



Brand Performance Check

Maier Sports GmbH

This report covers the evaluation period 01-07-2019 to 30-06-2020

About the Brand Performance Check

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

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

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

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

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

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

Brand Performance Check Overview

Maier Sports GmbH

Evaluation Period: 01-07-2019 to 30-06-2020

Member company information	
Headquarters:	Köngen , Germany
Member since:	2011-06-01
Product types:	Outdoor products;Sports & activewear;Outdoorwear
Production in countries where Fair Wear is active:	Bangladesh, China, India, Turkey
Production in other countries:	
Basic requirements	
Workplan and projected production location data for upcoming year have been submitted?	Yes
Actual production location data for evaluation period was submitted?	Yes
Membership fee has been paid?	Yes
Scoring overview	
% of own production under monitoring	88%
Benchmarking score	60
Category	Good

Disclaimer

This performance check was conducted amidst the COVID-19 outbreak in 2020. Due to travel restrictions in 2020, the assessment methodology for this check was modified to adapt to an online version.

While the performance check does cover all indicators, Fair Wear was not able to cross-check information with the member company's other departments to the extent it would normally do. This may have led to shorter descriptions/comments in the report. We have taken additional measures to ensure the scores are still inclusive and representative of the performance/progress made: more documentation was requested from the member during the preparation phase and other staff members were interviewed to score a specific indicator, where necessary. Furthermore, due to our improved data management system, Fair Wear was able to better track and document progress, mitigating much of the disadvantage of a remote performance check.

This modified version was applied consistently to all members' performance checks starting their financial year in 2019 in order to maintain fair and comparable data.

Fair Wear will evaluate the members' response to the Corona-crisis in the performance check about the financial year starting in 2020. For members having financial years starting in April or later, parts of their response can already be reflected in the current performance check report, although their overall response will be evaluated in the next performance check.

Summary:

Maier Sports has met most of Fair Wear's performance requirements. The brand monitored 89% of its supply chain by using Fair Wear and other third-party audits. Together with a benchmarking score of 60, this places Maier Sports in Fair Wear's 'Good' category.

Efforts were shown in raising awareness of the Code of Labour Practices by enrolling three suppliers in the WEP Basic training module. Two complaints were received from a supplier in China, of which follow up was shown.

CSR staff leave posed challenges for systematising processes as capacity was low. Maier Sports is recommended to ensure sufficient capacity to work on developing systems for proper due diligence, Code compliance and risk analysis.

As Maier Sports owns a factory and buys almost exclusively from several other production locations, it is held more accountable for implementing proper steps. An active role in discussing living wages and understanding root causes of excessive overtime is expected. In relation to the overall resolution of an existing Corrective Action Plan following from audit reports, Maier Sports is encouraged to continue strengthening its system to analyse how it has contributed to findings and what changes it can make in purchasing practices.

Maier Sports took adequate steps during the COVID-19 crisis. Close contact was shown with all suppliers immediately at the start of the crisis. Proper assessment was done of the actions needed - both health measures and economic measures - to protect workers, secure wage payments and manage production. The brand provided support by covering all additional transport costs due to delays, pre-financing fabrics and arranging a new air conditioning system (for its own facility in Turkey). During the COVID-19 crisis, Maier Sports paid invoices on time and did not negotiate discounts.

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.	85%	Member companies with less than 10% of a production location's production capacity generally have limited influence on production location managers to make changes.	Supplier information provided by member company.	4	4	0

Comment: Maier Sports has a very consolidated supplier base. The bulk of Maier Sports' purchasing volume is sourced from four suppliers, including an owned factory in Turkey, and two Chinese factories, with which Maier has joint ventures. In the 2019/20 financial year, 85% of Maier Sports' purchasing volume came from production locations where Maier Sports is responsible for more than 10 % of the respective locations' production capacity. This percentage is almost the same as the previous financial year.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.1b Percentage of production volume from production locations where member company buys less than 2% of its total FOB.	3%	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: A small percentage of 3 is purchased by Maier Sports from factories which account for less than 2% of Maier Sports' total FOB. This percentage is similar to that of the previous financial year.

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.	92%	Stable business relationships support most aspects of the Code of Labour Practices, and give production locations a reason to invest in improving working conditions.	Supplier information provided by member company.	4	4	0

Comment: Maier Sports maintains a long-term business relations with the majority of its suppliers. No new suppliers were added during the 2019/2020 financial year and in comparison to the previous year, this percentage increased (89% to 92%).

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.	2nd years + member and no new production locations selected	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.	N/A	2	0

Comment: Maier Sports did not add any new suppliers to its base in financial year 2019/2020.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.4 Member company conducts human rights due diligence at all (new) production locations before placing orders.	Intermediate	Due diligence helps to identify, prevent and mitigate potential human rights problems at suppliers.	Documentation may include pre-audits, existing audits, other types of risk assessments.	2	4	0

Comment: In this financial year, no new suppliers were added, nor were potential suppliers investigated. One production location was deactivated due to several CSR and quality-related issues. Communication with the factory manager was shown during the check and according to Maier Sports this supplier was merely put on hold for this season, hoping to restart in the next financial year. Maier Sports could show numerous attempts to get the supplier on board for progress on social compliance, yet still, after many attempts, crucial findings were not solved.

The usual onboarding practice is that selection of new production sites takes place after evaluation, focusing on legal, environmental and industrial requirements, but also assesses the human right risks and violations. Existing audit reports are collected when available and the Fair Wear Code of Labour Practices is presented and discussed with the management of the potential supplier during the factory visit by Maier Sports' CEO.

In order to systemize this selection process, Maier Sports has developed an onboarding strategy with defined steps to select new suppliers when needed. These guidelines were created for internal use, to ensure consistency and conduct the process more systematically.

Besides this, Maier Sports is currently conducting a risk analysis per production country. This was started during the first wave of COVID-19, at the end of Maier Sports' financial year. Due to changes in CSR staff, time was an issue for the finalization of this risk analysis tool.

The risks per country and per supplier are currently analyzed case by case. Information is not collected and shared systematically, but sources used are Fair Wear country studies, TextilBundnis and information collected by other Fair Wear member brands. The CEO is closely involved, which ensures that updates are shared easily and critical issues are taken up on management level.

During COVID-19, Maier Sports stayed in close contact with its suppliers and reached out to monitor conditions case by case. Contact was made immediately with each production location, including subcontractors. During this dialogue, several challenges and priorities were shared by the suppliers. According to Maier Sports, the highest risks for its suppliers was related to health and safety, as well as cash flow and production schedule.

Recommendation: Fair Wear recommends Maier Sports to clearly define preventive actions for identified risks and connect them to sourcing decisions. This also includes strategies to tackle structural risks such as low wage levels in the country, limited freedom of association and restricted civil society that are beyond the brand's individual sphere of influence. Fair Wear advises to use information from Fair Wear country studies and wage ladders and use the Fair Wear Health and Safety guidelines. Maier Sports can use the CSR Risk Check (<https://www.mvorisicochecker.nl/en/risk-check>) to further assess the risks in (potential new) sourcing countries. For gender risk assessments, Maier Sports can use the gender-toolkit that has fact-sheets per country, supplier checklists and a model policy on Sexual Harassment. Maier Sports can cooperate with local stakeholders to further investigate the situation in a specific country. Fair Wear can offer information on local stakeholders.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.5 Production location compliance with Code of Labour Practices is evaluated in a systematic manner.	No	A systemic approach is required to integrate social compliance into normal business processes, and supports good decisionmaking.	Documentation of systemic approach: rating systems, checklists, databases, etc.	0	2	0

Comment: At the moment there is no systematic overview of performance, supplier evaluation is done case by case. In 2019/2020 Maier Sports did develop the first draft of a supplier rating system with the help of an intern. The system still needs to be tested for workability, which will be done in the next financial year. Also, sustainability was added to the overall strategy of the company as one of the pillars in the foundation. The integration of this measure should be assessed in the next financial year, to verify whether it has resulted in systematic improvement.

One supplier was terminated due to lack of performance and unwillingness to work on the improvement of social conditions. Maier Sports could show email communication and a responsible exit process. The CEO was involved and the process was shared with the supplier well in advance.

During COVID-19, all suppliers were contacted by Maier Sports immediately to assess the measures needed, both health measures and economic measures; to protect workers, secure wage payments and manage production. In close communication with the relevant suppliers, quantities of several products that were not yet finished were reduced. The cancellation rate for orders in China was 6%, in Turkey it was 0.8%. Maier Sports focused on their own facility in order reduction, as it was best able to mitigate the impact of order reduction here.

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

Recommendation: Fair Wear encourages Maier Sports to start testing the evaluation/grading system for suppliers, as a next step in the process of integrating social compliance as a criterion for future order placement. Part of the system can be to create an incentive for rewarding suppliers for realised improvements in working conditions. Such a system can show whether and what information is missing per supplier and can include outcomes of audits, trainings and/or complaints.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.6 The member company's production planning systems support reasonable working hours.	General or ad-hoc system.	Member company production planning systems can have a significant impact on the levels of excessive overtime at production locations.	Documentation of robust planning systems.	2	4	0

Comment: Maier Sports has a general system in place for production planning. In previous performance check reports, this planning system is thoroughly described.

Several factors ensure consistent production utilization: the Never Out of Stock (NOS) products of Maier Sports enabling a more evenly spread of production capacity over the year and a reduction of seasonal fluctuations. In addition, the so-called "ski post-program" products are manufactured and delivered after the seasonal peaks. The sales department of Maier Sports was able to convince one customer to place its orders earlier, which means that the corresponding production time has moved forward significantly. These articles can now be produced during the off-season and so lower the peak in the regular production periods.

Maier Sports is in the process of implementing an ERP system to improve planning even further, yet this is a fairly complex project and was stalled during the first wave of COVID-19.

For Maier Sports' own facility in Turkey and the two main suppliers in China, standard minutes per style are known and can be used for planning production according to capacity. Incorporating this in the actual system has yet to be done.

During the COVID-19 crisis, reallocations, later delivery dates and other measures, Maier Sports was able to largely avoid cancellations and, in close cooperation with the factories, find satisfactory solutions for everyone involved. Products that were already manufactured have been accepted. No pressure was exerted on suppliers, in case of delays.

Recommendation: Fair Wear recommends Maier Sports to discuss with the factories how to deal with planning of production during peak season to prevent excessive overtime and to gain insight into capacity that is possibly affected by the COVID-19 crisis.

Fair Wear recommends Maier Sports to learn more about the standard minute per style and how the production of its products impacts the total production capacity of the factory.

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

Comment: Two Fair Wear audits done at suppliers in China confirm that excessive overtime occurs. Maier Sports already investigated root causes in the previous financial year by discussing the matter with its suppliers. Both suppliers indicated that the delay of fabrics and accessories is one of the main root causes. A focus for Maier Sports has been to work with its suppliers on better forecasting of fabrics and zippers. Whether this has the desired effect on overtime should be verified yet.

For its main factories, Maier Sports tries to mitigate the risk of excessive overtime by spreading orders evenly throughout the year. Orders for never-out-of-stock items are placed during low seasons as much as possible. Delivery dates are monitored on a weekly basis. Despite these measures, excessive overtime still occurs at its Chinese suppliers. Factory management indicated during audits that Maier Sports' lead times are not sufficient to support reasonable working hours.

Maier Sports provided support by covering all additional transport costs due to delays, pre-financing fabrics

Requirement: Maier Sports should investigate to what extent its current buying practices has an effect on the working hours at supplier level. A root cause analysis of excessive overtime should be done to investigate which steps can be most effective to reduce overtime.

Recommendation: Besides discussing it with the supplier and assessing root causes, Fair Wear strongly recommends Maier Sports to actively take measures when excessive overtime is found. Taking measures to ensure that Maier Sports GmbH knows and shows whether excessive overtime takes place at a supplier is key in resolving the issue. Measures such as regular checks by the local technician, documents checking and interviewing workers help assess whether excessive overtime takes place.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.8 Member company can demonstrate the link between its buying prices and wage levels in production locations.	Intermediate	Understanding the labour component of buying prices is an essential first step for member companies towards ensuring the payment of minimum wages – and towards the implementation of living wages.	Interviews with production staff, documents related to member's pricing policy and system, buying contracts.	2	4	0

Comment: Maier Sports has implemented open cost calculation at its own production site in Turkey a few years ago. It is aware of the total costs in the factory, including labour costs. Recently, its Chinese suppliers agreed to share labour minute data as well.

Both the supplier in Turkey as well as those in China participated in Fair Wear's training on labour minute costing.

Data of subcontractors is not included, which makes it not yet possible to calculate the labour cost components of the buying price. Maier Sports is in touch with Fair Wear to learn more about the next step in this process, which was planned for Spring 2020, but postponed due to COVID-19.

Overall, Maier Sports could show that it maintains steady prices and does not request for a discount in case of delays. A measure taken by Maier Sports in its own facility in Turkey is the handing out of a questionnaire at the start of each year. This is done to better understand the needs of workers, focusing on wages as well. The additional costs for its suppliers to implement COVID-19 measures is not yet known by Maier Sports.

Requirement: As Maier Sports owns a supplier, the member should be able to demonstrate the link between its pricing and the wage levels at the supplier.

Recommendation: Fair Wear recommends Maier Sports to discuss the additional costs due to Covid-19, the effect on wages, etc. for future orders and incorporate additional costs into their prices.

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: Minimum wage issues were found at two audits in China. Both findings were related to the payment of annual leaves or statutory holiday leaves. The CSR manager visited both production locations in January 2020 to discuss the matter with factory management. Both suppliers informed Maier Sports that it was solved, but there was no evidence of remediation yet. This was a few days before the first COVID-19 wave, after which other priorities arose for Maier Sports. In those cases where orders were reduced due to COVID-19 crisis, Maier Sports checked with the suppliers whether cash flow issues existed and payment of wages were at risk.

Requirement: If a supplier fails to pay minimum wages, members are expected to respond in time, identify root causes with factory management, and resolve that local labour laws are respected. Evidence of remediation must be collected. Factory visits with a documents check or additional verification by Fair Wear may be needed to verify remediation.

Recommendation: Maier Sports is encouraged to investigate the impact of COVID-19 on suppliers' ability to pay legal minimum wages.

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: During COVID-19, Maier Sports prefinanced fabrics in order to support its suppliers financially.

Requirement: Maier Sports GmbH should pay its suppliers on time, and have a system to ensure on-time payments are made to suppliers. Late payments to suppliers have a negative impact on factories and their ability to pay workers on time. Most garment workers have minimal savings, and even a brief delay in payments can cause serious problems.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.11 Degree to which member company assesses and responds to root causes for wages that are lower than living wages in production locations.	Intermediate	Assessing the root causes for wages lower than living wages will determine what strategies/interventions are needed for increasing wages, which will result in a systemic approach	Evidence of how payment below living wage was addressed, such as: Internal policy and strategy documents, reports, correspondence with factories, etc	4	6	0

Comment: Both suppliers in Turkey and in China participated in Fair Wear seminars on labour minute costing. As part of the Living Wage incubator, Maier Sports works on this topic with its own facility in Turkey. Documentation was shown related to root cause assesment, such as the spread survey among workers 'cost of living', dialogue between management and brand on fair remuneration and a survey of wage development.

During the last visit to China in January 2020, Maier Sports discussed wages with its suppliers. Actual response to root causes at the Chinese production locations could not be shown. The pandemic made it difficult to continue working on raising wages, as priorities shifted to health measures and ensuring payment of workers' wage in general. Maier Sports does not have verified insight yet into the impact of COVID-19 on the wages of the workers.

Requirement: As Maier Sports buys exclusively at several suppliers and owns one supplier, it is held more accountable for implementing adequate steps. Maier Sports is expected to take an active role in discussing living wages with its suppliers and should take steps to work towards living wages.

Recommendation: Fair Wear encourages Maier Sports to discuss with suppliers about different strategies to work towards higher wages. In addition to its own facility in Turkey, it is advised to start with suppliers where the member is responsible for a large percentage of production and long term business relationship.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.12 Percentage of production volume from factories owned by the member company (bonus indicator).	7%	Owning a supplier increases the accountability and reduces the risk of unexpected CoLP violations. Given these advantages, this is a bonus indicator. Extra points are possible, but the indicator will not negatively affect an member company's score.	Supplier information provided by member company.	1	2	0

Comment: Maier Sports owns one factory, its main supplier in Turkey. 7% of production volume comes from this site.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.13 Member company determines and finances wage increases.	Intermediate	Assessing the root causes for wages lower than living wages will determine what strategies/interventions are needed for increasing wages, which will result in a systemic approach.	Evidence of how payment below living wage was addressed, such as: internal policy and strategy documents, reports, correspondence with factories, etc.	2	6	0

Comment: Maier Sports continued to collect information from various resources to better understand the wage situation at its own facility in Turkey. New information was shown regarding costs of living per region and information from labour unions. Actual determination and financing of wage increase could not be shown, yet as part of the Living Wage Incubator efforts were shown and first insights into how living wage can be financed.

Requirement: As Maier Sports owns a production location, the member company has full influence over the wages and should be able to cost for a living wage.

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.	7%	Fair Wear member companies are challenged to adopt approaches that absorb the extra costs of increasing wages.	Member company's own documentation, evidence of target wage implementation, such as wage reports, factory documentation, communication with factories, etc.	2	6	0

Comment: Maier Sports made payments to increase wages by 10% at its own factory in Turkey.

Requirement: Maier Sports is expected to define higher target wages for its production locations.

Purchasing Practices

Possible Points: 50

Earned Points: 26

2. Monitoring and Remediation

Basic measurements	Result	Comments
% of production volume where approved member own audit(s) took place.	0%	
% of production volume where approved external audits took place.	8%	
% of production volume where Fair Wear audits took place.	81%	
% of production volume where an audit took place.	89%	
% 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.g. (N/A = no production in low risk countries.)
Member meets monitoring requirements for tail-end production locations.	No (implementation will be assessed next performance check)	FWF members must meet tail-end monitoring requirements. Implementation will be assessed during next Brand Performance check.
Requirement(s) for next performance check	All factories must be visited by Maier Sports staff at least once every 3 years.	
Total monitoring threshold:	88%	Measured as percentage of production volume (Minimums: 1 year: 40%; 2 years 60%; 3 years+: 80-100%)

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.1 Specific staff person is designated to follow up on problems identified by monitoring system.	Yes	Followup is a serious part of 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: Maier Sports has designated a specific staff person to follow up on problems related to the Code of Labour Practices.

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

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.4 Degree of progress towards resolution of existing Corrective Action Plans and remediation of identified problems.	Intermediate	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: One audits was done in this financial year and another one was done at the end of the previous financial year, of which follow up will be included in this performance check. Both audits were conducted at suppliers in China.

Main findings related to health and safety were followed up and evidence was collected during the most recent visit to both of the audited factories. One finding was the lack of time registration, which made it impossible to verify working hours. This was immediately followed up by Maier Sports; a fingerprint system was installed. Photographic evidence was shown during the performance check.

Through one of the audits, factory management indicated that lead times of Maier Sports were insufficient to ensure reasonable working hours. Follow up of this finding was not shown during the performance check.

The second audit indicated a lack of awareness among workers about the Code. This finding was discussed with the supplier and a WEP Basic training was organized one month after the audit.

During COVID-19, online meetings are organized regularly with suppliers in Turkey and India. For Maier Sports' Chinese suppliers, this is not possible, due to technical restrictions in China. Communication in these cases is done via email.

Depending on the situation and input of the suppliers, Maier Sports supported them, for example by covering all additional transport costs due to delays, pre-financing fabrics, arranging a new air conditioning system (for their own facility in Turkey), providing support in the organisation around face masks and testing systems.

Recommendation: Fair Wear encourages Maier Sports to continue strengthening their system to analyse how they might have contributed to findings and what changes they can make in their purchasing practices.

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.	94%	Formal audits should be augmented by annual visits by member company staff or local representatives. They reinforce to production location managers that member companies are serious about implementing the Code of Labour Practices.	Member companies should document all production location visits with at least the date and name of the visitor.	4	4	0

Comment: Maier Sports visited the majority of its suppliers. Most of the production locations were visited in December 2019 and January 2020, shortly before the first COVID-19 measures were announced.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.6 Existing audit reports from other sources are collected.	Yes and quality assessed	Existing reports form a basis for understanding the issues and strengths of a supplier, and reduces duplicative work.	Audit reports are on file; evidence of followup on prior CAPs. Reports of quality assessments.	2	3	0

Comment: Maier Sports collected several BSCI audit reports. The Audit Quality Assessment tool was used and follow up was shown through a corrective action file, created by Maier Sports. Evidence of improvements was shown on basic non-compliances related to safety and health. Other, more complex issues were not yet followed up.

Recommendation: Fair Wear recommends Maier Sports to assess the quality of the external audit report and immediately discuss with the supplier what information is missing and how to collect that information.

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.	3	6	-2
Compliance with FWF enhanced monitoring programme Bangladesh	Intermediate			3	6	-2
Compliance with FWF Myanmar policy	Policies are not relevant to the company's supply chain			N/A	6	-2
Compliance with FWF guidance on abrasive blasting	Policies are not relevant to the company's supply chain			N/A	6	-2
Compliance with FWF guidance on risks related to Turkish garment factories employing Syrian refugees	Intermediate			3	6	-2
Other risks specific to the member's supply chain are addressed by its monitoring system	Intermediate			3	6	-2

Comment: Maier Sports could show identification and monitoring of country-specific risks. For each of the four production countries, steps have been taken to assess specific risks.

Bangladesh: Maier Sports has not signed the Accord on Fire and Building Safety, but sources from one production location that is covered under the Accord. At the end of 2019, a BSCI audit was conducted. Shortly after that Maier Sports decided to not place orders at this supplier anymore, after repeatedly trying to collaborate on corrective actions in the years of business. The report was collected and assessed, but due to COVID-19 crisis, no specific follow up was done. Maier Sports could, however, show several efforts to set meetings and work on follow up and remediation.

Regarding the guidance on risks related to Syrian refugees working in Turkey: Maier Sports' supplier joins annually the seminar on risks in Turkey. The letter is shared with all subcontractors. Maier Sports is aware of the other risks in Turkey, such as FoA, wages and working hours. These risks are shared and discussed with the worker representatives and regular exchange with factory management was shown. Two out of three production locations have been audited, yet the third one is a tail-end supplier, visited in this financial year and audit postponed due to COVID-19. Unauthorized subcontracting is monitored through annual visits to each location and an active role of the staff in Maier Sports' own factory in Turkey.

India: awareness and due diligence efforts could not be shown by Maier Sports. A WEP Basic training was planned, but due to COVID-19 this was postponed to 2021. The assessment of a BSCI audit was done, but specific risk assessment could not be shown.

Compliance with COVID-19 guidance: All suppliers were contacted immediately after the first measures taken. Maier Sports uses an overview of all suppliers and the situation per supplier. Photographic evidence and other types of proof are included to monitor the measurements taken.

As China was hit earliest, Maier Sports could use the lessons and developments of their main supplier in China to act quickly in the other sourcing countries: health measures and offering prepayment of materials for example.

For Maier Sports' own factory in Turkey, the brand could show dialogue with management and workers on main issues. Several measurements are taken to address specific COVID-19 related risks: providing home office facilities, mouth masks, hygiene instructions, new airco system and monitor payment of salary. For China, Maier Sports followed national authorities' updates on risks, briefings from Fair Wear and input from their main supplier. Based on these sources, both health and economic measures were taken to address risks.

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

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.8 Member company cooperates with other FWF member companies in resolving corrective actions at shared suppliers.	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: One supplier in Turkey is shared with another Fair Wear member brand. Active cooperation was shown in resolving corrective actions, most of them related to health and safety issues.

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).	No	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.	N/A	2	0

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.11 Questionnaire is sent and information is collected from external brands resold by the member company.	No external brands resold	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: 28

Earned Points: 21

3. Complaints Handling

Basic measurements	Result	Comments
Number of worker complaints received since last check.	2	At this point, FWF considers a high number of complaints as a positive indicator, as it shows that workers are aware of and making use of the complaints system.
Number of worker complaints in process of being resolved.	1	
Number of worker complaints resolved since last check.	2	

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.1 A specific employee has been designated to address worker complaints.	Yes	Followup is a serious part of 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: The CSR-officer is responsible for following up on complaints.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.2 Member company has informed factory management and workers about the FWF CoLP and complaints hotline.	Yes	Informing both management and workers about the 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: Maier Sports frequently checks at its suppliers whether the Worker Information Sheet is posted. During visits to factories, Maier Sports staff checks if the Worker Information Sheet are posted. In addition, a photo of the Worker information sheet is taken at least once a season and documented.

In order to improve the implementation of the complaint system in China, a local person was hired by the main Chinese supplier as a 'Fair Wear and BSCI officer who, in coordination with Maier Sports, checks the Worker Information Sheets at the premises.

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.	73%	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.	4	6	0

Comment: Three suppliers in China, accounting for 73% of Maier Sports' production volume, have been enrolled in the Workplace Education Programme basic module that promotes Fair Wear's Code of Labour Practices and complaints system.

Recommendation: Maier Sports could consider implementing additional activities to raise awareness about the Fair Wear Code of Labour Practices and Fair Wear complaint helpline next to providing good quality training. This could include providing the Fair Wear worker information cards to workers during visits or when handing out payslips, making use of Fair Wear Factory Guide, stimulating peer-to-peer learning among workers and ensuring factory management regularly informs workers, in particular new workers, about their rights and available grievance mechanisms.

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	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.	3	6	-2

Comment: During its last financial year, Maier Sports received two complaints, both from the same factory. The first one was about payment of social benefits after the COVID-19 related lockdown in February. The response was not done immediately. After several reminders from Fair Wear, steps were taken by Maier Sports. The second complaint, related to payment of salary after resignation, was taken up more pro-actively by Maier Sports. Maier Sports could show addressing in accordance with the Fair Wear complaints procedure and both complaints have been resolved; communication with factory management on remediation was shown. One more wage-related complaint was received from a worker at the same factory. This complaint was received in the previous financial year, but remediation was still in progress during this financial year. Both an audit and worker training was done after this complaint. A second training was planned for the end of 2020. As mentioned in last year's brand performance check report, Maier Sports proposed a compromise to the factory. The factory did not agree to this compromise and the process was stifled. Finally, in consultation with Fair Wear, the complaint is now closed but not resolved.

Requirement: Related to the several complaints from one factory, it is strongly recommended to uncover the root causes of complaints and prevent them from recurring. Fair Wear requires Maier Sports, also considering its high leverage at the supplier, to take a more pro-active role in this process and to discuss with the supplier on how to resolve the underlying causes in a sustainable manner.

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 in addressing worker complaints was not possible, as the supplier was not shared with another Fair Wear member brand.

Complaints Handling

Possible Points: 15

Earned Points: 10

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 staff of Maier Sports is informed about Fair Wear membership requirement through internal newsletter. The CSR person regularly shares updates and invitations to webinars or other events. The marketing department makes use of the Fair Wear Member Hub.

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: Maier Sports' technicians are in daily contact with suppliers on production, quality and planning. The CSR person informs them on a regular basis via meetings and emails. During the visits, technicians check social standards with help of the health and safety checklist. Instructions are given by the CSR person in specific cases. During COVID-19 information sharing was done via regular online meetings and emails.

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.	0%	Complex human rights issues such as freedom of association or gender-based violence require more in-depth trainings that support factory-level transformative processes. 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.	0	6	0

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

Recommendation: Fair Wear recommends Maier Sports to implement training programmes that support factory-level transformation such as establishing functional internal grievance mechanisms, improving worker-management dialogue and communication skills or addressing gender-based violence. Training assessed under this indicator should go beyond raising awareness and focus on behavioural and structural change to improve working conditions. To this end, Maier Sports can make use of Fair Wear's WEP Communication or Violence and Harassment Prevention modules or implement advanced training through external training providers or brand staff. Non-Fair Wear training must follow the standards outlined in Fair Wear's guidance and checklist available on the Member Hub.

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

Training and Capacity Building

Possible Points: 9

Earned Points: 3

5. Information Management

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
5.1 Level of effort to identify all production locations.	Intermediate	Any improvements to supply chains require member companies to first know all of their production locations.	Supplier information provided by member company. Financial records of previous financial year. Documented efforts by member company to update supplier information from its monitoring activities.	3	6	-2

Comment: Maier Sports works with weekly capacity plans, which are crosschecked with invoices and other relevant documents.

During COVID-19, local staff of suppliers in Turkey and China were still able to visit and monitor production locations, crosschecking it with the detailed capacity plans. For India and Bangladesh this remains more challenging, as production volumes and leverage are lower.

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

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
5.2 CSR and other relevant staff actively share information with each other about working conditions at production locations.	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: Maier Sports works with a CSR drive to share information with all relevant staff. Most of the communication with the suppliers is done by production staff. CSR staff is in close contact with the production department and shares CSR related information. The marketing manager is regularly including into digital discussions with Fair Wear employees.

Information Management

Possible Points: 7

Earned Points: 4

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: Maier Sports communicates in line with FWF Communications Policy.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
6.2 Member company engages in advanced reporting activities.	Published Brand Performance Checks, audit reports, and/or other efforts lead to increased transparency.	Good reporting by members helps to ensure the transparency of 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.	1	2	0

Comment: Maier Sports values transparency and raising consumer awareness. On its website, social reports are shared with detailed information on audit and progress. The Brand Performance Check report is published on the website of Maier Sports.

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

Recommendation: Fair Wear recommends Maier Sports to publish its social report in English on its website.

Transparency

Possible Points: 6

Earned Points: 5

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

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
7.2 Level of action/progress made on required changes from previous Brand Performance Check implemented by member company.	38%	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.	2	4	-2

Comment: In the previous performance check report, 13 requirements were given to Maier Sports. Requirements related to systematic due diligence and evaluation have been addressed. Also, identification of production locations and tail end requirements were followed up. On a total of 5 requirements, progress has been made.

Several requirements are addressed insufficiently and remain valid, these are related to:

- A systematic approach to integrating social compliance into normal business processes
- Investigate to what extent buying practices has an effect on the working hours at supplier level.
- If a supplier fails to pay minimum wages, members are expected to respond in time, identify root causes with factory management, and resolve that local labour laws are respected.
- As Maier Sports buys exclusively at several suppliers and owns one supplier, it is held more accountable for implementing adequate steps. Several requirements are given in this regard.
- Maier Sports is expected to begin setting a target wage for its production locations.
- All factories must be visited by Maier Sports staff at least once every 3 years.

Evaluation

Possible Points: 6

Earned Points: 4

Recommendations to Fair Wear

- Maier Sports prefers to have the questionnaire in two languages combined in one document.
- The regular Fair Wear webinars are very good and effective.
- Maier Sports feels that the range of services offered has been improved significantly in 2020.
- Maier Sports suggests to also work on offering webinars for suppliers.
- COVID-19 guidance was provided in a good and clear way by Fair Wear.

- Follow up of the labour minute webinar in China is felt missing. Maier Sports recommends Fair Wear to follow up and also to offer it in the local language.
- The marketing department requests more content from Fair Wear.
- Maier Sports advises Fair Wear to offer more communication to retailers and consumers to explain the issues of fast delivery and raising awareness on good practices in wholesale.

Scoring Overview

Category	Earned	Possible
Purchasing Practices	26	50
Monitoring and Remediation	21	28
Complaints Handling	10	15
Training and Capacity Building	3	9
Information Management	4	7
Transparency	5	6
Evaluation	4	6
Totals:	73	121

Benchmarking Score (earned points divided by possible points)

60

Performance Benchmarking Category

Good

Brand Performance Check details

Date of Brand Performance Check:

15-12-2020

Conducted by:

Hendrine Stelwagen

Interviews with:

Ms. Agnes Neeth - Head of Production Monitoring

Ms. Simone Mayer - CEO