



BRAND PERFORMANCE CHECK

SALEWA, DYNAFIT & Wild Country

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this report covers the evaluation period 01-01-2018 to 31-12-2018

ABOUT THE BRAND PERFORMANCE CHECK

Fair Wear Foundation 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. FWF, however, believes that the management decisions of clothing brands have an enormous influence for good or ill on product location conditions.

FWF's Brand Performance Check is a tool to evaluate and report on the activities of FWF's member companies. The Checks examine how member company management systems support FWF'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 FWF 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 FWF 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 FWF'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.

BRAND PERFORMANCE CHECK OVERVIEW

SALEWA, DYNAFIT & Wild Country

Evaluation Period: 01-01-2018 to 31-12-2018

MEMBER COMPANY INFORMATION	
Headquarters:	Bolzano, Italy
Member since:	25-09-2013
Product types:	Outdoor
Production in countries where FWF is active:	Bangladesh, China, Myanmar, Romania, Turkey, Viet Nam
Production in other countries:	Albania, Austria, Cambodia, Czech Republic, Germany, Italy, Lithuania, Moldova, Republic of, Portugal, Slovakia, Slovenia, Switzerland, Taiwan
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	98%
Benchmarking score	79
Category	Leader

Summary:

SALEWA, DYNAFIT & Wild Country has shown progress and met most of FWFs' performance requirements. By monitoring 98% of its supply chain via FWF audits, external audits and monitoring in low-risk countries, SALEWA, DYNAFIT & Wild Country has met the monitoring requirements. With a benchmarking score of 79, the brand is awarded the Leader category for 2018.

SALEWA, DYNAFIT & Wild Country monitors progress on corrective action plans (CAPs) in a systematic and detailed way. In 2018 the brand has introduced a new supplier evaluation system. With this evaluation system, the brand can evaluate supplier efforts in prevention and mitigation on different levels (single action, performance per labour standards, and general performance) and for different units of analysis (factory and country). The supplier evaluation tool proved helpful to work on complex issues as excessive overtime and living wage.

In 2018, SALEWA, DYNAFIT & Wild Country worked on a (quantitative and qualitative) root cause analysis of overtime at its suppliers and started working on remediation of root causes.

SALEWA, DYNAFIT & Wild Country works with costing sheets for all styles in order to gain a better understanding of the labour costs of its products. As the brand is currently not aware of the labour minutes required to make each style, FWF recommends that the brand gain insight into labour minute costs at its key suppliers.

In 2018, SALEWA, DYNAFIT & Wild Country made a detailed living wage calculation in Bangladesh, Vietnam, China, Romania, Moldova, Turkey, Cambodia and Myanmar. For 25 suppliers, the brand has set a target wage, which is the equivalent of a selected living wage benchmark.

At five suppliers, living wage is paid to the workers who are paid the least (wages and non-production-related benefits without overtime). This is 44% of SALEWA, DYNAFIT & Wild Country's FOB in high-risk countries. Three Vietnamese suppliers reach the level of the Global Living Wage Coalition benchmark, while one Chinese supplier reaches the Global Living Wage Coalition benchmark and one Romanian Wage Indicator.

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 FWF's belief that member companies who are making a serious effort to implement the Code of Labour Practices—the vast majority of FWF 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.	50%	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: At 50% of its suppliers, SALEWA, DYNAFIT & Wild Country buys at least 10% of production capacity. In 2018, SALEWA, DYNAFIT & Wild Country successfully further consolidated its supply base, from 87 suppliers to 73.

Although this consolidation helps SALEWA, DYNAFIT & Wild Country to grow its production and leverage at its key suppliers, the calculated percentages for this indicator decreased from 63 to 50%. One key supplier is growing and the leverage of SALEWA, DYNAFIT & Wild Country decreased instead of increased. The supplier-related changes make the outcome of this indicator more unpredictable for this brand, even though the brand is consolidating.

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.	26%	FWF 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 FWF.	0	4	0

Comment: SALEWA, DYNAFIT & Wild Country had 26% of its FOB coming from production locations from which it buys less than 2% of its total FOB.

Recommendation: FWF recommends SALEWA, DYNAFIT & Wild Country to continue consolidating its supplier base by limiting the number of suppliers in its 'tail end'. To achieve this, SALEWA, DYNAFIT & Wild Country should determine whether suppliers, where it buys less than 2% of their FOB, are of strategic relevance or necessary because they produce specific technical items. Shortening the tail will reduce the social compliance risks the member is exposed to and will allow the member to improve working conditions in a more efficient and effective way.

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.	76%	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.	4	4	0

Comment: 76% of the production volume of SALEWA, DYNAFIT & Wild Country comes from production locations where the brand's business relationship has existed for at least five years. This is a 3% increase compared to last year. SALEWA, DYNAFIT & Wild Country's sourcing strategy is focused on long-lasting partnerships with suppliers to deliver high-quality products consistently.

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: SALEWA, DYNAFIT & Wild Country had 8 new production locations in 2018 and for all the questionnaire has been returned.

Collecting and approving the questionnaire is part of SALEWA, DYNAFIT & Wild Country's due diligence process that it follows before beginning production with any new location.

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: SALEWA, DYNAFIT & Wild Country has a written, systematically organized due diligence process at new production locations, which outlines required steps for various departments including sourcing, production, and CSR.

The process includes checking for relevant country-specific high risk issues, a factory self-assessment, an assessment by the quality control staff, collecting existing audits and creating corrective action plans before production begins.

In 2018, SALEWA, DYNAFIT & Wild Country started sourcing with one new supplier in a new production country Albania, with seven new suppliers in existing production countries. During the performance check it was shown, that after the CSR team has collected all relevant information, they recommend a decision on whether to start sourcing there. At this point, the suppliers were included as an option for production for the planning teams.

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: In 2018, SALEWA, DYNAFIT & Wild Country developed a new supplier evaluation system. The brand participated in the new FWF audit template feedback group. Insights from this process and the Sedex approach were used to criteria a set of criteria for the evaluation template.

In this template, audit findings and follow up of each supplier can be assessed, compared to each other and compared to the performance over the years on three levels of abstraction:

1. Specific audit finding (for example workers exceed 60h/week)
2. All findings related to one labour standard combined: such as the aggregated results on overtime (see indicator 1.7) and living wage (see indicator 1.11)
3. The overall supplier performance related to all labour standards and responsiveness, willingness and proactiveness to prevent and mitigate.

SALEWA, DYNAFIT & Wild Country publishes the assessment for overtime and living wage in the social report and makes production decisions based on the assessment.

SALEWA, DYNAFIT & Wild Country has not yet included the new supplier evaluation system in an IT system. For the brand, it also depends on how FWF will further develop the audit template in Salesforce and whether FWF will give brands and suppliers possibility to update CAPs in Salesforce (see recommendations to FWF)

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: SALEWA, DYNAFIT & Wild Country has a production planning system per style. The brand proposes a delivery date to the supplier based on a calculation of complexity of the style, fabric delivery times and transport. The supplier is able to provide feedback and book production capacity based on the agreed delivery date.

SALEWA, DYNAFIT & Wild Country creates a production status report for each order, which plans and tracks every step of production, to monitor progress and ensure that production is on time or that action can be initiated in an early stage if delays do happen. In that case, SALEWA, DYNAFIT & Wild Country works with the supplier to either split orders, extend the delivery date, accept delay or ship via air. The brand also actively informs the sales department to communicate well and as early as possible internally if there are bigger orders for a style compared to the forecast.

After each season SALEWA, DYNAFIT & Wild Country does an evaluation of each order, looking at how close the actual delivery of each stage was to the plan. This helps SALEWA, DYNAFIT & Wild Country to better understand where delays might happen and which suppliers may not be able to fulfill the planned commitments.

The brand does not know the standard labour minutes for each style, and currently only know estimates. In addition, SALEWA, DYNAFIT & Wild Country does not have insight into the production capacity of its production locations to ensure that the supplier has enough regular working hours to accommodate the production of an order. Without this information SALEWA, DYNAFIT & Wild Country cannot verify, only estimate, that its production planning systems support reasonable working hours (and do not rely on overtime) at their suppliers.

Recommendation: FWF recommends SALEWA, DYNAFIT & Wild Country 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 2018, SALEWA, DYNAFIT & Wild Country developed a mixed method for root cause analysis with a qualitative and quantitative assessment.

First, in the supplier evaluation template (see indicator 1.5) the brand quantified all the different overtime findings in the audits on factory and country level. For understanding the general working hour situation, the brand investigated the CAP of the audited factories with a specific focus on the following possible findings:

- Overtime is not voluntary
- Hours could not be verified due to inconsistent or incomplete records
- Company does not have a regulated or functional working hour registration
- Isolated inconsistencies between payroll records, payslips, and other records
- No clear policy on overtime hours and/or policy has not been communicated to/or understood by workers
- Overtime is not announced in advance and without consent given by workers
- Total working hours exceed 60 hours a week
- Total working hours regularly exceed 48 hours (or local law when lower) to 60 hours a week
- Workers do not receive 1 day off after 6 days of consecutive work

SALEWA, DYNAFIT & Wild Country first made an analysis on factory-level and explained how for the production locations where overtime is most urgent, actions are taken. A second analysis is on the country-level, showing in which country working hours are better or worse. The analysis also gives insight into country-specific causes of overtime.

In the second, qualitative analysis of root causes SALEWA, DYNAFIT & Wild Country has asked suppliers about the root causes of overtime. Some suppliers replied (13 of 25 suppliers) and mentioned root causes. Others did not yet (12 of 25).

The next step is the analysis of the quality of the answer. SALEWA, DYNAFIT & Wild Country took a pragmatic approach. If the quality of the reply was sufficient (6 of 25 suppliers) or good (4 of 25 suppliers), the brand directly took action related to the root causes to solve the issue (now for 7 of 25 suppliers). SALEWA, DYNAFIT & Wild Country monitors progress.

As the system is developed in 2018, it could not yet be proven that actions have eliminated the root causes and led to the reduction of excessive overtime, which is needed for an advanced score.

Recommendation: FWF encourages SALEWA, DYNAFIT & Wild Country to further implement their overtime approach by specifying the actions taken related to root causes and monitor how these actions affect overtime at the supplier level. Furthermore, FWF encourages SALEWA, DYNAFIT & Wild Country to communicate this new approach both internally, specifically to the staff that is visiting the suppliers, and externally to its suppliers.

SALEWA, DYNAFIT & Wild Country could consider using insights from social psychology (in particular nudging) in how to present this to the 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.	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.	4	4	0

Comment: For each style SALEWA, DYNAFIT & Wild Country has a costing sheet; depending on the supplier the costing sheet mentions either labour costs or sometimes the CMT costs.

The supplier is in the lead to provide labour costs. The costing manager cross-checks the costs based on a calculation tool that approximates the labour costs per style based on the complexity of garment, the technical experience of a factory, added features etc. During the performance check SALEWA, DYNAFIT & Wild Country showed an example where the supplier calculated the labour costs too low according to its calculation tool and where SALEWA, DYNAFIT & Wild Country raised the labour costs component of the price.

Currently, SALEWA, DYNAFIT & Wild Country does not know the labour minutes per style but has a general understanding of the amount of time required to create a pocket, sleeve, do tape bonding etc, so uses this to set pricing.

SALEWA, DYNAFIT & Wild Country has an up to date document with current minimum wage and living wage levels per country, which is cross-referenced before prices are set in order to ensure minimum wage levels are covered (see indicator 1.11 and 1.13 the description living wage analysis).

Recommendation: A 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 their own buying prices. First priority would be to make sure this level of transparency can be achieved with their 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.	Yes	If a supplier fails to pay minimum wage or minimum wage payments cannot be verified, FWF 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, FWF Audit Reports or additional monitoring visits by a FWF auditor, or other documents that show minimum wage issue is reported/resolved.	0	0	-2

Comment: During 2018, two cases in China where some workers were paid below the legal minimum wage were documented in audits. SALEWA, DYNAFIT & Wild Country followed up immediately.

For the first case SALEWA, DYNAFIT & Wild Country heard from the factory that the one worker was working fewer hours. The brand asked the factory to pay the worker at least the minimum wage and made sure that this did not happen again.

In the second case, the root cause is related to piece rate payment. The production location had miscalculated its production targets and some unskilled workers ended up earning less. The production location increased training for unskilled workers. SALEWA, DYNAFIT & Wild Country approached the local FWF team to support the production location to translate piece rate calculation into labour minute calculation costs to ensure the payment of minimum wages. The production location improved its internal system to ensure that production targets met at least minimum wages for all workers

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

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: SALEWA, DYNAFIT & Wild Country is systematically assessing wage levels in their production locations. As almost all production locations are audited, the brand is aware of wage levels in its supply chain. The brand collected data on the wages paid by their suppliers in order to have an overall picture and calculated the total salaries in regular, benefit and overtime incomes for lower-paid, mode and higher-paid workers. The overview of the wages paid to workers was compared with several living wage benchmarks, the minimum wage, the trade union demand, and the local stakeholder demand. SALEWA, DYNAFIT & Wild Country has conducted an in-depth analysis for China, Vietnam, Bangladesh, Romania, Cambodia, Moldova, and Turkey, showing that a vast majority of the production locations paid above the legal limit but below living wage benchmarks.

SALEWA, DYNAFIT & Wild Country discusses the wage ladder results with suppliers as part of following up corrective action plans after audits, but no larger root cause analyses or formal agreements with suppliers to gradually increase prices have been conducted.

Recommendation: FWF encourages SALEWA, DYNAFIT & Wild Country to discuss with suppliers about root causes of lower-wage levels and explore different strategies to work towards higher wages. It is advised to start with suppliers where the member is responsible for a large percentage of production (possibly together with other brands) and long term business relationship. Furthermore, it is advised to start with the supplier for labour minute costs per style will be calculated as recommended in indicator 1.8

FWF encourages SALEWA, DYNAFIT & Wild Country to involve worker representatives and local organizations 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
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	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.	2	4	0

Comment: In general, for SALEWA, DYNAFIT & Wild Country a target wage should be a wage of one of the living wage benchmarks. For 25 suppliers a target wage was set. One of the Living Wage benchmarks was chosen as a target wage, different benchmarks depending on the country and region.

As mentioned already under 1.8, SALEWA, DYNAFIT & Wild Country takes responsibility with their pricing strategy allowing suppliers to pay higher wages. At this point the brand not financing wage increases when they foresee that the labour cost component will not be enough.

The brand did not yet develop a solid strategy with calculated costs related to increased wages and address the issue of how to finance these costs and their own contribution to higher wages.

Recommendation: FWF recommends SALEWA, DYNAFIT & Wild Country to determine and finance wages increases for suppliers not yet reaching this target, based on the insights they have already gathered as part of their previous analysis. In determining what is needed, how wages should be increased and how the money reaches the workers, it is recommended to involve worker representation.

To support companies in analysing the wage gap, FWF has developed a calculation model that estimates the effect on FOB and retail prices under different pricing models. It is advised that the strategy for how to finance wage increases is agreed upon by top management.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.14 Percentage of production volume where the member company pays its share of the target wage	44%	FWF 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.	2	3	0

Comment: The systematic living wage analysis of SALEWA, DYNAFIT & Wild Country shows that the lowest-paid workers at a factory, receive the living wage according to the Global Living Wage Coalition benchmark counting only the regular wage in the 21% of our high-risk FOB (in two Vietnamese factories).

When SALEWA, DYNAFIT & Wild Country also counts the benefits that are not related to production, the percentage rises to 44% of FOB. Five of their suppliers are at this level: three Vietnamese suppliers reach the living wage level of Global Living Wage Coalition benchmark, one Chinese supplier reaches the living wage level of Global Living Wage Coalition benchmark and one Romanian supplier reaches the living wage level of Wage Indicator.

Mode workers reached a living wage benchmark with the regular wage only in the 45,97% of FOB (6 factories); counting also benefits it becomes 58,33% (11 factories).

Recommendation: The living wage analysis could be further designed and developed as a management tool for SALEWA, DYNAFIT & Wild Country, with possibilities to communicate to all suppliers. FWF recommends SALEWA, DYNAFIT & Wild Country to specify why certain living wage benchmarks and for whom (family included) are chosen.

PURCHASING PRACTICES

Possible Points: 47

Earned Points: 32

2. MONITORING AND REMEDIATION

BASIC MEASUREMENTS	RESULT	COMMENTS
% of own production under standard monitoring (excluding low-risk countries)	80%	
% of production volume where monitoring requirements for low-risk countries are fulfilled	17%	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.)
Meets monitoring requirements for tail-end production locations.	Yes	
Requirement(s) for next performance check		
Total of own production under monitoring	98%	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 FWF 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 CSR team is responsible to follow up on problems identified by 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 FWF teams cannot be used, the member companies' own auditing system must ensure sufficient quality in order for FWF to approve the auditing system.	Information on audit methodology.	N/A	0	-1

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: FWF 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: SALEWA, DYNAFIT & Wild Country ensures that audit reports and CAPs are shared with and discussed with factory management, and worker representation where applicable, in a timely manner, either in person or via email. Timelines are discussed and jointly agreed upon.

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.	Intermediate	FWF 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.	6	8	-2

Comment: SALEWA, DYNAFIT & Wild Country has shown serious efforts to address CAPs and progress on the resolution of issues identified. The CSR team prepares and debriefs the management or staff member visiting suppliers the CSR on the key issues to address.

The CSR team assesses the quality of the responses of suppliers on outstanding CAP issues and provides feedback to suppliers. Where possible, SALEWA, DYNAFIT & Wild Country involves worker representation in remediation.

SALEWA, DYNAFIT & Wild Country has updated CAPs available for all of its suppliers with clear tracking of improvements made, comments by suppliers and SALEWA, DYNAFIT & Wild Country staff, and which issues remain outstanding.

In a sample of CAPs, collected during the performance check, SALEWA, DYNAFIT & Wild showed progress on the CAP for different issues, including the more complex issues as overtime. The CAPs showed proof of dedicated and repeated attention of the brand to follow up.

During the performance check, it was not clear how a factory and brand-level root cause analysis has been conducted and translated into remediation through the CAP. For different issues, included overtime and living wages, it was flagged that a root cause was addressed but not how this was done.

Recommendation: FWF encourages SALEWA, DYNAFIT & Wild Country to continue strengthening their system to register how root causes are addressed and what the outcome and impact of that approach is. Where possible FWF recommends addresses what changes they can make in their purchasing practices.

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.	98%	Formal audits should be augmented by annual visits by member company staff or local representatives. They reinforce to production location managers that member companies are serious about implementing the Code of Labour Practices.	Member companies should document all production location visits with at least the date and name of the visitor.	4	4	0

Comment: SALEWA, DYNAFIT & Wild Country visited 98% of its suppliers in 2018. Visits are done by the management team and quality control staff. These staff members are provided updates on outstanding social compliance issues prior to visits and are asked to participate in monitoring via discussions with factory management, doing health and safety assessments, handing out worker information cards and ensuring the worker information sheet is posted.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.6 Existing audit reports from other sources are collected.	Yes, quality assessed and corrective actions implemented	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.	3	3	0

Comment: Collecting reports is part of the due diligence process for each new supplier. Nine external audit reports from audits conducted in 2018, were collected (including a FWF Better work report). SALEWA, DYNAFIT & Wild Country completes the Audit Quality Assessment Tool for every external audit it collects and creates a new CAP for each one and allowed six of the nine collected external audits to count for the monitoring threshold.

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 FWF membership, countries, specific areas within countries or specific product groups may pose specific risks that require additional steps to address and remediate those risks. FWF requires member companies to be aware of those risks and implement policy requirements as prescribed by FWF.	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.	5	6	-2
Compliance with FWF enhanced monitoring programme Bangladesh	Intermediate			3	6	-2
Compliance with FWF Myanmar policy	Advanced			6	6	-2
Compliance with FWF guidance on abrasive blasting	Advanced			6	6	-2
Compliance with FWF guidance on risks related to Turkish garment factories employing Syrian refugees	Advanced			6	6	-2
Other risks specific to the member's supply chain are addressed by its monitoring system	Advanced			6	6	-2

Comment: Bangladesh

In Bangladesh, SALEWA, DYNAFIT & Wild Country has a written sourcing policy and requires that all factories it sources from are members of the Bangladesh Accord on Fire & Building Safety. The brand has not signed the Bangladesh Accord on Fire & Building Safety as required in the FWF enhanced monitoring policy of FWF. SALEWA, DYNAFIT & Wild Country has organised training with FWF and external consultant related to health and safety for their factories. The brand is well informed about high risks, and all five suppliers have been audited.

Myanmar

In Myanmar, SALEWA, DYNAFIT & Wild Country conforms with FWF enhanced monitoring requirements, stays up to date with new developments and risks by working closely with FWF and taking on their own additional research. In 2018, there was one active factory in Myanmar.

Turkey

SALEWA, DYNAFIT & Wild Country has a written policy on sourcing in Turkey, which includes FWF requirements. SALEWA, DYNAFIT & Wild Country actively make sure that our suppliers follow the provided guidelines rather

Abrasive blasting

Jeans production for SALEWA, DYNAFIT & Wild Country is small but important, as an iconic product. The brand had a new jeans supplier and made the abrasive blasting policy part of the due diligence process and checks through visits that abrasive blasting is not happening.

Other risks

SALEWA, DYNAFIT & Wild Country is well-informed about other (country-specific) risks. In 2018, the brand has been working on guidelines for environmental safety for the suppliers, including the risks related to health (beyond the risks already identified in general in monitoring).

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: Around 73% of the production volume that SALEWA, DYNAFIT & Wild Country has monitored in the past three years is shared with other FWF members. SALEWA, DYNAFIT & Wild Country actively cooperates with other members in resolving corrective actions, in several cases taking the lead. In cases where other members lead this process, SALEWA, DYNAFIT & Wild Country could demonstrate that they are well-informed about the status of remediation.

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.	50-100%	Low-risk countries are determined by the presence and proper functioning of institutions which can guarantee compliance with national and international standards and laws. FWF has defined minimum monitoring requirements for production locations in low-risk countries.	Documentation of visits, notification of suppliers of FWF membership; posting of worker information sheets, completed questionnaires.	2	3	0

Comment: 17% of SALEWA, DYNAFIT & Wild Country's production is done in low-risk countries, of which 15% has been visited last year. Most have signed the questionnaire and have posted the worker information sheet.

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	FWF 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 FWF and recent Audit Reports.	N/A	2	0

Comment: There is one Chinese production location where SALEWA, DYNAFIT & Wild Country has a leverage of 34% without a valid audit for 2018 and therefore the bonus indicator is non-applicable.

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	FWF believes it is important for affiliates that have a retail/wholesale arm to at least know if the brands they resell are members of FWF or a similar organisation, and in which countries those brands produce goods.	Questionnaires are on file.	N/A	2	0

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	FWF 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 FWF's information management system. Documentation of sales volumes of products made by FWF or FLA members.	N/A	3	0

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.13 Questionnaire is sent and information is collected from licensees.	Yes, and member has information of production locations	FWF 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.	1	1	0

Comment: SALEWA, DYNAFIT & Wild Country has one licensee in China and one in South Korea. The brand has send and received the questionnaire and both licensees have provided information on the production locations that they make use of.

MONITORING AND REMEDIATION

Possible Points: 31

Earned Points: 27

3. COMPLAINTS HANDLING

BASIC MEASUREMENTS	RESULT	COMMENTS
Number of worker complaints received since last check	4	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	4	

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 FWF 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 CSR team is responsible to addressing worker 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 FWF 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: SALEWA, DYNAFIT & Wild Country requests pictures from all suppliers to ensure that the worker information sheet is posted in factories. The worker information sheets are checked by the quality control team during regular visits. The brand offered Worker Information Cards to at least two suppliers.

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.	57%	After informing workers and management of the FWF CoLP and the complaints hotline, additional awareness raising and training is needed to ensure sustainable improvements and structural worker-management dialogue.	Training reports, FWF's data on factories enrolled in the WEP basic module. For alternative training activities: curriculum, training content, participation and outcomes.	4	6	0

Comment: 10 production locations have participated in FWF's Workplace Education Programme basic module in 2016, 2017 and 2018 collectively accounting for 57% of SALEWA, DYNAFIT & Wild Country's production volume in high-risk countries. The factories are located in Vietnam, Romania, and China.

Recommendation: SALEWA, DYNAFIT & Wild could consider implementing additional activities to raise awareness about the FWF Code of Labour Practices and FWF complaint hotline next to providing good quality training. This could include providing the FWF worker information cards to workers during visits or when handing out pay-slips, making use of FWF's Factory Guide, stimulating peer-to-peer learning among workers and ensuring factory management regularly informs workers, in particular new workers, about their rights and available grievance mechanisms.

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 + Preventive steps taken	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.	6	6	-2

Comment: SALEWA, DYNAFIT & Wild Country has followed the FWF Complaints Procedure when working on the complaints received at two production locations in 2018, and has been actively involved in remediation and has taken preventative steps related to the root causes.

For the complaint received in Bangladesh about bullying, SALEWA, DYNAFIT & Wild Country worked closely with factory management in resolving the complaint and suggested training for the production manager involved. The 3 complaints in the Vietnamese production location about payments and social security were resolved, evidence was received and checked and the production location received a WEP training.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
3.5 Cooperation with other customers in addressing worker complaints at shared suppliers	Active cooperation	Because most production locations supply several customers with products, involvement of other customers by the FWF member company can be critical in resolving a complaint at a supplier.	Documentation of joint efforts, e.g. emails, sharing of complaint data, etc.	2	2	0

Comment: SALEWA, DYNAFIT & Wild Country has actively worked with other FWF members during the resolution of complaints.

COMPLAINTS HANDLING

Possible Points: 17

Earned Points: 15

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 FWF membership requirements helps to support cross-departmental collaboration when needed.	Emails, trainings, presentation, newsletters, etc.	1	1	0

Comment: SALEWA, DYNAFIT & Wild Country ensures that all staff are aware of FWF membership. Employee meetings, updates on the intranet and training for retail staff are ways to update the staff. The person responsible for external communication about FWF is also responsible for the internal communication.

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 FWF requirements and advocate for change within their organisations.	FWF Seminars or equivalent trainings provided; presentations, curricula, etc.	2	2	-1

Comment: All staff in direct contact with suppliers, including sourcing and production managers and quality control specialists are informed of FWF requirements and are in regular communication with the CSR team.

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, FWF audit findings.	2	2	0

Comment: SALEWA, DYNAFIT & Wild Country has established structured due diligence procedures that the agents have to follow. Agents and intermediaries are actively supporting the brand in CAP follow-up and remediation of complaints

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.	10%	Complex human rights issues such as freedom of association or gender-based violence require more in-depth trainings that support factory-level transformative processes. FWF has developed several modules, however, other (member-led) programmes may also count.	Training reports, FWF's data on factories enrolled in training programmes. For alternative training activities: curriculum, training content, participation and outcomes.	2	6	0

Comment: One production location in Bangladesh has participated in advanced training through FWF's Workplace Education Programme in the violence prevention module. This location account for 10% of the brand's production volume in high-risk countries.

Recommendation: FWF recommends members to implement training programmes that support factory-level transformation such as establishing functional internal grievance mechanisms, improving worker-management dialogue and communication skills or addressing gender-based violence. Training assessed under this indicator should go beyond raising awareness and focus on behavioural change and long-term structures to improve working conditions. To this end, members can make use of FWF's Workplace Education Programme communication or violence prevention module or implement advanced training through service providers or brand staff. FWF guidance on good quality training is available on the Member Hub.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
4.5 Degree to which member company follows up after a training programme.	Active 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.	2	2	0

Comment: In case of the Bangladeshi supplier, the established anti-harassment committee was able to investigate and resolve complaints after the training, which is a best practice development. SALEWA, DYNAFIT & Wild Country proactively follows up.

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	Advanced	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.	6	6	-2

Comment: SALEWA, DYNAFIT & Wild Country keeps a well documented and up to date supplier register which includes detailed information on all production locations, including addresses, sub-contractors, number of employees and current CAP status.

The planning team is provided with a list of approved locations to choose from, and adding a new location is not possible without it going through the CSR team and being checked and onboarded.

SALEWA, DYNAFIT & Wild Country has staff regularly visit its production locations who monitor per style that the production is actually happening in the allocated locations. There were no indications of undocumented production locations in 2018.

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: The CSR team works closely together with the production and costing staff and the quality control teams. They meet face to face regularly and information about working conditions at production sites is accessible to all.

INFORMATION MANAGEMENT

Possible Points: 7

Earned Points: 7

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	FWF's communications policy exists to ensure transparency for consumers and stakeholders, and to ensure that member communications about FWF are accurate. Members will be held accountable for their own communications as well as the communications behaviour of 3rd-party retailers, resellers and customers.	FWF membership is communicated on member's website; other communications in line with FWF communications policy.	2	2	-3

Comment: SALEWA, DYNAFIT & Wild Country complies with the FWF Communications Policy. The FWF membership is communicated on hangtags, bags, in store on plaques and displays, in consumer brochures and online communications.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
6.2 Member company engages in advanced reporting activities	Published Brand Performance Checks, audit reports, and/or other efforts lead to increased transparency.	Good reporting by members helps to ensure the transparency of FWF'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.	1	2	0

Comment: SALEWA, DYNAFIT & Wild Country's website links to their latest FWF Brand Performance Check report. The brand has a transparency project and is collecting consent letters from suppliers with the aim to publish their data september 2019.

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 FWF's communication policy.	Social report that is in line with FWF's communication policy.	2	2	-1

Comment: SALEWA, DYNAFIT & Wild Country has submitted its social report to FWF in time and has published the report on its website. Furthermore, the sustainability and social report with information about FWF membership is published on the website.

TRANSPARENCY

Possible Points: 6

Earned Points: 5

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 FWF policies are integrated into the structure of the company.	Meeting minutes, verbal reporting, Powerpoints, etc.	2	2	0

Comment: CSR is working closely with top management; last year's Brand Performance Check was discussed with top management as well.

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.	No requirements were included in previous Check	In each Brand Performance Check report, FWF may include requirements for changes to management practices. Progress on achieving these requirements is an important part of FWF membership and its process approach.	Member company should show documentation related to the specific requirements made in the previous Brand Performance Check.	N/A	4	-2

Comment: SALEWA, DYNAFIT & Wild Country received one requirement in last year's performance check report about Accord membership. Considering the legal situation for the Accord, 7.2 this is considered as NA.

EVALUATION

Possible Points: 2

Earned Points: 2

RECOMMENDATIONS TO FWF

1. It would be relevant for the development of the new SALEWA, DYNAFIT & Wild Country supplier evaluation system to receive clarity from FWF how FWF will proceed with the development of Salesforce. In the FWF new audit consultation feedback group, the idea is discussed to give brands and suppliers the right to report CAP follow-up and update on remediation in the FWF information system. Is FWF indeed planning this, and if yes, when?
2. To avoid over-auditing and keep the relevant elements of the FWF audit methodology, SALEWA, DYNAFIT & Wild Country would prefer if FWF will go into the direction of the development of additional modules and add these to the audit process that SLCP is currently developing.
3. changes in the performance check methodology make it difficult to explain within the organisation and to the suppliers. Last three years, there was a change every year.
4. Repeated feedback on indicator 1.1a: the indicator is not completely dependent on brand effort. If the factory grows, leverage can get smaller. This makes the (formulation of) the indicator less valuable, even though the focus on consolidation has its value.
5. The formulation and practical applicability of the living wage indicators show too little brand background
6. Hopefully, the FWF rebranding will pay attention to a more consumer-friendly explanation of FWF. From the SALEWA, DYNAFIT & Wild Country consumer there is a constant request to receive information.
7. The current format of the workplan has no added value. It is useful for the first year, after that it is too general, except for the list of projected production facilities and projected audits and training list. An Excel document with recommendations and requirements of the latest performance check proves more valuable as the workplan.
8. Can the deadline for the workplan be moved to December? With the deadline first of november, there is insufficient insight into projected volumes.
9. The low-risk policy is too old and can be updated. Another option is that FWF makes a position paper with risks in Eastern European countries like Belarus, Ukraine, etc.

10. There could be better updates about new worker information sheets

SCORING OVERVIEW

CATEGORY	EARNED	POSSIBLE
Purchasing Practices	32	47
Monitoring and Remediation	27	31
Complaints Handling	15	17
Training and Capacity Building	9	13
Information Management	7	7
Transparency	5	6
Evaluation	2	2
Totals:	97	123

BENCHMARKING SCORE (EARNED POINTS DIVIDED BY POSSIBLE POINTS)

79

PERFORMANCE BENCHMARKING CATEGORY

Leader

BRAND PERFORMANCE CHECK DETAILS

Date of Brand Performance Check:

23-07-2019

Conducted by:

Mariette van Amstel

Interviews with:

Alexandra Letts , Sustainability manager

Martine Riblan, Team Sustainability

Ruth Oberrauch, Ownership, Head of Sustainability

Marta Pellegrino Sustainability Communications

Kai Blessenohl, Costing manager Apparel

Antonella Girone, Marketing

Claudia Galvan, Production planning

Clemens Possenig - Quality Control Specialist