



Brand Performance Check

Deuter Sport GmbH

Publication date: December 2022

This report covers the evaluation period 01-07-2021 to 30-06-2022

About the Brand Performance Check

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

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

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

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

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

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

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

Brand Performance Check Overview

Deuter Sport GmbH

Evaluation Period: 01-07-2021 to 30-06-2022

Member company information	
Headquarters:	Gersthofen , Germany
Member since:	2011-07-31
Product types:	Outdoor products;Promotional wear and accessories;Bags;Luggage & other travel accessories
Production in countries where Fair Wear is active:	China, Myanmar, Viet Nam
Production in other countries:	
Basic requirements	
Workplan and projected production location data for upcoming year have been submitted?	Yes
Actual production location data for evaluation period was submitted?	Yes
Membership fee has been paid?	Yes
Scoring overview	
% of own production under monitoring	87%
Benchmarking score	94
Category	Leader

Summary:

Deuter Sport GmbH has shown progress and met most of Fair Wear's performance requirements. With a benchmark score of 94 points, Deuter again retains its 'Leader' status. The monitoring threshold is not applicable due to COVID-19, but Deuter still managed to monitor 87% of its supply chain.

Corona Addendum:

Deuter Sports GmbH (Deuter) has a split financial year. Hence, this brand performance check covers the period from July 1st 2021, until June 30th 2022.

In this financial year, COVID-19 has severely affected its production and, therefore, normal business activity. In particular, Deuter's FOB comes prevalently from Vietnam, which was severely affected by the pandemic. The Vietnamese suppliers, in consultation with Deuter and workers' representatives, decided to close the factories instead of implementing the three on-site policies (according to the guidance of the Vietnamese government, workers could work, eat/drink and rest on-site without leaving the factory's premises to keep the production going during COVID-19 outbreak). While the decision was taken to protect the health and safety of all workers, this unexpected situation was a tough challenge for Deuter. The company worked hard to keep the business afloat and provide financial support to the suppliers. In particular, Deuter reorganised its production, made pre-payments to ensure that workers received wages, and covered health insurance for workers in case they needed medical treatment during the pandemic. No orders were cancelled. In total, Deuter invested four million dollars to ensure cash flow for the Vietnamese suppliers, pay wages to workers, and restart production. Since January 2022, the situation has improved and is now stable again. Deuter has shared a COVID-19 questionnaire among all its suppliers to assess the working conditions and COVID-19 impact on production. At that time, the two other production locations (China and Myanmar) were not severely affected by COVID-19, and the production could continue. These other two suppliers requested no support from Deuter.

In this financial year, Deuter did not conduct audits at its production locations. However, the brand made several efforts to monitor its supply chain by having regular calls and online meetings with its business partners and visiting some production locations.

In this performance check, Deuter shared with Fair Wear a brilliant initiative taken during factory visits. During production location visits, Deuter CSR managers and the CEO interviewed workers in the presence of factory management to assess working conditions. Nonetheless, the workers usually remained silent. Deuter has now changed its strategy and the CSR team, supported by a translator, talks directly to the workers. An immediate change that was noted is that workers have started opening up with Deuter's CSR team.

Overall, Deuter showed and proved its commitment to corporate social responsibility. The brand showed great support to its suppliers and is engaged in many initiatives to comply with Fair Wear Code of Labour Practices. Fair Wear recommends the brand continues monitoring its supply chain.

Performance Category Overview

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

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

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

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

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

1. Purchasing Practices

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.1a Percentage of production volume from production locations where member company buys at least 10% of production capacity.	99%	Member companies with less than 10% of a production location's production capacity generally have limited influence on production location managers to make changes.	Supplier information provided by member company.	4	4	0

Comment: Deuter's supplier base consists of four main factories and several subcontractors (most of the subcontractors are based in Viet Nam). More than 88% of Deuter's FOB is bought from production locations with high leverage, between 53% and 100%.

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.	6%	Fair Wear provides incentives to clothing brands to consolidate their supplier base, especially at the tail end, as much as possible, and rewards those members who have a small tail end. Shortening the tail end reduces social compliance risks and enhances the impact of efficient use of capital and remediation efforts.	Production location information as provided to Fair Wear.	3	4	0

Comment: 6% of Deuter's total production volume comes from locations where it bought less than 2% of its total production volume. The subcontracting parties are included in this calculation.

In the past years, Deuter consolidated the numbers of subcontracting parties in Viet Nam. Nonetheless, COVID-19 seriously affected the production capacity of Deuter's main suppliers in this country, and the brand's main production partner in Viet Nam suggested increasing the number of subcontractors. In the last financial year, nine new subcontractors were added. While Deuter generally prefers to consolidate its supplier and subcontractor base, the increasing number of orders and the production capacity of the main suppliers cannot fully cover the brand's production needs. As such, Deuter is planning to work with the recently added subcontractors for at least another financial year. The subcontractors mainly produce products' components and include printing and embroidery services.

Recommendation: Fair Wear recommends Deuter to consolidate its supply base by limiting the number of production locations. 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.	99%	Stable business relationships support most aspects of the Code of Labour Practices, and give production locations a reason to invest in improving working conditions.	Supplier information provided by member company.	4	4	0

Comment: Deuter is committed to long-term, trustful and respectful cooperation with its suppliers. Almost 99% of the member brand's production volume comes from suppliers with whom a business relationship lasted for at least five years. In particular, the 30-year-long business relationship that Deuter has with its partner in Viet Nam proved to be critically helpful during COVID-19 for both the parties and, in particular, to protect workers.

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: Deuter has uploaded all the questionnaires with the Code of Labour practices for its new nine production locations.

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: Deuter has created an internal risk scoping and assessment system at the production country and factory levels. The system in place covers all the OECD risks and Fair Wear Code of Labour Practices. Several sources (such as reports, information from the media, audits, complaints, Fair Wear resources) are used to define the existing gross risks. After this first step, the brand defines a mitigation strategy that, once implemented, would reduce the risks. The combination of the gross risks and the mitigation strategy determines the net risks. For each risk, Deuter assesses its likelihood and severity level (rating scale). This risk analysis is crucial to prioritise and address the most urgent risks. Given the commitment to environmental sustainability, the brand has also created a risk analysis per product. The risk analysis is updated at least twice per year.

Deuter relies mostly on audits and regular meetings (online and onsite) to conduct its due diligence. As audits were not conducted in any of the brand's production locations during this financial year, conducting human rights due diligence proved to be challenging.

In Viet Nam, the brand has built a strong and long-lasting business relationship with the parent company of its main suppliers. This company is in charge of all main suppliers in Viet Nam, including the selection of subcontractors. While the brand guides its partner on human rights due diligence (e.g., sharing its Code of Conduct and the subcontractor policy), the business partner is required to train the main suppliers and subcontractors on Fair Wear Code of Labour Practices, do annual visits (Deuter's employees and CEO also do these), conduct on-site inspections, arrange audits and implement the Corrective Action Plan.

In Myanmar, the current political situation makes it almost impossible to conduct audits. The brand is in close contact with the supplier to assess the situation on the ground and the working conditions. Nonetheless, Deuter hired an independent auditor to conduct an on-site evaluation. Even though this is not comparable to a full audit, the auditor created a questionnaire for the supplier, visited the factory and had meetings with management and the workers' committee.

In China, the last audit was conducted in 2020. The brand could not visit the factory due to COVID-19 travel restrictions.

Among all its supplies, the brand shared a questionnaire on the impact that COVID-19 had on production, financial stability and sanitary measures. While China and Myanmar did not ask for specific help (as COVID-19 did not severely impact them), Viet Nam was facing financial instability due to the closure of factories. Deuter helped these Vietnamese factories in several ways (up to four million dollars were transferred to its business partner). Read more on this in the addendum.

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: Deuter evaluates the compliance of all of its production locations in a structured and consistent manner. The evaluation focuses, among other topics, on their environmental and social responsibility. The brand is part of several sustainable initiatives (including the German Partnership for Sustainable Textiles, Gruener Kopf and bluesign). These organisations provide guidance and, at the same time, challenge Deuter to set high sustainability standards. The collaboration with such initiatives proved to be critical in Deuter's evaluation system.

While Deuter does not have a 'reward' system for its suppliers, the brand has established a sustainability action plan with them on various topics (including, living wages, trainings, internal factory grievance mechanism etc.). This plan, shown during the performance check, currently covers specific interventions until 2026. Subcontracting parties are not generally included.

During this financial year, Deuter placed a test order in a new production location in Viet Nam. Deuter's business partners conducted the selection process and the quality check; according to them, the quality was not up to Deuter's standard, and the business relationship was not brought forward. Deuter did not directly communicate to the factory management that they would not continue the production, nor were they informed on how the conversation was handled by its business partners.

Recommendation: As it is not always possible to reward suppliers with more volumes, Deuter could look into other incentives that reward supplier's commitment towards the CoLP. An example would be to offer training for skill building/capacity development, placing more NOS styles.

When Deuter's business partners suggest terminating a business relationship (in this case, a sample order), the brand should ensure that workers are protected and paid.

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: Deuter has a structured production planning process that allows forecasting up to 12 months in advance. In addition, production planning is revised monthly, if necessary. The brand does not work with seasonal collections and, in this way, can avoid adding additional production pressure during peak seasons. Deuter shares its production planning with its business partners and expects them to communicate if the proposed plan is feasible and supports reasonable working hours (as business partners have direct contact with suppliers and subcontractors, they are expected to know the respective production capacity and share it with Deuter to review the production planning). Given the trustful relationship with its business partner in Viet Nam, Deuter is flexible and open to changing the estimated time of departure (ETDs) if necessary.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.7 Degree to which member company mitigates root causes of excessive overtime.	Intermediate efforts	Some production delays are outside of the control of member companies; however there are a number of steps that can be taken to address production delays without resorting to excessive overtime.	Evidence of how member responds to excessive overtime and strategies that help reduce the risk of excessive overtime, such as: root cause analysis, reports, correspondence with factories, etc.	3	6	0

Comment: In the previous financial year, Deuter has conducted a root causes analysis of excessive overtime. According to the brands' research, the main reasons are an insufficient workforce, and a few factories take more orders than their capacity.

Deuter and its business partner in Viet Nam have discussed the topic and proposed approaches to reduce excessive overtime. As such, a factory in Viet Nam was re-opened, and new workers were hired. As the re-organisation of production required time, Deuter reduced the production for six months. This choice proved to be successful to reduce the production pressure after the lockdown.

The situation is different in China and Myanmar. Due to the excessive overtime that Deuter found in China (past audits), Deuter and its business partner decided to move part of the production to Myanmar. Given the current political situation, there is no evidence of excessive overtime in Myanmar, as other companies cancelled many orders.

Recommendation: In cases where audits were not possible, the member could make use of additional monitoring tools, such as worker surveys, to monitor working hours at its suppliers.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.8 Member company can demonstrate the link between its buying prices and wage levels in production locations.	Advanced	Understanding the labour component of buying prices is an essential first step for member companies towards ensuring the payment of minimum wages – and towards the implementation of living wages.	Interviews with production staff, documents related to member's pricing policy and system, buying contracts.	4	4	0

Comment: Deuter works in close cooperation with its main Vietnamese supplier when setting prices. After product development, sample pricing is implemented in Deuter's PLM system, including information on material costs, labour costs and overhead costs. Deuter sets a target price that is only used internally. Next, a sample and a price are asked for from the supplier. If the supplier provides a price that does not meet the brand's internal price target, then Deuter takes the product back into development to reduce material costs or workmanship, but will not negotiate the price with the supplier. In any case, labour costs are not negotiable and must always be covered.

Deuter used the labour minute cost methodology and the Fair App to get insights into the labour cost of its products and to train its business partners in calculating prices.

Recommendation: Fair Wear recommends Deuter to continue exploring the link between its buying prices and wage levels at production locations in China and Myanmar. In addition, the brand is recommended to gain more insight into the prices and wages of the subcontracting partners of its main supplier in Viet Nam, as these partners are specialised in assembling specific components.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.9 Member company actively responds if production locations fail to pay legal minimum wages and/or fail to provide wage data to verify minimum wage is paid.	Yes	If a supplier fails to pay minimum wage or minimum wage payments cannot be verified, Fair Wear member companies are expected to hold management of the supplier accountable for respecting local labour law. Payment below minimum wage must be remediated urgently.	Complaint reports, CAPs, additional emails, Fair Wear Audit Reports or additional monitoring visits by a Fair Wear auditor, or other documents that show minimum wage issue is reported/resolved.	0	0	-2

Comment: Deuter's internal policy with all its supplier is that wages can never be below legal minimum wages.

In this financial year, Deuter has been in close contact with its business partners to assess if (at least) legal minimum wages were paid during the pandemic. Deuter supported its Vietnamese business partners during the lockdown to ensure financial stability and cover wages. Similarly, Deuter monitored that (at least) legal minimum wages were paid in China and Myanmar.

Deuter's business partner in Viet Nam shared the wages paid to workers at the main suppliers. According to the data shown during the Brand Performance Check, all wages were above the legal minimum wages. Nonetheless, this information still needs to be verified, as no audits were conducted during this financial year.

Requirement: Deuter should actively follow up with its Vietnamese suppliers to ensure that workers received at least the legal minimum wage during the pandemic. The same applies to its Myanmar and Chinese suppliers.

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

Comment: No evidence was found of late payments to suppliers by Deuter. During the past financial Deuter took care to pay all invoices as fast as possible, some even within the same day of arrival, ensuring enough cash flow at its suppliers. From time to time, Deuter pays its business partner in Viet Nam even before receiving the actual invoice, given their trustful relationship. Deuter does not pay the main suppliers and subcontractors directly, as they have no direct relationship. The brand pays the due amount to its business partners, who distribute it to the factories.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.11 Degree to which member company assesses and responds to root causes for wages that are lower than living wages in production locations.	Advanced	Assessing the root causes for wages lower than living wages will determine what strategies/interventions are needed for increasing wages, which will result in a systemic approach	Evidence of how payment below living wage was addressed, such as: Internal policy and strategy documents, reports, correspondence with factories, etc	6	6	0

Comment: Deuter showed progress through the extensive analysis of wages at its main supplier in Viet Nam. Graphics are created to understand the development of wages better. Through the evaluation of the wage situation at its suppliers in China and Viet Nam, Deuter could show good insight into the root causes for wages lower than living wages, for example, inefficiencies at production locations and product prices.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.12 Percentage of production volume from factories owned by the member company (bonus indicator).	None	Owning a supplier increases the accountability and reduces the risk of unexpected CoLP violations. Given these advantages, this is a bonus indicator. Extra points are possible, but the indicator will not negatively affect an member company's score.	Supplier information provided by member company.	N/A	2	0

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.13 Member company determines and finances wage increases.	Advanced	Assessing the root causes for wages lower than living wages will determine what strategies/interventions are needed for increasing wages, which will result in a systemic approach.	Evidence of how payment below living wage was addressed, such as: internal policy and strategy documents, reports, correspondence with factories, etc.	6	6	0

Comment: Deuter has started exploring various strategies to increase wages at some of its production locations, mainly in Viet Nam and in China. The brand and its suppliers have agreed on a target wage (the Anker living wage benchmark 2020 for the Vietnamese supplier and the Global Living Wage Coalition 2022 for the Chinese supplier). The brand knows how much is needed to increase prices per each dollar FOB. In particular, Deuter considers to increase wages through increased production efficiency (automatisation in production locations), simpler production design, reduced amount of materials and higher customer prices. Deuter has discussed the topic internally and will implement its strategy in the next financial years. Deuter's current strategies focus on the selected factories in Vietnam, responsible for 86% of its production. Deuter has yet to extend the strategy to finance wage increases to the rest of its supply chain.

Recommendation: It is advised that the strategy for how to finance wage increases is agreed upon by top management and that it includes wage increases for all suppliers.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.14 Percentage of production volume where the member company pays its share of the target wage.	86%	Fair Wear member companies are challenged to adopt approaches that absorb the extra costs of increasing wages.	Member company's own documentation, evidence of target wage implementation, such as wage reports, factory documentation, communication with factories, etc.	6	6	0

Comment: Deuter has shown that its share of the target wage is paid at two production locations in Vietnam (Anker benchmark 2020). The brand received an overview of the paid wages from its business partner in Viet Nam. The suppliers increased wages twice after lockdown in Viet Nam (February and July 2022). Deuter will check this information in the next audits. The brand has yet to verify the wage levels in China and Myanmar.

Recommendation: We encourage Deuter Sport GmbH to show that discussions and plans for wage increases have resulted in the payment of a target wage. Fair Wear recommends Deuter to update its target wage yearly until the living wage is reached.

Purchasing Practices

Possible Points: 52

Earned Points: 48

2. Monitoring and Remediation

Basic measurements	Result	Comments
% of production volume where an audit took place.	87%	
% of production volume where monitoring requirements for low-risk countries are fulfilled.	0%	To be counted towards the monitoring threshold, FWF low-risk policy should be implemented. See indicator 2.9. (N/A = no production in low risk countries.)
Member meets monitoring requirements for tail-end production locations.	Yes	
Total monitoring threshold:	87%	Measured as percentage of production volume (Minimums: 1 year: 40%; 2 years 60%; 3 years+: 80-100%)

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

Comment: Deuter CSR team is based in Germany at its headquarters (this year, two new members were hired for a total of 4 CSR employees). Deuter works closely with the local CSR teams. One of the brand business partners has appointed a CSR team for all production locations based in Viet Nam. While in its production locations in China and Myanmar, there is no appointed CSR team, the brand closely works with the local sales team that is also in charge of CSR.

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

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

Comment: Deuter creates a Corrective Action Plan (CAP) immediately after receiving audit reports. The findings are divided into categories, and priorities are set. All CAPs include comments on what Deuter wants to improve and what they expect from its business partners in Viet Nam, China and Myanmar. Once the CAP is ready, it is shared with business partners who are responsible for implementing the CAPs, following up and sharing evidence on resolved findings or eventual bottlenecks. Business partners are also required to comment on Deuter's proposed actions to check what is feasible and what could be improved. The CAP timeline is established according to the relevance and gravity of the findings. The brand is yet to share CAPs with worker representatives for all factories.

Recommendation: Deuter is recommended to include more often worker representatives in CAP follow-up. By doing so, worker representatives have the opportunity to be informed of issues in the factory and have a voice in the prioritization of issues.

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	Fair Wear considers efforts to resolve CAPs to be one of the most important things that member companies can do towards improving working conditions.	CAP-related documentation including status of findings, documentation of remediation and follow up actions taken by member. Reports of quality assessments. Evidence of understanding relevant issues.	6	8	-2

Comment: Deuter has a strong monitoring system in place to identify and follow up on problems. Besides on-site visits and meetings, emails and Skype calls are used to discuss remediation. In particular, Deuter has regular meetings (generally once a month) with its business partners on CAPs. During the COVID-19 crisis, online communication tools were used extensively to compensate for visit restrictions. CSR staff members in charge of CAP follow-up always request documents or other evidence to validate improvements, and the filing of this evidence was shown during the Brand Performance Check. Other departments, such as CEO, production and design, are updated about progress and involved when needed. This includes checking improvements during visits.

In this financial year, Deuter has not conducted audits at its suppliers. As such, the brand could not create any new CAPs but continued working on the previous ones. During the performance check, the brand showed that many occupational and health findings from previous CAPs were resolved. The brand made some efforts to resolve overtime at its supplier in China by placing early orders. Nonetheless, the reduced leverage of the brand makes it more challenging to follow up on this finding and remediate it. In the same financial year, Deuter commissioned an on-site visit in Myanmar to an auditor. While this visit cannot be compared to an audit, it helped the brand to assess the working conditions. According to the report, there were no findings of overtime because of reduced orders; the supplier was paying workers above the legal minimum wage, but the high inflation makes it challenging; there is no union (anymore), and the current workers' committee is untrained (making it difficult to communicate openly with the factory management).

Due to COVID-19, the brand conducted surveys among suppliers to assess health and safety conditions and their financial stability. Factories in Viet Nam were incurring financial problems, and Deuter provided them with consistent financial support.

Recommendation: Fair Wear also recommends Deuter to gradually ensure factories establish independent worker representation and involve these representatives in monitoring and remediation of findings.

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.	90%	Due to the Covid-19 pandemic, brands could often not visit their suppliers from March - December 2020. For consistency purposes, we therefore decided to score all our member brands N/A on visiting suppliers over the year 2020.	Member companies should document all production location visits with at least the date and name of the visitor.	4	4	0

Comment: During this financial year, Deuter visited 90% of its production volume. Main suppliers and subcontractors were visited in Viet Nam. The brand did not visit factories in China due to the COVID-19 restrictions; no visits were possible in Myanmar due to the military coup.

During these visits, Deuter representatives and the CEO assess the production quality and working conditions. While in the past, Deuter used to interview workers in the presence of factory management, now Deuter's CSR team, supported by a translator, talks directly to the workers. The brand immediately noted changes. If workers remained silent when factory management was present, they started to open up with Deuter's CSR team. As an example, Deuter discussed with piece-rate workers their labour contracts and wages. During the visits, Deuter checks the general occupational and health conditions, Corrective Action Plans and follow-ups with factory management.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.6 Existing audit reports from other sources are collected.	No existing reports/all audits by FWF or FWF member company	Existing reports form a basis for understanding the issues and strengths of a supplier, and reduces duplicative work.	Audit reports are on file; evidence of followup on prior CAPs. Reports of quality assessments.	N/A	3	0

Comment: Deuter collected and assessed the quality of an audit commissioned by another company in Myanmar. This audit was partially conducted online, and it did not match Fair Wear's audit quality. Deuter thoroughly reviewed the audit report, but it did not cover detailed information on all Fair Wear Code of Labour Practices. This audit was primarily focused on occupational health and safety and working hours. No new findings could be detected as wages were not checked, and workers were not interviewed.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.7 Compliance with FWF risk policies.	Average score depending on the number of applicable policies and results	Aside from regular monitoring and remediation requirements under Fair Wear membership, countries, specific areas within countries or specific product groups may pose specific risks that require additional steps to address and remediate those risks. Fair Wear requires member companies to be aware of those risks and implement policy requirements as prescribed by Fair Wear.	Policy documents, inspection reports, evidence of cooperation with other customers sourcing at the same factories, reports of meetings with suppliers, reports of additional activities and/or attendance lists as mentioned in policy documents.	5	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	Intermediate			3	6	-2
Compliance with FWF guidance on abrasive blasting	Policies are not relevant to the company's supply chain			N/A	6	-2
Compliance with FWF guidance on risks related to Turkish garment factories employing Syrian refugees	Policies are not relevant to the company's supply chain			N/A	6	-2
Other risks specific to the member's supply chain are addressed by its monitoring system	Advanced			6	6	-2

Comment: Myanmar: Deuter assessed that the production location in Myanmar has no connection with the military. This factory was disclosed, as required by Fair Wear Transparency Policy. The current political situation makes it difficult to effectively follow up on the complaints in Myanmar and provide remediation (if applicable). The last audit was conducted in 2016; nonetheless, the brand hired an auditor to conduct an on-site visit to assess the working conditions during this financial year. According to the report, no social dialogue is possible as trade union workers had to leave as the situation was too risky for their safety. Recently, a worker's committee was elected, but it is not trained to perform any real communication with factory management. In particular, workers did not want to be part of this committee due to safety reasons; as a result, each production line was required to elect a worker to form this committee. Deuter enrolled this production location in the Workplace Education Programme - Communication, but the training was suspended due to the critical political situation and cannot be resumed.

Other risks:

China: Deuter attended the relevant learning events that Fair Wear offered on China and assessed the risk of forced labour in its production location (external screening of Deuter's supply chain did not lead to any findings). Overtime is another risk that Deuter found in its supply chain. While the brand has made some efforts to reduce the likelihood of this risk by placing early orders, its low leverage makes it difficult to reduce it consistently.

Viet Nam: Deuter has enrolled two production locations in the Workplace Education Programme on Communication. This training was disrupted during the last financial year due to COVID-19 and has been recently resumed. The brands' efforts focus on enabling the conditions to support social dialogue between factory workers and management. At the same time, Deuter has closely collaborated with its business partners to set up an internal grievance mechanism in Vietnamese production locations.

COVID-19: Deuter prepared and circulated a survey on COVID-19 among its suppliers, including their financial stability. Deuter timely addressed the requests for support coming from its suppliers in Viet Nam (see addendum). No orders were cancelled.

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: Deuter actively cooperates with other Fair Wear members to follow up on Corrective Action Plans and to exchange best practices at shared locations. Deuter collaborated with a Fair Wear member in Viet Nam by sharing an audit.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.9 Percentage of production volume where monitoring requirements for low-risk countries are fulfilled.	No production in low-risk countries	Low-risk countries are determined by the presence and proper functioning of institutions which can guarantee compliance with national and international standards and laws. Fair Wear has defined minimum monitoring requirements for production locations in low-risk countries.	Documentation of visits, notification of suppliers of Fair Wear membership; posting of worker information sheets, completed questionnaires.	N/A	2	0

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.10 Extra bonus indicator: in case FWF member company conducts full audits at tail-end production locations (when the minimum required monitoring threshold is met).	Yes	Fair Wear encourages its members to monitor 100% of its production locations and rewards those members who conduct full audits above the minimum required monitoring threshold.	Production location information as provided to Fair Wear and recent Audit Reports.	2	2	0

Comment: Deuter has audited one production site, counting as tail-end.

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

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

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.13 Questionnaire is sent and information is collected from licensees.	No licensees	Fair Wear believes it is important for member companies to know if the licensee is committed to the implementation of the same labour standards and has a monitoring system in place.	Questionnaires are on file. Contracts with licensees.	N/A	1	0

Monitoring and Remediation

Possible Points: 25

Earned Points: 23

3. Complaints Handling

Basic measurements	Result	Comments
Number of worker complaints received since last check.	0	At this point, FWF considers a high number of complaints as a positive indicator, as it shows that workers are aware of and making use of the complaints system.
Number of worker complaints in process of being resolved.	1	
Number of worker complaints resolved since last check.	0	

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

Comment: Two CSR managers at Deuter's headquarters are responsible to address workers' complaints. They have meetings with the main responsible CSR teams at the supplier level.

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

Comment: Deuter regularly checks whether the Worker Information Sheet at its suppliers is posted and up-to-date. During the Brand Performance Check, Deuter proved that all its main suppliers and subcontractors post the Worker Information Sheet.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.3 Degree to which member company has actively raised awareness of the FWF CoLP and complaints hotline.	All production in low-risk countries/training not possible	After informing workers and management of the Fair Wear CoLP and the complaints hotline, additional awareness raising and training is needed to ensure sustainable improvements and structural worker-management dialogue.	Training reports, Fair Wear's data on factories enrolled in the WEP basic module. For alternative training activities: curriculum, training content, participation and outcomes.	N/A	6	0

Comment: Because of COVID-19 restrictions in 2021 that limited the possibility of conducting training, this indicator is considered not applicable in this check. Nonetheless, workers' information cards (provided by Fair Wear) were distributed to workers at the Myanmar supplier (proved with a recorded video).

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.4 All complaints received from production location workers are addressed in accordance with the FWF Complaints Procedure.	No complaints received	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.	N/A	6	-2

Comment: Deuter has received no complaints from its suppliers in the past financial year. While there are two open complaints from the supplier based in Myanmar, the current political situation does not make it possible for the brand to follow up on them. Given this exceptional situation, this indicator is not applicable to the brand for this financial year.

Recommendation: Fair Wear recommends Deutes to check the status of these complaints and do its utmost efforts to follow up on them even if the brand would decide to opt for an exit strategy.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.5 Cooperation with other customers in addressing worker complaints at shared suppliers.	No complaints or cooperation not possible / necessary	Because most production locations supply several customers with products, involvement of other customers by the Fair Wear member company can be critical in resolving a complaint at a supplier.	Documentation of joint efforts, e.g. emails, sharing of complaint data, etc.	N/A	2	0

Comment: Cooperation with other customers was not possible at the Myanmar production location because Deuter does not know the other clients.

Complaints Handling

Possible Points: 3

Earned Points: 3

Additional comments on Complaints Handling :

Deuter has set up an internal workers' complaints system in Viet Nam. If the project proves successful, it will be replicated in all its production facilities. Deuter developed a digital application where workers can file their complaints (the complainant can remain anonymous if they wish to). During the design stage, Deuter assessed the digitalisation level of workers and then decided to continue with this project. Deuter's business partner in Viet Nam is responsible for training factory management and workers on the complaints mechanism, while Deuter provided support in setting it up and by financing it. When a complaint is submitted, Deuter and its business partner (CSR team) in Viet Nam receive a notification and can follow up on the complaint. The project is ongoing, and Deuter is monitoring its results. As Fair Wear complaints system works very well, this system will be primarily made available for Tier 2 and lower.

4. Training and Capacity Building

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

Comment: All employees are aware of Fair Wear Membership. In particular, all new employees receive specific CSR training. Full training on CSR elements is organised twice a year for all employees where the Code of Labour Practices, as well as Fair Wear complaints hotline, are shared. Deuter also uses an e-learning platform to train its employees on CSR topics and test their knowledge.

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

Comment: All headquarter and local staff in direct contact with suppliers are fully informed of Fair Wear membership and its requirements. The headquarter CSR staff takes part in Fair Wear learning and training sessions if relevant to its supply chain.

CSR topics are briefly discussed during the annual visits of Deuter's business partners (e.g., living wages).

During this financial year (2022), the brand has published the so-called Deuter's 'Promise'; it establishes the most important principles and rules for all Deuter's activity. As these principles also apply to the brand's manufacturing partners, they have been informed of it and trained. Along with it, Deuter has published (2022) the 'Supplier Handbook' that includes additional guidelines (on the environmental and social standards) which are specifically geared to Deuter's manufacturing partners.

All the local CSR staff have also received a copy of the new social report.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
4.3 All sourcing contractors/agents are informed about FWF's Code of Labour Practices.	Member does not use agents/contractors	Agents have the potential to either support or disrupt CoLP implementation. It is the responsibility of member company to ensure agents actively support the implementation of the CoLP.	Correspondence with agents, trainings for agents, Fair Wear audit findings.	N/A	2	0

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
4.4 Factory participation in training programmes that support transformative processes related to human rights.	86%	Complex human rights issues such as freedom of association or gender-based violence require more in-depth trainings that support factory-level transformative processes. Fair Wear has developed several modules, however, other (member-led) programmes may also count.	Training reports, Fair Wear's data on factories enrolled in training programmes. For alternative training activities: curriculum, training content, participation and outcomes.	6	6	0

Comment: Deuter enrolled two of its suppliers in the Workplace Education Programme - Communication module that supports transformative processes related to human rights. These suppliers cover more than 85% of Deuter's production volume. These trainings were disrupted during COVID-19 for hygienic reasons and have started again in 2022.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
4.5 Degree to which member company follows up after a training programme.	No training programmes have been conducted or member produces solely in low-risk countries	After factory-level training programmes, complementary activities such as remediation and changes on brand level will achieve a lasting impact.	Documentation of discussions with factory management and worker representatives, minutes of regular worker-management dialogue meetings or anti-harassment committees.	N/A	2	0

Comment: The Workplace Education Programme - Communication training is still ongoing during this financial year. As such, the brand cannot yet follow-up its results.

Training and Capacity Building

Possible Points: 9

Earned Points: 9

5. Information Management

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
5.1 Level of effort to identify all production locations.	Advanced	Any improvements to supply chains require member companies to first know all of their production locations.	Supplier information provided by member company. Financial records of previous financial year. Documented efforts by member company to update supplier information from its monitoring activities.	6	6	-2

Comment: Deuter has a transparent relationship with its business partners and, in particular, with the Vietnamese one. The brand relies on its business partners to find, assess and select subcontractors. As there is no direct relationship with them, Deuter created a subcontractor (written) policy that is shared with the business partners. In particular, they have to ensure that all (new) subcontractors sign the Code of Labour Practices, distribute the Workers Information Sheet on the factory premises, and allow Deuter to conduct on-site visits, inspections and audits. Deuter's business partners are responsible for the onboarding of subcontractors. Deuter visited some subcontractors during this financial year, including printing and embroidery factories (non-CMT).

Recommendation: Fair Wear recommends that Deuter, during supplier and subcontractor visits, checks if the production stations and the set-up machinery are sufficient to produce the declared FOB. This information shall be cross-checked with audit reports to ensure that no production location is missing.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
5.2 CSR and other relevant staff actively share information with each other about working conditions at production locations.	Yes	CSR, purchasing and other staff who interact with suppliers need to be able to share information in order to establish a coherent and effective strategy for improvements.	Internal information system; status CAPs, reports of meetings of purchasing/CSR; systematic way of storing information.	1	1	-1

Comment: All Deuter staff is informed and trained on Fair Wear membership. In particular, the CSR staff and production/purchasing departments have strategy meetings and regularly collaborate to align and improve working conditions (proved by meetings minutes and photographs). Deuter's CEO is actively involved in the CSR strategy and receives monthly updates on audit findings, complaints and related follow-ups.

Information Management

Possible Points: 7

Earned Points: 7

6. Transparency

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
6.1 Degree of member company compliance with FWF Communications Policy.	Minimum communications requirements are met AND no significant problems found	Fair Wear's communications policy exists to ensure transparency for consumers and stakeholders, and to ensure that member communications about Fair Wear are accurate. Members will be held accountable for their own communications as well as the communications behaviour of 3rd-party retailers, resellers and customers.	Fair Wear membership is communicated on member's website; other communications in line with Fair Wear communications policy.	2	2	-3

Comment: Deuter informs customers and retailers of Fair Wear membership through various channels (including hangtags, header cards, catalogues, website, social reports, social media and press releases).

At its headquarters in Germany, the brand has created a 'CSR island' where all its partnerships on sustainability are shared along with the 'Deuter Promise'. Deuter has also created an e-learning platform for its employees and retailers to inform them about Fair Wear and to ensure that they can provide the most up-to-date information on Fair Wear membership and related initiatives. Joint press releases on sustainability and Fair Wear membership are organised together with retailers. Deuter offers assistance to its retailers on how to use Fair Wear logo and check if they comply with Fair Wear Communication Policy.

Communication on Fair Wear membership is done in multiple languages.

All communication activities are compliant with Fair Wear Communication Policy.

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

Comment: Deuter's commitment to social and environmental responsibility is part of its communication strategy. The brand actively raises awareness among its consumers and retailers. As such, a 'responsibility' section can be found on Deuter's website where all its projects and partnership are shared (e.g., Deuters' Promise' and Code of Conduct).

Deuter has disclosed production locations. 92% of Deuter's production volume is disclosed to other members in the internal Fair Wear system and on Fair Wear website.

Recommendation: Deuter is recommended to communicate about Fair Wear Transparency Policy with the non-disclosed suppliers, including subcontractors. The brand, together with its business partners, shall define a communication strategy to explain the grounds and benefits of this policy. Fair Wear recommends Deuter to disclose 100% of production locations to other Fair Wear members in Fair Force and on the Fair Wear website.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
6.3 Social Report is submitted to FWF and is published on member company's website.	Complete and accurate report submitted to FWF AND published on member's website.	The social report is an important tool for members to transparently share their efforts with stakeholders. Member companies should not make any claims in their social report that do not correspond with Fair Wear's communication policy.	Social report that is in line with Fair Wear's communication policy.	2	2	-1

Comment: Deuter has published its 2021-2022 social report on its website and has submitted it to Fair Wear.

Transparency

Possible Points: 6

Earned Points: 6

7. Evaluation

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

Comment: CSR staff involves the CEO in its responsible strategy processes and decisions are made together. After each Brand Performance Check, the CSR staff prepares a meeting with the CEO and other relevant departments to share the results and recommendations. This meeting helps the brand to review its internal CSR strategy and prioritise areas of intervention.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
7.2 Level of action/progress made on required changes from previous Brand Performance Check implemented by member company.	No requirements were included in previous Check	In each Brand Performance Check report, Fair Wear may include requirements for changes to management practices. Progress on achieving these requirements is an important part of Fair Wear membership and its process approach.	Member company should show documentation related to the specific requirements made in the previous Brand Performance Check.	N/A	4	-2

Comment: No requirements were given to Deuter in the previous Brand Performance Check.

Evaluation

Possible Points: 2

Earned Points: 2

Recommendations to Fair Wear

Deuter recommends Fair Wear to:

- conduct Brand Performance Check every two years
- provide guidance on social reporting (to be in line with the German Supply Chain and the upcoming EU legislation)
- ensure that the Brand Performance Check report is shared timely to implement recommendations.

Scoring Overview

Category	Earned	Possible
Purchasing Practices	48	52
Monitoring and Remediation	23	25
Complaints Handling	3	3
Training and Capacity Building	9	9
Information Management	7	7
Transparency	6	6
Evaluation	2	2
Totals:	98	104

Benchmarking Score (earned points divided by possible points)

94

Performance Benchmarking Category

Leader

Brand Performance Check details

Date of Brand Performance Check:

22-11-2022

Conducted by:

Gemma Giammattei

Interviews with:

Robert Schieferle - CEO

Marco Huehn - head of quality management and CSR

Josefine Berlik - CSR manager

Stefan Schimdt - Planning and purchasing team

Finance team

Marketing team