



Brand Performance Check
Living Crafts GmbH & Co. KG

This report covers the evaluation period 01-01-2020 to 31-12-2020

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.

This years' report covers the response of our members and the impact on their supply chain due to the Covid-19 pandemic which started in 2020. The outbreak of the Covid-19 pandemic limited the brands' ability to visit and audit factories. To ensure the monitoring of working conditions throughout the pandemic, Fair Wear and its member brands made use of additional monitoring tools, such as complaints reports, surveys, and the consultation of local stakeholders. These sources may not provide as detailed insights as audit reports. To assess outcomes at production location level, we have included all available types of evidence to provide an accurate overview of the brands' management systems and their efforts to improve working conditions. Nevertheless, brands should resume verifying working conditions through audits when the situation allows for.

Brand Performance Check Overview

Living Crafts GmbH & Co. KG

Evaluation Period: 01-01-2020 to 31-12-2020

Member company information	
Headquarters:	Selbitz , Germany
Member since:	2016-01-14
Product types:	Garments, clothing, fashion apparel
Production in countries where Fair Wear is active:	India, Romania, Tunisia, Turkey
Production in other countries:	Bosnia and Herzegovina, Croatia, Germany, Lithuania, Peru, Serbia
Basic requirements	
Workplan and projected production location data for upcoming year have been submitted?	Yes
Actual production location data for evaluation period was submitted?	Yes
Membership fee has been paid?	Yes
Scoring overview	
% of own production under monitoring	77%
Benchmarking score	62
Category	Good

Summary:

Living Crafts met most of Fair Wear's performance requirements in 2020. The benchmarking score of 62 means that the brand remains in the 'Good category'. Although the monitoring threshold does not determine the category this year, with 77%, Living Crafts has not fulfilled the monitoring requirements at its suppliers.

Corona Addendum:

Despite the challenges of COVID-19, Living Crafts had a 40% increase in its turnover. Since the brand sells its products as well in supermarkets, it was not as much affected by the closure of retail shops. The brand's employees were not on furlough but worked partly from home, which needed some adjustments in terms of communication processes. As the turnover was so well and the employees worked extra hard due to COVID-19 challenges, the brand rewarded all its employees in the headquarter with a 500 EUR tax-free bonus.

Living Crafts showed a systematic approach in its risk assessment related to the impact of COVID-19 on its suppliers. The brand developed several supplier surveys throughout the year, which gave the brand a good overview of its suppliers' situation. Living Crafts has not explicitly discussed the impact of increased costs for suppliers related to COVID-19. At the same time, suppliers have not requested financial support from the brand to cover these costs.

Throughout the pandemic, Living Crafts focused more on its main production countries India and Turkey, conducted desk research about the country-specific situation and reached out to suppliers via emails and conducted regular meetings. While Living Crafts received extensive presentations with pictures that show how health and safety measures were implemented from some suppliers, others only shared information in written form via emails or supplier surveys.

Fair Wear acknowledges the difficulties COVID-19 caused in terms of monitoring but advises Living Crafts to seek alternative ways of monitoring to ensure that regular monitoring requirements cover the largest 80% of its suppliers by FOB volume, and that shared information gets verified systematically.

Thanks to its positive financial situation, Living Crafts did not have to cancel or reduce any orders. On the contrary, the brand was able to increase its order volume, which supported its suppliers financially. Living Crafts made prepayments for raw materials when suppliers requested support.

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.

1. Purchasing Practices

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.1a Percentage of production volume from production locations where member company buys at least 10% of production capacity.	51%	Member companies with less than 10% of a production location's production capacity generally have limited influence on production location managers to make changes.	Supplier information provided by member company.	3	4	0

Comment: In 2020, around 51% of Living Craft's production volume came from factories where the company buys at least 10% of production capacity. This is an increase of 24% in comparison to the previous financial year.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.1b Percentage of production volume from production locations where member company buys less than 2% of its total FOB.	6%	Fair Wear provides incentives to clothing brands to consolidate their supplier base, especially at the tail end, as much as possible, and rewards those members who have a small tail end. Shortening the tail end reduces social compliance risks and enhances the impact of efficient use of capital and remediation efforts.	Production location information as provided to Fair Wear.	3	4	0

Comment: In 2020, around 6% of the production volume came from locations where Living Crafts buys less than 2% of its total production volume. This slight increase of 1% can be explained by the brands 40% growth and the further development of its product range and the related need of a wider spectrum of suppliers.

The production locations accounting for this indicator are newly onboarded suppliers and two suppliers for specific requests.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.2 Percentage of production volume from production locations where a business relationship has existed for at least five years.	67%	Stable business relationships support most aspects of the Code of Labour Practices, and give production locations a reason to invest in improving working conditions.	Supplier information provided by member company.	3	4	0

Comment: Living Crafts works towards maintaining a long-term business relationship with suppliers. In 2020, 67% of the brand's total purchase volume came from production locations where a business relationship has existed for at least five years.

Despite having some problems with one of its suppliers, Living Crafts first explores all kinds of solutions before looking for a replacement.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.3 All (new) production locations are required to sign and return the questionnaire with the Code of Labour Practices before first bulk orders are placed.	Yes	The CoLP is the foundation of all work between production locations and brands, and the first step in developing a commitment to improvements.	Signed CoLPs are on file.	2	2	0

Comment: Living Crafts onboarded two new suppliers from Peru in 2020 and has collected questionnaires from both suppliers before placing the first orders. Also, the Code of Labour Practices is posted at all new suppliers.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.4 Member company conducts human rights due diligence at all (new) production locations before placing orders.	Advanced	Due diligence helps to identify, prevent and mitigate potential human rights problems at suppliers.	Documentation may include pre-audits, existing audits, other types of risk assessments.	4	4	0

Comment: When more capacity or new capacity is needed, Living Crafts first checks if the current suppliers can take on the new orders and tasks. If this is not the case, the brand will investigate new suppliers. Part of the selection process is a check whether the supplier is part of BSCI, SAI and GOTS. Preference is given to a supplier from which another Fair Wear member already sources. The sourcing strategy is written down in an internal presentation. In 2020, two new suppliers were added from the new production country Peru. Peru was chosen as it is the best location for the new product type (alpaca wool and organic pima cotton). The potential new suppliers were visited in early 2020 by the Managing Director of Living Crafts, and existing audit reports were collected. After the visit, a team decision was made to onboard two new suppliers, one of which is already a supplier of another Fair Wear member brand.

Once COVID-19 broke out, Living Crafts sent out a survey to map the impact of COVID-19 for all its suppliers in terms of production capacity. In the following months additional surveys were sent to suppliers to collect more detailed informations about the effects of COVID-19 for instance regarding loss of job and/or income, implementation of protective measures, order volume and capacity. Living Crafts used the outcomes of these surveys as input for meetings with the suppliers. When the brand was informed that 50% of the workforce of one of its supplier was tested positive, Living Crafts in cooperation with other Fair Wear members, immediately assessed the risk of payment of wages during quarantine.

While the surveys were sent to all suppliers, the brand prioritised its two main production countries India and Turkey and did not assess in detail the situation at its other suppliers in Tunisia, Eastern Europe and Peru. The risk of payment of wages was identified as the biggest risk in India. Therefore, the question about the suppliers' ability to pay wages was integrated into one of the brands' suppliers surveys. All suppliers informed the brand that the payment of wages is no issue for them.

The risk of job loss was also included in the supplier survey by requesting information on order volume. The suppliers replied to have sufficient orders and some Indian suppliers stated that they rather struggle to find enough workers, as some did not return back to work after the lock-down.

Information about the country-specific situation was collected from all kinds of sources, such as Fair Wear, media, supplier surveys and, its Indian intermediate and its Turkish agents. The brand shared the FWF checklist with its suppliers.

Recommendation: Fair Wear encourages Living Crafts to invest in additional capacities in order to assess risks at all its suppliers in a thorough way.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.5 Production location compliance with Code of Labour Practices is evaluated in a systematic manner.	Yes, and leads to production decisions	A systemic approach is required to integrate social compliance into normal business processes, and supports good decisionmaking.	Documentation of systemic approach: rating systems, checklists, databases, etc.	2	2	0

Comment: Living Crafts developed a monitoring system and continuously works on its improvement. In this system, different departments can score each supplier on performance, from product development, buying, CSR and quality. This cross-departments evaluation makes it easier to objectively discuss the performance of the suppliers. The CSR/Head of Buying has the overall responsibility for this scoring system. A rating of the different labour practises is not included in the list, and the suppliers get instead a general rating about its Fair Wear compliance. The list is reviewed when the collection process starts and the suppliers with good performance are treated with priority in the order placement. The evaluation is normally shared with suppliers in meetings and not just via email, to avoid misunderstanding. Due to COVID-19, these meetings did not take place.

Throughout 2020, the brand was in regular dialogue with its suppliers via supplier surveys emails and meetings. At the beginning of the pandemic, the brand put those orders on hold, which were not in production yet. Four weeks later, Living Crafts could unpause the order placement again and eventually even increased the orders.

The brand made an effort to collect contact details of worker representatives of its different suppliers in order to involve workers more in the future.

In order to review its own performance as a client, Living Crafts reached out to its suppliers and asked them for a rating of its performance. The suppliers were asked to evaluate topics such as communication and payment.

One supplier is not performing well and the brand considers to exit this supplier. The dissatisfaction with the current quality was discussed with the supplier and it was clearly communicated that in case things do not improve, orders will not be placed for the next season.

Recommendation: As it is rather difficult for the brand to reach out to worker representatives themselves, a local consultant could support the brand in its goal to increase worker participation.

Fair Wear encourages Living Crafts to implement a responsible exit strategy in case it stops production at one of its suppliers. Living Crafts needs to make sure that all relevant staff is informed about this. Please see Fair Wear's guidelines on a responsible exit strategy - <https://members.fairwear.org/resources/responsible-exit-strategy/5>

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.6 The member company's production planning systems support reasonable working hours.	General or ad-hoc system.	Member company production planning systems can have a significant impact on the levels of excessive overtime at production locations.	Documentation of robust planning systems.	2	4	0

Comment: Living Crafts is a stock-service supplier, and its products are not produced for customer orders but are instead available for direct orders. Based on its business model, the brand has well developed internal planning to minimise the risk of overproduction. Forecasts are only made with realistic volumes and 99% of the requested samples gets eventually ordered.

Living Crafts offers NOS items, some of which already exist for 10 years. The suppliers have a list of all NOS items, which helps them to plan their capacities and the needed raw materials in advance. The NOS items are more flexible and can be placed throughout the year, supporting a more balanced order volume at its suppliers. Changes in design or order volume happen very rarely and only impact changes in colour, size or labels.

The brand also produces seasonal collections. The brand discusses lead times (60-120 days) and capacities with its suppliers prior to order placement. In case of high order volumes, Living Crafts places an order one year in advance. The production planning for its seasonal products can be more systematic to avoid ad hoc decision that might lead to overtime.

During COVID-19, lead times got extended between 30-40 days to enable suppliers to meet the deadline with a reduced capacity. The risk of overtime after lock-downs was quite high in the garment industry due to reduced capacities, the brand did not follow up with its suppliers specifically about this.

Recommendation: Fair Wear recommends Living Crafts to expand its knowledge of the production capacity of its suppliers. To do that, Living Crafts is encouraged to learn more about the standard minute per style and how the production of its products impacts the total production capacity of the factory.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.7 Degree to which member company mitigates root causes of excessive overtime.	Intermediate efforts	Some production delays are outside of the control of member companies; however there are a number of steps that can be taken to address production delays without resorting to excessive overtime.	Evidence of how member responds to excessive overtime and strategies that help reduce the risk of excessive overtime, such as: root cause analysis, reports, correspondence with factories, etc.	3	6	0

Comment: In 2020, three Fair Wear audits were conducted at suppliers from Turkey, India and Tunisia. The audit in India was conducted at the end of December 2020 and hence will be followed up in the next performance check.

The audit at the Turkish supplier indicated excessive overtime. One worker worked 24 consecutive hours including break times and night work exceeded the legal maximum. The lead in the CAP follow-up has another Fair Wear member, but Living Crafts is always informed about the status. The management of the supplier confirmed the issue and aims to decrease working hours during night shifts and ensures that a maximum of 11 hours is worked consecutively. As the audit was conducted at the end of 2020, a detailed follow-up on the remediation will be done during the next performance check.

The audit at the Tunisian supplier indicated that overtime is not recorded appropriately and overtime hours are not paid as such. Here again, another Fair Wear member has the lead in the CAP follow-up and as the cooperation with this member is not well established, Living Crafts is not informed in detail about the status. In case the brand decides to continue its partnership with this supplier (which is currently on hold) it will reach out to the brand in lead to work on better cooperation in the future.

To reduce the risk of overtime at one of its Indian suppliers, Living Crafts offered to place orders for repeat style to lean period, which will not only help to provide for more stable work during lean periods but also prevents the risk of overtime in peak seasons.

The packaging of Living Crafts was identified as one root cause of delays and thereby as well as a risk of overtime. Therefore, the brand adjusted the package requirements. While its business model and the placement of orders throughout the year support reasonable working hours, Living Crafts did not apply a more systematic approach to analyse root causes at its suppliers yet.

Recommendation: Fair Wear encourages Living Crafts to collect information on whether the replacement of orders after the lock-downs led to overtime at its suppliers.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.8 Member company can demonstrate the link between its buying prices and wage levels in 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.	2	4	0

Comment: In 2020, Living Crafts worked together with its main supplier to create more transparency about wages and buying prices. Therefore, the Fair Wear labour minutes calculating tool was completed for one product (a basic T-shirt) and based on the result the buying price was adjusted. Beyond that, Living Crafts does not know yet how many minutes are needed to produce its different products. The brand shared the labour minutes calculating tool also with its other suppliers but has not received any information back. As this topic is quite complicated and sensitive, Living Crafts planned to discuss the topic of living wages with its main suppliers in a personal meeting. Due to COVID-19, priorities were shifted and the topic had to be postponed once visits are possible again.

In light of COVID-19, Fair Wear finds that more could have been done under this indicator. There were no conversations with suppliers related to the added costs that would potentially follow when implementing the additional occupational health & safety (OHS) measures. Fair Wear expects its members to at least know how COVID-19 restrictions and OHS measures would have affected production prices and check how it would link to workers wages. This would be the only way of knowing if a potential adjustment in its buying prices should at least be discussed.

Requirement: The member should engage in a dialogue with the supplier about the additional costs due to COVID-19, the effect on wages, etc. and take steps to incorporate these additional costs into their prices.

Recommendation: Fair Wear recommends Living Crafts to expand its knowledge of cost breakdowns of all product groups. The next step would be to calculate the labour minute costs of its products to be able to calculate the exact costs of labour and link this to its own buying prices. Fair Wear's labour minute value and product costing calculator also enables suppliers to include any COVID-19 related costs. Priority would be to make sure this level of transparency can be achieved with its suppliers.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.9 Member company actively responds if production locations fail to pay legal minimum wages and/or fail to provide wage data to verify minimum wage is paid.	No problems reported/no audits	If a supplier fails to pay minimum wage or minimum wage payments cannot be verified, Fair Wear member companies are expected to hold management of the supplier accountable for respecting local labour law. Payment below minimum wage must be remediated urgently.	Complaint reports, CAPs, additional emails, Fair Wear Audit Reports or additional monitoring visits by a Fair Wear auditor, or other documents that show minimum wage issue is reported/resolved.	N/A	0	-2

Comment: During an audit in January 2019 at one of its Indian suppliers, it was found that workers who had left the facility on the day of payment did not receive their bonus and leave salary. In 2020 the brand continued to follow up on this issue with the supplier. The management shared that they were only able to reach some of the former workers, and some have already collected their settlement. The supplier stated that it will continue to try to reach the other workers. The brand received a document that proves that one worker received the settlement. It is advised to get more detailed verification and to assess how many workers still need to get paid and how many already received the settlement.

Through its supplier surveys, the brand specifically asked its Indian suppliers if wages were paid when workers had to quarantine and during lock-downs. While some Indian suppliers responded that they do cover the wages, others stated that in case of illness or quarantine wages are paid by ESI. The brand was also informed that wages will be continued to pay during factory closures.

Recommendation: Fair Wear strongly recommends Living Crafts to always verify whether legal minimum wage issues have actually been resolved in case factory management claims so. Living Crafts could hire a local consultant or plan a monitoring visit of one of Fair Wear's auditors to check whether the LMW has actually been paid and whether open findings have been resolved.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.10 Evidence of late payments to suppliers by member company.	No	Late payments to suppliers can have a negative impact on production locations and their ability to pay workers on time. Most garment workers have minimal savings, and even a brief delay in payments can cause serious problems.	Based on a complaint or audit report; review of production location and member company financial documents.	0	0	-1

Comment: In one audit conducted in 2020, late payment was reported by one supplier, which is managed by an agent. The brand reached out to the agent in 2020 to request feedback on their performance, including payments. The agent rated Living Crafts with 10 out of 10. Living Craft also showed an invoice plus an overview table of all paid invoices in 2020 that prove that payments were made on time. The member assumes that the delay occurred between its agent and the supplier.

During COVID-19, orders were paid fully and pre-payments were given for raw materials when needed. The pandemic did not change any payment terms. No discounts or reduced prices were negotiated in 2020.

Recommendation: Fair Wear strongly recommends Living Crafts to follow up on the audit finding to ensure its agent pays invoices to the supplier on time.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.11 Degree to which member company assesses and responds to root causes for wages that are 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	Evidence of how payment below living wage was addressed, such as: Internal policy and strategy documents, reports, correspondence with factories, etc	4	6	0

Comment: In order to create more transparency on wages, Living Crafts reached out to five Indian suppliers to ask wage-specific questions. Thereby, the brand received insights about average wages across different departments. The brand compared the shared wage data with the wage ladder of Fair Wear to understand the existing gap between current and living wages better. While all five suppliers pay above the legal minimum wage, none of the average wages can be considered a living wage. Suppliers from other countries were not asked, due to limited capacities on side of the brand.

In general, Living Crafts shared that it did not expand its approach to discussing living wages as originally planned, as COVID-19 shifted the already limited capacities to other priority topics. However, due to COVID-19, Living Crafts included questions related to wages in its supplier surveys to understand how wages are paid during quarantine and factory closures. None of the suppliers indicated any issues regarding the payment of wages or requested financial support.

The brand acknowledges the issue of payment of living wages as an important topic throughout its supply chain and is aware that living wages are not paid by its suppliers. The complexity of this topic makes it difficult for the brand to move this topic further. For instance, the Fair Wear labour costing tool could not be used for one of its suppliers as the tool is not compatible with the Indian region the supplier is located in. Living Crafts hopes that more easy-applicable tools will be available in the future, to make it easier for brands and suppliers to move towards living wages.

Recommendation: When assessing the root causes of wages below living wages, worker representation should be included to integrate their ideas and experiences in the discussion. The brand can for example conduct a worker survey to learn more about their current expenses and what might be additionally needed. This can help the brand to define a target wage in conversation with the supplier and worker representation and to define a strategy on how such an increase can be financed.

Based on the growth of the brand and the already insufficient capacities to deal with CSR-related topics, Fair Wear strongly advises Living Crafts to increase capacities - in production countries and if possible as well in the headquarter.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.12 Percentage of production volume from factories owned by the member company (bonus indicator).	None	Owning a supplier increases the accountability and reduces the risk of unexpected CoLP violations. Given these advantages, this is a bonus indicator. Extra points are possible, but the indicator will not negatively affect an member company's score.	Supplier information provided by member company.	N/A	2	0

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.13 Member company determines and finances wage increases.	None	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.	Evidence of how payment below living wage was addressed, such as: internal policy and strategy documents, reports, correspondence with factories, etc.	0	6	0

Comment: Living Crafts has not determined and financed wage increases yet.

Based on the comparison of the average wages based at its Indian supplier, one stood out especially as having the biggest gap between paid legal minimum wages and living wages. Therefore, in 2020, Living Crafts reached out to this supplier to discuss a potential idea about increasing the wages. The brand pitched the idea to increase the product price of one product (a bag), which could be sold by its client as a living wage campaign initiative. No further communication happened eventually.

Recommendation: Fair Wear advises companies to avoid the concept of a one-time charitable contribution. We strongly recommend members to integrate the financing of wage increases into their own systems, herewith committing to a long term process that leads to sustainable implementation of living wages.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.14 Percentage of production volume where the member company pays its share of the target wage.	0%	Fair Wear member companies are challenged to adopt approaches that absorb the extra costs of increasing wages.	Member company's own documentation, evidence of target wage implementation, such as wage reports, factory documentation, communication with factories, etc.	0	6	0

Comment: Living Crafts has not yet agreed on target wages with suppliers.

Recommendation: Living Crafts is expected to begin setting a target wage for its suppliers based on its analyses and financing strategy.

Purchasing Practices

Possible Points: 52

Earned Points: 28

2. Monitoring and Remediation

Basic measurements	Result	Comments
% of production volume where an audit took place.	55%	
% of production volume where monitoring requirements for low-risk countries are fulfilled.	22%	To be counted towards the monitoring threshold, FWF low-risk policy should be implemented. See indicator 2.9. (N/A = no production in low risk countries.)
Member meets monitoring requirements for tail-end production locations.	Standard monitoring below 80%	Monitoring threshold below 80%.
Requirement(s) for next performance check		
Total monitoring threshold:	77%	Measured as percentage of production volume (Minimums: 1 year: 40%; 2 years 60%; 3 years+: 80-100%)

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.1 Specific staff person is designated to follow up on problems identified by monitoring system.	Yes	Followup is a serious part of Fair Wear membership, and cannot be successfully managed on an ad-hoc basis.	Manuals, emails, etc., demonstrating who the designated staff person is.	2	2	-2

Comment: The Head of Purchasing/CSR is responsible for following up on problems identified by the monitoring system.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.2 Quality of own auditing system meets FWF standards.	Member makes use of FWF audits and/or external audits only	In case Fair Wear teams cannot be used, the member companies' own auditing system must ensure sufficient quality in order for Fair Wear to approve the auditing system.	Information on audit methodology.	N/A	0	-1

Comment: Member makes use of FWF audits and/or external audits only (N/A).

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.3 Audit Report and Corrective Action Plan (CAP) findings are shared with factory and worker representation where applicable. Improvement timelines are established in a timely manner.	Yes	2 part indicator: Fair Wear audit reports were shared and discussed with suppliers within two months of audit receipt AND a reasonable time frame was specified for resolving findings.	Corrective Action Plans, emails; findings of followup audits; brand representative present during audit exit meeting, etc.	2	2	-1

Comment: Audit reports and Corrective Action Plans (CAPs) findings are shared on time with factory management. Living Crafts divides the CAP findings into relatively easy issues and more complex issues in terms of follow-up. For now, worker representation is not directly involved, but the brand has started to collect contact information from worker representatives from its suppliers.

Recommendation: Before an audit takes place, Living Crafts is recommended to check with the supplier whether worker representatives are active. In this way, they can be involved from the start of an audit and be invited for the audit opening and exit meeting. Including workers when following up on audit reports gives them the opportunity to be informed of issues in the factory and have a voice in the prioritisation of issues.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.4 Degree of progress towards resolution of existing Corrective Action Plans and remediation of identified problems.	Basic	Fair Wear considers efforts to resolve CAPs to be one of the most important things that member companies can do towards improving working conditions.	CAP-related documentation including status of findings, documentation of remediation and follow up actions taken by member. Reports of quality assessments. Evidence of understanding relevant issues.	4	8	-2

Comment: The Head of Purchasing/CSR is responsible for monitoring the follow-up of the Corrective Action Plans and keeps track of progress inside the CAP documents. CAP findings are prioritised and the status of the different findings is discussed with suppliers via email and normally during on-site visits. As visits were not possible due to COVID-19, the follow-up was conducted purely online. The follow-up focuses mainly on requesting CAP status from suppliers, Living Crafts is not actively involved in remediation. Based on limited capacities, findings from external audits are not monitored.

Three Fair Wear audits were conducted in 2020. Living Crafts is actively cooperating with other FWF members regarding the implementations of the CAPs. Living Crafts is in regular contact with the other brands, they discuss urgent issues and strategies and are looped-in in email conversations. About one CAP Living Crafts is not well enough informed, as the cooperation with the brand that has the lead in the follow-up is not well established yet.

While Living Crafts put a lot of effort into assessing COVID-19 relate risks through its supplier survey, no systematic approach was taken to verify the shared information. The brand manoeuvred through 2020 rather ad hoc. While Living Crafts received from some suppliers extensive presentations with pictures that show how health and safety measures were implemented, others only shared information in written form via emails or supplier surveys. The brand tried to conduct some informal factory tours but shared that a lack of knowledge of how to conduct proper virtual tours, did not make them so effective.

Recommendation: Fair Wear advises Living Crafts to continue strengthening its system to keep track of findings across all its suppliers and analyse how the brand might have contributed to findings and what changes it can make in its purchasing practices. For instance, Living Crafts could create a master file for all suppliers in which suppliers and CAPs findings are prioritised and the status of findings and as well actions are documented.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.5 Percentage of production volume from production locations that have been visited by the member company in the previous financial year.	not applicable	Due to the Covid-19 pandemic, brands could often not visit their suppliers from March - December 2020. For consistency purposes, we therefore decided to score all our member brands N/A on visiting suppliers over the year 2020.	Member companies should document all production location visits with at least the date and name of the visitor.	N/A	4	0

Comment: Due to COVID-19, this indicator is non-applicable in 2020 for all Fair Wear members.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.6 Existing audit reports from other sources are collected.	Yes	Existing reports form a basis for understanding the issues and strengths of a supplier, and reduces duplicative work.	Audit reports are on file; evidence of followup on prior CAPs. Reports of quality assessments.	1	3	0

Comment: Living Crafts has collected external audit reports of three suppliers. The quality was not assessed in a thorough way and the audits were not included in the brands monitoring system.

Recommendation: Fair Wear recommends Living Crafts systematically follow up on CAP findings when collecting external audit reports and document improvements made on these findings.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.7 Compliance with FWF risk policies.	Average score depending on the number of applicable policies and results	Aside from regular monitoring and remediation requirements under Fair Wear membership, countries, specific areas within countries or specific product groups may pose specific risks that require additional steps to address and remediate those risks. Fair Wear requires member companies to be aware of those risks and implement policy requirements as prescribed by Fair Wear.	Policy documents, inspection reports, evidence of cooperation with other customers sourcing at the same factories, reports of meetings with suppliers, reports of additional activities and/or attendance lists as mentioned in policy documents.	3	6	-2
Compliance with FWF enhanced monitoring programme Bangladesh	Policies are not relevant to the company's supply chain			N/A	6	-2
Compliance with FWF Myanmar policy	Policies are not relevant to the company's supply chain			N/A	6	-2
Compliance with FWF guidance on abrasive blasting	Policies are not relevant to the company's supply chain			N/A	6	-2
Compliance with FWF guidance on risks related to Turkish garment factories employing Syrian refugees	Intermediate			3	6	-2
Other risks specific to the member's supply chain are addressed by its monitoring system	Intermediate			3	6	-2

Comment: Living Crafts is overall aware of the risks in its production countries. Living Crafts is aware of gender-based violence in India. In 2017, a WEP violence prevention training was conducted at its biggest supplier. Due to capacities, the brand did not follow up on this training and is not informed if an anti-harassment committee is established and functioning.

When the pandemic hit Europe, Living Crafts e-mailed all its suppliers to inform them that planned orders are on hold until the situation can be better understood. The brand also sent a couple of different surveys throughout the year to collect first basic information on production and eventually more detailed information on the impact of COVID (e.g. payment of LMW, OHS measures). Regarding COVID-19 there was no systematic follow-up, but the brand verified partially whether suppliers implemented health and safety measures, either by pictures or sometimes by a small video tour. The brand prioritised its two main production countries India and Turkey. Living Craft reached out to its suppliers via email and invited them to meetings. The overall message the brand received was that its suppliers were not in need of financial support. The Fair Wear Worker Information videos were not shared with factories. Fair Wear has concluded that the efforts of Living Crafts in terms of managing and remediating risks related to COVID-19 could have been more systematic and thorough.

TURKEY

Living Crafts sources at six different Turkish suppliers and is aware of the risks related to employing Syrian refugees and unauthorized subcontracting. All Turkish suppliers are audited and in 2020, the brand was able to monitor one of them. The suppliers are GOTS certified, meaning also the subcontractors have to meet the GOTS standards. In a meeting conducted in 2020 at one of its Turkish suppliers, Fair Wear requirements were discussed regarding Syrian refugees. In the meeting, it was shared that two refugees are currently employed. Living Crafts cooperates at one supplier with another Fair Wear member. Through the efforts taken by the other brand to remediate the CAP, Living Crafts could verify that the employed Syrian workers have a work permit. At the same supplier, one Syrian worker is a worker representative to promote Syrian representation. While this supplier has good systems in place, Living Crafts needs to address this risk more systematically to be better informed about the situation at all of its suppliers.

Recommendation: The member is encouraged to verify the information systematically that came up through the audits and surveys. Fair Wear recommends Living Crafts to explore the option to work with a local consultant in its main production countries India and Turkey to verify the information and to support suppliers in the remediation of found issues.

For Turkey, Fair Wear advises to develop a policy for migrant workers.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.8 Member company cooperates with other FWF member companies in resolving corrective actions at shared suppliers.	Active cooperation	Cooperation between customers increases leverage and chances of successful outcomes. Cooperation also reduces the chances of a factory having to conduct multiple Corrective Action Plans about the same issue with multiple customers.	Shared CAPs, evidence of cooperation with other customers.	2	2	-1

Comment: At several suppliers, Living Crafts is aware of other Fair Wear members and they inform each other about labour conditions. In 2020, the brand had active cooperation with two Fair Wear members.

Recommendation: Fair Wear recommends Living Crafts to document the status of joint follow-up actions. Even though one brand commonly takes the lead it is important to be kept informed of the status in order to be aware of required implementation steps before communication with or visits to the factory.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.9 Percentage of production volume where monitoring requirements for low-risk countries are fulfilled.	100%	Low-risk countries are determined by the presence and proper functioning of institutions which can guarantee compliance with national and international standards and laws. Fair Wear has defined minimum monitoring requirements for production locations in low-risk countries.	Documentation of visits, notification of suppliers of Fair Wear membership; posting of worker information sheets, completed questionnaires.	2	2	0

Member undertakes additional activities to monitor suppliers.: Yes (1)

Comment: 22 % of Living Crafts total FOB is placed at suppliers in low-risk countries. The brand sources from Germany, Croatia, Poland and Lithuania. The member follows the Fair Wear monitoring requirements for all of these suppliers. All of these suppliers are GOTS certified. In addition, Living Crafts collected extra information from these suppliers through its supplier surveys.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.10 Extra bonus indicator: in case FWF member company conducts full audits at tail-end production locations (when the minimum required monitoring threshold is met).	No	Fair Wear encourages its members to monitor 100% of its production locations and rewards those members who conduct full audits above the minimum required monitoring threshold.	Production location information as provided to Fair Wear and recent Audit Reports.	N/A	2	0

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.11 Questionnaire is sent and information is collected from external brands resold by the member company.	No external brands resold	Fair Wear believes it is important for affiliates that have a retail/wholesale arm to at least know if the brands they resell are members of Fair Wear or a similar organisation, and in which countries those brands produce goods.	Questionnaires are on file.	N/A	2	0

Comment: No external brands resold (N/A)

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.12 External brands resold by member companies that are members of another credible initiative (% of external sales volume).	No external brands resold	Fair Wear believes members who resell products should be rewarded for choosing to sell external brands who also take their supply chain responsibilities seriously and are open about in which countries they produce goods.	External production data in Fair Wear's information management system. Documentation of sales volumes of products made by Fair Wear or FLA members.	N/A	3	0

Comment: No external brands resold (N/A)

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.13 Questionnaire is sent and information is collected from licensees.	No licensees	Fair Wear believes it is important for member companies to know if the licensee is committed to the implementation of the same labour standards and has a monitoring system in place.	Questionnaires are on file. Contracts with licensees.	N/A	1	0

Comment: No licensees (N/A)

Monitoring and Remediation

Possible Points: 26

Earned Points: 17

3. Complaints Handling

Basic measurements	Result	Comments
Number of worker complaints received since last check.	1	At this point, FWF considers a high number of complaints as a positive indicator, as it shows that workers are aware of and making use of the complaints system.
Number of worker complaints in process of being resolved.	0	
Number of worker complaints resolved since last check.	1	

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.1 A specific employee has been designated to address worker complaints.	Yes	Followup is a serious part of Fair Wear membership, and cannot be successfully managed on an ad-hoc basis.	Manuals, emails, etc., demonstrating who the designated staff person is.	1	1	-1

Comment: The Head of Purchasing/CSR is responsible for resolving worker complaints. The Managing Director supports in resolving complaints.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.2 Member company has informed factory management and workers about the FWF CoLP and complaints hotline.	Yes	Informing both management and workers about the Fair Wear Code of Labour Practices and complaints hotline is a first step in alerting workers to their rights. The Worker Information Sheet is a tool to do this and should be visibly posted at all production locations.	Photos by company staff, audit reports, checklists from production location visits, etc.	2	2	-2

Comment: Through on-site visits Living Crafts checks whether the Worker Information Sheet is posted. It also asks suppliers to send pictures of the posted Worker Information Sheet.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.3 Degree to which member company has actively raised awareness of the FWF CoLP and complaints hotline.	8%	After informing workers and management of the Fair Wear CoLP and the complaints hotline, additional awareness raising and training is needed to ensure sustainable improvements and structural worker-management dialogue.	Training reports, Fair Wear's data on factories enrolled in the WEP basic module. For alternative training activities: curriculum, training content, participation and outcomes.	4	6	0

Comment: WEP Basic training(s) were conducted at one supplier in India and one supplier in Turkey accounting for 8% of its total production volume in high-risk countries.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.4 All complaints received from production location workers are addressed in accordance with the FWF Complaints Procedure.	Yes	Providing access to remedy when problems arise is a key element of responsible supply chain management. Member company involvement is often essential to resolving issues.	Documentation that member company has completed all required steps in the complaints handling process.	3	6	-2

Comment: Living Crafts received one complaint in 2020 from a factory located in India. According to the complainant, workers could not receive their wages during the lock down as the factory was closed. The complainant claimed that the payment for seven days of work was denied when they approached the management after the lockdown was lifted.

The factory management responded that the complainant was working for 3.5 days only and could not be reached afterwards anymore. The management said that the worker never showed up to collect the money and that the factory definitely would pay the worker for the time worked.

Eventually, the complainant shared that the factory management paid the wages via bank transfer after the worker had visited the factory. The complainant was satisfied with the outcome and the complaint was resolved.

Recommendation: It is recommended to uncover the root causes of complaints and prevent them from recurring. When appropriate, the investigation includes incidents at other factories. For instance, the supplier can ensure to have bank details of workers at hand so transactions can always be made.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.5 Cooperation with other customers in addressing worker complaints at shared suppliers.	No complaints or cooperation not possible / necessary	Because most production locations supply several customers with products, involvement of other customers by the Fair Wear member company can be critical in resolving a complaint at a supplier.	Documentation of joint efforts, e.g. emails, sharing of complaint data, etc.	N/A	2	0

Comment: No other Fair Wear member was sourcing from a factory involved in the received complaint.

Complaints Handling

Possible Points: 15

Earned Points: 10

4. Training and Capacity Building

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
4.1 All staff at member company are made aware of FWF membership.	Yes	Preventing and remediating problems often requires the involvement of many different departments; making all staff aware of Fair Wear membership requirements helps to support cross-departmental collaboration when needed.	Emails, trainings, presentation, newsletters, etc.	1	1	0

Comment: Living Crafts discusses internally Fair Wear membership and all related updates. In the annual staff meeting highlights are shared with the entire company, staff that works directly with suppliers discuss Fair Wear related topics in regular meetings and new employees receive an introduction presentation about CSR-related topics.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
4.2 All staff in direct contact with suppliers are informed of FWF requirements.	Yes	Sourcing, purchasing and CSR staff at a minimum should possess the knowledge necessary to implement Fair Wear requirements and advocate for change within their organisations.	Fair Wear Seminars or equivalent trainings provided; presentations, curricula, etc.	2	2	-1

Comment: The Managing Director and Head of Purchasing/CSR are staff in direct contact with suppliers who are also working on the Fair Wear membership requirements.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
4.3 All sourcing contractors/agents are informed about FWF's Code of Labour Practices.	Yes + actively support COLP	Agents have the potential to either support or disrupt CoLP implementation. It is the responsibility of member company to ensure agents actively support the implementation of the CoLP.	Correspondence with agents, trainings for agents, Fair Wear audit findings.	2	2	0

Comment: Living Crafts mainly works with two agents in Turkey and one in Tunisia. Also, the agent located in Germany is trained and fully supporting the Fair Wear Code of Labour Practices. The agents have been provided with an orientation on the Fair Wear Code of Labour Practices.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
4.4 Factory participation in training programmes that support transformative processes related to human rights.	28%	Complex human rights issues such as freedom of association or gender-based violence require more in-depth trainings that support factory-level transformative processes. Fair Wear has developed several modules, however, other (member-led) programmes may also count.	Training reports, Fair Wear's data on factories enrolled in training programmes. For alternative training activities: curriculum, training content, participation and outcomes.	4	6	0

Comment: In 2019, Workplace Education training on violence prevention was conducted at one supplier located in India, accounting for 28% of the production volume in high-risk countries.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
4.5 Degree to which member company follows up after a training programme.	No follow-up	After factory-level training programmes, complementary activities such as remediation and changes on brand level will achieve a lasting impact.	Documentation of discussions with factory management and worker representatives, minutes of regular worker-management dialogue meetings or anti-harassment committees.	0	2	0

Comment: Living Crafts did not follow up actively with its supplier upon those training modules, as the responsible employee did not have sufficient capacities in 2020.

Requirement: Fair Wear requires Living Crafts to discuss the outcome of advanced training with its supplier and agree on the next steps such as regular dialogue or committee meetings.

Recommendation: Fair Wear recommends Living Crafts to check whether its supplier conducts regular anti-harassment committee meetings, whether an external expert attends these meetings and whether complaints are reported to the committee. Living Crafts should also communicate to suppliers that reported incidents will not result in negative consequences (such as withdrawing orders) as long as the factory investigates and remediates them accordingly. Living Crafts could also check whether committee members and management are organizing awareness-raising activities about sexual harassment and whether re-elections of the committee and/or re-training are needed, e.g. due to worker turnover.

Training and Capacity Building

Possible Points: 13

Earned Points: 9

5. Information Management

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
5.1 Level of effort to identify all production locations.	Intermediate	Any improvements to supply chains require member companies to first know all of their production locations.	Supplier information provided by member company. Financial records of previous financial year. Documented efforts by member company to update supplier information from its monitoring activities.	3	6	-2

Comment: Living Crafts knows all its production locations with whom it has a direct relationship or through an agent. Living Crafts has a policy in place which requires transparency and disclosures from suppliers on subcontracting and checks this during its factory visits. According to this policy, no subcontracting is allowed without the approval of the brand.

Recommendation: Fair Wear recommends Living Crafts to integrate systematic periodical checks with its agents whether all known production locations are still up to date and use the information coming from questionnaires to update supplier data, including subcontractors.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
5.2 CSR and other relevant staff actively share information with each other about working conditions at production locations.	Yes	CSR, purchasing and other staff who interact with suppliers need to be able to share information in order to establish a coherent and effective strategy for improvements.	Internal information system; status CAPs, reports of meetings of purchasing/CSR; systematic way of storing information.	1	1	-1

Comment: Living Crafts is a small organization and information can be shared in an efficient and fast way. The Head of Purchasing/CSR regularly updates the Managing Director and staff from the design department about working conditions at production locations. CAP(s) and audit reports are available for most of the staff members.

Information Management

Possible Points: 7

Earned Points: 4

6. Transparency

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
6.1 Degree of member company compliance with FWF Communications Policy.	Minimum communications requirements are met AND no significant problems found	Fair Wear's communications policy exists to ensure transparency for consumers and stakeholders, and to ensure that member communications about Fair Wear are accurate. Members will be held accountable for their own communications as well as the communications behaviour of 3rd-party retailers, resellers and customers.	Fair Wear membership is communicated on member's website; other communications in line with Fair Wear communications policy.	2	2	-3

Comment: Living Crafts communicates about Fair Wear and its Fair Wear membership on its website and on printed brochures shared with customers. Furthermore, Living Crafts always mentions Fair Wear in its sales conversations.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
6.2 Member company engages in advanced reporting activities.	Supplier list is disclosed to the public.	Good reporting by members helps to ensure the transparency of Fair Wear's work and shares best practices with the industry.	Member company publishes one or more of the following on their website: Brand Performance Check, Audit Reports, Supplier List.	2	2	0

Comment: Living Crafts discloses all its suppliers to other Fair Wear members and on the Fair Wear website. The brand publishes its brand performance check report and signed the Transparency Pledge.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
6.3 Social Report is submitted to FWF and is published on member company's website.	Complete and accurate report submitted to FWF AND published on member's website.	The social report is an important tool for members to transparently share their efforts with stakeholders. Member companies should not make any claims in their social report that do not correspond with Fair Wear's communication policy.	Social report that is in line with Fair Wear's communication policy.	2	2	-1

Comment: Living Crafts shared its social report with Fair Wear and posted it on its website.

Transparency

Possible Points: 6

Earned Points: 6

7. Evaluation

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
7.1 Systemic annual evaluation of FWF membership is conducted with involvement of top management.	Yes	An annual evaluation involving top management ensures that Fair Wear policies are integrated into the structure of the company.	Meeting minutes, verbal reporting, Powerpoints, etc.	2	2	0

Comment: The Director and head of Purchasing/CSR are actively involved with Living Crafts' Fair Wear membership and evaluate the membership in the annual meetings and during daily work processes. The Brand Performance Check report is used to set priorities, as well as for input to the sourcing strategy and the Fair Wear workplan.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
7.2 Level of action/progress made on required changes from previous Brand Performance Check implemented by member company.	20%	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 company should show documentation related to the specific requirements made in the previous Brand Performance Check.	2	4	-2

Comment: Living Crafts received three requirements from the previous performance check. While Living Crafts showed some small efforts for indicators 1.8 and 1.11, very little was done for 1.13 and nothing for 1.14.

Requirement: It is required to work towards remediation of previous requirements from the last Brand Performance Check. Further engagement needs to be taken with regard to the following requirements 1.8; 1.11; 1.13; and 1.14 as mentioned in the last Brand Performance Check.

Evaluation

Possible Points: 6

Earned Points: 4

Recommendations to Fair Wear

- The admin work related to the Fair Wear membership is a bit too much, the brand hopes for more pragmatic solutions to keep admin work low when possible.
- In general, the brand wishes for a more open dialogue between Fair Wear and brand/suppliers.
- The communication around planning audits is often not clear. The brand wishes to be kept better informed about the status and the final date.
- The brand would appreciate if Fair Wear documents indicate clearly which of them can be shared with suppliers and which are only for brands.
- The size of the Fair Wear logo (on-garment) is not the best format to put on labels.
- The marketing team would appreciate earlier information about marketing initiatives.
- The brand thinks it would be fair to have more scoring options for indicators like 1.7, 1.11, 2.7 (e.g. 2 scores for basic efforts)
- Tools for Living Wages are very complex and not easy to apply for brands and suppliers, the brand hopes for easier approaches like the app

Scoring Overview

Category	Earned	Possible
Purchasing Practices	28	52
Monitoring and Remediation	17	26
Complaints Handling	10	15
Training and Capacity Building	9	13
Information Management	4	7
Transparency	6	6
Evaluation	4	6
Totals:	78	125

Benchmarking Score (earned points divided by possible points)

62

Performance Benchmarking Category

Good

Brand Performance Check details

Date of Brand Performance Check:

26-07-2021

Conducted by:

Hannah Ringwald

Interviews with:

Ulrike Andersson

Frank Schell

Ullrich Küppers

Kai Willrich

Andreas Rust

Benjamin Brendel