



## BRAND PERFORMANCE CHECK

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Maier Sports GmbH & Co KG

PUBLICATION DATE: FEBRUARY 2020

this report covers the evaluation period 01-07-2018 to 30-06-2019

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

## BRAND PERFORMANCE CHECK OVERVIEW

Maier Sports GmbH & Co KG

Evaluation Period: 01-07-2018 to 30-06-2019

MEMBER COMPANY INFORMATION	
Headquarters:	Kongen, Germany
Member since:	01-06-2011
Product types:	Outdoor, Sportswear
Production in countries where FWF is active:	Bangladesh, China, India, Turkey
Production in other countries:	
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	88%
Benchmarking score	51
Category	Good

## Summary:

Maier Sports has shown progress and met most of FWFs' performance requirements. Maier Sports has a stable supplier base and enjoys a long-term business relation with most suppliers. Maier Sports monitors 88% of its purchasing volume, which, in combination with a benchmarking score of 51, means that Maier Sports just ends up in the Good category. FWF strongly encourages Maier Sports to improve its benchmarking score in order, at the very least, to maintain its Good status in the future.

Maier Sports owns one factory in Turkey and has joint-ventures with factories in China. It enjoys 100 percent leverage at these production locations. It is therefore held more responsible to address excessive overtime and wages below living wages. Beyond these factories, Maier Sports also needs to monitor all factories which account for more than 2% of its total purchasing volume.

FWF strongly recommends Maier Sports to set-up a cohesive management system for documenting efforts, evaluating suppliers and tracking their progress to improve working conditions.

It is important that the brand dedicate resources and time to be able to actively engage and implement a holistic approach to due diligence, evaluate supplier compliance with Code of Labour Practices, work on critical issues such as excessive overtime, time record keeping issues at own production location, enhanced monitoring programme requirements and develop a strategy for living wages at its main suppliers.

## 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.	87%	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.	4	4	0

**Comment:** Maier Sports has a very consolidated supplier base. The bulk of Maier Sports' purchasing volume is sourced from three suppliers, including a factory in Turkey, which it owns, and two Chinese factories, with which Maier has joint ventures. In the 2018/19 financial year, 87% (up from 82% in 2017/2018) of Maier Sports' purchasing volume came from production locations where Maier Sports is responsible for more than 10 % of the respective locations' production capacity.

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.	3%	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.	3	4	0

**Comment:** Less than 3% of Maier Sports purchasing volume is sourced from three factories which account for less than 2 percent of Maier Sports total FOB. In the financial year prior to the one assessed, this figure stood at 9% suggesting that Maier has further consolidated its supplier base.

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.	89%	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: Maier Sports enjoys a long-term business relations with the majority of its suppliers. No new suppliers were added during the 2018/2019 financial year.

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

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.	Intermediate	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.	2	4	0

Comment: No new suppliers were added during the 2018/2019 financial year. However, Maier Sports did explore possible new suppliers. The selection process for a new supplier is done by the CEO of Maier Sports. For China and Turkey it is done in cooperation with the four main suppliers.

Requirement: A risk analysis as part of the decision-making process of selecting new production locations is an important step to mitigate risk and prevent potential problems. FWF recommends Maier Sports to clearly define preventive actions for identified risks and connect them to sourcing decisions. This also includes strategies to tackle structural risks such as low wage levels in the country, limited freedom of association and restricted civil society that are beyond the brand's individual sphere of influence.

**Recommendation:** FWF advises to use information from FWF country studies and wage ladders and use the FWF Health and Safety guidelines. The member can use the CSR Risk Check (<https://www.mvorisicochecker.nl/en/risk-check>) to further assess the risks in (potential new) sourcing countries. For gender risk assessments, Maier Sports can use the gender-toolkit that has factsheets per country, supplier checklists and a model policy on Sexual Harassment. The member can cooperate with local stakeholders to further investigate the situation in a specific country. FWF can offer information on local stakeholders.

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.	No	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.	0	2	0

**Comment:** Maier Sports was not able to demonstrate a systematic overview or a supplier evaluation system regarding the progress of all suppliers on the Code of Labour Practices.

**Requirement:** A systematic approach is required to integrate social compliance into normal business processes, and supports good decision-making. The approach needs to ensure that the member consistently evaluates the entire supplier base and includes information into decision-making procedures.

**Recommendation:** FWF encourages Maier Sports to develop an evaluation/grading system for suppliers where compliance with labour standards is a criterion for future order placement. As it is not always possible to reward suppliers with more volumes, the member could also look into other incentives that reward supplier's commitment towards the CoLP. An example would be to offer training for skill building/capacity development.

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:** The factories are generally aware of upcoming orders well in advance. After the design is made, the factory will produce a prototype. Following approval of the prototype, 25 salesman samples are made, which are presented to existing and potential new customers during trade fairs. When orders come in, and there is a good estimation of the demand for the product, Maier Sports will place an order with the factory for production. Maier Sport applies six order rounds (3 for during autumn/winter and 3 during spring/summer). Maier Sports applies lead-times of 90 days from order placement to shipment in Turkey and 120 days for China.

Only the brand's Turkish supplier uses standard minutes per style. All other suppliers do not calculate the standard minute per style, but estimate how much time the production of a piece of garment would cost. Therefore, Maier Sports is not aware of the factories' total production capacity in minutes. This limits its ability to plan according to capacity.

**Requirement:** A good production planning system needs to be established based on the production capacity of the factory for regular working hours.

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:** FWF audits at suppliers of Maier Sports in China confirm that excessive overtime occurs, including at a factory where it has 100% leverage. According to Maier Sports, excessive overtime is caused by delays in the delivery of fabric or accessories. Other reasons include changes in the production flow, customers asking for early delivery, or factories not being able to find enough workers.

Especially for its main factories, Maier Sports tries to mitigate the risk of excessive overtime by spreading orders evenly throughout the year. To the extent possible, orders for never-out-of-stock items are placed during down periods. Delivery dates are monitored on a weekly basis. If the factory indicates that they are late, normally Maier Sports would accept this. Sometimes they negotiate to pay for extra freight costs depending on the reasons for the delay.

**Requirement:** Maier Sports should investigate to what extent its current buying practices has an effect on the working hours at supplier level. A root cause analysis of excessive overtime should be done to investigate which steps can be most effective to reduce overtime. As Maier Sports buys exclusively at several suppliers in China, the member is held more accountable to reduce excessive overtime.

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:** At its own production site in Turkey, Maier Sports uses open cost calculation. It is aware of the total costs in the factory, including the labour costs. It has calculated the cost per minute per style, but did not yet calculate the labour minute cost during the last financial year. At its Chinese joint ventures, Maier Sports does not have an open costing model. As a result, Maier Sports is not able to demonstrate a link between buying prices and wage levels.

**Recommendation:** FWF recommends Maier Sports to expand their knowledge of cost break downs of all product groups, especially at its main suppliers in Turkey and China. A next step would be to calculate the labour minute costs of its more straightforward 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 trusted long-term 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, 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.	N/A	0	-2

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:** Maier Sports knows the labour costs of all the workers at its factory in Turkey. Workers were also asked to participate in a survey about their cost of living (housing, food, education, etc.). It also made an analysis in which it maps the prevailing wages against a living wage benchmark of a local trade union.

**Requirement:** Maier Sports buys exclusively at several suppliers and owns one supplier. Therefore, Maier Sports is held more accountable and expected to implement adequate steps to work towards living wages. Maier Sports must assess the root causes of wages that are lower than living wages, taking into account its leverage and effect of its own pricing policy. Maier Sports is expected to take an active role in discussing living wages with its suppliers. The FWF wage ladder can be used as a tool to implement living wages, to document, monitor, negotiate and evaluate the improvements at its suppliers.

**Recommendation:** 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. FWF encourages Maier Sports to discuss with suppliers about 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 and long term business relationship.

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).	8%	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.	1	2	0

**Comment:** Maier Sports owns the production site in Turkey.

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	4	0

**Comment:** At its supplier in Turkey it has made an analysis of the existing wages and how these relate to 'a' living wage benchmark. The figures, and the living wage benchmark, however, seem outdated as the LW benchmark is below the 2019 minimum wage level, and should therefore be doublechecked. Maier Sports did not analyze the living wage factor (gap between prevailing wages and living wages) and did not yet start thinking about how to finance the costs, e.g. through a labour minute costing approach.

**Requirement:** Maier Sports buys exclusively at several production locations and owns a production location in Turkey. The member company has full influence over the wages and should be able to cost for a living wage. Maier Sports should analyse what is needed to increase wages and develop a strategy to finance the costs of wage increases.

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%	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.	0	3	0

Comment: Maier Sports did not make any effort yet to increase wages towards a target wage level.

Requirement: Maier Sports is expected to begin setting a target wage for its main production locations.

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## PURCHASING PRACTICES

Possible Points: 49

Earned Points: 27

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## 2. MONITORING AND REMEDIATION

BASIC MEASUREMENTS	RESULT	COMMENTS
% of own production under standard monitoring (excluding low-risk countries)	87%	
% of production volume where monitoring requirements for low-risk countries are fulfilled	0%	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.	No	FWF members must meet tail-end monitoring requirements. Implementation will be assessed during next Brand Performance check.
Requirement(s) for next performance check	In the tail end of Maier Sports's supplier base, FWF requires Maier Sports to ensure it audits all production locations that: (i) produce more than 2% of the member's volume; (ii) where the member has more than 10% leverage; and (iii) where a high risk policy applies.	
Total of own production under monitoring	88%	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

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: Before Maier Sports shares audit reports with factories, it will first review the report and CAP and discuss it internally. Then the company approaches factories for a discussion concerning remediation of the issues at hand and establishes improvement timelines in a timely manner. Remediation is checked through on-line communication but also during factory visits. Maier Sports always indicates that the CAP needs to be shared with the worker representatives. In the factory in Turkey the worker committee is involved in remediation of the CAP. In China worker representation joined the exit meeting of the audit.



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:** Maier Sports CSR staff follows up from the headquarter on Corrective Action Plans (CAPs). In addition, staff in charge of sourcing/CSR, as well as the CEO, regularly checks remediation during visits. A random check of the status of the some CAP findings revealed that Maier Sports has followed-up on the issues at hand. However, Maier Sports struggled to retrieve the evidence of remediation at times.

**Recommendation:** FWF recommends Maier Sports to only close issues when verification can be provided by showing proof (pictures, documentation) or by on-site visits of Maier Sports by including worker representation, or an independent third party. Proof of remediation should be saved in an easily-accessable place and together with the CAP.

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: Maier Sports visited nearly all of its suppliers.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.6 Existing audit reports from other sources are collected.	Yes and quality assessed	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.	2	3	0

Comment: Maier Sports collected BSCI audit reports of its suppliers. Maier Sports used the Audit Quality Assessment tool but was not able to demonstrate follow up at the time of the Brand Performance Check. Reports concerned were mostly collected at the requests of customers.

Recommendation: Existing reports form a basis for understanding the issues and strengths of a supplier, and reduces double work. Existing audits can be counted towards the monitoring threshold if the quality of the report is assessed using the FWF audit quality tool and corrective actions are implemented.

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.	1	6	-2
Compliance with FWF enhanced monitoring programme Bangladesh	Intermediate			3	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	Insufficient			-2	6	-2

**Comment:** Bangladesh: Maier Sports has not signed the Accord on Fire and Building Safety, but sources from one production location that is covered under the Accord. The factory has corrected 100 percent of the CAP findings by December 2019. CAP findings were not actively followed-up by Maier Sports. The supplier did not participate in Fair Wear’s WEP Gender Based-Violence-training. However, Maier Sports followed up on training on safety provided by the Accord.

Turkey: Maier Sports uses three suppliers in Turkey. It addressed the risk of Syrian refugees working at Maier Sports by first studying relevant FWF documentation such as the country study and guidance documents. It shared and discussed the guidance documents with the suppliers which responded that there were no Syrian refugees working there. The brand had active production at two production locations; one of which being a subcontractor.

India: The brand was not able to demonstrate awareness and due diligence efforts on the country specific risks in India, relating to violence against women, Sumagali scheme, home-based work etc.

**Recommendation:** Bangladesh: FWF recommend Maier Sports to enroll the factory in the WEP Gender Based-Violence-training in Bangladesh.

India: FWF recommends that Maier Sports become aware of country specific risks in India, review audit reports collected for these risks and agree with the supplier on the Corrective Action Plan before placing orders at new suppliers. The brand can further engage the supplier on addressing specific risks by enrolling suppliers in FWF WEP programme addressing violence against women, supervisory skill-building programme among others.

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.	No CAPs active, no shared production locations or refusal of other company to cooperate	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.	N/A	2	-1

Comment: Maier Sports shared findings from a shared audit in Turkey with the other brand sourcing there, but this member brand did not respond.

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.	No production in low-risk countries	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.	N/A	3	0

Comment: In the past Maier Sports had one small supplier in Germany, but the relation ended before the financial year in question.

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

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.	No licensees	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.	N/A	1	0

## MONITORING AND REMEDIATION

Possible Points: 25

Earned Points: 17

### Additional comments on Monitoring and Remediation:

Tail end requirement: For a number of suppliers in India, China and Bangladesh, tail end requirements are applicable because they represent more than 2% of Maier Sports total purchasing value, or at which Maier Sports has more than 10% leverage. However, no FWF audits were conducted at these production locations, nor was Maier Sports able to demonstrate follow-up or share status of remediation on any third-party audits.

### 3. COMPLAINTS HANDLING

BASIC MEASUREMENTS	RESULT	COMMENTS
Number of worker complaints received since last check	0	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	1	
Number of worker complaints resolved since last check	0	

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-officer is responsible for following up on 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: The staff actively followed up on checking the Worker Information Sheets in factories. During visits to factories, Maier Sports staff checks if the Worker Information Sheet are posted. In addition, a photo of the Worker information sheet is taken at least once a season and documented.

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.	17%	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:** Of the six FWF audits conducted after 2016 at supplier locations in Turkey and China, at five locations less than 50% of interviewed workers were aware of the FWF complaints mechanism, the CoLP and relevant legislation. Maier Sports arranged WEP training at two production locations in China, but both happened after closure of the financial year.

**Recommendation:** Maier Sports can stimulate its suppliers to participate in WEP training sessions, to raise awareness about the existence and the functioning of FWF's worker hotline. In addition to sending the worker information sheet, Member companies can use the worker information cards available for download on FWF's website.

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	No	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.	-2	6	-2

**Comment:** Maier Sports dealt with one complaint related to wage deductions at a factory in China. The complaint started in June 2018 and is still not remediated satisfactorily. FWF is of the opinion that the brand was insufficiently responsive as required by the FWF Complaints Procedure. This hampered and delayed the complaint investigation and remediation process.



It should also be noted Maier Sports buys almost exclusively (leverage above 90 percent) at this supplier with which it has a long-term business relation. Therefore, Maier Sports is held more accountable and expected to have done more to remediate the issue.

**Requirement:** All complaints received from factory workers have to be addressed in accordance with the FWF Complaints Procedure. Involvement by the FWF Member company is crucial in resolving a complaint at a supplier, specifically acting on the remediation plan.

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 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.	N/A	2	0

## COMPLAINTS HANDLING

Possible Points: 15

Earned Points: 5

## 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: Maier Sports informed all staff about FWF membership requirements through Maier Sports Magazine, an internal newsletter.

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: Maier Sports, technicians as well as the CEO are in direct contact with suppliers. They are partly engaged to implement social standards at the production locations. The CSR officer participated in the FWF annual conference, the German stakeholder meeting, and webinars.

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.	Member does not use agents/contractors	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.	N/A	2	0

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.	0%	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.	0	6	0

Comment: Maier Sports did not arrange training programmes that support transformative processes related to human rights.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
4.5 Degree to which member company follows up after a training programme.	No training programmes have been conducted or member produces solely in low-risk countries	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.	N/A	2	0

Comment: Maier Sports arranged WEP training at two production locations in China, but both happened after closure of the financial year.

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## TRAINING AND CAPACITY BUILDING

Possible Points: 9

Earned Points: 3

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## 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:** Maier Sports is confident that there is no unauthorized subcontracting from its main suppliers in Turkey and China. It is less certain whether subcontracting takes place in India and Bangladesh, which are visited less often than Turkey and China. According to Maier Sports, it can see whether production was outsourced when looking at the quality of the products. This happened once in India.

**Requirement:** After the end of each financial year, members must confirm their list of production locations and provide relevant financial data. A complete list means ALL production locations are included of all production processes the member uses in the stages after fabric production, including printing and embroidery subcontractors.

**Recommendation:** Maier Sports should assess the risk of unauthorized subcontracting by suppliers, especially with the risk of Indian homeworkers.

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.	No	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:** From the information shared in the performance check, Maier Sports could not demonstrate how relevant information is shared between technicians, the CEO and CSR staff and there is no central point for data collection and documentation. When the CEO travels to supplier locations, CSR staff and technicians prepare an overview for the visit. But feedback is not always received and collated systematically.

**Recommendation:** Purchasing staff is recommended to share reports from factory visits that include a status update of implementing the CoLP.

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## INFORMATION MANAGEMENT

Possible Points: 7

**Earned Points: 2**

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## 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: Maier Sports communicates in line with FWF Communications Policy.

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: The brand performance check is published on the German language website of Maier Sports.

Recommendation: It is advised to display the same information about FWF, including link to the brand performance check, also on the English language website.

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	Inaccurate or not done	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.	-1	2	-1

**Comment:** The social report was submitted to FWF in German only 2.5 months after the set deadline. Maier Sports subsequently published it on the German language website of Maier Sports.

**Requirement:** The social report needs to be submitted to FWF in English and published on Member company's website at maximum 90 days after end of financial year.

**Recommendation:** It is advised to translate the social report into English and post it on the English language website.

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## TRANSPARENCY

Possible Points: 6

Earned Points: 2

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## 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: Maier Sports' top management is involved in FWF membership. New developments and policies, and the brand performance check, are always discussed with top management.

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.	36%	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.	2	4	-2

Comment: FWF considers that Maier Sports has addressed 4 out of 11 requirements in the previous brand performance check report. The following requirements from previous performance check are insufficiently addressed:

- risk analysis as part of due diligence;
- systematic and regular evaluation of the entire supplier base and includes information into decision-making procedures;
- two requirements related to production planning system;
- working towards living wages. Maier Sports is held more accountable and expected to implement adequate steps to work towards living wages at suppliers that it owns;
- complaints follow-up in accordance with the FWF Complaints Procedure
- timely submission of the social report.

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 requirements mentioned in the last Brand Performance Check.

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## EVALUATION

Possible Points: 6

Earned Points: 4

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## RECOMMENDATIONS TO FWF

- 1) FWF should make information on the member hub more easily retrievable
- 2) FWF should offer more support in relation to complaint remediation.
- 3) FWF should try to avoid planning training/webinars on public holidays.

## SCORING OVERVIEW

CATEGORY	EARNED	POSSIBLE
Purchasing Practices	27	49
Monitoring and Remediation	17	25
Complaints Handling	5	15
Training and Capacity Building	3	9
Information Management	2	7
Transparency	2	6
Evaluation	4	6
Totals:	60	117

### BENCHMARKING SCORE (EARNED POINTS DIVIDED BY POSSIBLE POINTS)

51

### PERFORMANCE BENCHMARKING CATEGORY

Good

## BRAND PERFORMANCE CHECK DETAILS

Date of Brand Performance Check:

18-12-2019

Conducted by:

Koen Oosterom

Interviews with:

Simone Mayer, Manager / Management spokeswoman

Tanja Kohler, Commercial Management

Stefan Taft, Leader marketing

Stefanie Metzger, Marketing coordinator

Lisa Marie Dozier, Clothing technician / CSR

Agnes Neeth, Head of Production Monitoring / CSR