



Brand Performance Check

**Social Fashion Company GmbH
(ARMEDANGELS)**

Publication date: April 2025

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

About the Brand Performance Check

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

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

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

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

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

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

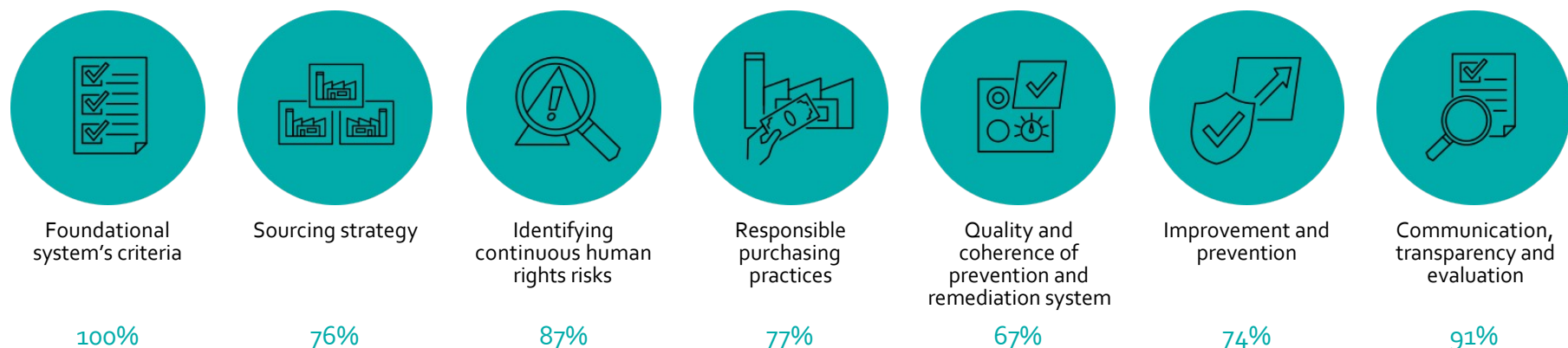
Scoring overview

Total score: 158

Possible score: 204

Benchmarking Score: 77

Performance Benchmarking Category: Leader



Summary:

Social Fashion Company GmbH (ARMEDANGELS) has shown advanced results on performance indicators and has made exceptional progress. With a total benchmarking score of 77, the member is placed in Leader category.

ARMEDANGELS has a sourcing strategy addressing influencing labour conditions. The member has 42 active suppliers. 69% of the production volume comes from suppliers where the member has at least 10% leverage at suppliers. 19% of the production volume comes from suppliers where ARMEDANGELS buys less than 2% of its total FOB. The member's sourcing strategy explicitly focuses on increasing influence through consolidation. Sourcing volumes are now focused on suppliers with high leverage. The member company has yet to include a plan to increase its influence on suppliers by cooperating with other buyers.

ARMEDANGELS conducts risk scoping and includes all risk factors through an annual risk assessment on all levels. In its risk scoping, the member has assessed the impact and prevalence of the risks correctly. The member has partially adjusted its sourcing strategy based on the results. Some new countries can't be added due to potential risks. The member's sourcing strategy mentions a preference for countries where workers can freely form or join a trade union and/or bargain collectively. ARMEDANGELS has yet to use written contracts with its suppliers. ARMEDANGELS is not aware of the payment terms between the direct suppliers and subcontractors.

ARMEDANGELS has a strong understanding of the wage levels at its suppliers and connects this understanding to its own buying prices. The legal minimum wage is always mentioned in the cost sheets. ARMEDANGELS regularly monitors the wage levels and any changes that might occur. For instance, in the last financial year the minimum wage in Türkiye was updated twice. This is cross-checked with a survey for cost sheets.

ARMEDANGELS has prioritised risks and created action plans per supplier, these match the risk profile. Each supplier has risk level score. The action plans detail the different approaches to prevent, mitigate and remediate the prioritised risks and include a budget and timeline. ARMEDANGELS has yet to include a gender lens systematically in its action plans. The member does consider the gender-lens to be included since all harms are linked.

ARMEDANGELS has identified some root causes of the CAP issues and discussed these with its suppliers. The member has started to develop some preventive steps addressing these root causes. The member uses the member hub to add the root causes to actions that are created in the risk assessment. In particular, the member has looked at the impact of its own purchasing practices and sourcing model.

The member's exit strategy was formalised in 2023 and implemented in 2024. ARMEDANGELS followed the steps in the responsible exit strategy for these suppliers except for one subcontractor in Portugal. For this supplier, the last order was placed in January 2024, there was no impact assessment and the decision to exit was abrupt. This led to workers being let go. ARMEDANGELS followed up to verify that all leaves and wages were paid.

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

Performance Category Overview

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

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

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

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

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

Company Profile Social Fashion Company GmbH (ARMEDANGELS)

Member company information

Member since: 1 Jan 2015

Product types: Apparel, Accessories, Outdoor wear and outdoor products and Sportswear

Percentage of turnover of external brands resold 0%

Member of other MSI's/Organisations Retraced

Number of complaints received last financial year 0

Basic requirements

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

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

Membership fee has been paid? Yes

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

Production Country	Number of production locations	Percentage of production volume
Portugal	29	48.23%
Türkiye	15	35.84%
Tunisia	4	12.84%
Morocco	7	1.32%
Italy	1	0.78%
Germany	2	0.7%
Romania	1	0.29%
India	1	0%

Layer 1 Foundational system's criteria

Possible Points: 8

Earned Points: 8

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

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

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

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

Comment: [ARMEDANGELS discloses 97% 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: ARMEDANGELS discloses 97% 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.	Intermediate	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.	4	6	0

Comment: ARMEDANGELS has a sourcing strategy addressing influencing labour conditions. The member has 42 active suppliers. 69% of the production volume comes from suppliers where the member has at least 10% leverage at suppliers. 19% of the production volume comes from suppliers where ARMEDANGELS buys less than 2% of its total FOB. The member's sourcing strategy explicitly focuses on increasing influence through consolidation. Sourcing volumes are now focused on suppliers with high leverage. The member company has yet to include a plan to increase its influence on suppliers by cooperating with other buyers.

Recommendation: ARMEDANGELS could include in its sourcing strategy a plan to increase influence on suppliers by cooperating with other buyers.

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: ARMEDANGELS's sourcing strategy does focus on maintaining long-term relationships. 54% of the member's total FOB volume comes from suppliers with whom ARMEDANGELS has a business relationship for at least five years. Due to the overall production volume that has increased, new suppliers were added for new product groups. The member does not commit to long-term contracts yet. Long-term partnership is mentioned in the vendor manual for direct suppliers and subcontractors, but this does not include a period commitment.

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

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

Comment: ARMEDANGELS conducts risk scoping and includes all risk factors through an annual risk assessment on all levels. For instance, the member assessed that the different collections which are annually produced can lead to high pressure in overtime. ARMEDANGELS also included production processes such as risks with flat knitting and linking related to health and safety.

In its risk scoping, the member has assessed the impact and prevalence of the risks correctly. For Türkiye, the main risks are related to freedom of association such as Freedom of Association (FoA) not being protected by law, workers are not able to form a union and worker representatives are often not functional. The member also identified a high risk for health and safety, living wages including high inflation and loss of purchasing power, overtime is prevalent, social securities are not always properly paid and there's a risk of Syrian migrant workers who are vulnerable to human rights related violations. In Tunisia, Freedom of Association is also not well protected. Legally binding contracts are not always provided due to a high number of informal work. Another risk is living wages, especially the payment of legal social security. Excessive overtime and gender-related issues are also included in the risk scoping. In Romania, low wages are a high risk, including informal work. For Portugal, living wages and health and safety are considered the highest risks. For Morocco, the risks include lack of Freedom of Association, health and safety risks, informal work and wages such as non-payment of excessive overtime and social security benefits. In Italy, the member identified informal work without contracts, social security, proper overtime payments and missing time records as risks.

The member has partially adjusted its sourcing strategy based on the results. Some new countries can't be added due to potential risks. ARMEDANGELS is focusing on nearshore countries. The member's sourcing strategy mentions a preference for countries where workers can freely form or join a trade union and/or bargain collectively.

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 ARMEDANGELS to inform new suppliers about its HRDD policy and Fair Wear membership through introduction meetings with buying, onboarding email including all human rights related requirements and filling out na HRDD survey including prior existing assessment findings. The member then conducts a risk assessment and the CSR department can provide the green light to finalise the onboarding. Additionally, the brand starts a dialogue with suppliers about human rights and how the supplier and ARMEDANGELS can cooperate on these issues. This process has been followed for one supplier added last year. There were three other suppliers that went through the onboarding process but were discontinued after a few (test) orders.

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: ARMEDANGELS collects human rights information of potential new suppliers by collecting a human rights due diligence survey, reviewing existing audit or assessment reports including the CAP follow up status and visiting factories.

ARMEDANGELS followed this process for the suppliers added in the last previous year. One of its Portuguese suppliers requested to onboard a factory in Morocco. The member visited the facility and decided not to onboard the supplier due to insufficient performance on health and safety and lack of a functioning grievance mechanism.

The member's sourcing strategy does mention a preference for suppliers where workers are free to form or join a trade union and/or bargain collectively. The company does not collect information from workers or stakeholders to inform the sourcing decision.

Recommendation: Fair Wear encourages the member to collect worker and stakeholder input before placing the first order.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.6 Member actively ensures awareness of the Fair Wear CoLP, the grievance mechanism, and social dialogue mechanisms within the first year of starting business.	Advanced	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.	6	6	0

Comment: ARMEDANGELS has added 16 new suppliers. The member 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 and the HRDD questionnaire had been collected. Some of these new suppliers have been off-boarded since.

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

ARMEDANGELS ensured that women and workers from marginalised groups could participate equally in these discussions. The member included factory management to discuss social dialogue and ways to improve the current status.

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: ARMEDANGELS has a systematic approach to assessing human rights risks in its supply chain and has assessed the risks for each production location. It has identified the right tool and frequency per country.

For instance, the brand assesses human rights risks in its production locations for Türkiye, Tunisia, through factory assessments, training reports, on-site visits and the self assessment survey annually. Additional risk scoping is conducted for specific risks such as Freedom of Association (FoA) and violence and harassment. ARMEDANGELS only uses Fair Wear's full assessments in its monitoring. The risk assessment outcome is used for prevention, mitigation and remediation actions.

ARMEDANGELS's risk assessment tools do not explicitly include worker, stakeholder, and supplier input.

Recommendation: ARMEDANGELS could complement its risk assessment process with worker 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).	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: ARMEDANGELS has mapped the risks to FoA in all its sourcing countries and can explain the main risks per country. The risk that the member assessed as most prevalent in Türkiye, Morocco and Tunisia is that access to FoA is very limited. For instance, management doesn't allow the unions to contact the workers or threatens to terminate employment to workers who join unions. Worker representatives are often not involved in improving working conditions, are not meeting regularly. Sometimes the management is part of the worker representative committee or only operate through an open door policy. Grievance mechanisms are often not functional, or the logistic of the grievance mechanism is not workable.

The member has supplier-level monitoring in place to assess and understand the risk at suppliers. ARMEDANGELS uses this information to understand what the risks at its suppliers are and inform itself how to engage with its suppliers on this topic. The member knows which suppliers have trade unions and CBAs in place.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.9 Member company includes a gender analysis throughout its human rights risk identification, to foster a better understanding of gendered implications.	Advanced	Investing in gender equality creates a ripple effect of positive societal outcomes. Members must apply gender analyses to their supply chain to better address inequalities, violence, and harassment.	Evidence of use of the gender mapping tools and knowledge of country-specific fact sheets.	6	6	0

Comment: The member could show it understands the basic gender risks for its sourcing countries. For Türkiye, the most prevalent risk includes women workers being in coercive situations, being less presented in unions/worker representative committees, and having specific needs that are less of a focus for management. In addition, gender risks include excessive overtime and wages, such as not being promoted accurately, the pay gap, and more pressure to take up more care work outside of regular work. For health and safety, the lack of female physical health is another risk.

In 2024, the member started actively collecting gender data per factory. The HRDD survey includes gender-specific data such as the workforce division of male/female, the ratio of women in management positions, the percentage of women who receive a living wage, the gender ratio in worker committees, and grievances raised by women.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.10 Member company considers a production location's human rights performance in its purchasing decisions.	Intermediate	Systematic evaluation is part of continuous human rights monitoring. A systematic approach to evaluating production location performance is necessary to integrate social compliance into normal business processes and to support good decision-making.	Supplier evaluation format, meeting notes on supplier evaluation shared with the factory, processes outlining purchasing decisions, link to responsible exit strategy.	2	4	0

Comment: Suppliers' human rights performance is evaluated systematically every year. ARMEDANGELS works with a scorecard where general performance, quality, communication, delivery, product development, costing and CSR are assessed. On a weekly basis, any changes on factory risk level is discussed and communicated to the team beyond CSR. Based on those meetings, the factory risk assessment, exit and sourcing decisions are discussed. For instance, a verification audit was scheduled in Turkey after follow up on remediation of a finding. Occasionally, the outcome of this evaluation influences purchasing decisions. For example, ARMEDANGELS' management decided not to place an order at a knitwear supplier in Italy as the factory wasn't fully assessed on human rights risks. ARMEDANGELS has shared the outcome of the evaluation with its suppliers. The outcome has yet to be shared with worker representatives.

Recommendation: Fair Wear recommends ARMEDANGELS 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: ARMEDANGELS uses the outcomes of its human rights monitoring to respond to unauthorised subcontracting.

The member takes measures to prevent unauthorised subcontracting or unknown locations. The member collects production lists which include what style is being produced. Previously this was only done for main suppliers, and now the suppliers include all subcontractors. There was one case of unauthorised subcontracting found for packing and ironing. The member investigated the root cause which was a lack of understanding. The vendor manual was received and described the policy, but due to the amount of information the supplier was not properly informed. The member is currently in the process of ensuring its production and buying team are involved to monitor production planning.

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: ARMEDANGELS has identified whether homework is prevalent in its sourcing countries. According to the member there is a very low risk of homeworkers being used by its suppliers because of the nature of the products. The type of production that is most of risk is flat knit refinement, for instance for cutting off loose threads. Homeworkers were used for this process in the past. Currently, the quality control is performed inside the facilities. On a sectoral level, embroidery could also be a risk, but the embroidery done for the member's products is currently machine based.

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: ARMEDANGELS does not use contracts with its suppliers. The member has agreements in the form of purchase orders and the supplier manual that stipulate terms of payment, liability, penalties. Usually, the brand has a payment term of 30 days upon shipping. The brand has a separate process for products that are certified by GOTS, here a transaction certificate has to be received before the 30 day period kicks in. In case of delivery delays, ARMEDANGELS has the right to charge the supplier a discount, if the member can prove the delivery delay is the fault of the supplier.

Recommendation: Fair Wear strongly recommends ARMEDANGELS to include the shared responsibility of CoLP implementation in its contracts, including fair payment terms. It is recommended that the member is also aware of the payment terms with subcontractors and ensure these meet the same standard.

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

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

Sourcing and purchasing staff work with KPIs supporting good sourcing and pricing strategies through a company-wide strategy which is signed off by top management. The member includes responsible business practices in job role competencies. For instance, for a role in buying the main tasks and responsibilities include ethical sourcing compliance including how to integrate HRDD into sourcing decisions.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.15 Member company's purchasing practices support reasonable working hours.	Intermediate	Members' purchasing practices can significantly impact the levels of excessive overtime at factories.	Proof that planning systems have been shared with production locations, examples of production capacity knowledge that is integrated into planning, timely approval of samples, and proof that management oversight is in place to prevent late production changes.	4	6	0

Comment: ARMEDANGELS as a strong production planning system in place. Up to 3 months before production, a seasonal forecast is shared for categories, some style level. For example flat knits require style level due to machine availability and workers with appropriate skills. Around 2 months before when the purchase order is placed the member shares capacity booking. The final forecast is shared 1 month before production starts. ARMEDANGELS is in dialogue with the supplier to see if any lead times need to be adjusted. In parallel, the member operates with critical path planning to ensure that the supplier has enough time to start production. This is reviewed and revised on a monthly basis. Due to capacity or machinery constraints, this process is done collaboratively with the supplier. The supplier is also asked for input on raw material lead time, when the material needs to be received to be able to start on time through an excel sheet. The supplier can also inform the member whether there's any other processes that require more lead time (for instance garment dyeing). This process is done for direct suppliers, who are in turn expected to follow this with subcontractors.

ARMEDANGELS has a vendor system to track how much capacity its suppliers can manage each year. There's an annual round call with all suppliers to update this system. When delays occur, this is assessed case by case with suppliers. The member uses claims if the quality isn't good or the production is not executed accurately by the supplier. The member places PO during off-peak season to prevent contributing to excessive overtime. Lead times are also adjusted if the order can't be produced during regular working hours. ARMEDANGELS initiated a new process called speed reorder, where the suppliers can produce carry-over styles during off-peak season and produce the new collections during peak season. The member purchases fabrics ahead of time and has them at stock at the suppliers. In the past financial year, there was one issue with a Portuguese supplier who had big capacity constraints, as ARMEDANGELS was growing in production volumes. The member collected the forecast internally, discussed it with the suppliers and separated the orders to manage. The member also looked in to reengineering the product to be more efficient for production.

Recommendation: Fair Wear encourages the member to improve the accuracy of its forecasting further.

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

Comment: ARMEDANGELS a strong understanding of the wage levels at its suppliers and connects this understanding to its own buying prices.

The member collects wage data on an annual basis and the product department works with open cost sheets which includes all cost component of the styles (fabric, trims, CMT). The suppliers also declare the Labour Minute Value and the Standard Allowed Minutes (SAM). The member monitors wage levels at its suppliers by checking wage slips and reviewing factory assessment reports. This accounts for all of the member's direct suppliers.

The legal minimum wage is always mentioned in the cost sheets. ARMEDANGELS regularly monitors the wage levels and any changes that might occur. For instance, in the last financial year the minimum wage in Türkiye was updated twice. This is cross-checked with a survey for cost sheets.

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.	Intermediate	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.	2	4	0

Comment: ARMEDANGELS's sourcing model purposely excludes the use of sourcing intermediaries. However, some suppliers in Portugal source from Morocco and act as an intermediary. These suppliers are required to ensure that the requirements on HRDD and the implementation of CoLP are adopted by the subcontractors. The member verifies this by conducting visits and being in direct contact where possible. There was one example where a subcontractor was not willing to remediate, the main supplier had not informed ARMEDANGELS properly. In 2024, the member scheduled factory assessments and an onboarding training.

Recommendation: The member is recommended to check if the intermediary's purchasing practices are fair and if the intermediary has adequate systems to ensure payments are made on time.

Layer 3 Prevention, mitigation and remediation

Possible Points: 92

Earned Points: 66

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: ARMEDANGELS has prioritised risks and created action plans per supplier, counting for 100% of the total FOB. These match the risk profile. Each supplier has risk level score. The action plans detail the different approaches to prevent, mitigate and remediate the prioritised risks and include 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.	Insufficient	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.	0	6	0

Comment: ARMEDANGELS has yet to include a gender lens systematically in its action plans. The member does consider the gender-lens to be included since all harms are linked.

Requirement: ARMEDANGELS must start including a gender lens in action plans.

Recommendation: ARMEDANGELS is recommended to start implementing the gender lens it included in its action plans.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.3 Member company's action plans include steps to encourage freedom of association and effective social dialogue.	Intermediate	Freedom of Association and Collective Bargaining are enabling rights. Therefore, ensuring they are prioritised in improvement and prevention programmes can help support improvements in all other areas.	Available prevention and improvement programmes, including stakeholder input.	4	6	0

Comment: ARMEDANGELS included comprehensive steps to encourage Freedom of Association (FoA) and effective social dialogue in some most action plans. For instance, in countries where FoA is obstructed such as Türkiye, Tunisia and Morocco, follow up steps are included such as communication on the right to FoA and enabling workers to exercise their rights. The member also follows up to ensure a functioning grievance mechanism. The member has yet to include worker representatives in these steps. Worker representatives are consulted during visits and closing of CAPs. The member has yet to apply a gender lens and ensure its steps to promote FoA and effective social dialogue address the specific risks for female workers.

Recommendation: ARMEDANGELS 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. Fair Wear recommends ARMEDANGELS 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.	Advanced	Fair Wear's complaints helpline is a safety net in case local grievance mechanisms do not provide access to remedy. Members are expected to actively support and monitor the effectiveness of operational-level grievance mechanisms as part of regular contact with their suppliers.	Communication with suppliers, responses to grievances, minutes of internal worker committees, evidence of democratically elected worker representation, evidence of handled grievance, review of factory policies, and proof of effective social dialogue.	6	6	0

Comment: Suppliers' factory-level grievance mechanisms are assessed at the start of the business relationship or are monitored systematically every year. Other than factory assessments, the member also checks the effectiveness of grievance mechanisms during visits. ARMEDANGELS follows up on issues related to factory-level grievance mechanisms when they come up in CAPs. One finding in Türkiye indicated that it's not clear to the workers who the worker representatives are. The member followed up with a visit and recommendations to improve the process. At another facility, some of the workers filed a grievance about ill-treatment of line supervisors. While the factory maintained a log for worker's grievance, the follow-up process was unclear. The final status of the issues were not noted and the meeting minutes were not shared with the workers. The member scheduled a visit to remediate the issue, it turned out that the expectations for the management were not clear. In India, a spinning facility had a suggestion box which was installed under CCTV surveillance. The factory was cooperative and shared proof of remediation, the member is waiting for verification during the next assessment.

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.	Intermediate	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.	4	6	0

Comment: ARMEDANGELS cooperates with other Fair Wear members at its shared suppliers, responding to CAPs and complaints. For example, the brand has cooperated on living wage projects in Türkiye. ARMEDANGELS has initiated cooperation on taking preventative measures, but the member has not had any responses.

Recommendation: ARMEDANGELS already works together with other Fair Wear members, Fair Wear recommends to also collaborate with other customers.

Indicators on implementation: improvement and prevention

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.6 Degree of verified actions.	89%	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 performance check ARMEDANGELS could demonstrate it has followed up 89% of actions out of all outstanding actions. These actions are linked to CAPs of full assessments conducted in the previous financial year. Most resolved actions pertain to health and safety, while actions on living wages and gender are still outstanding. At a supplier in Türkiye, the member followed up on several health and safety related findings. The member followed up on ensuring the factory would display signs of the kind of PPE usage that is needed on the factory floor. ARMEDANGELS also followed up on safety guards which were missing from machines by involving an external provider. At another supplier in Türkiye, there was a collective annual leave given by the factory for four days in August. This was not properly communicated by the management. The member followed up and ensured a leave board is now in place and workers can contribute to the planning. The same facility also had some health and safety findings such as fire evacuation routes being blocked, and evacuation drills were not conducted as legally required. In response, these drills were organised and the supplier shared pictures that the evacuation routes were cleared. The member is planning a visit, onboarding training and verification assessment soon.

The CAP issues that require improvement actions and are still open are issues that are more complex or structural, and therefore need more time to be remediated.

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: ARMEDANGELS has identified some root causes of the CAP issues and discussed these with its suppliers. The member has started to develop some preventive steps addressing these root causes. The member uses the member hub to add the root causes to actions that are created in the risk assessment. In particular, the member has looked at the impact of its own purchasing practices and sourcing model. For example on living wages, the brand has a stable but low leverage as a smaller company which means that the other costumers would have to contribute to reach a living wage threshold. For some suppliers this is also more complicated as there is no direct relationship with subcontractors. The member has developed some actions to address this by approaching other costumers in the factory. ARMEDANGELS also looked at root cause for challenges in the production planning process. One of the root causes is not forecasting far in advance and forecasts can differentiate from the actual placed orders, causing additional overtime hours during peak season. The brand has discussed this with suppliers and shares the forecast in advance.

Recommendation: Fair Wear recommends ARMEDANGELS 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.	Advanced	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.	6	6	0

Comment: ARMEDANGELS has some suppliers where action plans are not needed. These cover 31% of the member's total FOB, and includes some facilities in Portugal. ARMEDANGELS regularly reviews changes to the risk situation by collecting the HRDD survey, updates on wages and factory assessments. Together with another member, a training session was planned to address a finding on awareness of labour rights. Worker representatives were involved in the kick-off meeting.

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

Comment: In the previous year, 3 factory assessments mention excessive overtime. In Türkiye, there were several findings related to excessive overtime such as hours exceeding 60 hours a week and workers did not have 1 day off every 7 consecutive days. Together with an external partner, ARMEDANGELS conducted a root cause analysis. As mentioned in indicator 3.8, this was caused by poor production planning. The member connected to other costumers to discuss this. The member also conducted a visit and keeps track of the situation and remediation process to ensure the limits are not exceeded. At another supplier in Türkiye, two findings remain open such as excessive working hours and overtime hours are not sufficiently documented. The main root cause is that the factory struggles to find enough workers in the area. According to the supplier, ARMEDANGELS is not directly contributing to this issue. The member is currently looking to shift production to off-peak season and continues to follow up.

Recommendation: Fair Wear strongly recommends ARMEDANGELS to address suppliers' reluctance to be transparent about 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.	Advanced	Fair Wear members are expected to actively verify that all workers receive legal minimum wage. If a supplier does not meet the legal wage requirements or is unable to show they do, Fair Wear member companies are expected to hold the management at the production location accountable for respecting local labour law.	Complaint reports, CAPs, additional emails, Fair Wear Audit Reports or additional monitoring visits by a Fair Wear auditor, or other documents that show the legal wage issue is reported/resolved.	4	4	-2

Comment: In the previous year, 3 factory assessments included findings regarding non-payment of legal minimum wage/ legally required wage elements. One assessment in Türkiye found that two juvenile workers were paid below the minimum wage. These two workers were no longer employees at the factory as they worked for three months between June and September and the assessment took place after. The payments for these workers were made retroactively.

Another finding at a different supplier in Türkiye stated that collective annual leave was given in August 2023, the decision for the collective leave was not communicated from the management side as no written tracking system was in place. The factory has implemented a leave board to better communicate this to the workers.

There was another finding in Türkiye, where the statutory leaves and overtime premiums were not paid as legally required. The member followed up and requested pay slips to check that the legally required leaves were paid out retroactively. This finding has been remediated retroactively.

Recommendation: Fair Wear recommends ARMEDANGELS to validate findings if production locations fail to pay legal wage requirements and/or fail to provide wage data to verify that legal wage requirements are paid.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.11 Degree to which member company assesses and responds to root causes of wages lower than living wages in production locations.	Intermediate	Assessing the root causes for wages lower than living wages will determine what strategies/interventions are needed for increasing wages, which will result in a systemic approach.	Member companies may present a wide range of evidence of how payment below living wage was addressed, such as: internal policy and strategy documents, reports, wage data/wage ladders, gap analysis, correspondence with factories, etc.	4	6	0

Comment: ARMEDANGELS discusses the topic of wages with all of its suppliers. The member has done a thorough root-cause analysis to find out why wages at suppliers are below the living wage. ARMEDANGELS consult the wage ladder of factory assessments, its HRDD survey reports to seep an overview of the wage levels. The member considers several living wage benchmarks such as Wage Indicator, demands from several unions and discuss with the suppliers what could be the target wage. Some facilities already provide a wage that is higher for a portion of the work force. On average, the wages are lower than living wages. The root causes the member has identified include low FOB prices, inconsistent order volumes, low productivity rates, lack of collective bargaining structures. The member has started working on a strategy with one supplier in Türkiye, the member has yet to deepen its knowledge on root causes and to expand this to other suppliers. In 2024, the member has included this topic during factory visits to learn how the brand could support addressing these root causes. ARMEDANGELS has yet to involve worker representatives and local organisations in assessing root causes of wages lower than living wages

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

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.12 Member company determines and finances wage increases.	Intermediate	Member companies should have strategies in place to contribute to and finance wage increases in their production locations.	Analysis of wage gap, strategy on paper, demonstrated roll out process.	4	6	0

Comment: ARMEDANGELS has a strategy on how to finance wage increases at one of its suppliers. The member has worked with one of its suppliers to set target wages and has ben paying its share since 2022. ARMEDANGELS has started analysing the costs of financing wage increases across its supply chain and it planning to scale its efforts. The member company has yet to include worker representation

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

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.13 Percentage of production volume where the member company pays its share of the living wage estimate.	24%	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: ARMEDANGELS uses fact-based costing to ensure its prices support the payment of a living wage estimate at suppliers responsible for 24% of ARMEDANGELS's FOB.

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

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.14 Member addresses grievances received through Fair Wear's helpline in accordance with the Fair Wear's Access to Remedy Policy.	No complaints received	Members are expected to actively support the operational-level grievance mechanisms as part of regular contact with their suppliers. The complaints procedure provides a framework for member brands, emphasising the responsibility towards workers within their supply chain.	Overview of supporting activities, overview of grievances received and addressed, etc.	N/A	4	-2

Comment: ARMEDANGELS received no complaints in the past 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.	Intermediate	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.	4	6	0

Comment: ARMEDANGELS has some CAP findings where training is a recommended follow-up action in the past financial year. The member has enrolled two of its suppliers in Türkiye in the Fair Price training. The member is in the process of organising additional training on worker's rights awareness and health and safety training.

Recommendation: ARMEDANGELS is recommended to implement training for all factories, also where this is not 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.	Intermediate	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.	4	6	0

Comment: ARMEDANGELS followed up on the implemented training on the Fair Price App. The member received feedback that for flat knit production partners the app was not suitable. The member followed up with Fair Wear and is working on a living wage strategy for all suppliers.

Recommendation: Fair Wear recommends ARMEDANGELS to use the training results as input for ARMEDANGELS' 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.	Insufficient	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.	0	4	0

Comment: In the past financial year, the member stopped with 5 suppliers. For two of them, no production was taking place, two were exited after a test order and one facility changed locations.

The responsible exit strategy was formalised in 2023 and implemented in 2024. ARMEDANGELS followed the steps in the responsible exit strategy for these suppliers except for one subcontractor in Portugal. For this supplier, the last order was placed in January 2024, there was no impact assessment and the decision to exit was abrupt. This led to workers being led go. ARMEDANGELS followed up to verify that all leaves and wages were paid.

Recommendation: ARMEDANGELS is recommended to follow the steps as laid out in the Fair Wear Human Rights Due Diligence Policy and the Fair Wear Responsible Exit Policy and Guidance.

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.	Intermediate	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.	4	6	0

Comment: ARMEDANGELS undertakes some activities related to human rights that go beyond Fair Wear's scope, namely with tracking wool suppliers through the Organic Farming Association, nominating fabric suppliers to its Tier 1 supplier base to increase traceability in the supply chain.

ARMEDANGELS also conducted a human rights risk assessment and followed up on a CAP in Tier 3 at a spinning supplier in India. The working hour records did not reflect the actual hours worked. The interviews with workers and the timekeeping documents were inconsistent. ARMEDANGELS followed up and found that the working hour system didn't work properly. A new system has been integrated.

Recommendation: The member could look into scaling up its remediation actions and include preventative actions beyond the Fair Wear scope.

Layer 4 External communication, outreach, learning, and evaluation

Possible Points: 22

Earned Points: 20

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: ARMEDANGELS communicates accurately about Fair Wear membership on its website.

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: ARMEDANGELS 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: ARMEDANGELS has submitted its social report, which Fair Wear approved. ARMEDANGELS 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: ARMEDANGELS published its social report, which includes some factory-level data and remediation results, on its website. ARMEDANGELS has yet to disclose its time-bound prevention, remediation and mitigation actions.

Recommendation: ARMEDANGELS is recommended 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: ARMEDANGELS has a system to track progress and check if implemented measures have been effective in preventing and remediating human rights violations. The internal evaluation system involves top management. In its evaluation system, the member includes triangulated information from external sources, such as supplier feedback, grievance mechanisms and external assessments.

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

Comment: The previous performance check included one requirement that the sourcing strategy is focused on increasing influence to meaningfully and effectively improve working conditions. In the past financial year, this was followed up by implementing a sourcing guideline.

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: ARMEDANGELS has raised awareness on the European Supply Chain Act via its LinkedIn platform. The member also took part in a panel discussion on EU policy and sustainable growth.

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

Comments: Through several social media posts, the member has raised awareness on upcoming legislation around worker's rights and sustainability.

Recommendations to Fair Wear

ARMEDANGELS stated that Fair Price app currently does not support flat knit, and communication can be problematic as responses from support often take an extended period. There is confusion about which guidelines are the most current, as the necessary advice has not yet been included in the documentation. Additionally, it is unclear what is expected from member companies due to the high level of bureaucracy. ARMED ANGELS has questions on how to effectively engage stakeholders. There is a need for enhanced systems remediation through the member hub. There are expectations that solutions should already be in place for addressing issues such as sexual harassment in locations like Tunisia and Morocco. It is recommended that the member company utilise Fair Wear more as a sparring partner, particularly concerning discussions about living wages.

Brand Performance Check details

Date of Brand Performance Check: **12-02-2025**

Conducted by: **Kathleen Gabriel**

Interviews with: **Elaine Stolworthy - Product Assortment Director**

Stefan Schaub - Director Supply Chain

Chiara Neri - Head of Buying

Julia Aruni Kirschner - Director Impact & Innovation

Lisa Schröter - Social Impact Manager

Andrea Assert - Compliance Administrator

Laura Marterer - Working Student Impact & Innovation

Theresa Köneke - Senior Controller Finance

Martin Höfeler - CEO

Tanja Lösching - PR & Communications Lead