and develop a strategy to finance the costs of wage increases. The subject has been added to the goals for the year, but it is still a work in progress.

Montane continued to collect wage data, split by gender, and can identify where wages are significantly higher than the minimum wage. Montane understands the inherent issues, such as local competition and customers demanding lower prices, leading to wages below a living wage, but has not yet addressed this in a formal policy or plan of action.

Requirement: It is required to work towards remediation of previous requirements from the last Brand Performance. The requirements included in this check need to be addressed.

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

Montane flagged two topics to Fair Wear during the Brand Performance Check:

- 1) The content of the FoA brands' guidance is hard to follow and it is hard to address nuances of your own factories. It would be ideal to have a refresher of the resources.
- 2) The resource about licensees is quite outdated and the member feel that it cannot really disclose data related to licensees with FW. Additionally, the member would like to know which other FW brands are collaborating with the same licensees.

Additionally, Montane states how important it was to receive the Leader status in the previous Brand Performance Check. In order to validate the work the brand did, it is fundamental that Fair Wear is a thought leader in the sector itself, where also consumers know about the organisation and look specifically for Fair Wear products.

Brand Performance Check details

Date of Brand Performance Check: 09-09-2025

Conducted by: Gloria Bolzonello

Interviews with: Gary Bryant (CEO Montane)

Claire Straker (Ethical Compliance Coordinator)

Anna Pitman (CSR Manager)

Dave Soulsby (Chief Operating Officer)

Matt Kemp (Design Director) Jess Barker Gilholme (Production Manager)

David Williamson (Finance Director)