



BRAND PERFORMANCE CHECK

Hess Natur-Textilien GmbH

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this report covers the evaluation period 01-08-2017 to 31-07-2018

ABOUT THE BRAND PERFORMANCE CHECK

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

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

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

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

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

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

BRAND PERFORMANCE CHECK OVERVIEW

Hess Natur-Textilien GmbH

Evaluation Period: 01-08-2017 to 31-07-2018

MEMBER COMPANY INFORMATION	
Headquarters:	Butzbach, Germany
Member since:	01-03-2005
Product types:	Fashion
Production in countries where FWF is active:	Bulgaria, China, India, Republic of Macedonia, Romania, Tunisia, Turkey
Production in other countries:	Austria, Bahrain, Belarus, Bosnia and Herzegovina, Croatia, Czech Republic, Germany, Hungary, Italy, Latvia, Lithuania, Mongolia, Nepal, Peru, Poland, Portugal, Slovakia, Slovenia, Spain, Thailand
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	95%
Benchmarking score	87
Category	Leader

Summary:

Hessnatur has shown advanced results on performance indicators and has made exceptional progress. Hessnatur has monitored 95% of its supply chain by using FWF and other third-party audits and monitoring low-risk production locations. This together with a benchmarking score of 87 means that Hessnatur falls into FWF's Leader category.

Hessnatur employs a dedicated CSR team and has established a thorough system involving all relevant departments to monitor and remediate labour conditions along their broad supply chain. Two thirds of Hessnatur's factories have been their partner for more than five years which enables cooperation

Hessnatur's strong production planning in principal allows factories to plan their workflow within reasonable working hours. In practice several FWF audits and complaints indicated that excessive overtime remains a challenge in Hessnatur's supply chain. To tackle this Hessnatur's CSR and sourcing team together visited several suppliers to conduct root cause analyses and look for long-term solutions.

During its last financial year Hessnatur also investigated how their prices impact wage levels. Their analysis of seven main sourcing countries showed that 80% of all suppliers pay at least half the living wage. Hessnatur could also demonstrate a correlation between higher wage levels and their leverage at the production location which indicates that their prices impact wages of workers.

During its last financial year Hessnatur also made progress on strengthening worker representation and focused on raising consumer awareness.

As a recommended next step, FWF encourages Hessnatur to continue their path and ensure wage levels are raised towards a living wage, excessive overtime hours are reduced and an enabling environment for meaningful worker representation is created. For this it could be useful to cooperate with other customers at shared factories, intensify trainings and exchange good practices among supplier and within the industry.

PERFORMANCE CATEGORY OVERVIEW

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

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

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

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

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

1. PURCHASING PRACTICES

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.1a Percentage of production volume from production locations where member company buys at least 10% of production capacity.	60%	Member companies with less than 10% of a production location's production capacity generally have limited influence on production location managers to make changes.	Supplier information provided by member company.	3	4	0

Comment: Similar to the previous year Hessnatur buys more than 10% of the production volume of a factory at the majority of its suppliers (60% of its overall production volume). This allows Hessnatur to work effectively on improving working conditions. To manage risks Hessnatur does not book more than 30% of a factory's production volume.

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.	44%	FWF provides incentives to clothing brands to consolidate their supplier base, especially at the tail end, as much as possible, and rewards those members who have a small tail end. Shortening the tail end reduces social compliance risks and enhances the impact of efficient use of capital and remediation efforts.	Production location information as provided to FWF.	0	4	0

Comment: Hessnatur produces a variety of products from a variety of fibers for a variety of clients: fashion (clothing, accessories, shoes) for women, men, kids, baby, as well as homeware (e.g. carpets). To manage risks no product is produced in a singular factory, which results in a broad value chain. In addition Hessnatur prefers selecting sewing facilities close to the source of the natural fibre which also limits consolidation opportunities.

Hessnatur aims to consolidate their supply chain as much as possible within their current business model and focuses on a limited number of sourcing countries with Germany, Lithuania and Turkey being their main sourcing markets.

Recommendation: Recognizing Hessnatur's sourcing strategy, FWF recommends the company to continue consolidating its supply base by limiting the number of suppliers in its 'tail end'. To achieve this, Hessnatur should determine whether suppliers 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.

It is advised to describe the process of consolidation in a sourcing strategy that is agreed upon with top management/sourcing staff.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.2 Percentage of production volume from production locations where a business relationship has existed for at least five years.	67%	Stable business relationships support most aspects of the Code of Labour Practices, and give production locations a reason to invest in improving working conditions.	Supplier information provided by member company.	3	4	0

Comment: Hessnatur's focus on high quality products that require a certain skill level and eco certification results in a stable supplier base. Suppliers are considered partners and working together on improving labour conditions is a key element of that partnership. Investments are made with a long term partnership in mind. During its last financial year Hessnatur only saw a limited number of changes in production facilities. If the relationship with a production location is terminated, the supplier receives advance notice and production is phased out gradually.

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: As part of the onboarding process a new supplier has to sign Hessnatur's Code of Conduct including the FWF Code of Labour Practices before first bulk orders are placed. In addition Hessnatur asks existing suppliers to update their information annually to ensure no new production sites are added without Hessnatur's consent.

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: CSR and sourcing staff follow a joint strategy. While the sourcing department takes the lead in proposing new suppliers, the CSR department has a decisive voice in the selection process. The sourcing department relies on an assessment of the CSR department before initiating a collaboration as CSR staff has the right and responsibility to stop production in case risks increase to a critical level. A social risk analysis is part of the decision-making process when selecting new suppliers. FWF country studies, risk policies and webinars are used to stay up to date with the situation in a production country. When no FWF reports are available Hessnatur uses other sources, e.g. Human Rights Watch, Amnesty International. To understand the situation of a new supplier a visit or audit always precedes a collaboration. When non-compliance is observed this information is used to formulate a Corrective Action Plan (CAP) that is followed up according to the set timeline.

In 2018 Hessnatur also decided that CSR would report directly to top management. In the past it had been part of the sourcing department.

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: Individual suppliers are evaluated twice a year during the main seasons. Various departments such as purchasing, technology, financial accounting and Corporate Social Responsibility (CSR) take part in the evaluation. Together they decide on an equally-weighted basis as to whether collaboration with a supplier should be expanded or curtailed. Information related to the compliance of a supplier with social standards comes from Osca®. This system includes a database with the data on all eight CoLP (including CAP and complaints follow-up), as well as audit and training (e.g. WEP) planning. The company focuses on improving labour conditions at production locations (instead of abandoning a factory that does not comply with the CoLP). Only when suppliers show a constant unwillingness to collaborate with Hessnatur on improving labour conditions, the company decides on an exit.

Hessnatur gave an example of a supplier that had made progress on implementing the FWF Code of Labour Practices. While Hessnatur was unable to increase orders, they have made an agreement with the supplier for minimum order amounts and actively recommended them to other brands.

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: Hessnatur has a strong production planning system in place that supports reasonable working hours.

Almost one-fifth of Hessnatur products classify as Never Out of Stock (NOS) products. Hessnatur gives NOS suppliers a quantified purchase commitment for 1 - 2 years for a certain design and/or colour. Hessnatur has two seasons per year, for every season the exact amount is communicated to the suppliers. Suppliers' lead times are respected and stock is adjusted to accommodate these lead times. Suppliers are required to maintain the same stock number as Hessnatur. An additional order is sent to the supplier in the event Hessnatur warehouse stock falls below a defined quantity. This is coordinated by means of a status report that is sent to the supplier every two weeks. When the prediction has to be adjusted to a lower number Hessnatur still buys all the fabric and/or products. The surplus is used for other models or resold to other brands.

The seasonal products (for four seasons) are designed twice a year, and production is then coordinated with the suppliers who are also involved in the design process. Forecasts are shared with the supplier early on. Customers that place early orders receive a discount. Once catalogue pre-orders have been received, Hessnatur places 70% of the bulk order. Re-orders later in the season might fluctuate. Hessnatur aims to maintain order volumes comparable to previous years and as forecasted. In case of significant changes the brand looks for solutions together with the supplier.

Suppliers can schedule production in advance due to this early planning and their feedback on lead times is accommodated. Regular status updates during production are used to monitor progress. Hessnatur is aware of the production capacity based on an 8-hour day of most suppliers and takes this into account for its planning. Hessnatur also supports suppliers with a weaker internal production planning to improve.

Since the natural fabrics that Hessnatur uses are not always readily available the company makes use of nominated fabric suppliers and calculates the time needed to obtain a certain material in the production planning. Some fabrics are therefore pre-ordered by Hessnatur. Also here, the surplus is used for other models or resold to other brands.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.7 Degree to which member company mitigates root causes of excessive overtime.	Intermediate efforts	Some production delays are outside of the control of member companies; however there are a number of steps that can be taken to address production delays without resorting to excessive overtime.	Evidence of how member responds to excessive overtime and strategies that help reduce the risk of excessive overtime, such as: root cause analysis, reports, correspondence with factories, etc.	3	6	0

Comment: While Hessnatur has a strong production planning system in place and shows flexibility in adjusting orders in case of high production pressure, excessive overtime remains a considerable issue in their supply chain.

Out of the eleven FWF audits conducted in Hessnatur's last financial year, four included findings of excessive overtime. In several other cases the factories were not transparent with production records or the audit team observed inconsistencies in recording work hours.

Seven of the audited suppliers had been audited by FWF in the past. In those previous audits excessive overtime was found at all sites. Two production locations had not significantly decreased their excessive overtime hours, one had managed to reduce their working hours within legal limits. For the other locations it was not possible to verify whether and to what extent improvements had been achieved.

To address the issue sourcing and CSR staff of Hessnatur planned a joint trip to China and Thailand. An individual root cause analysis was conducted for all suppliers with overtime findings. Some suppliers had already started to implement measures since the last audit to manage overtime hours and Hessnatur's own verification of production records confirmed reduced overtime hours in some cases. All suppliers stated that Hessnatur's sourcing practices reduce pressure and allow them for example to produce before peak season. Common reasons for excessive overtime were the seasonality of the supplier's business model, delayed material, as well as short lead times and high delay penalties by other customers. Some suppliers also struggled to find sufficient workers or had to cope with shifting their production building.

Hessnatur discussed possibilities to further improve processes with suppliers (such as early fabric orders, blocking additional material, producing undyed items on stock), reiterated their flexibility in extending lead times when needed and offered to discuss the issue with other clients in some cases. Hessnatur continues to monitor progress and plans to collect best practices, which can be shared in a webinar series.

Hessnatur also discussed the topic with other suppliers with excessive overtime findings that were not part of this trip. Some suppliers have shared evidence with Hessnatur to document improvements, which Hessnatur was currently assessing.

Recommendation: FWF encourages Hessnatur to ensure continuous implementation and monitoring of the measures that have been started based on the root cause analysis.

As Hessnatur is usually not the only client at a production location, collaboration with other brands to structurally change sourcing strategies and engage in joint action is key to improve conditions for individual factory workers. FWF recommends Hessnatur to strengthen their existing efforts to include other customers in the discussion wherever possible.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.8 Member company's pricing policy allows for payment of at least the legal minimum wages in production countries.	Style-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.	4	4	0

Comment: Hessnatur knows per minute worked what the labour cost is. This has been calculated for both the Minimum Wage (MW) as well as the Living Wage (LW) per country. The company used the highest living wage benchmark available, e.g. as communicated by FWF or found through research. Purchasers know how many minutes are needed to make a certain product and cross-check with the invoices if the amount that is paid allows for the payment of MW and LW. In addition information on wages is collected from suppliers to calculate if MW/LW is paid. Hessnatur also monitors increases in legal minimum wage rates and accepts price increases in such cases. If a supplier does not raise their price after a legal minimum wage increase, Hessnatur questions how the costs have been absorbed.

Hessnatur has started to implement labour minute costing for their products about 2-3 years ago. For two seasons every style originating from a high risk country was analysed to check whether Hessnatur's prices were sufficient to pay legal minimum wage rates and living wage estimates.

Based on the analysis Hessnatur concluded that their prices in theory are sufficient to pay a living wage for their production minutes. In some cases where the calculation indicated that there was not a lot space, Hessnatur increased prices. During its last financial year Hessnatur investigated prices of articles ordered at new suppliers and articles of existing suppliers, where prices were raised after being investigated with the same methodology before.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.9 Member company actively responds if suppliers fail to pay legal minimum wages.	Yes	If a supplier fails to pay minimum wage, FWF member companies 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

Comment: An audit at an Indian supplier included a finding that workers in the printing, dyeing and security departments were paid lower than the legal minimum wages as their payment was based on a 12-hour shift. Hessnatur discussed the finding with the supplier, who stated that workers are paid the legal minimum wage for all 12 hours, but do not receive overtime premiums. While this would still be a violation of the law, it does not constitute payment below legal minimum wage. As their statement is contradictory to the finding of the FWF audit team, Hessnatur is currently investigating the issue further and will ask the supplier for evidence to support their claim.

Requirement: If a supplier fails to pay minimum wages, Hessnatur is expected to hold management of the supplier accountable for respecting local labour law and require a time bound action plan to ensure adequate payment. Factory visits with a documents check or additional verification by FWF may be needed to verify remediation.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.10 Evidence of late payments to suppliers by member company.	No	Late payments to suppliers can have a negative impact on production locations and their ability to pay workers on time. Most garment workers have minimal savings, and even a brief delay in payments can cause serious problems.	Based on a complaint or audit report; review of production location and member company financial documents.	0	0	-1

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.11 Degree to which member company assesses root causes of wages lower than living wages with suppliers and takes steps towards the implementation of living wages.	Supply chain approach	Sustained progress towards living wages requires adjustments to member companies' policies.	Documentation of policy assessments and/or concrete progress towards living wages.	6	8	0

Comment: During their last financial year Hessnatur investigated whether their prices did impact actual wage levels.

For this they analysed wage levels in their seven main sourcing countries (excluding low-risk countries) accounting for 88% of high-risk FOB: Turkey, Macedonia, China, Thailand, Romania, Bosnia and Herzegovina and Bulgaria, where the legal minimum wage is significantly lower than the living wage benchmark. The analysis showed that 80% of all suppliers pay at least half the living wage. 83% pay wages at least 10% above the applicable legal minimum wage. 63% pay at least a third above the applicable legal minimum wage. Hessnatur could also demonstrate a correlation between higher wage levels and their leverage at the production location which indicates that their prices impact wages of workers.

Beyond this analysis FWF audits confirmed that some of their other suppliers are reaching living wage benchmarks or pay at least above industry average.

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

PURCHASING PRACTICES

Possible Points: 44

Earned Points: 32

2. MONITORING AND REMEDIATION

BASIC MEASUREMENTS	RESULT	COMMENTS
% of own production under standard monitoring (excluding low-risk countries)	45%	
% of production volume where monitoring requirements for low-risk countries are fulfilled	50%	FWF low risk policy should be implemented. 0 = policy is not implemented correctly, N/A = no production in low risk countries.
Meets monitoring requirements for tail-end production locations.	Yes	
Total of own production under monitoring	95%	Minimums: 1 year: 40%; 2 years 60%; 3 years+: 80-100% 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: Hessnatur's CSR team employs seven people. Two staff members are dedicated to follow-up on CAPs and complaints.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.2 Quality of own auditing system meets FWF standards.	Yes	In case FWF teams cannot be used, the member companies' own auditing system must ensure sufficient quality in order for FWF to approve the auditing system.	Information on audit methodology.	0	0	-1

Comment: In countries where FWF is not active Hessnatur seeks to hire credible auditors. The company also formulated a policy for monitoring of low risk and tail end production locations.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.3 Audit Report and Corrective Action Plan (CAP) findings are shared with factory and worker representation where applicable. Improvement timelines are established in a timely manner.	Yes	2 part indicator: FWF audit reports were shared and discussed with suppliers within two months of audit receipt AND a reasonable time frame was specified for resolving findings.	Corrective Action Plans, emails; findings of followup audits; brand representative present during audit exit meeting, etc.	2	2	-1

Comment: Hessnatur uses the Osca® system to follow-up on CAPs, after sharing the audit report and CAP with the factory and establishing timelines.

Wherever possible Hessnatur tries to involve worker representatives. For example translators are organised for worker representatives when Hessnatur discussed the audit results with the supplier. Hessnatur also tries to ensure that worker representatives are part of the opening and closing meeting of an audit. In one factory Hessnatur has conducted a workshop to strengthen worker representation and prepare an election.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.4 Degree of progress towards resolution of existing Corrective Action Plans and remediation of identified problems.	Intermediate	FWF considers efforts to resolve CAPs to be one of the most important things that member companies can do towards improving working conditions.	CAP-related documentation including status of findings, documentation of remediation and follow up actions taken by member. Reports of quality assessments. Evidence of understanding relevant issues.	6	8	-2

Comment: Hessnatur has a strong monitoring system in place to identify and remediate problems. Besides on-site visits and meetings at the Hessnatur office or trade fairs, emails and Skype calls are used to discuss remediation. Both CSR staff members in charge of CAP follow-up are trained SA8000 auditors and always request documents or other evidence to validate improvements.

Other departments such as purchasing are updated about progress and involved when needed. This includes checking improvements during visits. Local CSR staff in Turkey and Peru also supports remediation efforts. Hessnatur makes use of its network and shares knowledge to support the factory in remediation. Collaboration with factory management leads to solutions that go beyond remediation of a singular issue, e.g. conducting awareness training or strengthening worker representation.

Recommendation: Some of the audit findings are recurring in CAPs, e.g. excessive OT and payment of LW, despite the company's remediation efforts. Hessnatur is already seeking systemic solutions for recurring issues through collaborative efforts. FWF recommends Hessnatur to continue and further strengthen these activities:

- Organise supplier seminars or webinars to facilitate the exchange of knowledge and experience, and the formulation of best practices.
- Continue to collaborate with other brands (through platform organisations) on structural issues to change sector conditions.
- Strengthen independent worker representation and engage worker representatives in corrective actions.

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.	54%	Formal audits should be augmented by annual visits by member company staff or local representatives. They reinforce to production location managers that member companies are serious about implementing the Code of Labour Practices.	Member companies should document all production location visits with at least the date and name of the visitor.	3	4	0

Comment: Before a staff member visits a production location s/he inquires what (social and labour) issues have to be discussed during the visit. Standard practice is to verify whether the Worker Information Sheet (WIS) is posted.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.6 Existing audit reports from other sources are collected.	Yes, quality assessed and corrective actions implemented	Existing reports form a basis for understanding the issues and strengths of a supplier, and reduces duplicative work.	Audit reports are on file; evidence of followup on prior CAPs. Reports of quality assessments.	3	3	0

Comment: Hessnatur collects existing audit reports from (new) production locations and uses the information to formulate CAPs or follow-up on them whenever possible.

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 FWF membership, countries, specific areas within countries or specific product groups may pose specific risks that require additional steps to address and remediate those risks. FWF requires member companies to be aware of those risks and implement policy requirements as prescribed by FWF.	Policy documents, inspection reports, evidence of cooperation with other customers sourcing at the same factories, reports of meetings with suppliers, reports of additional activities and/or attendance lists as mentioned in policy documents.	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	Policies are not relevant to the company's supply chain			N/A	6	-2
Compliance with FWF guidance on abrasive blasting	Advanced			6	6	-2
Compliance with FWF guidance on risks related to Turkish garment factories employing Syrian refugees	Advanced			6	6	-2
Other risks specific to the member's supply chain are addressed by its monitoring system	Policies are not relevant to the company's supply chain			N/A	6	-2

Comment: Hessnatur has a strong risk management system in place and is well informed about risks in their supply chain. While no country is excluded as a possible sourcing country per se, Hessnatur prefers to work only through social projects in countries where they have identified additional risks such as Nepal. When they do start sourcing from a new country an extensive risk assessment is conducted. In their last financial year Hessnatur started production in Bahrain. An audit was conducted at the site and Hessnatur discussed specific risks such as migrant rights with local NGOs.

Compliance with FWF guidance on abrasive blasting: Hessnatur’s products are made from natural materials that are subjected to several ecological/environmental standards. In line with these standards abrasive blasting is banned from the supply chain. In addition, all companies engaged in washing of jeans are frequently visited by Hessnatur staff.

Compliance with FWF guidance on risks related to Turkish garment factories employing Syrian refugees:

- Hessnatur has shared FWF’s questionnaire on Syrian refugees with all Turkish suppliers and checked whether they have a policy in place for registering Syrian refugee employees. All suppliers responded that their policy at this point is not to employ Syrian refugees. Hessnatur reiterated that there are legal options to do so and shared relevant information with them.
- Hessnatur staff, most suppliers and Turkish agents joined FWF’s seminars in 2017 and 2018 on the topic.
- The agency visits suppliers frequently and has been trained on the issue. Hessnatur has also visited some suppliers at the beginning of its financial year. Unauthorised subcontracting is not a high risk for Hessnatur at this point, which was also confirmed through FWF audits. No new business relationships were started in Turkey during Hessnatur’s last financial year.

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: Before engaging in remediation Hessnatur investigates which FWF member or other brands interested in social standards are also sourcing from the factory. When the other brand(s) is(/are) interested in joint action roles and responsibilities are discussed in line with existing relationship and estimated leverage at the factory, and/or HR availability. During its last financial year Hessnatur often took the lead in remediation processes and/or conducted supplier visits together with other brands.

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.	Member undertakes additional activities to monitor suppliers	Low-risk countries are determined by the presence and proper functioning of institutions which can guarantee compliance with national and international standards and laws.	Documentation of visits, notification of suppliers of FWF membership; posting of worker information sheets, completed questionnaires.	2	2	0

Comment: Most factories that produce for Hessnatur in low risk countries are GOTS certified and therefore subjected to regular audits. If no external audit is available, Hessnatur will visit the production location at least once every 5 years. This has been implemented for all factories with the exception of some smaller sites accounting for less than 1 % of Hessnatur's production volume. The Worker Information Sheet is posted in all locations and questionnaires including the FWF Code of Labour Practices are signed by all factories.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.10 Extra bonus indicator: in case FWF member company conducts full audits above the minimum required monitoring threshold.	90%+	FWF encourages all of its members to audit/monitor 100% of its production locations and rewards those members who conduct full audits above the minimum required monitoring threshold.	Production location information as provided to FWF and recent Audit Reports.	3	3	0

Comment: Hessnatur has monitored 95% of its supply chain exceeding monitoring requirements including requirements for monitoring tail-end production locations.

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.	Yes, and member has collected necessary information	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.	2	2	0

Comment: Hessnatur resells three external brands that all have their production locations in Germany. One brand also makes use of a production location in Spain. All brands have strict CSR policies in line with their corporate identities.

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).	93%	FWF believes members who resell products should be rewarded for choosing to sell external brands who also take their supply chain responsibilities seriously and are open about in which countries they produce goods.	External production data in FWF's information management system. Documentation of sales volumes of products made by FWF or FLA members.	3	3	0

Comment: Besides having their own Code of Conduct two of the resold brands are certified by Fair Trade among others.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.13 Questionnaire is sent and information is collected from licensees.	No licensees	FWF believes it is important for member companies to know if the licensee is committed to the implementation of the same labour standards and has a monitoring system in place.	Questionnaires are on file. Contracts with licensees.	N/A	1	0

MONITORING AND REMEDIATION

Possible Points: 37

Earned Points: 34

3. COMPLAINTS HANDLING

BASIC MEASUREMENTS	RESULT	COMMENTS
Number of worker complaints received since last check	3	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	2	
Number of worker complaints resolved since last check	1	

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
3.1 A specific employee has been designated to address worker complaints	Yes	Followup is a serious part of 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: Hessnatur's CSR team employs seven people. Two staff members are dedicated to follow-up on audits and complaints.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
3.2 System is in place 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 production location visits, etc.	2	2	0

Comment: A new supplier is asked submit a photo of the posted Worker Information Sheet with the questionnaire and visiting staff always checks if the document is still posted.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
3.3 Percentage of FWF-audited production locations where at least half of workers are aware of the FWF worker helpline.	56%	The FWF complaints procedure is a crucial element of verification. If production location 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. Production location participation in the Workplace Education Programme also count towards this indicator.	Percentage of audited production locations where at least 50% of interviewed workers indicate awareness of the FWF complaints mechanism + percentage of production locations in WEP programme.	3	4	0

Comment: At 12 out of the 23 FWF audits conducted in the past three financial years of Hessnatur, less than 50% of interviewed workers were aware of the FWF Code of Labour Practices and complaint hotline. Four additional production locations received awareness training by Hessnatur on the FWF Code of Labour Practices which is also counted toward this indicator.

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: During its last financial year, Hessnatur received three complaints, one concerning a supplier in India, two concerning different production locations in Turkey.

The Indian complaint concerned termination procedures that do not follow legal requirements. Hessnatur has been aware of this issue at the supplier for a longer period, a FWF audit later in the year again confirmed that the factory does frequently fire and re-hire workers without following Indian legislation. While the individual complaint has been solved, the structural issue remains. Hessnatur is in an on-going remediation process with the supplier about this and other points.

One complaint received in August 2017 from a Turkish supplier mainly concerned excessive overtime and workers facing verbal abuse or dismissal if they refuse overtime hours. Hessnatur has been working on reducing overtime with the supplier for a longer period as two similar complaints had been received in the previous financial year. Hessnatur identified root cause of excessive overtime together with the supplier. Several steps have been taken such as measures to reduce staff turnover to improve stable planning, improving worker skills and introducing a differentiated wage system, increasing production capacity by outsourcing the factory's own brands, changing shift system to reduce weekend work and conducting a hessnatur awareness training to strengthen internal dialogue. To raise awareness on the worker representation system, a new worker representative election was conducted in May 2017. Monthly worker representative management meetings are held and discussions are documented.

The second Turkish complaint received in December 2017 also concerned excessive overtime as well as alleged delay of payment, double book keeping, unregistered workers and not allowing sick workers to visit the hospital. Hessnatur has addressed the complaint with the supplier, who admitted the issue of excessive overtime. The factory claims that they have since reduced excessive overtime. Hessnatur is currently assessing supporting evidence.

While daily workers are still employed as a short-term solution to level out production peaks and reduce overtime hours, the factory has implemented additional documentation of their wages, working hours and IDs. Some daily workers have been offered a permanent contract in the meantime.

To address root causes of excessive overtime Hessnatur has again reviewed their own production procedures and has also tried to initiate discussion with other customers to even out production. To strengthen internal communication, Hessnatur developed and conducted a workshop in which management and workers together developed a clear road map for improved future communication. This workshop built on previous training efforts related to communication.

Due to political and legal challenges FWF has been constrained in verifying complaints in Turkey during 2017 and 2018. Progress on both complaints has not yet been verified.

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

Comment: Before engaging in remediation of a complaint Hessnatur investigates which (non) FWF member is also sourcing from the factory. When the other brand(s) is(/are) also interested in joint action it is discussed who takes the lead in the discussions with the factory.

COMPLAINTS HANDLING

Possible Points: 15

Earned Points: 14

4. TRAINING AND CAPACITY BUILDING

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
4.1 All staff at member company are made aware of FWF membership.	Yes	Preventing and remediating problems often requires the involvement of many different departments; making all staff aware of FWF membership requirements helps to support cross-departmental collaboration when needed.	Emails, trainings, presentation, newsletters, etc.	1	1	-1

Comment: Whenever a new staff member joins Hessnatur s/he is onboarded through several training modules: a training on social standards and the Hessnatur way of working is included. The CSR also conducted tailored workshops related to social standards with individual departments.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
4.2 All staff in direct contact with suppliers are informed of FWF requirements.	Yes	Sourcing, purchasing and CSR staff at a minimum should possess the knowledge necessary to implement FWF requirements and advocate for change within their organisations.	FWF Seminars or equivalent trainings provided; presentations, curricula, etc.	2	2	-1

Comment: Besides the general training on social standards a specific workshop has been developed for purchasing staff. Employees that deal directly with suppliers are trained to include social and labour condition discussions into their work and use the FWF Health&Safety checklist. The workshop is repeated every year for staff to become acquainted with updates and new insights. Hessnatur also conducted training with their category management and technics team, on how they can influence social standards at production sites and support when they visit companies on-site.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
4.3 All sourcing contractors/agents are informed about FWF's Code of Labour Practices.	Yes + actively support COLP	Agents have the potential to either support or disrupt CoLP implementation. It is the responsibility of member company to ensure agents actively support the implementation of the CoLP.	Correspondence with agents, trainings for agents, FWF audit findings.	2	2	0

Comment: In Turkey Hessnatur works with one agent who has been trained on FWF and social standards and is involved in monitoring and remediation.

In other countries one production site often acts as intermediary for other sites. Support for the CoLP is included in the contract of these intermediaries. They are required to support Hessnatur in improving labour conditions through CAPs and in remediation of complaints.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
4.4 Production location participation in Workplace Education Programme (where WEP is offered; by production volume)	67%	Lack of knowledge and skills on best practices related to labour standards is a common issue in production locations. Good quality training of workers and managers is a key step towards sustainable improvements.	Documentation of relevant trainings; participation in Workplace Education Programme.	6	6	0

Comment: Hessnatur believes in awareness and knowledge as the first step to change: Nine factories in five countries were selected in the past three years to participate in the FWF WEP basic training.

One partner took part in an in-depth training on internal dialogue with several training sessions. One partner participated in a newly developed workshop to draw up a detailed road map for new worker representative elections. One production site participated in Hessnatur's awareness training.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
4.5 Production location participation in trainings (where WEP is not offered; by production volume)	82%	In areas where the Workplace Education Programme is not yet offered, member companies 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.	4	4	0

Comment: The Hessnatur Awareness Training was developed for countries where the FWF WEP basic is not offered. The training was translated to several local languages and country specifics were included. A "train the trainer" guideline was developed for overall consistency and skilled trainers are selected to implement the programme. During the past financial year the training was conducted in five factories in Belarus, Bosnia and Thailand.

TRAINING AND CAPACITY BUILDING

Possible Points: 15

Earned Points: 15

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: Subcontractors are not allowed unless this is reported to and the location is checked by Hessnatur. Suppliers are neither allowed to switch production location without informing the company. This is included in the contract with suppliers. During visits, exchanges with other customers and through audits this is verified. Also, since Hessnatur uses natural fibers that are often certified the company dives deeper into the supply chain. The company uses nominated fabric suppliers, and knows many of their yarn and raw material suppliers. FWF audits confirmed no issues with unauthorised subcontracting at audited sites.

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: Purchasing/sourcing decisions always involve CSR staff. When purchasers are visiting a supplier the staff member always sits with a CSR colleague before and after the visit. Also, twice a year all departments discuss supplier performance during the supplier evaluation meeting. The information exchange includes supplier performance in each category, e.g. quality, labour conditions, communication.

INFORMATION MANAGEMENT

Possible Points: 7

Earned Points: 7

6. TRANSPARENCY

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
6.1 Degree of member company compliance with FWF Communications Policy.	Minimum communications requirements are met AND no significant problems found	FWF's communications policy exists to ensure transparency for consumers and stakeholders, and to ensure that member communications about FWF are accurate. Members will be held accountable for their own communications as well as the communications behaviour of 3rd-party retailers, resellers and customers.	FWF membership is communicated on member's website; other communications in line with FWF communications policy.	2	2	-3

Comment: The communications department is familiar with the FWF communication guidelines and all communication complies with FWF's policy. The Head of Marketing and the PR responsible participated in a FWF communications workshop in Cologne during Hessnatur's previous financial year where opportunities for advanced communications were discussed.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
6.2 Member company engages in advanced reporting activities	Production locations are disclosed to the public	Good reporting by members helps to ensure the transparency of FWF's work and shares best practices with the industry.	Member company publishes one or more of the following on their website: Brand Performance Check, Audit Reports, Supplier List.	2	2	0

Comment: Raising consumer awareness plays a large role in Hessnatur's communication strategy. During its last financial year, Hessnatur participated in a FWF Facebook campaign, produced videos with fashion influencers to explain complex issues related to social and environmental standards and organised an event around Berlin Fashion Week to promote change in the garment industry. Its website features an encyclopedia explaining common terms around social and environmental standards. The company also developed a consumer-friendly application for the website that shows all production countries, the number and type of factories sourced from in those countries and relates individual stories from factories and workers. Visitors can browse through all the data by navigating on a world map: <https://www.hessnatur.com/transparenz>.

Recommendation: FWF encourages Hessnatur to disclose individual production locations on their transparency portal.

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 published on member's website	The social report is an important tool for members to transparently share their efforts with stakeholders. Member companies should not make any claims in their social report that do not correspond with FWF's communication policy.	Social report that is in line with FWF's communication policy.	2	2	-1

Comment: Hessnatur publishes an extensive social report.

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

Comment: Social and environmental sustainability are at the heart of the Hessnatur brand, and the FWF membership is Hessnatur's chosen way to work on improving social and labour conditions in its garment factories. Every year the Head of CSR discusses the value of FWF membership with the management team.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
7.2 Level of action/progress made on required changes from previous Brand Performance Check implemented by member company.	No requirements were included in previous Check	In each Brand Performance Check report, FWF may include requirements for changes to management practices. Progress on achieving these requirements is an important part of FWF membership and its process approach.	Member company should show documentation related to the specific requirements made in the previous Brand Performance Check.	N/A	4	-2

EVALUATION

Possible Points: 2

Earned Points: 2

RECOMMENDATIONS TO FWF

Hessnatur would like FWF to further improve its audit and complaint system and reporting. For example if inconsistencies are found in an audit with production or wage records, Hessnatur would like to have more information about the problem. Similarly complaints initially don't always include a full picture and Hessnatur would appreciate training of FWF complaint handlers to extract more information during first contact with the complainant. Hessnatur would also appreciate a consistent methodology on using figures and percentages, as for example in wage ladders. The company also feels that audit reports are often delayed and questions are not often answered quickly. In addition the audit planning process could be further improved.

Hessnatur would appreciate more practical guidance on good practices to engage worker representatives. The company appreciates FWF's efforts to make their brands more visible, for example through the FWF Christmas video or Facebook livestream campaign, and would like to see more of these opportunities. It is also important to Hessnatur that FWF plays an active role in initiatives like the German Partnership for Sustainable Textiles and makes it clear how FWF membership differs from other platforms.

While many of FWF's activities focus on countries such as Myanmar, India and Bangladesh, Hessnatur would appreciate more opportunities in countries that are relevant to them such as Romania and Macedonia.

On a practical level Hessnatur would prefer the FWF workplan template to be in an easy-to-read/fill format as well as unified templated for importing and exporting data from the database. Lastly a speedier invoice process would be appreciated.

Hessnatur also asks FWF to use several digits behind a comma when rounding FOB values instead of the current two.

SCORING OVERVIEW

CATEGORY	EARNED	POSSIBLE
Purchasing Practices	32	44
Monitoring and Remediation	34	37
Complaints Handling	14	15
Training and Capacity Building	15	15
Information Management	7	7
Transparency	6	6
Evaluation	2	2
Totals:	110	126

BENCHMARKING SCORE (EARNED POINTS DIVIDED BY POSSIBLE POINTS)

87

PERFORMANCE BENCHMARKING CATEGORY

Leader

BRAND PERFORMANCE CHECK DETAILS

Date of Brand Performance Check:

07-11-2018

Conducted by:

Lisa Suess

Interviews with:

Kristin Heckmann - Head of CSR

Elisabeth Schmidt - CSR Manager Social Standards

Andrea S. Ebinger - CEO

Helmut Schädler - Head of Purchasing

Michael Becker - Team Lead Scheduling

Lisa Wagner - Team Lead Brand Communication