



Brand Performance Check
Schöffel Sportbekleidung GmbH

Publication date: June 2021

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

About the Brand Performance Check

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

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

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

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

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

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

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

Brand Performance Check Overview

Schöffel Sportbekleidung GmbH

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

Member company information	
Headquarters:	Schwabmunchen , Germany
Member since:	2011-02-08
Product types:	Outdoor products;Sports & activewear; Workwear; Outdoor wear
Production in countries where Fair Wear is active:	Cambodia, China, Indonesia, Myanmar, Turkey, Viet Nam
Production in other countries:	Ethiopia, Germany, Italy, Latvia, Portugal
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	99%
Benchmarking score	92
Category	Leader

Summary:

Schöffel has shown advanced results on Fair Wear performance indicators. With a monitoring percentage of 99% and a benchmarking score of 92, Schöffel remains in the 'Leader' category for the seventh year in a row.

Corona Addendum:

In the first half of 2020, Schöffel had a quick response to the impact of COVID-19 when its Chinese supplier first faced difficulties in February 2020. There was an initial 20% reduction in Schöffel's collection, and the CSR team was working reduced hours down to 60%.

Schöffel did not cancel orders of which production already started. The brand reduced some orders, but the possible impact was closely looked at case by case and whether production had already begun. To support suppliers with the initial 20% reduction, Schöffel increased orders on carry-over styles to compensate. Schöffel checked pay slips to ensure wages were still being paid.

In 2020, Schöffel also kept informed on the impact of COVID-19 per country and mapped out all the potential risks. The brand kept a regular dialogue with its supplier through a bi-weekly questionnaire. It held a monthly update for each supplier, which helped structure appropriate action. Schöffel benefited from its robust system to follow up on Corrective Action Plans, and remediation on issues found. Even when the brand was not in the lead, it would keep track of the remediation and request and document evidence.

While the travel restrictions of last year made it impossible for the headquarter staff to visit suppliers, the value of Schöffel's local technicians who were still able to visit on site was amplified to support suppliers and gather information. The brand is planning on further training its local technicians on social labour standards to improve the communication with suppliers on sensitive topics.

Schöffel was also able to offer flexibility and support to its suppliers through its advanced planning system and costing sheets. Suppliers were able to adjust the pricing of products by considering any additional COVID-19 related costs. Schöffel showed flexibility with delivery times, splitting big order quantities, and paid for alternative transportation costs when necessary.

Fair Wear encourages Schöffel to resume its efforts on living wage and the gender-based violence evaluation while keeping a close look at the lasting impact of COVID-19 within the financial year of 2021.

Performance Category Overview

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

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

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

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

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

1. Purchasing Practices

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.1a Percentage of production volume from production locations where member company buys at least 10% of production capacity.	89%	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: In 2020, 89% of Schöffel's production volume came from factories where the company buys at least 10% of the production capacity. The percentage was 2% lower in comparison to the previous year as production decreased in 2020 due to COVID-19.

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.	7%	Fair Wear provides incentives to clothing brands to consolidate their supplier base, especially at the tail end, as much as possible, and rewards those members who have a small tail end. Shortening the tail end reduces social compliance risks and enhances the impact of efficient use of capital and remediation efforts.	Production location information as provided to Fair Wear.	3	4	0

Comment: In 2020, Schöffel sourced 7% of its products from production locations where it buys less than 2% of its total FOB. This is a 2% decrease in comparison to the previous financial year. This was achieved through further consolidation of Schöffel's supply chain where top management and the purchasing department focus on long-term business relationships.

Recommendation: Fair Wear recommends Schöffel to consolidate its supply base by limiting the number of production locations in its 'tail end'. To achieve this, Schöffel should determine whether production locations where they buy less than 2% of their FOB are of strategic relevance. 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.	54%	Stable business relationships support most aspects of the Code of Labour Practices, and give production locations a reason to invest in improving working conditions.	Supplier information provided by member company.	3	4	0

Comment: The production volume coming from production locations where a business relationship has existed for at least five years was at 54% in 2020, an increase of 5% compared to the previous year. The improvement was achieved through increasing production with a long-term supplier in Vietnam.

Recommendation: Fair Wear recommends Schöffel to maintain stable business relationships with suppliers. Long term relationships support most aspects of the Code of Labour Practices, and give factories a reason to invest in improving working conditions.

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: Schöffel has onboarded three new production locations in 2020 in Italy, China and Indonesia. As part of its onboarding process, Schöffel collected signed questionnaires from its new production locations before placing the first bulk orders.

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: Schöffel has had a systematically structured suppliers 'on-boarding process' in place since 2017. This includes factory inspections, personal dialogue, the Fair Wear questionnaire, consultation of relevant stakeholders and/or other Fair Wear members, review of external audit reports and CAP follow up where available. This process is also applied to material purchasing of suppliers which is facilitated by Schöffel. The process is fully embedded in its data system and every department provides input on potential new suppliers, Executive Vice President takes the final decision. The onboarding process also takes country specific risks into account on a regional level.

While onboarding a new supplier in 2020 in Italy, Schöffel contacted another Fair Wear member who already sourced there to identify possible risks. In 2020, the CSR team started reporting directly to management which further improved their position in decisions concerning their long-term supplier strategy. Schöffel also created a social dialogue questionnaire in which it covers risks specifically linked to freedom of association per country.

Local technicians employed by Schöffel were able to carry out visits in Vietnam and China despite the restrictions of COVID-19 and could continue to assess labour conditions and implementation of COVID-19 measures at the suppliers on a weekly basis. Schöffel kept in close contact with the suppliers and cross-checked the information through third party inspections. According to their information, there was no indication that its suppliers were having financial trouble and they were able to keep paying their workers. To verify this, Schöffel reviewed payment slips of the workers and collected questionnaire bi-weekly since the start of the pandemic. In Myanmar, the attendance rate was lower as workers were absent due to COVID-19. As the order volume went down from competitors, the lowered capacity and efficiency weighed up. Schöffel could not identify additional risks and continued to follow up the measures of local governments in production countries.

At its supplier in Ethiopia, there was a risk of safety for the workers as the cases of COVID-19 infections started increasing. Even though the supplier informed Schöffel that there weren't any issues, an external technician visited to confirm the safety of workers.

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: Throughout the pandemic the brand kept in regular dialogue with its supplier through a bi-weekly questionnaire. In 2020, Schöffel did not cancel any orders of which production already started. Some orders were reduced, but it was closely looked at case by case what the impact would be and whether any production already started. To support suppliers with the initial 20% reduction, Schöffel increased orders on carry-over styles to compensate to any loss from reduced orders or cancelled orders from other costumers. Schöffel was aware of the financial situation of its suppliers and adapted its strategy accordingly.

Since 2016, Schöffel is using and further improving its strong supplier performance and evaluation system, including aspects such as quality, pricing, and CSR (CAPs). This tool is helping Schöffel to have constructive discussions among different departments concerning the performance of their suppliers. The evaluation of suppliers takes place twice a year and leads to awarding a certificate to the best-rated supplier. Suppliers are informed face to face about their rating and how they perform compared to other suppliers and are encouraged to improve on their performance. Since 2019, Schöffel has also included material suppliers in its evaluation system.

The weight of the importance of CSR has been increased from 20% to 26% in 2019 and is larger in comparison to other departments weight. This gives CSR issues more decision making power in comparison to quality and pricing. Several steps are part of this evaluation process; 1) country risk analysis; 2) Boston Consulting group matrix (finance vs product); 3) mapping challenges; 4) planning collections; 5) allocating production.

Based on the SWOT analysis, the brand can evaluate each production location and the evaluation system informs production decision making. In case the supplier receives a low rate in the supplier performance, the production site is informed and visited to discuss how the production location can improve its performance if production can go on and whether there is a future in cooperation. Schöffel evaluates the social impact of the decision to end production and follows a responsible exit strategy where suppliers are given a long notice period before phasing out production.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.6 The member company's production planning systems support reasonable working hours.	Strong, integrated systems in place.	Member company production planning systems can have a significant impact on the levels of excessive overtime at production locations.	Documentation of robust planning systems.	4	4	0

Comment: Schöffel has a strongly integrated production forecasting, planning, and delivery system in place. In 2019 this process was further improved and moved from excel sheets to an internal ERP data system. Digitalising the whole process has helped the brand to improve efficiency, lead times (factory holidays visible, means of transport, fabric lead times, etc.) and transparency. The orders are consolidated and placed per season respecting the lead times given by each factory. Most production sites are regularly visited by a Schöffel technician during production for quality control. When sharing forecasts, the supplier is explicitly notified that production planning and final production and delivery agreements need to be reachable in regular working hours (without overtime hours).

Schöffel pre-allocates production to the factories in September, which is almost one and a half year ahead of the actual delivery time. Never Out of Stock (NOS) products are spread for production, mostly during the low season and have more flexible delivery times. Production time is calculated together with the supplier including extra time for e.g. development of the product, delivery time for fabric, production and transportation time. These are compiled in costing sheets. Schöffel is aware of each factory's production capacity, which is collected through factory datasheets. Schöffel analyses peak and low seasons production capacities of its suppliers before orders are placed.

Schöffel is monitoring and analysing delivery times after each season. This internal monitoring system helps to make decisions for future orders placement. According to Schöffel's dialogue with suppliers, COVID-19 did not have a big impact on the production as quantity was reduced in line with the lower capacity. Schöffel's suppliers in Vietnam had capacity issues due to COVID-19 where they experienced a limited work force. To prevent excessive overtime, some production was moved to Myanmar in dialogue with the supplier. Some fabric suppliers needed more leeway due to lockdown closures. Schöffel stayed in close contact with their suppliers during planning and elongated the grace period. The brand also facilitated meetings for its CMT suppliers with their fabric suppliers to mitigate any issues in planning. Schöffel was flexible in terms of using alternative materials and accepting quality issues. To prevent excessive overtime at suppliers in Vietnam, some production was moved to Myanmar in dialogue with the supplier.

In general, Schöffel is flexible with delivery dates and allows suppliers to deliver and invoice goods earlier. In 2020, Schöffel was splitting big quantities to partial shipments to straighten out peaks and thereby increasing the volume at low seasons for a more stable production. Schöffel accepted late shipments and covered costs for air and train freight instead of sea-shipment for more flexibility towards suppliers.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.7 Degree to which member company mitigates root causes of excessive overtime.	Advanced 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.	6	6	0

Comment: In 2020, several excessive overtime issues were found in Fair Wear audits related to excessive hours and/or inconsistent time keeping. Several steps are continuously taken by the company to improve the issue of excessive overtime. The local team in Vietnam has been trained and is supporting HQ CSR staff (checking time records). Schöffel conducted root cause analysis for overtime in all of their production countries except for low-risk countries. The root causes for excessive overtime in China were caused by peak season and double bookkeeping of working hours. One audit found weekly working hours exceeding 60 hours at its supplier in China. Schöffel took clear steps to remediate the issue together with Fair Wear's local team by improving the production schedules to avoid excessive overtime. The result could not yet be verified as the time records the supplier showed afterwards were false. The brand will continuously check for proof of better timekeeping and resolving this issue.

During the pandemic, Myanmar was facing overtime issues as well with often no clear time recording, Sunday work and double bookkeeping. Schöffel communicated to its suppliers that overtime hours must be recorded and asked to see attendance reports. Schöffel plans to check in future audits if the issue is resolved. In Vietnam, excessive overtime was caused by production planning and high volume orders. The CSR staff discussed the root causes of each supplier and followed up with some steps to prevent overtime. At several suppliers, other Fair Wear members were involved in discussions and follow-up. Since the brand's production planning process has been digitalised and is more accurate to calculate lead times and monitor the factory production status, it is expected to improve the overtime situation at its Chinese and Vietnamese suppliers. Schöffel also monitors the fabric lead time in the internal production planning eventhough the brand is buying ready-made garments.

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: Schöffel has insight into the link between the buying price and wage levels in its production countries. The brand continues using its costing sheets to collect all labour related data for all products; showing costs for fabric, trims, product labour calculated per minutes per piece, packaging and factory profit margin combined with overhead costs. The costing sheets are done for 100% of Schöffel's production.

In 2020, there were specific pricing updates done due to extra costs that were caused by the impact of COVID-19. This was due to a decrease in capacity and efficiency. The suppliers formulated the price increases through the costing sheets. This was specifically visible with Schöffel's suppliers in Myanmar and Vietnam. Schöffel could not find significant changes in labour costs in China through its costing sheets, and did not find additional evidence of extra costs caused by the pandemic. As Indonesia was a new country, it was difficult to benchmark the changes in costs. The carry-over styles were being produced under similar pricing as before the pandemic.

Recommendation: Fair Wear recommends Schöffel to further verify if extra costs have to be made by the factories in 2021 due to the impact of COVID-19. Fair Wear's labour minute value and product costing calculator also enables suppliers to include any COVID-19 related costs.

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, Fair Wear member companies are expected to hold management of the supplier accountable for respecting local labour law. Payment below minimum wage must be remediated urgently.	Complaint reports, CAPs, additional emails, Fair Wear Audit Reports or additional monitoring visits by a Fair Wear auditor, or other documents that show minimum wage issue is reported/resolved.	0	0	-2

Comment: Through Fair Wear audits, several cases of non-payment of legal minimum wage were found in 2020. For one supplier in Myanmar, not all workers were paid legal minimum wage and wages could not be verified due to inconsistent or incomplete records. According to local law, suppliers are allowed to pay less than minimum wage during probation period. The brand discussed this issue with its suppliers to ensure legal minimum wage was paid in full to garment workers. In early 2020, all workers got paid the outstanding wages.

At one of its suppliers in Turkey, time records and payroll records did not match and overtime premiums could not be verified. Schöffel has communicated to the supplier that double bookkeeping is not acceptable and is working with the supplier on more transparency and better record keeping.

Schöffel reviewed pay slips at all of its suppliers to ensure workers received their legal minimum wage, even during lockdowns.

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

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

Comment: No evidence of late payments to suppliers by Schöffel was found during the last financial year. Schöffel's payment terms with suppliers is to pay when proof of shipment is provided. At its suppliers in Myanmar, early payments were made. Schöffel accepted early deliveries and paid for additional stock to facilitate that.

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: Schöffel analyses wage levels of their suppliers based on the Fair Wear wage ladders and their own costing sheets. The root causes found at the production sites are inefficiency and inaccurate planning according to Schöffel. Wage comparison has been done per factory and country. When following on CAP findings, the brand has ongoing discussions with suppliers regarding living wages and circumstances which led to lower wages; raising awareness that higher wages will limit workers fluctuation, as well as factory reputation will lead to a better quality of work. Living wage is now part of Schöffel internal price meetings.

Schöffel is making a comparison of labour costs from costing sheets and analysing the actual wages provided in audit reports by comparing these with the living wage benchmarks of Anker wage and Asia Floor Wage. The wage analysis has been done for all active countries, except low risk countries.

Schöffel was planning to start a living wage project in Myanmar in 2020 together with another Fair Wear member. Due to COVID-19, progress could not be made. Schöffel kept the dialogue in place and held a seminar to prepare. The brand is going to continue as soon as the situation will allow it.

Recommendation: Fair Wear encourages Schöffel 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).	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	6	0

Comment: In Vietnam, Schöffel and two other Fair Wear members conducted a study in 2018 to estimate living costs for the Thai Binh region to define a living wage benchmark, in consultation with local staff, experts and selected workers. When the minimum wage in the region was raised, the target wage level was re-evaluated. At two of its Vietnamese suppliers, Schöffel pays its share of the target wage set for the Thai Binh region.

The member company already calculated the costs to increase the prices to reach the living wage benchmark. The brand has selected the next factory to work towards a living wage which was planned to start in 2020, but this was postponed due to COVID-19. Until now, worker representation has yet to be involved to determine what is needed and how wages should be increased.

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

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.14 Percentage of production volume where the member company pays its share of the target wage.	18%	Fair Wear member companies are challenged to adopt approaches that absorb the extra costs of increasing wages.	Member company's own documentation, evidence of target wage implementation, such as wage reports, factory documentation, communication with factories, etc.	2	6	0

Comment: Within the living wage project, Schöffel has set the target wage in Vietnam. Two factories were involved in this project and 94% of factory workers receive this target wage. Additionally, a smaller percentage of the workers at the other four suppliers in Vietnam are receiving the benchmark set by the Global Living Wage Coalition also known as the Anker Methodology.

Recommendation: Schöffel is encouraged to roll out their approach to other suppliers and to ensure the remaining 6% of the workers are also paid the target wage, and work towards getting all workers at the four suppliers to receive a living wage.

Purchasing Practices

Possible Points: 52

Earned Points: 40

2. Monitoring and Remediation

Basic measurements	Result	Comments
% of production volume where an audit took place.	91%	
% of production volume where monitoring requirements for low-risk countries are fulfilled.	100%	To be counted towards the monitoring threshold, FWF low-risk policy should be implemented. See indicator 2.9. (N/A = no production in low risk countries.)
Member meets monitoring requirements for tail-end production locations.	Yes	
Requirement(s) for next performance check		
Total monitoring threshold:	99%	Measured as percentage of production volume (Minimums: 1 year: 40%; 2 years 60%; 3 years+: 80-100%)

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

Comment: Schöffel has two CSR managers at its headquarters, responsible for the follow up on issues identified during the monitoring process at production facilities. The CSR staff is supported by technicians located in Vietnam and Myanmar. Further, the QC staff and purchasing staff are supporting whenever visiting production locations.

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

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

Comment: In general, before sharing the audit results, the CSR manager adds comments and improvement timelines in the Corrective Action Plans. Audit reports and Corrective Action Plan findings are then shared in time with the factory. In most cases, the Fair Wear audit team time frame is used but sometimes the factories suggest deadlines that seem more feasible to them. Corrective Action Plans started to be shared with the workers' representatives, but the brand noticed an issue when the CAP was not written and followed-up in the local language. During visits by CSR staff, a worker representative was involved in talks on improvements but during these talks, a translator must be involved as well.

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.	Advanced	Fair Wear considers efforts to resolve CAPs to be one of the most important things that member companies can do towards improving working conditions.	CAP-related documentation including status of findings, documentation of remediation and follow up actions taken by member. Reports of quality assessments. Evidence of understanding relevant issues.	8	8	-2

Comment: Schöffel has a robust system in place to follow up on Corrective Action Plans. Schöffel asks their suppliers to send pictures or documents to confirm improvements; quality control staff checks improvements on-site, where possible. More complex and structural findings are discussed when suppliers are in Europe or during factory visits. Next to CSR staff, top management is frequently involved in discussions and visiting its suppliers. Schöffel also actively asks their suppliers to involve worker representatives where possible.

Since it was not possible for CSR staff to visit in 2020, local technicians visited the factory to check documentation such as payslips and payrolls. This was also done to follow up on CAPs to verify improvements that were made on findings in China and Vietnam in relation to findings on excessive overtime and inconsistent record keeping. Several health and safety issues were found at suppliers in China and Vietnam. These were discussed with the suppliers directly and verified through either visual proof or visits of local technicians. As Schöffel shares production locations with other Fair Wear members, some CAPs were followed up by other brands. However, the verification and proof of follow-up is actively chased by Schöffel.

When possible, the brand involves factories in training to create awareness of specific topics (Work Place Education programmes such as the WEP Basic, WEP Communications, Syrian refugees and age verification in Myanmar). The two technicians participated in Gender Based Violence (GBV)-workshop in Vietnam in 2019. The CSR team established regular updates on CAP every four weeks to help remediate of CAP issues. All factories are informed and need to stick to deadlines as this will be also evaluated by the brand. This has created a better workflow on CAP remediation and all factories are rated on their efforts in CAP remediation. Schöffel wants to train the local technicians further on social labour standards and to be able to communicate with suppliers in a sensitive way.

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

Comment: As travel was restricted due to the COVID-19 pandemic, this indicator is not applicable in 2020 for all Fair Wear members.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.6 Existing audit reports from other sources are collected.	No existing reports/all audits by FWF or FWF member company	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.	N/A	3	0

Comment: In 2020, no audit reports were collected from other sources.

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

Comment: Schöffel monitors and analyses common risks for their sourcing countries and products using the information provided by Fair Wear (country studies, stakeholder information) as well as other NGOs. Schöffel checked in on specific COVID-19 related risks with the bi-weekly COVID-19 questionnaire for each supplier. The brand is still conducting an evaluation on gender-based violence, but this has been paused due to COVID-19. In Ethiopia, Schöffel had an external technician visit to ensure the supplier was able to carry out social distancing, closed sewing lines where necessary and made sure it was in line with government-imposed measures. As described in indicator 1.4, Schöffel has extended its thorough due diligence, but this did not lead to identifying additional COVID-19 related risks. Local technicians used the Health and Safety sheets provided by Fair Wear which were also returned with the bi-weekly questionnaire.

Myanmar:

Schöffel created a specific onboarding-process for Myanmar. This checklist has stricter requirements following Fair Wear's extra requirements for the country, and factories are not allowed to be connected to the government or to the military. All production locations are monitored by its own technicians, the collected information is shared with other Fair Wear members, working with test orders prior to bulk production and the CSR team is continuously checking on the current political situation. All three factories were audited in the past two years and three suppliers participated a Fair Wear training aimed at establishing a thorough age verification system. Schöffel also enrolled two suppliers into the WEP Basic and Communication training. The company made a clear statement against gender-based violence. Further, the brand has achieved that its three suppliers are paying 100% of the legal minimum wage to all workers during the probation period. Factories showed payslips to show they were still paying legal minimum wages to all workers.

Turkey:

Since 2019 the brand has been working with one supplier which does soft wash for trousers (no denim wash). The CSR person has visited this factory and personally engaged in the age verification of the workers. The supplier has been informed about Fair Wear's guidance on risks related to Turkish garment factories employing Syrian refugees. A first audit was done in November 2019 before placing the first bulk order. Another visit was planned during 2020, but could not happen due to COVID-19 restrictions. Schöffel plans to verify the remediation of found issues with another audit in 2021.

Italy:

One long-term production site of Schöffel is in the region of Piedmont in Italy. The risk of migrant workers employed at this production site was checked. The production site is small, employing around 50 workers. Products are high-tech and the location is outside of areas known for hiring migrant workers. In 2020, Schöffel has onboarded a new supplier in the Lombardi region. Due to Fair Wear marking this as a risk area for migrant workers, Schöffel personally reached out to confirm there were no migrant workers employed. A visit is planned in 2021 to verify this. Schöffel is familiar with the Italy country risk study published by Fair Wear.

Vietnam:

In 2020, 40% of its production was sourced from Vietnam. Schöffel invested in a local office to track and follow-up on risks of its Vietnamese production locations. The brand is aware of the specific country risks and is actively working on preventing excessive overtime and emphasizing the right to freedom of association by discussing the functioning of the worker committee. Frequent discussion on Freedom of Association is done to emphasise the benefits of a regular functioning worker committee. Dialogue meetings are held as compulsory by law, the meetings cover topics like verbal abuse and violence and harassment which are checked by Schöffel.

China:

Approximately 17,3% of Schöffel's production in 2020 came from China. The company is aware of country-specific risks such as there being only one governmental trade union, difficulties within the freedom of association and collective bargaining. Possible solutions to overtime are discussed with suppliers. Schöffel also closely looks at potential forced labour risks which is checked by an external inspection agency. The brand created a product compliance agreement which includes additional tiers to confirm that no materials, products and/or services are sourced from Xinjiang.

Recommendation: The member is encouraged to apply a gender lens to the COVID-19 risk assessment taking the learnings of gender based violence evaluation and social dialogue questionnaire that Schöffel is compiling. Fair Wear recommends Schöffel to enrol its Turkish supplier in a WEP training and its Vietnamese supplier in a WEP Communication training.

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: Whenever possible, Schöffel actively shares audit reports and CAPs follow up with Fair Wear members and other customers. In 2020, the brand has been actively cooperating with other Fair Wear members.

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

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

Comment: 8% of Schöffel's total FOB is placed at suppliers in low-risk countries. The member follows the Fair Wear monitoring requirements for all of these suppliers. In addition, Schöffel collects external audit report and checks the paid wages by requesting wage slips.

Furthermore, the company's CSR staff collects third-party audits to check the labour conditions at its suppliers, factory wages and is aware of specific country risks defined by Fair Wear. Knowing specific risks is part of our monitoring requirements for low-risk countries.

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).	Yes	Fair Wear encourages its members to monitor 100% of its production locations and rewards those members who conduct full audits above the minimum required monitoring threshold.	Production location information as provided to Fair Wear and recent Audit Reports.	2	2	0

Comment: Schöffel has organised Fair Wear audits for four of its tail-end production locations and in this way goes beyond the higher monitoring requirements. Schöffel has conducted audits or collected third party audits at seven production location out of twelve.

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

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

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	Fair Wear believes it is important for member companies to know if the licensee is committed to the implementation of the same labour standards and has a monitoring system in place.	Questionnaires are on file. Contracts with licensees.	1	1	0

Comment: For its three licensees (in Japan, Taiwan and UK), Schöffel has collected signed questionnaires. The licensees also sent audit reports concerning the production of their other brands and shared the production locations with Schöffel. Licensees must fulfil Schöffel's requirements which apply to their own production and closer monitoring will be implemented in the future. Until now licensee production sites are not in the Fair Wear supplier database and not visited by Schöffel staff. Schöffel included commitment to the eight labour standards in the contract with the licensees.

Monitoring and Remediation

Possible Points: 24

Earned Points: 26

3. Complaints Handling

Basic measurements	Result	Comments
Number of worker complaints received since last check.	11	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.	4	
Number of worker complaints resolved since last check.	7	

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

Comment: Schöffel designated two staff members to follow up on complaints. It has a policy describing the procedure to follow up on complaints. The CSR team is supported by the Head of QC, Office in Vietnam and Sourcing and Purchasing department.

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

Comment: Schöffel collects and files pictures of the posted Worker Information Sheet (WIS) in a systematic manner. The posting of the CoLP is always checked during factory visits by technicians and by HQ staff. In 2020, this was also checked every four weeks when Schöffel received the supplier questionnaire. Informing factory management and workers about the Fair Wear CoLP and complaints hotline is a part of the brand's factory onboarding process. Schöffel could show the WIS was posted at its three new 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.	78%	After informing workers and management of the Fair Wear CoLP and the complaints hotline, additional awareness raising and training is needed to ensure sustainable improvements and structural worker-management dialogue.	Training reports, Fair Wear's data on factories enrolled in the WEP basic module. For alternative training activities: curriculum, training content, participation and outcomes.	6	6	0

Comment: In 2020, 78% of the total production volume participated in a WEP Basic training within the previous three years, excluding the volume of low risk countries. Most of the trainings are conducted in Vietnam, China and Myanmar. Schöffel raised awareness on the Fair Wear CoLP and the complaints hotline.

To ensure each worker reads the CoLP, Schöffel recommends to its suppliers to provide the worker information sheets to each worker and have them sign that they read the document. Schöffel experienced that workers often still do not know of the Fair Wear grievance mechanism and worker helpline even after the training. Therefore, CSR is a constant discussion point when visiting production sites. Workers' representatives are included in such meetings, however, the CSR manager has acknowledged the language barriers during those meeting. It is a disadvantage that there is always a translated conversation instead of a direct one during those meetings or factory walk through.

Schöffel did not make use of the worker awareness videos for Turkey because there was no production there at the time and it was not clear if there would be any further production.

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: Schöffel followed up on all received complaints. In 2020, Schöffel had 14 open and/or ongoing complaints. One COVID-19 related complaint was raised in Myanmar. The complainant reported that COVID-19 measures were not properly followed up by the factory. The factory was able to adapt its measures and increased transparency about the ongoing situation and risks in the factory. Schöffel asked for picture proof to review a safe environment.

In 2020, Schöffel received three complaints from workers at one Vietnamese supplier, pertaining to severance allowance. Therefore the member organised training for factory management. Someone from a trade union and worker representation was involved in a meeting directly with the brand.

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 Fair Wear member company can be critical in resolving a complaint at a supplier.	Documentation of joint efforts, e.g. emails, sharing of complaint data, etc.	2	2	0

Comment: Schöffel actively cooperated with other Fair Wear members at several shared factories.

Complaints Handling

Possible Points: 17

Earned Points: 17

4. Training and Capacity Building

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

Comment: Schöffel has an Intranet where the company continuously informs all staff members about Fair Wear membership. In 2020, this also included clear communication on the priorities and activities following the impact of COVID-19. Furthermore, Schöffel makes use of press releases, social media and its blog to inform its staff. The new staff members are trained on Fair Wear membership when they start to work at Schöffel.

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

Comment: The CSR manager regularly participates in Fair Wear seminars. Regular updates are provided for staff directly in contact with suppliers and Fair Wear requirements are regular topics at staff meetings.

All staff from Schöffel travelling to suppliers have meetings with QA and CSR departments prior to the visits and have to use Schöffel's CSR evaluation. Mainly technicians from the QA department, local staff, CSR and Schöffel's procurement staff are visiting the factories and they are all informed about Fair Wear requirements. They have to fill out a special CSR-questionnaire. In addition, every internal person who visits production facilities has to fill out and return the Fair Wear Health and Safety sheet (visit report).

The company developed a training concept and a handbook on social standards in its supply chain to support the internal staff - technicians. The handbook gives a short overview of the work of Fair Wear, the eight labour standards and also includes a code of conduct for factory visits and various theoretical exercises on different topics, such as health and safety issues.

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

Comment: Schöffel has a formal procedure to inform contractors/agents about Fair Wear's Code of Labour Practices. Schöffel uses an agent to facilitate communication with its Turkish suppliers who has been informed about Fair Wear membership requirements. The agent has also signed the Code of Labour Practices. The agent is also travelling to the production sites and supports the CoLP implementation by checking on the status of CAPs.

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.	68%	Complex human rights issues such as freedom of association or gender-based violence require more in-depth trainings that support factory-level transformative processes. Fair Wear has developed several modules, however, other (member-led) programmes may also count.	Training reports, Fair Wear's data on factories enrolled in training programmes. For alternative training activities: curriculum, training content, participation and outcomes.	6	6	0

Comment: In the last three years, five WEPs Communication training have been conducted in Vietnam and two in Myanmar.

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: WEP Communication reports are forwarded to the suppliers with the advice to share it also with the worker committee and to share the learnings with the remaining workers/management. In addition, three suppliers participated in gender-based violence training in Vietnam. Two suppliers participated in a supplier survey of Fair Wear Basic evaluation. After the factories were trained, Schöffel actively follows up with them to make sure the learnings are also internally followed and implemented.

Training and Capacity Building

Possible Points: 13

Earned Points: 13

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: Schöffel's staff visits the production locations regularly. The staff also does a systematic double-check of documents such as the Fair Wear questionnaire, supplier register, financial records and inspection reports from different departments like purchasing, logistics, quality and CSR. This helps to reduce the risk of unauthorised subcontracting. The brand's clear onboarding process eliminates unwanted subcontracting practices and the PRS data system helps with checking the actual production.

In addition, Schöffel exchanges experience with other Fair Wear members on subcontracting issues. If needed, local staff in Vietnam is sent to possible subcontracting sites to double-check. This allows QC staff to focus more on verifying in other countries.

As of 2017, Schöffel's contracts prohibits subcontracting without prior agreement and stipulates that it could lead to termination of the business relationship.

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: All staff in direct contact with suppliers can access information and files (such as questionnaires) about the production locations, on the company's server or in their information system. The production team can thus check if all requirements are met before they can place new orders at one production location. The company has regular meetings with Sourcing, Purchasing, Quality, and CSR teams to share production locations' orders and social compliance updates.

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

Comment: Schöffel communicates about Fair Wear membership on its social media channels, blog, Schöffel magazine, brochures, look books, press releases, internal training manuals, external representations, trade show and consumer events. The company communicates about Fair Wear membership on its garments.

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

Comment: Schöffel's list of production locations is published in the company's Social Report (printed and online in both German and English). The report is shared actively on its website and social media channels. Schöffel has disclosed all production locations to other members in Fair Force and on the Fair Wear 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.	Complete and accurate report submitted to FWF AND published on member's website.	The social report is an important tool for members to transparently share their efforts with stakeholders. Member companies should not make any claims in their social report that do not correspond with Fair Wear's communication policy.	Social report that is in line with Fair Wear's communication policy.	2	2	-1

Comment: Schöffel published its Social Report in English and German on its website and social media channels after submitting it on time to Fair Wear.

Transparency

Possible Points: 6

Earned Points: 6

7. Evaluation

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

Comment: Since 2019, the CSR staff reports directly to management (Executive Vice President), whose responsibilities include Quality/CSR, is a member of Schöffel's board. Once a month a meeting between the board and all departments' directors takes place and includes Fair Wear membership requirements. The outcomes are then shared within all departments. Fair Wear requirements are seen as most important when looking at sustainable efforts at the company.

Twice a year the CSR strategy is updated in special board meetings. In addition, top-level management travels to all suppliers once a year to discuss, amongst others, the Fair Wear Code of Labour Practices.

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, Fair Wear may include requirements for changes to management practices. Progress on achieving these requirements is an important part of Fair Wear membership and its process approach.	Member company should show documentation related to the specific requirements made in the previous Brand Performance Check.	N/A	4	-2

Comment: No requirements were included in the last year's Brand Performance Check (N/A).

Evaluation

Possible Points: 2

Earned Points: 2

Recommendations to Fair Wear

Schöffel recommends Fair Wear to:

- Consider the capacity of brands on taking up complaints. The response from Fair Wear is perceived as slow in comparison to the pressure and expectations of brands.
- Change the way WEP trainings are presented in Fair Force lacks overview and information for the brands to work with.
- Help with finding capacity for audits and trainings in countries where Fair Wear is not active.
- Acknowledge external partners are needed in Indonesia where the WEP communication training is not available.

Scoring Overview

Category	Earned	Possible
Purchasing Practices	40	52
Monitoring and Remediation	26	24
Complaints Handling	17	17
Training and Capacity Building	13	13
Information Management	7	7
Transparency	6	6
Evaluation	2	2
Totals:	111	121

Benchmarking Score (earned points divided by possible points)

92

Performance Benchmarking Category

Leader

Brand Performance Check details

Date of Brand Performance Check:

17-05-2021

Conducted by:

Kathleen Gabriel