



BRAND PERFORMANCE CHECK

Mammut Sports Group AG

PUBLICATION DATE: JULY 2014

this report covers the evaluation period 01-01-2013 to 31-12-2013

ABOUT THE BRAND PERFORMANCE CHECK

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

FWF's Brand Performance Check is a tool to evaluate and report on the activities of FWF's affiliate members. The Checks examine how affiliate management systems support FWF's Code of Labour Practices.

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

Even if outcomes at the factory level cannot be guaranteed, the importance of good management practices by affiliates cannot be understated. Even one concerned customer at a factory 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 factory 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.

Improvement of supply chains is a step-by-step process, through which affiliates must address many different issues. FWF affiliates vary greatly in management structures, and have different strengths. The Performance Benchmarking system is designed to reflect these differences, and the many different ways that a company can support better working conditions.

During the Brand Performance Check, FWF staff speak to various employees at the affiliate who have important roles to play in the management of supply chains. FWF verifies the actions of affiliates based on several sources including documentation of activities, financial records, the affiliate's supplier register and staff interviews. Following the Brand Performance Check, FWF summarizes findings in this report, which is made public via www.fairwear.org. The [Brand Performance Check Guide](#) provides more information about the indicators and is available for download.

BRAND PERFORMANCE CHECK OVERVIEW

Mammut Sports Group AG

Evaluation Period: 01-01-2013 to 31-12-2013

AFFILIATE INFORMATION	
Headquarters:	Seon, Switzerland
Member since:	25-09-2008
Product types:	Sportswear, Outdoor, Bags & Accessories
Production in countries where FWF is active:	China, India, Italy, Portugal, Romania, Turkey, Viet Nam
Production in other countries:	Denmark, Germany, Ireland, Latvia, Philippines, Taiwan
BASIC REQUIREMENTS	
Workplan for this evaluation period was submitted?	Yes
Actual supplier register for this evaluation period has been submitted?	Yes
Membership fee has been paid?	Yes
All suppliers have been notified of FWF membership?	Yes
SCORING OVERVIEW	
% of own production under monitoring	99%
Benchmarking score	75
Category	Leader

Summary:

Mammut meets most of FWF's management system requirements and goes beyond several. The total percentage of own production under monitoring is 99%.

Mammut has good knowledge of production processes and remains in long term relationships with most of its suppliers. If new suppliers are needed, a thorough investigation is undertaken into potential new suppliers, as well as an assessment of country-specific risks.

Mammut has a robust sourcing and monitoring strategy wherein follow up on the code compliance of each supplier lies with the responsible sourcing manager.

Causes of overtime at production sites is investigated, and steps have been taken to help prevent excessive overtime in the future.

Worker complaints received in 2013 were handled quickly and appropriately. In the future, Mammut should focus on investigations into root causes to prevent the issues from occurring again.

Mammut was one of the first brands to encourage its suppliers to participate in FWF's Workplace Education Programme, with three suppliers participating in 2012/13; trainings for additional suppliers have been scheduled for 2014. FWF encourages Mammut to offer the Programme in additional production countries.

PERFORMANCE CATEGORY OVERVIEW

Leader: This category is for affiliates who are doing exceptionally well, and are operating at an advanced level.

Good: It is FWF's belief that affiliates who are making a serious effort to implement the Code of Labour Practices—the vast majority of FWF affiliates—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 affiliates will receive a 'Good' rating.

Needs Improvement: Affiliates 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. Affiliates 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: Affiliates 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. Affiliates 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
1.1 Percentage of production volume from suppliers where affiliate buys at least 10% of production capacity	71%	Affiliates with less than 10% of a factories' production capacity generally have limited influence on factory managers to make changes.	Supplier information provided by affiliate.	3	4	0
1.2 Percentage of production volume from suppliers where a business relationship has existed for at least five years	87%	Stable business relationships support most aspects of the Code of Labour Practices, and give factories a reason to invest in improving working conditions.	Supplier information provided by affiliate.	4	4	0
1.3 All new suppliers are required to sign and return the Code of Labour Practices before first orders are placed.	Yes	The CoLP is the foundation of all work between factories and brands, and the first step in developing a commitment to improvements.	Signed CoLPs are on file.	2	2	0

Comment: Performance of suppliers regarding social standards is taken into account in the process of selecting suppliers and placing orders. Possible new suppliers are first checked through desk research and a formal scoring system. Thereafter senior management of Mammut visits a potential supplier before placing the first order. During this visit Mammut's approach to implement FWF membership is discussed. In addition, Mammut informs FWF very early about possible new suppliers in high-risk countries to include FWF country specific requirements.

1.4 Company conducts human rights due diligence at all new suppliers before placing orders.	Yes	Due diligence helps to identify, prevent and mitigate potential human rights problems at new suppliers.	Documentation may include pre-audits, existing audits, other types of risk assessments.	4	4	0
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Comment: Social standards are taken into account especially when sourcing new production sites in unknown (to the brand) production countries/regions. Production sites are visited and major country risks discussed.

1.5 Supplier compliance with Code of Labour Practices is evaluated in a systematic manner.	Yes, and performance improvement is rewarded	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
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Comment: Mammut has started having a formal rating system in 2013 for suppliers. Performance of such suppliers is reviewed now every year. Social compliance is part of the ranking. Further Mammut rarely adds new suppliers and rather increases the business with the existing factories. Bad performance with regard to social compliance but also other factors lead to reduction of business. A supplier newsletter, every six months, includes an announcement of those factories which achieved SA8000 certification.

1.6 The affiliate's production planning systems support reasonable working hours.	Strong, integrated systems in place.	Affiliate production planning systems can have a significant impact on the levels of excessive overtime at factories.	Documentation of robust planning systems.	4	4	0
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Comment: A production capacity plan is agreed upon with suppliers at the beginning of the year for the coming year. The production capacity plan indicates order dates and order amounts. This plan is made to ensure that production sites reserve correct capacity for Mammut's production needs.

To ease production pressure on suppliers Mammut shares detailed forecast information with suppliers, which should help them to plan their capacity for production. Sales forecast is given already 9/10 months in advance. At this time, Mammut already agrees with its suppliers 80% of what will be produced at the production site the following year when the company actually has only 20% orders from its customers. Mammut is willing to take this risk to give supplier the possibility to plan the production in a way that overtime does not have to occur. The company has reserved substantial margin time in its delivery cycles to ensure that reasonable order delay can be handled.

When retailers (to which Mammut delivers) ask last minute for a bigger order of a certain style, the company generally tries to swap order delivery dates of other styles that are made at the same supplier.

Mammut tries to split the orders equally giving different delivery dates for all orders at each production site. All suppliers need to agree on the order dates. In case they see difficulties in producing the amount in a certain period, Mammut sees possibilities to change the orders e.g. shifting a higher amount of production to a time when less production is taking place at the production site.

1.7 Degree to which affiliate mitigates root causes of excessive overtime.	Intermediate efforts	Some production delays are outside of the control of affiliates; however there are a number of steps that can be taken to address production delays without resorting to excessive overtime.	Documentation of root cause analysis and positive steps taken to manage production delays or improve factory processes.	3	6	0
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Recommendation: It is recommended that Mammut further investigates the impact of own production planning systems on working hours at suppliers. With key supplier, the company could pilot ways to reduce overtime.

Comment: Mammut is aware of the occurrence of excessive overtime at its suppliers which is also a finding in several audits conducted by FWF teams in 2013. The company recognizes delays in product development have an influence in possible delays in production and puts a pressure for risk of needed extra overtime. Mammut identified also other factors as fabric delays and overbooking. According to the company production delays happen mostly from quality issues which need rework.

Overtime has been discussed on management level at production sites to improve for the future. In China, a high amount of overtime hours is conducted before Chinese New Year (CNY). Knowing this, Mammut has discussed with its suppliers how to ensure production can run smoothly without excessive overtime for the coming years' CNY.

In 2013, Mammut experienced that some suppliers refused late orders and only agree with late deliveries in case the brand pays for air freight charges.

1.8 Affiliate's pricing policy allows for payment of at least the legal minimum wages in production countries.	Country-level policy	The first step towards ensuring the payment of minimum wages - and towards implementation of living wages - is to know the labour costs of garments.	Formal systems to calculate labour costs on per-product or country/city level.	2	4	0
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Recommendation: FWF is presently designing a project with another member on implementation of living wages. This project includes transfer of a budgeted amount of money from the affiliate to workers at a selected supplier as a step to improve worker wages. Mammut is encouraged to follow this or a similar or their own project and to discuss internally if and how it would be interested in a similar approach.

Comment: Mammut reaches an agreement on prices and delivery times with suppliers on the basis of negotiations after target prices are set on the basis of past experience and sales forecasts. If price increases occur the wage component of the prices is analysed. To a certain level Mammut is willing to accept price increases if these would mean that living wages would be paid.

Mammut knows labour costs per style for backpacks. Labour costs per style is not known to apparel goods. Mammut believes that wage calculation per piece can easily be falsified as it is relatively easy to cheat e.g. overheat or fabric costs to show that wages for workers are higher than they actually are.

1.9 Affiliate actively responds if suppliers fail to pay legal minimum wages.	Yes	If a supplier fails to pay minimum wage, FWF affiliates are expected to hold management of the supplier accountable for respecting local labour law.	Complaint reports, CAPs, additional emails, FWF audit reports or other documents that show minimum wage issue is reported/resolved.	1	2	-2
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Recommendation: In case wages below minimum wage are found again at one of Mammut's suppliers, FWF recommends to conduct a root cause analysis checking in detail the cause of wages paid below minimum. Is it the company's price not allowing for higher wages or lies the problem at factory level e.g. no transparency in documents, awareness of local laws etc.

Comment: Two out of ten audits conducted by FWF in 2013 at Mammut's production sites showed payment below legal minimum wages. Both production sites have been informed immediately. At one of the production sites (shared with another FWF affiliate), the two FWF affiliates requested FWF to conduct another audit just three months later and to verify that the wages have increased to at least minimum wages. Documents and salaries have been checked accordingly and wages have increased to at least minimum wages. The other production site has been informed and requested to pay minimum wages immediately.

1.10 Evidence of late payments to suppliers by affiliate.	No	Late payments to suppliers can have a negative impact on factories 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 factory and affiliate financial documents.	0	0	-1
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1.11 Degree to which affiliate assesses root causes of wages lower than living wages with suppliers and takes steps towards the implementation of living wages.	Factory-level approach	Sustained progress towards living wages requires adjustments to affiliates' policies.	Documentation of policy assessments and/or concrete progress towards living wages.	4	8	0
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Recommendation: Mammut is encouraged to continue its assessment of performance of key suppliers regarding wage payments. FWF encourages the company to share this information with other members. The next steps would be to start working on projects to implement higher wage levels. After conducting a root-cause analysis of wages being lower than living wage estimates, Mammut could e.g. support suppliers reducing costs to create capacity to increase wages.

Comment: In most factories wages were found to be below the amount constituting a living wage as estimated by local stakeholders.

Mammut has put efforts into increasing knowledge about living wages in production countries as well as on stakeholder level in Europe attending conferences on living wage. The company made an independent assessment of the performance of its key suppliers regarding wage payments. The company made use of available wage ladders made by FWF teams. For suppliers where no wage ladder was available, the company developed its own wage ladders based on information on wages that was obtained from suppliers.

1.12 Affiliate sources from an FWF factory member.	Yes	When possible, FWF encourages affiliates to source from FWF factory members. On account of the small number of factories this is a 'bonus' indicator. Extra points are possible, but the indicator will not negatively affect an affiliate's score.	Supplier information provided by affiliate.	1	1	0
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Comment: Mammut sources approx. 10% from a FWF member factory.

1.13 Percentage of production volume from factories owned by the affiliate.	1%	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 affiliate's score.	Supplier information provided by affiliate.	1	2	0
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Comment: Mammut has an own production site for avalanche backpacks and for ropes.

PURCHASING PRACTICES

Possible Points: 43

Earned Points: 31

2. MONITORING AND REMEDIATION

BASIC MEASUREMENTS	RESULT	COMMENTS
% of own production under standard monitoring (excluding low-risk countries)	74%	
% of own production in low risk production countries where FWF's Low Risk policy has been implemented	25%	FWF low risk policy should be implemented. 0 = policy is not implemented correctly. N/A = no production in low risk countries.
Total of own production under monitoring	99%	Minimums: 1 year: 40%; 2 years 60%; 3 years+: 90% Measured as a percentage of turnover.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.1 Specific staff person is designated to follow up on problems identified by monitoring system	Yes	Followup is a serious part of FWF membership, and cannot be successfully managed on an ad-hoc basis.	Manuals, emails, etc., demonstrating who the designated staff person is.	2	2	-2

Comment: Mammut has designated staff to coordinate activities to monitor and improve working conditions in factories.

2.2 Degree of progress towards resolution of existing Corrective Action Plans	Intermediate	FWF considers efforts to resolve CAPs to be one of the most important things that affiliates can do towards improving working conditions.	Documentation of remediation and followup actions taken by affiliate.	4	8	-2
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Recommendation: Besides doing audits, the affiliate could consider:

- Hire local consultant to assist factory in developing an action plan and to assist factory management in investigating root causes.
- Organise supplier seminars
- Provide factory training.
- Share knowledge/material.
- Providing financial support to the supplier for implementing improvements.

Comment: Corrective action plans resulting from audits are followed up by Mammut by requesting the supplier at least once a year to give an update on progress in realizing improvements. In practice the majority of suppliers give updates more often. Mammut collects pictures and documents via email as a way to provide evidence on realized improvements. This process is supported by the quality officers and Mammut's travelling staff that collect information from suppliers when needed. In practice this happens mostly with regard to issues related to health and safety. Other issues are checked upon by asking suppliers for information. Follow up audits are issued to assess if improvements were realized.

2.3 Percentage of production volume from suppliers that have been visited by the affiliate in the past financial year	99%	Formal audits should be augmented by annual visits by affiliate staff or local representatives. They reinforce to factory managers that affiliates are serious about implementing the Code of Labour Practices.	Affiliates should document all factory visits with at least the date and name of the visitor.	4	4	0
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Comment: Staff of Mammut visits the suppliers at least once a year. Mammut has local staff in several countries which visit production sites on a regular basis.

2.4 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
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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.

Comment: Mammut has collected SA8000 certificates. The certificates did not provide the full audit reports and therefore no corrective actions that could be used by Mammut to follow up on.

2.5 Audit Report and Corrective Action Plan (CAP) findings are shared with factory. Improvement timelines are established in a timely manner	Yes	FWF audit reports should be shared and discussed with suppliers within two months of audit receipt. Timely sharing of information and agreement on corrective actions is essential for improvement. A reasonable time frame should be specified for resolving findings.	Corrective Action Plans, emails; findings of followup audits; brand representative present during audit exit meeting, etc.	2	2	-1
2.6 High risk issues specific to the affiliate's supply chain are identified and addressed by the monitoring system.	Advanced Capacity	Different countries and products have different risks associated with them; monitoring systems should be adapted to allow appropriate human rights due diligence for the specific risks in each affiliates' supply chain.	Documentation may take many forms; additional research, specific FWF project participation; extra monitoring activities, extra mitigation activities, etc.	6	6	0

Comment: Mammut is identifying weaknesses of its production countries where production takes place at the moment and might take place in future. Among others, the FWF affiliate uses FWF research and guidance documents.

Extra monitoring efforts to address areas which are identified as high risk in 2013 have been the following.

A) Subcontractors in Vietnam have been visited. After the visit, has defined which sites may be used for Mammut's production and which not. Immediate audits have been requested at subcontractors which are in use for the affiliate.

B) Mammut started investigations into production in new countries/regions. FWF has been informed from the beginning. Approximately two years before market entry, the company has evaluated sourcing at suppliers in new countries/regions. The FWF country study was taken into account. Also possible reactions from customers to production in such new countries/regions are evaluated.

2.7 Affiliate cooperates with other customers in resolving corrective actions at shared suppliers	Active cooperation	Cooperation between customers increases leverage and chances of successful outcomes. Cooperation also reduces the changes 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
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Comment: In 2013 Mammut proactively approached other customers of its suppliers to arrange shared audits and shared follow-up of corrective action plans. Mammut exchanged detailed information on the follow-up process with other customers, hereby setting a positive example for other companies.

2.8 Monitoring requirements are fulfilled for production in low-risk countries	Yes	Low risk countries are determined by the presence and proper functioning of institutions which can guarantee compliance with basic standards.	Documentation of visits, notification of suppliers of FWF membership; posting of worker information sheets, completed questionnaires.	2	2	0
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Comment: Monitoring requirements are fulfilled for production in low-risk countries. Mammut could proof that production sites are visited regularly, that the CoLP has been signed and that the CoLP was hung up at the production sites.

2.9 External brands resold by the affiliate who have completed and returned the external brand questionnaire. (% of external sales volume)	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	3	0
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2.10 External brands resold by affiliates that are members of another credible initiative. (% of external sales volume)	No external brands resold	FWF believes affiliates who resell products should be rewarded for choosing to stock external brands who also take their supply chain responsibilities seriously.	Supplier register; Documentation of sales volumes of products made by FWF or FLA members.	N/A	3	0
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MONITORING AND REMEDIATION

Possible Points: 29

Earned Points: 24

3. COMPLAINTS HANDLING

BASIC MEASUREMENTS	RESULT	COMMENTS
Number of worker complaints received since last check	2	At this point, FWF considers a high number of complaints as a positive indicator, as it shows that workers are aware of and making use of the complaints system.
Number of worker complaints in process of being resolved	0	
Number of worker complaints resolved since last check	2	

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: Mammut has a designated person responsible for handling complaints and is sufficiently aware of how FWFs complaints procedure works.

3.2 System exists to check that the Worker Information Sheet is posted in factories	Yes	The Worker Information Sheet is a key first step in alerting workers to their rights.	Photos by company staff, audit reports, checklists from factory visits, etc.	2	2	0
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Comment: Mammut generally sees to it that the Code of Labour Practices (CoLP) including contact information of the local complaints handler of FWF is posted in factories in a location that is accessible to workers. Suppliers are occasionally asked to send photos as evidence that the document is posted.

3.3 Percentage of FWF-audited factories where at least half of workers are aware of the FWF worker helpline.	18%	The FWF complaints procedure is a crucial element of verification. If factory-based complaint systems do not exist or do not work, the FWF worker helpline allows workers to ask questions about their rights and file complaints. Factory participation in the Workplace Education Programme also count towards this indicator.	Percentage of audited factories where at least 50% of interviewed workers indicate awareness of the FWF complaints mechanism + percentage of factories in WEP programme.	1	4	-2
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Recommendation: The affiliate can stimulate its suppliers to participate in WEP trainings, to raise awareness about the existence and the functioning of FWF's worker hotline.

Comment: Mammut has informed all factories on the CoLP and requested the Code of Labour Practice to be displayed at the factories for information for the workers. However, several audit reports indicated that the Code of Labour Practice was not posted or the workers not aware of the content.

3.4 All complaints received from factory workers are addressed in accordance with the FWF Complaints Procedure	Yes	Providing access to remedy when problems arise is a key element of responsible supply chain management. Affiliate involvement is often essential to resolving issues.	Documentation that affiliate has completed all required steps in the complaints handling process.	3	6	-2
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Recommendation: FWF recommends Mammut to conduct a root cause analysis on the concerns of the complaints and to implement preventive steps to prevent the problem from re-occurring.

Comment: All complaints received from factory workers in 2013 were addressed in accordance with the FWF Complaints Procedure.

3.5 Cooperation with other customers in addressing worker complaints at shared suppliers	Active cooperation	Because most factories supply several customers with products, involvement of other customers by the FWF affiliate can be critical in resolving a complaint at a supplier.	Documentation of joint efforts, e.g. emails, sharing of complaint data, etc.	2	2	-2
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Comment: One of two complaints was at a shared supplier with another FWF affiliate. Mammut has actively cooperated with the other brand in addressing the worker complaint.

COMPLAINTS HANDLING

Possible Points: 15

Earned Points: 9

4. TRAINING AND CAPACITY BUILDING

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
4.1 All staff is made aware of FWF membership requirements	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	-1

Comment: Staff of Mammut are sufficiently informed about steps taken to implement FWF membership. This is mainly done through internal meetings, the internal quality management system and newsletters.

4.2 Ongoing training in support of FWF requirements is provided to staff in direct contact with suppliers.	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	0
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Comment: Staff of Mammut who visit suppliers are sufficiently informed to follow up on corrective action plans during factory visits and actively follow up with the main FWF contact on social compliance at the production sites. In addition, relevant staff of Mammut is actively participating in seminars, round tables and working groups.

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 affiliate to ensure agents actively support the implementation of the CoLP.	Correspondence with agents, trainings for agents, FWF audit findings.	2	2	-2
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Comment: Agents and suppliers of Mammut are sufficiently informed about FWF membership and the implementation of the Code of Labour Practices through the periodic Mammut supplier newsletter wherein FWF membership is a recurrent topic. Mammut actively encourages its suppliers to participate in FWFs supplier seminars.

4.4 Factory participation in Workplace Education Programme (where WEP is offered; by production volume)	33%	Lack of knowledge and skills on best practices related to labour standards is a common issue in factories. Good quality training of workers and managers is a key step towards sustainable improvements.	Documentation of relevant trainings; participation in Workplace Education Programme.	4	6	0
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Recommendation: Mammut is recommended to enrol a greater number of its suppliers in FWFs Workplace Education Programme (WEP), which offers trainings factories producing for FWF members. WEP trainings contribute to social dialogue between workers and management. The introductory training of WEP builds awareness of labour standards and strengthens dispute handling mechanisms. It is made available to FWF members free of charge.

Comment: Mammut has engaged one of its long term apparel suppliers in FWF's Workplace Education Program (WEP) in 2012. Two more production sites have participated in trainings in 2013. WEP offers training activities to strengthen awareness of labour standards and grievance mechanisms among workers and management, and hereby promotes social dialogue on factory level.

4.5 Factory participation in trainings (where WEP is not offered; by production volume)	0%	In areas where the Workplace Education Programme is not yet offered, affiliates may arrange trainings on their own or work with other training-partners. Trainings must meet FWF quality standards to receive credit for this indicator.	Curricula, other documentation of training content, participation and outcomes.	0	4	0
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Recommendation: In order to further communication between employers and workers in the workplace FWF recommends affiliates to arrange trainings on their own in areas where the Workplace Education Programme is not yet offered.

Trainings must meet FWF quality standards to receive credit for this indicator: top management, supervisors and workers should be included in the trainings, separately. Workplace standards and dispute handling should be included in the training. At least 10-20% of the workforce must be trained, depending on the size of the factory. Worker participations should be balanced and representative.

Comment: None of the factories located in other countries than the countries where WEP is offered have participated in trainings for management and workers on CoLP, FWF and grievance mechanisms.

TRAINING AND CAPACITY BUILDING

Possible Points: 15

Earned Points: 9

5. INFORMATION MANAGEMENT

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
5.1 Level of effort to identify all production locations and update supplier information.	Advanced	Any improvements to supply chains require affiliates to first know all of their suppliers and production locations.	Supplier information provided by affiliate. Financial records of previous financial year. Documented efforts by affiliate to update supplier information from its monitoring activities.	6	6	-2

Comment: Mammut has a functioning workflow and a designated person to keep its supplier register up to date. The company maintains its supplier register on the basis of order administration and the annual questionnaires that are collected from factories and systematically analysed.

The supplier register for 2013 meets the requirements of FWF. It lists all factories that manufacture clothing, footwear, harnesses, backpacks, sleeping bags and lamps for Mammut. For each supplier it specifies production location data, FOB value, dates of audits and follow up visits and important other customers of suppliers.

Every 18 months, all suppliers have to fill in the FWF questionnaire to ensure all information on all suppliers is up-to-date.

5.2 A system exists to allow purchasing, CSR and other relevant staff to share information with each other about working conditions at suppliers	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
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Comment: Staff is updated on relevant social compliance issues regularly and especially again before they travel. Relevant parts of meeting reports of staff of the purchasing department are included in the CAP follow up system.

INFORMATION MANAGEMENT

Possible Points: 7

Earned Points: 7

6. TRANSPARENCY

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
6.1 Communication about FWF membership adheres to the FWF communications policy	Yes	FWF membership should be communicated in a clear and accurate manner. FWF guidelines are designed to prevent misleading claims.	Logo is placed on website; other communications in line with policy. Affiliates may lose points if there is evidence that they did not comply with the communications policy.	1	1	-2

Comment: Mammut informs consumers and other external parties about its approach to improve working conditions through its corporate website, dealer workbooks, product flyers and store meetings. This happens in correct wording and with references to FWFs website for further information.

The company makes use of hangtags to inform consumers about its FWF membership. This happens according to FWFs guidelines. Sales staff has been informed about FWF membership of the company during store meetings.

6.2 Affiliate engages in advanced reporting activities	Yes	Good reporting by members helps to ensure the transparency of FWF's work and shares best practices with the industry.	Affiliate publishes one or more of the following on their website: Brand Performance Check, Audit Reports, Supplier List.	1	1	0
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Comment: The last year's Brand Performance Check report has been uploaded to Mammut's website.

6.3 Social Report is submitted to FWF and is published on affiliate's website	Published on affiliate's website	The Social Report is an important tool for brands to transparently share their efforts with stakeholders.	Report adheres to FWF guidelines for Social Report content.	2	2	-2
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Requirement: FWF expects Mammut to specify the main areas for improvements and realised results in the annual social report.

Comment: Mammut released its social report on its corporate website. This report does not contain an overview of the main results from audits in factories.

TRANSPARENCY

Possible Points: 4

Earned Points: 4

Additional comments on Transparency:

Mammut actively responds to questions resulting from public campaigns to raise awareness among consumers. Company staff participates in external events to give insight in its work to implement labour standards. Mammut also engages with independent researchers who study the effectiveness of FWFs work. Doing so, the company contributes to growing awareness of working conditions in factories among consumers and other parties.

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: Mammut evaluates steps taken in context of FWF membership as part of regular internal discussions. Performance on monitoring and improving labour standards in the supply chain is measured and evaluated during quarterly meetings that involve the CSR coordinator and top management. A yearly evaluation of FWF membership is made during the process of writing the work plan and receiving FWFs performance check report. Mammut collects feedback from factories as part of ongoing discussions.

7.2 Percentage of required changes from previous Brand Performance Check implemented by affiliate	66%	In each Brand Performance Check report, FWF may include requirements for changes to management practices. Adherence to these requirements is an important part of FWF membership.	Affiliate should show documentation related to the specific requirements made in the previous Brand Performance Check.	6	8	-4
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Comment: Mammut's last Brand Performance Check Report indicated three requirements. Two have been implemented successfully, one is again outstanding and relates to transparency on audit report results in the social report.

EVALUATION

Possible Points: 10

Earned Points: 8

Additional comments on Evaluation:

Mammut evaluates FWF systems regularly and gives detailed feedback which is appreciated from FWF.

RECOMMENDATIONS TO FWF

Mammut finds FWF's communication policy unclear (what does the organisation want to get across, to whom and why). Mammut's opinion is that FWF should write in a more encouraging way showing that FWF affiliates are best practice companies in comparison to all existing textile companies in the market. According to Mammut, different FWF information (especially on brands) is not written in a way that the organisation's underlying values come across. FWF should avoid sending scandal messages instead of information on progress made by its affiliates.

SCORING OVERVIEW

CATEGORY	EARNED	POSSIBLE
Purchasing Practices	31	43
Monitoring and Remediation	24	29
Complaints Handling	9	15
Training and Capacity Building	9	15
Information Management	7	7
Transparency	4	4
Evaluation	8	10
Totals:	92	123

BENCHMARKING SCORE (EARNED POINTS ÷ POSSIBLE POINTS)

75

PERFORMANCE BENCHMARKING CATEGORY

Leader

BRAND PERFORMANCE CHECK DETAILS

Date of Brand Performance Check:

12-06-2014

Conducted by:

Stefanie Santila Karl and Annabel Meurs

Interviews with:

Markus Jaeggi (Head of Purchasing)

Mick Farnworth (FWF Contact Person / Purchasing Manager Hardware)

Peter Hollenstein (Corporate Social Responsibility Manager)

Frank Trommer (Purchasing Manager Apparel)

Andy Allemann (Purchasing Manager Footwear)

Adrian Huber (Head of Business and Brand Development)

Audit Summary:

Publication of the audit summary section previously included in Brand Performance Checks has been suspended while Fair Wear Foundation develops a new information system to manage and summarize the data. Future Brand Performance Checks will include improved usability and transparency for audit data.