



## **Brand Performance Check**

**FOND OF Group Holding GmbH**

**Publication date: December 2025**

This report covers the evaluation period 01-08-2024 to 31-07-2025

# 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](http://www.fairwear.org). The online [Brand Performance Check Guide](#) provides more information about the indicators.

## Scoring overview

Total score: 158

Possible score: 208

Benchmarking Score: 76

Performance Benchmarking Category: Leader



Foundational  
system's criteria

100%



Sourcing strategy

88%



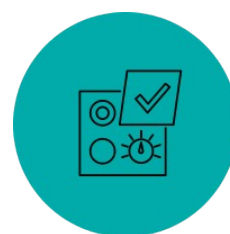
Identifying  
continuous human  
rights risks

93%



Responsible  
purchasing  
practices

54%



Quality and  
coherence of  
prevention and  
remediation system

73%



Improvement and  
prevention

70%



Communication,  
transparency and  
evaluation

82%

### Summary:

FOND OF Group Holding GmbH (FOND OF) has shown advanced results on performance indicators and has made exceptional progress. With a total benchmarking score of 76, the member is placed in Leader category.

This performance check report includes FOND OF's financial years 2023/24 and 2024/2025. In the past two financial years, FOND OF has strengthened its Human Rights Due Diligence processes and systems by implementing a structured risk-scoping approach across countries, products, and sourcing models, influencing decisions such as reducing volumes in China and avoiding sourcing from Bangladesh due to political instability. The brand has taken steps to deepen its understanding of Freedom of Association and gender-related risks across sourcing countries and suppliers, collecting gender-disaggregated data and monitoring factory-level social dialogue structures such as CBAs, grievance mechanisms, and worker committees. FOND OF risk assessment approach has become increasingly factory-specific through surveys and engagement with worker representatives where possible.

FOND OF has followed up on risks and violations identified through audits and visits, including home-based work, underpayment of wages, and excessive overtime, conducting root cause analyses and adjusting purchasing practices accordingly. It has also strengthened its contractual framework by updating its General Terms and Conditions and developing a Supplier Code of Conduct. While payment terms are generally fair, terms used by intermediaries remain unknown, and loyalty programme discounts do not directly support labour rights. Collaboration between CSR, sourcing, and purchasing has improved through the use of shared KPIs.

FOND OF has increased its understanding of wage levels and labour minute costs at suppliers. The company mapped wage gaps and its share of contributions, conducted root cause analyses and developed efficiency improvements. However, incomplete data and unaligned costing methods slow progress. As a result, target wages and financing decisions remain pending, and wage increases have not been implemented yet.

# 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.

# Company Profile FOND OF Group Holding GmbH

## Member company information

Member since: [1 Jan 2016](#)

Product types: [Apparel](#), [Accessories](#), [Home textiles](#), [Footwear](#), [Outdoor wear and outdoor products](#), [Sportswear and Bags and luggage](#)

Percentage of turnover of external brands resold [0%](#)

Member of other MSI's/Organisations [Grüner Knopf](#), [Bluesign](#), [GOTS](#), [Retraced](#) and [Leather Working Group](#)

Number of grievances received last financial year [0](#)

## Basic requirements

Definitive production location data has been submitted for the financial year under review? [Yes](#)

Projected production location data have been submitted for the current financial year? [Yes](#)

Membership fee has been paid? [Yes](#)

## Production countries, including number of production locations and total production volume.

Production Country	Number of production locations	Percentage of production volume
Viet Nam	17	76.73%
China	7	15.07%
India	2	7.86%
Portugal	2	0.24%
China, Hong Kong Special Administrative Region	1	0.09%

# Layer 1 Foundational system's criteria

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**Possible Points: 8**

**Earned Points: 8**

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1.1 Member company has a publicly shared Human Rights Due Diligence policy that has been adopted by top management.: [Yes](#)

1.2 All member company staff are made aware of Fair Wear's membership requirements, in particular the Fair Wear's HRDD policy and Fair Wear's Code of Labour Practices.: [Yes](#)

1.3 All staff who have direct contact with suppliers are trained to support the implementation of Fair Wear requirements, in particular the Fair Wear's HRDD policy and Fair Wear's Code of Labour Practices.: [Yes](#)

1.4 A specific staff person(s) is designated to follow up on problems identified by the monitoring system, including grievance handling. The staff person(s) must have the necessary competence, knowledge, experience, and resources.: [Yes](#)

1.5 Member company has a system in place to identify all production locations, including a policy for unauthorised subcontracting.: [Yes](#)

1.6 Member company discloses internally through Fair Wear's information management system, in line with Fair Wear's Transparency Policy.: [Yes](#)

**Comment:** [FOND OF discloses 100% of production locations internally through Fair Wear's information management system.](#)

1.7 Member company discloses externally on Fair Wear's transparency portal, in line with Fair Wear's Transparency Policy.: [Yes](#)

**Comment:** FOND OF discloses 100% of production locations externally on Fair Wear's transparency portal.

**1.8 Member complies with the basic requirements of Fair Wear's communication policy.:** Yes



## Layer 2 Human rights due diligence, including sourcing strategy and responsible purchasing practices.

**Possible Points: 90**

**Earned Points: 72**

### Indicators on Sourcing strategy

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.1 Member company's sourcing strategy is focused on increasing influence to meaningfully and effectively improve working conditions.	Advanced	Fair Wear expects members to adjust their sourcing strategy to increase their influence over working conditions. Members should aim to keep the number of production locations at a level that allows for the effective implementation of responsible business practices.	Strategy document; consolidation plans, examples of implementation.	6	6	0

**Comment:** FOND OF has a sourcing strategy addressing influencing labour conditions that prioritises factories where trade unions exist and/or where Freedom of Association is respected. This sourcing strategy explicitly focuses on increasing influence through consolidation and active cooperation with other clients.

In financial year 2024/2025, the member had 29 active suppliers. 59% of the production volume comes from suppliers where the member has at least 10% leverage at suppliers. 28% of the production volume comes from suppliers where FOND OF buys less than 2% of its total FOB.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.2 Member company's sourcing strategy is focused on building long-term relationships.	Basic	Stable business relationships underpin the implementation of the Code of Labour Practices and give factories a reason to invest in improving working conditions.	Strategy documents; % of FOB from suppliers where a business relationship has existed for more than five years; Examples of contracts outlining a commitment to long-term relationship; Evidence of shared forecasting.	2	6	0

**Comment:** FOND OF's sourcing strategy focuses on maintaining long-term relationships. 89% of the member's total FOB volume comes from suppliers with whom FOND OF has had a business relationship for at least five years. The member implements a 'loyalty programme', where its two biggest suppliers are enrolled, where it commits to contracts for up to three years. However, this agreement also includes a discount request from FOND OF to the supplier and as such, it does not support the improvement of labour conditions. For all other suppliers, FOND OF does not use long-term contracts.

**Recommendation:** FOND OF is advised to embed long-term contracts in its sourcing strategy.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.3 Member company conducts a risk scoping exercise as part of its sourcing strategy.	Advanced	Human rights due diligence, according to the OECD guidelines, requires companies to undertake a scoping exercise to identify and mitigate potential human rights risks in supply chains of potential business partners.	HRDD policy; Sourcing strategy linked to results of scoping exercise; HRDD processes, including specific responsibilities of different departments; Use of country studies; Analysis of business and sourcing model risks; Use of licensees and/or design collaborations.	6	6	-2

**Comment:** FOND OF conducts a detailed risk scoping including all risk factors, country, sector, business model, sourcing model and product level. However, the business model and sourcing model risk scoping include risks related to repercussions for the company rather than risks for workers, environment and suppliers. For product-level risks, the company looked specifically at the risks of different materials used. For country risks, the member used information provided by Fair Wear and other sources and combined that with factory-specific information from audits, complaints and own data to arrive at a net risk level for all risk levels identified by the OECD. The member company prioritises risks at the factory level and includes a gender lens in its risk assessment.

FOND OF includes some input from workers and suppliers through surveys and questionnaires, but has yet to include direct input from stakeholders. The member has started adjusting its sourcing decisions by reducing FOB volumes in China and initiating internal discussions on a long-term plan to exit the country.

**Recommendation:** Fair Wear recommends FOND OF to review the business model and sourcing model risk scoping and include risks affecting workers, as well as mitigation strategies for all risks identified.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.4 Member company engages in dialogue with factory management about Fair Wear membership requirements before finalising the first purchase order.	Advanced	Sourcing dialogues aim to increase transparency between the member and the potential supplier, which can benefit improvements efforts going forward.	Process outline to select new factories; Material used in sourcing dialogue; Documents for sharing commitment towards social compliance; Meeting reports; On-site visits; Reviews of suppliers' policies.	4	4	0

**Comment:** It is the standard process for FOND OF to inform new suppliers about Fair Wear membership by having an in-person meeting and sharing relevant materials. In the past two financial years, FOND OF started the onboarding process for production locations in India and China (through an intermediary), where this process was followed. Additionally, the brand started a dialogue with suppliers about human rights and how the suppliers and FOND OF can cooperate on this topic. The brand has a less extensive onboarding process for subcontractors, with the main supplier responsible for ensuring that subcontractors commit to the standards and engage in long-term improvement.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.5 Member company collects the necessary human rights information to inform sourcing decisions before finalising the first purchase order.	Advanced	Human rights due diligence processes are necessary to identify and mitigate potential human rights risks in supply chains. Specific risks per factory need to be considered as part of the decision to start cooperation and/or place purchasing orders.	Questionnaire with CoLP, reviewing and collecting existing external information, evidence of investigating operational-level grievance system, union and independent worker committee presence, collective bargaining agreements, engaging in conversations with other customers and other stakeholders, including workers.	6	6	0

**Comment:** FOND OF collects human rights information of potential new suppliers by collecting existing audit reports, organising Fair Wear audits or other ways to collect worker and stakeholder input, and onsite visits. The member adjusted its sourcing decision based on this information, for example by starting to source from an Indonesian supplier where Freedom of Association and Collective Bargaining were found to be respected, and the supplier was found to be collaborative to prevent and remediate human rights risks and violations. The brand also did not start sourcing from Bangladesh, although the contact with potential suppliers was positive, as a result of the risks found at the country level because of the political instability.

FOND OF followed the onboarding process for the suppliers in India and China added in the last two financial years. When doing the prequalification for a supplier in a new sourcing country, FOND OF engaged directly with the trade union leader to discuss workers' complaints, understand how he gathers worker feedback, and assess how effectively these needs are communicated to the factory. In that supplier, FOND OF found that the union leader also collaborates with other unions in the region and serves as the head of an association representing unions in supplier factories. That was considered positively in the sourcing decision.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.6 Member actively ensures awareness of the Fair Wear CoLP, the grievance mechanism, and social dialogue mechanisms within the first year of starting business.	Advanced	This indicator focuses on the preliminary mitigation of risks by actively raising awareness about the Fair Wear Code of Labour Practices and complaints helpline. Discussing Fair Wear's CoLP with management and workers is a key step towards ensuring sustainable improvements in working conditions and developing social dialogue at the supplier level.	Evidence of social dialogue awareness raised through earlier training/onboarding programmes, onboarding materials, information sessions on the factory grievance system and complaints helpline, use of Fair Wear factory guide, awareness-raising videos, and the CoLP.	6	6	0

**Comment:** FOND OF has shared information about Fair Wear's Code of Labour Practices (CoLP) and the complaints helpline with all production locations in the first year of doing business. The Worker Information Sheet has been posted. The member is in the process of enrolling its new suppliers in the Fair Wear Onboarding Training. FOND OF also initiates discussions on Freedom of Association and Collective Bargaining with workers and factory management, and conducts factory assessments if the onboarding shows the need for collecting more information on labour conditions.

## Indicators on Identifying continuous human rights risks

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.7 Member company has a system to continuously assess human rights risks in its production locations.	Advanced	Members are expected to regularly evaluate risk in a systematic manner. The system used to identify human rights risks determines the accuracy of the risks identified and, as such, the possibilities for mitigation and remediation.	Use of risk policies, country studies, audit reports, other sources used, how often information is updated.	6	6	0

**Comment:** FOND OF has a systematic approach to identifying human rights risks in its supply chain and has assessed the risks for each production location. It has determined the appropriate monitoring tools and frequency per country. For instance, the member brand assesses human rights risks in its production locations in China, India and Vietnam, where its risk scoping identified a higher risk of restriction to Freedom of Association, excessive overtime, and wage underpayment by regularly enrolling them in assessments. The brand also uses surveys, regular visits to production locations, and worker representatives consultation whenever relevant.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.8 Member company's human rights due diligence process includes an assessment of freedom of association (FoA).	Advanced	Freedom of association and collective bargaining are 'enabling rights.' When these rights are respected, they pave the way for garment workers and their employers to address and implement the other standards in Fair Wear's Code of Labour Practices - often without brand intervention.	Use of supplier questionnaire to inform decision-making, collected country information, and analyses.	6	6	0

**Comment:** FOND OF has mapped the risks to FoA in all its sourcing countries and can explain the main risks per country, specifically related to the restrictions to Freedom of Association in China and Vietnam and including the risks to women workers such as lack of gender representation in factory-based trade unions of worker committees. FOND OF uses this information to understand what the risks at its suppliers are and inform itself how to engage with suppliers on this topic. In the past two financial years, FOND OF has translated the risk assessment into a factory-specific approach, by monitoring Freedom of Association in all factories through surveys involving workers and factory management. The brand is aware of which suppliers have a CBA in place, an internal grievance mechanism, worker committees and/or factory-based trade union.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.9 Member company includes a gender analysis throughout its human rights risk identification, to foster a better understanding of gendered implications.	Advanced	Investing in gender equality creates a ripple effect of positive societal outcomes. Members must apply gender analyses to their supply chain to better address inequalities, violence, and harassment.	Evidence of use of the gender mapping tools and knowledge of country-specific fact sheets.	6	6	0

**Comment:** The member could show that it understands the gender risks for its sourcing countries related to the underrepresentation of women in social dialogue, overtime, wages and safe and healthy working conditions. Additionally, FOND OF actively collects gender data per factory. Data that it collects are gender breakdowns of factory workers per role and also for union membership/worker representative. This information is collected through a survey from six Vietnamese factories. Over the past two financial years, the member has analysed the collected gender-disaggregated data at the factory and country levels. In the case of Vietnam, it has observed that the gender pay gap does not seem to be reinforced by factory-level risks. FOND OF has followed up with most suppliers to assess how women's issues such as (child)care duties are accounted for in its suppliers, for example by verifying whether suppliers' overtime policies consider childcare responsibilities.



Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.10 Member company considers a production location's human rights performance in its purchasing decisions.	Intermediate	Systematic evaluation is part of continuous human rights monitoring. A systematic approach to evaluating production location performance is necessary to integrate social compliance into normal business processes and to support good decision-making.	Supplier evaluation format, meeting notes on supplier evaluation shared with the factory, processes outlining purchasing decisions, link to responsible exit strategy.	2	4	0

**Comment:** In the past two financial years, FOND OF implemented its evaluation system for assessing suppliers' human rights performance. The company combines different departments' internal evaluations of suppliers on different indicators with supplier feedback to evaluate the relationship with suppliers. The internal evaluations are shared with suppliers, and the overall assessment is presented yearly at the company's supplier days. Occasionally, the outcome of this evaluation influences purchasing decisions. For example, lower human rights performance in suppliers in China can result in reduced order volumes and exclusion from new developments that demand higher technical expertise.

**Recommendation:** Fair Wear recommends the member to ensure that the evaluation of human rights performance of its suppliers is systematically considered in purchasing decisions.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.11 Member company prevents and responds to unauthorised or unknown production and/or subcontracting.	Advanced	Subcontracting can decrease transparency in the supply chain and has been demonstrated to increase the risk of human rights violations. Therefore, when operating in higher-risk contexts where it is likely subcontracting occurs, the member company should increase due diligence measures to mitigate these risks.	Production location data provided to Fair Wear, financial records from the previous financial year, evidence of member systems and efforts to identify all production locations (e.g., interviews with factory managers, factory audit data, web shop and catalogue products, etc.), licensee contracts and agreements with design collaborators.	4	4	0

**Comment:** FOND OF uses the outcomes of its human rights monitoring to respond to unauthorised subcontracting. There is no evidence of missing first-tier locations in the database. The member has a subcontracting policy in place, as well as a detailed subcontractor monitoring system that includes subcontractors profiles.

Although FOND OF takes measures to prevent unauthorised subcontracting or unknown locations, such as monitoring visits, capacity checks and clear procedures to onboard subcontractors, in the past two financial years non-compliance with unauthorised subcontracting was found at one supplier. FOND OF requested clarification and discussed the issue with the supplier. The root cause was a personnel change that left the new contact unaware of FOND OF production at the production location. FOND OF conducted an on-site visit and agreed that any future cooperation with the supplier would require a prior assessment, especially given an earlier complaint, and have now formalized the process for future cases.

**Recommendation:** Fair Wear recommends FOND OF to include a more detailed remediation process in the subcontracting policy, based on the process put in place to address the unauthorised subcontracting non-compliance found.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.12 Member company extends its due diligence approach to homeworkers.	Advanced	Homeworkers should be viewed as an intrinsic part of the workforce, entitled to receive equal treatment and have equal access to the same labour rights, and therefore should be formalised to achieve good employment terms and conditions.	Supplier policies, evidence of supplier and/or intermediaries' terms of employment, wage-slips from homeworkers.	4	4	0

**Comment:** In 2023, home work production was identified for three suppliers during onsite assessments and visits to the production locations. FOND OF conducted a root cause analysis, which showed that home work was used as a result of decreased order volume from other customers. The member company also conducted a survey to understand what part of the production was done through homework, as well as the impacts on the product quality and on labour conditions. As a result, FOND OF reviewed its purchasing practices and the production process, and discussed the issue and possible solutions with suppliers. The brand is now organising onsite assessments in these production locations to validate the improvements.

## Indicators on Responsible purchasing practices

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.13 Member company's written contracts with suppliers support the implementation of Fair Wear's Code of Labour Practices and human rights due diligence, emphasising fair payment terms.	Insufficient	Written, binding agreements between brands and suppliers, which support the Fair Wears CoLP and human rights due diligence, are crucial to ensuring fairness in implementing decent work across the supply chain.	Suppliers' codes of conduct, contracts, agreements, purchasing terms and conditions, or supplier manuals.	0	4	0

**Comment:** The brand uses standard Terms and Conditions and a Code of Conduct for all suppliers. In the past two financial years, FOND OF has made progress in improving and reviewing its contracts. Force majeure clauses are included appropriately and proof of fault is included in clauses related to delays. However, for product damages and warranty, an unequal burden is placed upon suppliers by holding them financially responsible for defects without proof of fault.

FOND OF general terms outlines the payment terms, which stipulate that 70% of the invoice is paid at the estimated time of departure of the orders and delivery of the invoice, and the rest is paid 60 days later. However, in some cases the second part of the payment is done 90 or 100 days later. Payment terms are agreed with the suppliers before placing purchase orders. The payment terms of the intermediaries used for two of FOND OF suppliers are not known to the brand.

With two of its main suppliers, FOND OF implements a 'loyalty program', which includes a discount that is applied to FOND OF's total order volume. This program does not support the suppliers in the implementation of the Fair Wear Code of Labour Practices.

In 2025, FOND OF has drafted a two-way Code of Conduct, which will be implemented after collecting and integrating suppliers feedback, and management approval.

**Requirement:** FOND OF should evaluate its contracts to ensure that it does not place an unequal burden on its suppliers or include terms that limit the possibility of implementing the Code of Conduct.

**Recommendation:** Fair Wear strongly recommends FOND OF to reduce all payment terms to maximum 60 days upon goods being loaded on the vessel and include agreements on the provision of materials in the contract. FOND OF is also recommended to reference human rights due diligence in the contracts, instead of only mentioning the Fair Wear Code of Labour Practices, and to specify what steps are to be taken for prevention and remediation of human rights risks and violations. FOND OF is also recommended to mention the brand roles and responsibility in the Code of Conduct, and to add use of proof of fault into clauses related to product damages and warranty. Finally, FOND OF is strongly recommended to not ask for discounts to its suppliers, even those enrolled in the 'loyalty program'.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.14 Member company has formally integrated responsible business practices and possible impacts on human rights violations in its decision-making processes.	Advanced	Corporate Social Responsibility (CSR), purchasing, and other staff that interact with suppliers must be able to share information to establish a coherent and effective strategy for improvements. This indicator examines how this policy and Fair Wear membership requirements are embedded within the member company.	Internal information systems, status Corrective Action Plans, sourcing score- cards, KPIs listed for different departments that support CSR efforts, reports from meetings from purchasing and/or CSR staff, and a systematic manner of storing information.	6	6	0

**Comment:** There is an active interchange of information between CSR and other departments to enable coherent and responsible business practices. Supplier feedback on brand's purchasing practices is shared and is available for purchasing, product and CSR staff. During the last two financial years, FOND OF sourcing and purchasing staff started working with KPIs supporting good sourcing and pricing strategies. Examples of these KPIs are: quality of communication with supplier, point of no return for order changes, forecast accuracy. FOND OF has also integrated responsible business practices in job role descriptions.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.15 Member company's purchasing practices support reasonable working hours.	Intermediate	Members' purchasing practices can significantly impact the levels of excessive overtime at factories.	Proof that planning systems have been shared with production locations, examples of production capacity knowledge that is integrated into planning, timely approval of samples, and proof that management oversight is in place to prevent late production changes.	4	6	0

**Comment:** FOND OF follows a structured production development process with defined points of no return to prevent late changes. All relevant departments contribute to maintaining and improving this process. Supplier production capacities are monitored through regular communication, and both purchasing teams and suppliers are informed about the risks of excessive overtime. Throughout production, timelines and potential delays are tracked, and solutions such as adjusted delivery dates are agreed upon when needed. Typically, 60–90 days pass between order placement and production start, and changes after order placement remain low (0–1 revisions for FOND OF and 2–3 for baesiq).

A root-cause analysis on overtime was started in 2025 and will continue with key suppliers during FOND OF Supplier Days in November. An initial seasonal assessment has already led to measures to help balance production peaks and reduce overtime. FOND OF aims to reduce pressure on factories by communicating with suppliers early on so that orders can be placed in advance, using system data such as out-of-stock lists to clarify product needs and priorities, and allowing flexibility in production planning, including adjustments for carryover styles. The brand does not yet take responsibility for unused (forecasted) capacity.

FOND OF used the supplier feedback to review and improve FOND OF purchasing practices. For example, when in a Vietnam supplier the brand's order volume increased during peak season, the member company implemented strategies such as splitting orders across the season and decoupling production. At another supplier, delays in shipping leather from India extended production lead times, prompting FOND OF to move leather production and shipment within India.

**Recommendation:** Fair Wear recommends FOND OF to take responsibility for the unused capacity that the supplier reserved based on forecasting.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.16 Member company can demonstrate the link between its buying prices and wage levels at production locations.	Basic	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, cost sheets including labour minutes.	2	6	0

**Comment:** FOND OF has an understanding of the wage levels at its suppliers and knows the labour cost component for most styles. The member company has started collecting the actual sewing minutes needed for a style, for some styles, and knows the labour minute value at three of its suppliers. However, since some production locations only share labour costs as a bulk item, and because full cost transparency and style-specific labour information are still limited, FOND OF cannot explicitly link its buying prices to actual wage levels. In addition, FOND OF does not yet do a plausibility check connecting the information about labour costs in the price and knowledge of wage levels at the factory.

**Recommendation:** FOND OF is advised to check with suppliers to determine the appropriate timing for reintroducing the Fair Price App.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.17 All sourcing intermediaries play an active role in upholding HRDD and Fair Wear's Code of Labour Practices and ensure transparency about where production takes place.	Intermediate	Intermediaries have the potential to either support or disrupt CoLP implementation. It is members' responsibility to ensure production relation intermediaries actively support the implementation of the CoLP.	Correspondence with intermediaries, trainings for intermediaries, communication on Fair Wear audit findings, etc.	2	4	0

**Comment:** FOND OF has two intermediaries and informed its sourcing intermediaries of Fair Wear requirements and could show they informed production locations. However, the member brand has not yet verified the intermediary's compliance with Fair Wear requirements and is still unaware of the intermediary's payment terms.

**Recommendation:** It is recommended that the member checks if the intermediary's purchasing practices are fair and if the intermediary has adequate systems to ensure payments are made on time, as well as to become aware of the intermediary's payment terms.



## Layer 3 Prevention, mitigation and remediation

**Possible Points: 96**

**Earned Points: 68**

### Indicators on the quality and coherence of a members' prevention and remediation system

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.1 Member company integrates outcomes of human rights risk identification (layer 2) into risk prioritisation and creates subsequent action plans.	Advanced	Based on the risk assessment outcomes, a factory risk profile can be determined with accompanying intervention strategies, including improvement and prevention programmes.	Overview of supplier base with accompanying risk profile and follow-up programmes.	6	6	0

**Comment:** FOND OF has prioritised risks and created action plans per supplier, counting for 95% of the total FOB. These match the risk profile. FOND OF has created risk profiles for its different production countries based on the different risk levels. Based on the risk profile, the member company has prioritised and drafted follow-up programmes for production locations in each country. During the past two years, this has been made production location specific. However, in some of the action plans, actions are missing for some of the assessed risks.

**Recommendation:** Fair Wear recommends the member to further complete its action plans.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.2 Member company's action plans include a gender lens.	Intermediate	The prevention and improvement programmes should ensure equitable outcomes. Thus, a gender lens should be incorporated in all programmes regardless of whether or not the programme is specifically about gender.	Proof of incorporation of the gender lens in follow up programmes, including stakeholder input.	4	6	0

**Comment:** FOND OF has included a gender lens its action plans by integrating the information gathered through a gender survey conducted in all suppliers. Although a gender lens is included, FOND OF has not yet started implementing the actions coming out of the gender lens analysis.

**Recommendation:** FOND OF is recommended to start implementing the gender lens it included in its action plans.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.3 Member company's action plans include steps to encourage freedom of association and effective social dialogue.	Basic	Freedom of Association and Collective Bargaining are enabling rights. Therefore, ensuring they are prioritised in improvement and prevention programmes can help support improvements in all other areas.	Available prevention and improvement programmes, including stakeholder input.	2	6	0

**Comment:** FOND OF included some steps to encourage FoA and effective social dialogue in its action plans by integrating the information gathered through factory surveys conducted in all suppliers. FOND OF has also engaged worker representatives in the follow up of action plans and training. Although steps for the promotion of FoA are included as result of the FoA analysis, FOND OF has not yet started implementing them.

**Recommendation:** Fair Wear recommends the member company to start implementing the defined steps. For example, FOND OF is recommended to, together with the supplier, distribute non-retaliation letters to workers, ensuring workers know they will not be punished for joining or forming trade unions.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.4 Member company actively supports a factory-level grievance mechanism.	Intermediate	Fair Wear's complaints helpline is a safety net in case local grievance mechanisms do not provide access to remedy. Members are expected to actively support and monitor the effectiveness of operational-level grievance mechanisms as part of regular contact with their suppliers.	Communication with suppliers, responses to grievances, minutes of internal worker committees, evidence of democratically elected worker representation, evidence of handled grievance, review of factory policies, and proof of effective social dialogue.	4	6	0

**Comment:** FOND OF actively supports and monitors the effectiveness of factory-level grievance mechanisms. Suppliers' factory-level grievance mechanisms are assessed at the start of the business relationship and are monitored systematically. During factory visits, FOND OF discusses the factory-level grievance mechanism functioning and effectiveness with the supplier. For example, at a supplier in India, the member company requested to review the internal grievances log, the grievance handling process, and discussed with the supplier how to improve its functioning. However, worker representatives are not yet included in the assessment of internal grievance mechanisms. From the supplier side, Human Resources staff is consulted. The assessment of FOND OF suppliers' of factory-level grievance mechanisms does not yet influence purchasing decisions.

**Recommendation:** Fair Wear recommends FOND OF to always involve worker representatives in the assessment of the factory-level grievance mechanism and to share and discuss the outcome of the assessment with them, who should be encouraged to lead a discussion on how the mechanisms can be improved. Fair Wear also recommends FOND OF to ensure that the evaluation of factory-level grievance mechanisms of its suppliers is systematically considered in purchasing decisions.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.5 Member company collaborates with other Fair Wear members or customers of the production location.	Advanced	Cooperation between Fair Wear members increases leverage and the chances of successful outcomes. Cooperation also reduces the chances of a factory needing to conduct multiple improvement programmes about the same issue with multiple customers.	Communication between different companies.	6	6	0

**Comment:** FOND OF cooperates with other Fair Wear members and other customers at its shared suppliers, responding to Corrective Action Plans (CAPs) and complaints. Next to that, the member also cooperates in taking more preventive measures, such as organising training and joint living wage work.

### Indicators on implementation: improvement and prevention

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.6 Degree of verified actions.	54%	Fair Wear expects members to show progress towards the implementation of improvement programmes. Members are expected to be actively involved in the examination and remediation of any factory-specific problem.	Progress reports on improvement programmes.	4	6	-2

**Comment:** During the performance check, the member could demonstrate with a sample that up to two third of the CAP issues requiring improvement actions have been followed up. Examples of actions implemented include wage and hour verification, improvement of wage record systems, and, in one factory in Vietnam, the coverage of all workers under the social security scheme. FOND OF is in the process of verifying actions through onsite visits, surveys and organising onsite factory assessments in the production locations, as in the example of a supplier in China, where actions related to safe and healthy working conditions and wages were verified.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.7 Degree of progress towards implementation of prevention programme.	Intermediate progress	Fair Wear expects members to show progress towards the implementation of prevention programmes. With this indicator, Fair Wear assesses the degree of progress based on the percentage of actions addressed within the set timeframe.	Update on prevention programmes.	4	6	-2

**Comment:** In the past two financial years, FOND OF has identified root causes for most issues, and taken steps to prevent issues from reoccurring. For example, in one supplier in Vietnam, it was found that the labour disciplinary practices were not aligned with labour law, as neither worker representatives nor the factory-level trade union were invited to a disciplinary meeting with factory management within the legally mandated timeframe. FOND OF conducted a root cause analysis, which found that the supplier's disciplinary policy was outdated. After discussion with the supplier, factory management revised the policy and shared the information to all workers. By analysing the root causes of most CAP findings and by connecting them to the risk found at the country level, FOND OF is able to take preventive actions to avoid such findings from happening at other production facilities too.

**Recommendation:** Fair Wear recommends FOND OF to translate its root cause analysis into concrete preventive actions as part of all the risk profiles.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.8 Member company validates risk profile and maintains regular dialogue with factories where no action plan is needed.	Intermediate	When no improvement or prevention programme is needed, Fair Wear expect its member companies to actively monitor the risk profile and continue to mitigate risks and prevent human rights abuses.	Use of Fair Wear workers awareness digital tool to promote access to remedy. Evidence of data collected, worker interviews, monitoring documentation tracking status quo.	4	6	0

**Comment:** FOND OF has one supplier where improvement or prevention steps are not needed. These cover 0.24% of the member's total FOB. In the past two financial years, FOND OF regularly reviewed changes to the risk situation, by visiting the production location. In 2025, information was collected on the topics of gender, FoA, wages and internal grievance mechanisms. During these visits the company does not explicitly speak to worker representatives about the human rights risks. However, in 2025 FOND OF decided to phased out the product line at this supplier, as it was found that despite efforts to improve quality and variety, sales and margins remained insufficient for the production at this location. For this reason, FOND OF started the responsible exit process with the supplier.

**Recommendation:** FOND OF is recommended to ensure worker representation/local unions (when appropriate) are included in discussions with factory management on possible human rights risks.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.9 Degree to which member company mitigates root causes of excessive overtime.	Advanced	Member companies should identify excessive overtime caused by the internal processes and take preventive measures. In addition, members should assess ways to reduce the risk of external delays.	This indicator rewards self-identification of efforts to prevent excessive overtime. Therefore, member companies may present a wide range of evidence of production delays and how the risk of excessive overtime was addressed, such as: reports, correspondence with factories, collaboration with other customers of the factory, use of Fair Wear tools, etc.	6	6	0

**Comment:** In 2025, excessive overtime was found in six production locations through onsite assessments. Based on survey data, onsite assessments, and continuous communication with production locations, FOND OF closely monitors working hours at production locations. FOND OF has conducted detailed root causes analyses in four of these suppliers, and has started gathering information for the analysis in the other two suppliers. FOND OF has worked on reducing overtime risks by, for example: shifting shipment timelines to extend production time, asking one factory to build material stock, shortening lead times, and working with another supplier through twice-yearly forecast reviews to place orders earlier. With a supplier in India, FOND OF is spreading out production, discussing material-delay solutions at the upcoming Supplier Day, and balancing workloads through selective outsourcing from subcontractors. In a factory in China the member company is working on lead-time adjustments and continued dialogue despite lower leverage and reluctance from the factory to share overtime data.

**Recommendation:** FOND OF is recommended to complete the root cause analysis for all suppliers where issues of excessive overtime were found.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.10 Member company adequately responds if production locations fail to pay legal wage requirements and/or fail to provide wage data to verify that legal wage requirements are paid.	Intermediate	Fair Wear members are expected to actively verify that all workers receive legal minimum wage. If a supplier does not meet the legal wage requirements or is unable to show they do, Fair Wear member companies are expected to hold the management at the production location accountable for respecting local labour law.	Complaint reports, CAPs, additional emails, Fair Wear Audit Reports or additional monitoring visits by a Fair Wear auditor, or other documents that show the legal wage issue is reported/resolved.	2	4	-2



**Comment:** Issues regarding non-payment of legal minimum wage or legal wage requirements were found in five onsite assessments in 2025, one in 2024, and three in 2023. In some cases, non-compliance with legal wage payments during COVID were reoccurring, although FOND OF has since engaged with suppliers to detect wage gaps and to provide remediation in the form of financial support to the workers. FOND OF addressed these issues with all suppliers. For example, in a supplier in China it was found that the attendance record was inaccurate, and that the wage comparison system to ensure legal wages and correct benefit calculations was absent. FOND OF has since implemented the necessary process changes and discussed with the factory the introduction of a wage comparison system to compare monthly wages to piece rates, including calculation of overtime premiums. The member company was able to remediate the violations and conducted a validation assessment in October 2025, which found compliance with legal wage requirements, proper attendance record-keeping and salary system, and the provision of social insurance to all eligible workers except rehired staff. Across suppliers in Vietnam and China, several wage findings were found to be resolved during onsite assessments in 2024 and 2025. However, in other suppliers, issues related to wages falling below living wage estimates, missing legal wage requirements payments, and inconsistent wage records remain unresolved.

**Recommendation:** Fair Wear strongly recommends FOND OF to ensure problems of payments below legal minimum wages are not just prevented going forward but also remediated retroactively.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.11 Degree to which member company assesses and responds to root causes of wages 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.	Member companies may present a wide range of evidence of how payment below living wage was addressed, such as: internal policy and strategy documents, reports, wage data/wage ladders, gap analysis, correspondence with factories, etc.	4	6	0

**Comment:** Between 2023 and 2025, issues related to wages below living wage estimates were found in eleven suppliers. In this time, FOND OF has started working on implementing its Living Wage strategy. The member company has an overview of wage levels in all suppliers, and has calculated both the living wage gap and its proportional share of the living wage contribution for each supplier. However, incomplete wage and working-hour records limit the analysis, and FOND OF has yet to connect the labour minute costing calculations to the wage analysis. For this reason, target wages have not yet been defined, and internal discussions on potential price increases and funding sources still need to take place. Moving forward, the member company intends to revise the living wage strategy and set target wages.

In addition, FOND OF has conducted a detailed living wage root cause analysis that integrates feedback from three suppliers. Based on the analysis, the member company has developed some actions towards addressing the root causes. However, the steps defined have not been implemented yet.

**Recommendation:** Fair Wear encourages FOND OF to involve worker representatives and local organisations in assessing root causes of wages lower than living wages. It is advised that the outcomes of the root cause analysis are discussed internally and with top management, to form a basis for an embedded strategy. Fair Wear also encourages FOND OF to start implementing its plan for wage increase in its suppliers.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.12 Member company determines and finances wage increases.	Basic	Member companies should have strategies in place to contribute to and finance wage increases in their production locations.	Analysis of wage gap, strategy on paper, demonstrated roll out process.	2	6	0

**Comment:** In the past two financial years, FOND OF has involved two suppliers in Vietnam in a living wage pilot. The member company has started exploring ways to finance price and wage increase, for example through their Value Stream Mapping, where possible efficiency improvements were defined, such as automating fabric layering and optimising line setup. Although some of these efficiency improvements have already been implemented in one of the suppliers, this has not yet resulted in wage increases at the factory level. While the company has defined the chosen living wage estimate, it has not yet agreed with suppliers on progressive target wages.

**Recommendation:** It is advised that FOND OF starts implementing the wage increase strategy, and the source for financing the wage increase is agreed upon by top management. In determining what is needed and how wages should be increased, it is recommended to involve worker representation.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.13 Percentage of production volume where the member company pays its share of the living wage estimate.	0%	Fair Wear requires its member companies to act to ensure a living wage is paid in their production locations to each worker.	Member company's own documentation such as reports, factory documentation, evidence of Collective Bargaining Agreement (CBA) payment, communication with factories, etc.	0	6	0

**Comment:** According to FOND OF calculations, one supplier pays a living wage to their workers. The supplier accounts for 1,76% of the total FOB. However, the member company could not provide evidence that its pricing covers its share of this living wage.

**Requirement:** Even though a supplier pays a living wage to their workers, FOND OF is expected to provide evidence that its pricing covers its share of the living wage.

**Recommendation:** We encourage FOND OF to show that discussions and plans for wage increases have resulted in the payment of a target wage, and to roll out its approach to its suppliers.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.14 Member addresses grievances received through Fair Wear's helpline in accordance with the Fair Wear's Access to Remedy Policy.	Advanced	Members are expected to actively support the operational-level grievance mechanisms as part of regular contact with their suppliers. The complaints procedure provides a framework for member brands, emphasising the responsibility towards workers within their supply chain.	Overview of supporting activities, overview of grievances received and addressed, etc.	4	4	-2

**Comment:** In financial year 2024/25 FOND OF received one complaint about excessive overtime at one of its suppliers in Vietnam. Although FOND OF had not placed orders in that supplier since 2023, the member company accepted the case and followed up. However, the case was later closed by Fair Wear after lack of feedback from the complainant's side. As FOND OF currently has no leverage at the factory and does not intend to place orders there in the future, the member company does not have the capacity to monitor the situation at the factory. Following this grievance, FOND OF decided that it will require a Fair Wear assessment before any possible future orders at the supplier.

Complaints from financial years 2022 and 2023 about wages, health and safety, working hours and contracts at its suppliers in Myanmar, Vietnam and China, were followed up on in line with Fair Wear's Grievance Mechanism procedure. The member company was able to resolve the complaints. FOND OF has used the complaints to take preventive steps, such as training, and adjusted the risk profiles for specific production locations.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.15 Degree to which member company implements training to address the risks identified.	Basic	Training programmes can play an important role in improving working conditions, especially for more complex issues, such as freedom of association or gender-based violence, where factory-level transformation is needed.	Links between the risk profile and training programme, documentation from discussions with management and workers on training needs, etc.	2	6	0

**Comment:** FOND OF has some CAP findings where training is a recommended follow-up action. The member has not yet enrolled all of its suppliers with findings on lack of awareness on Fair Wear CoLP, trade union function, etc, in training modules or programmes. In the past two financial years, the member company has enrolled one supplier in Vietnam in a Fair Wear Communication Programme and one supplier in India in an Onboarding training. However, there are still suppliers where a need for training was identified that have not been enrolled in training.

**Recommendation:** The member is recommended to implement training for all factories where this is part of its action plan.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.16 Degree to which member company follows up after a training programme.	Advanced	Training is a crucial tool to support transformative processes but complementary activities such as remediation and changes at the brand level are needed to achieve lasting impact	Evidence of engagement with factory management regarding training outcomes, documentation on follow-up activities, and proof of integration into further monitoring and risk profiling efforts.	6	6	0

**Comment:** FOND OF followed up on the implemented training by organising meetings with the suppliers enrolled in training, where feedback on the training content and highlights are collected. As the member company received the training report very late, there are still some training results that need to be addressed. Additionally, the member used the results of the training as input for its human rights due diligence, by integrating its outcomes in the factory risk profiles.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.17 The member company's human rights due diligence system includes a responsible exit strategy.	Advanced	Withdrawing from a non-compliant supplier should only be the last resort when no more impact can be gained from other strategies. Fair Wear members must follow the steps as laid out in the responsible exit strategy.	Exit strategy policy, examples of supplier communications.	4	4	0

**Comment:** FOND OF's human rights risk monitoring includes a responsible exit strategy, which is shared with all production locations. In the past financial year, the member stopped with two suppliers, one in Vietnam and one in Portugal. In the first case, the decision was taken due to implementing a dual sourcing strategy, dividing production of the product lines between Vietnam and Indonesia. In that supplier, one of FOND OF brands will keep on sourcing, and a mitigation plan was put in place to reduce negative impact on the supplier and on workers. Since FOND OF has high FOB and leverage in the supplier, who was also enrolled in FOND OF 'loyalty programme', payment terms were adjusted and the supplier's request for a gradual phase-out of production was accommodated over a two-year period. In the case of the supplier in Portugal, sales and margins of the products lines were insufficient, and the responsible exit strategy process is being implemented.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.18 Member company's measures, business practices and/or improvement programmes go beyond the indicators or scope.	Intermediate	Fair Wear would like to reward and encourage members who go beyond the Fair Wear policy or scope requirements. For example, innovative projects that result in advanced remediation strategies, pilot participation, and/or going beyond tier 2.	Overview of Human Right risk monitoring, remediation and prevention activities and processes.	4	6	0

**Comment:** FOND OF expands its monitoring of human rights risks beyond the Fair Wear scope, by including material suppliers. At tier 2, risk scoping and risk assessment are conducted, and responsible purchasing practices are implemented and improved where needed in communication with suppliers. Although the member does not have yet a systematic approach for remediation, remediation measures are implemented where violations are detected.

**Recommendation:** FOND OF is recommended to develop a systematic approach to remediation and to roll out its remediation approach to all suppliers beyond Fair Wear scope.



## Layer 4 External communication, outreach, learning, and evaluation

**Possible Points: 22**

**Earned Points: 18**

### Indicators related to communication

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
4.1 Member company actively communicates about Fair Wear membership.	Advanced	Fair Wear membership includes the need for a brand to show its efforts, progress, and results. Fair Wear members have the tools and targeted content to showcase accountability and inform customers, consumers, and retailers. The more brands communicate about their sustainability work, the greater the overall impact of the work of the Fair Wear member community.	Member website, sales brochures, and other communication materials.	4	4	0

**Comment:** FOND OF communicates accurately about Fair Wear membership on its website. The member also uses other channels to inform customers and stakeholders about Fair Wear membership. Through active social media engagement, newsletters and dedicated stands at fairs, FOND OF actively spreads the Fair Wear message. FOND OF also communicates about Fair Wear memberships and its requirements to retailers through their retailer portal.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
4.2 Member company sells external brands with a Human Rights Due Diligence system (if applicable).	No reselling of external brands	Some member companies resell other brands, which Fair Wear refers to as 'external production'. These members are expected to investigate the Human Rights Due Diligence system of these other brands, including production locations and the availability of monitoring information.	External production data in Fair Wear's information management system, collected information about other brands' human rights due diligence systems, and evidence of external brands being part of other multi-stakeholder initiatives that verify their responsible business conduct.	N/A	4	0

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
4.3 Human rights due diligence reporting is submitted to Fair Wear and is published on the member company's website.	Advanced	The social report is an important tool for member companies to share their efforts with stakeholders transparently. The social report explicitly refers to the workplan and the yearly progress related to the brands goals identified in the workplan.	Social report.	4	4	0

**Comment:** FOND OF has submitted its social report, which Fair Wear reviewed, and has also published the report on its website.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
4.4 Member company engages in advanced reporting activities.	Advanced	Good reporting by members helps ensure the transparency of Fair Wear's work and helps share best practices within the industry. This indicator reviews transparency efforts reported beyond (or included in) the social report.	Brand Performance Check, audit reports, information about innovative projects, specific factory compliance data, disclosed production locations (list tier 2 and beyond), disclosure of production locations, alignment with the Transparency Pledge.	4	4	0

**Comment:** FOND OF published its social report, which includes some factory-level data and remediation results, on its website. Next to that, the member also publishes its full factory list and includes the time-bound prevention, remediation and mitigation actions it has supported for each supplier.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
4.5 Member company has a system to track implementation and validate results.	Intermediate	Progress must be checked against goals. Members are expected to have a system in place to track implementation and validate the progress made.	Documentation of top management involvement in systematic annual evaluation includes meeting minutes, verbal reporting, PowerPoint presentations, etc. Evidence of worker/supplier feedback.	4	6	0

**Comment:** FOND OF has a system to track progress and check if implemented measures have been effective in preventing and remediating human rights violations. This system involves top management where necessary and includes supplier feedback. Workers' and other stakeholder's feedback is not yet included.

**Recommendation:** The member is advised to include feedback from workers in its evaluation system.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
4.6 Level of action/progress made on requirements from previous Brand Performance Check.	Intermediate	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 should show documentation related to the specific requirements made in the previous Brand Performance Check.	2	4	-2

**Comment:** The previous performance check included the following requirements:

- 1) FOND OF needs to demonstrate an understanding of the link between buying prices and wage levels to ensure its pricing allows for the payment of the legal minimum wage.
- 2) FOND OF should evaluate its contracts to ensure that it does not place an unequal burden on its suppliers or include terms that limit the possibility of implementing the Code of Conduct.
- 3) FOND OF must start including a gender lens in the implementation of improvement or prevention actions.

FOND OF followed up on requirements 1) and 3). For requirement 2), although the member brand has made progress in improving its contracts, FOND OF is still recommended to ensure that its contracts do not hinder Human Rights Due Diligence.

## 5 Appreciation chapter

5.1 Member company publicly responded to problems/allegations raised by consumers, the media, or NGOs.: Not applicable

5.2 Member company actively participated in lobby and advocacy efforts to facilitate an enabling environment in production clusters.: Not applicable

5.3 Member company actively contributed to industry outreach, visibility, and learning in its main selling markets.: Yes

**Comments:** In the past two financial years, FOND OF actively contributed to industry outreach through participation in sustainability events, academic collaborations, and public discussions, partnering with a local organisation on a documentary screening, delivering lectures, providing recurring presentations at a university in Germany, and hosting a school visit focused on sustainability and corporate responsibility.

## Recommendations to Fair Wear

FOND OF expressed the need for clearer Fair Wear guidance on conducting and connecting elements of the risk assessment, particularly around defining severity at country and factory levels, as well as more support on training follow-up, reporting, and communicating with factories. The member company also emphasized the value of closer engagement with Fair Wear teams and country managers to strengthen implementation. The member also suggested that Fair Wear should strengthen its marketing efforts and increase the promotion of Fair Wear member brands toward end consumers, as greater consumer awareness of Fair Wear and its values would support more informed purchasing decisions.

## Brand Performance Check details

Date of Brand Performance Check: 30-10-2025

Conducted by: Sofia Menfalout

Interviews with: Mathias Lievenbrück (Management FOND OF GmbH)

Till Lászlop (Management baesiq GmbH)

Katharina Liefner (CSR FOND OF GmbH)

Lea Altenfeld (CSR baesiq GmbH)

Oliver Schlieben (Team Lead Procurement FOND OF GmbH)

Thorsten Görse (Purchasing FOND OF GmbH)

Simone Kurtenbach (Purchasing/Product Team Lead baesiq GmbH)

Mark Kaiser (Accounting FOND OF GmbH)

Raúl Macho (Accounting baesiq GmbH)