



## **Brand Performance Check**

# **Step by Step and coocazoo (Hama GmbH & Co. KG)**

This report covers the evaluation period 01-01-2020 to 31-12-2020

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

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

# Brand Performance Check Overview

## Step by Step and coocazoo (Hama GmbH & Co. KG)

Evaluation Period: 01-01-2020 to 31-12-2020

Member company information	
Headquarters:	Monheim , Germany
Member since:	2019-05-01
Product types:	bags, backpacks
Production in countries where Fair Wear is active:	China
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	99%
Benchmarking score	65
Category	Good

## Summary:

coocazoo and Step by Step have shown progress and met most of Fair Wear's performance requirements, meeting the monitoring threshold of 99%, far exceeding Fair Wear's requirements for members in the second year of membership (Fair Wear requirement is 60%). With a benchmark score of 65, coocazoo and Step by Step have achieved 'Good' status.

## Corona Addendum:

coocazoo and Step by Step are two brands that belong to the Hama group, which produce school bags and accessories. The entire production takes place in China, and the entire production is discussed with the General Manager of its two main suppliers. Retail is the major sale channel for the two brands. While the closure of shops due to COVID-19 impacted the turnover of the brand coocazoo negatively, the turnover of Step by Step was eventually better than the year before. This difference can be explained in the brands' products: coocazoo sells backpacks for kids from 4th grade onwards, and Step by Step sells backpacks for 1st graders. While a new backpack for 4th graders is not so essential, parents of 1st graders had to buy a backpack sooner or later anyway. While some admin staff at the headquarter was on furlough, the staff responsible for the production and CSR was not on furlough throughout 2020.

The impact of COVID-19 on coocazoo's turnover led to order reductions, which was discussed openly with the supplier to find joint solutions. Eventually, both parties decided to shift some production from the supplier producing for Step by Step to the supplier of coocazoo to avoid a standstill of production. Stretching the production across the remaining months helped the supplier to maintain all existing work contracts on a legal minimum wage basis. As some workers wanted their regular wage instead (LMW plus bonus of higher piece rates), they decided to leave the factory.

The Chinese suppliers implemented health and safety measures independently at the beginning of the pandemic before the situation was even fully assessed in Europe. Throughout the pandemic, the member was in daily contact with its main suppliers and verified improvement measures with pictures and video calls. Through these interactions, the member collected information about production status, order situation, capacities, and payment of wages. The main suppliers confirmed that the legal minimum wages are also paid during lockdowns. Once audits were possible again, two Fair Wear audits, one external audit and three internal Hama audits were conducted, which neither indicated any issues regarding the payment of wages.

Overall, it can be said that coocazoo and Step by Step were well-informed of the COVID-19 related risks and about Fair Wear guidance. The partnership and trust built with its long-term partner in China helped the brand manoeuvre through the pandemic.

## Performance Category Overview

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

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

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

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

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

# 1. Purchasing Practices

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

**Comment:** coocazoo and Step by Step are part of the Hama group, which produces school bags and accessories. coocazoo and Step by Step worked with one main supplier who distributes the production of the bags and backpacks between two main factories in China. One factory produces bags and backpacks for coocazoo and the other factory produces for Step by Step. The accessories such as pencil cases are subcontracted by the main supplier.

Based on this sourcing strategy, in 2020 99% of coocazoo and Step by Step's production volume came from production locations where the company buys at least 10% of the factory's production capacity.

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.	1%	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:** The supply base of coocazoo and Step by Step is consolidated and the company distributes the majority of its FOB to key suppliers. The consolidated supply base is based on the niche products coocazoo and Step by Step offer. The products require high-quality craftsmanship, for which only a few suppliers exist in Asia. Hence, only 1 % of the company's production volume came in 2020 from production locations the brands buy less than 2%.

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.	100%	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:** cocazoo and Step by Step value strong and long term relationships with their suppliers. In 2020, the member had a business relationship for more than 5 years with suppliers responsible for 100% of the production volume. With one supplier the member already collaborates for 17 years. As its products require a certain type of supplier, which do not differ a lot in pricing, changing suppliers makes no sense.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.3 All (new) production locations are required to sign and return the questionnaire with the Code of Labour Practices before first bulk orders are placed.	Yes	The CoLP is the foundation of all work between production locations and brands, and the first step in developing a commitment to improvements.	Signed CoLPs are on file.	2	2	0

**Comment:** cocazoo and Step by Step ask all suppliers to sign and return the questionnaire before bulk orders are placed. In the past financial year, the member has not worked with new production locations.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.4 Member company conducts human rights due diligence at all (new) production locations before placing orders.	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:** The topic of sourcing is anchored for both brands in the department of product management and at one of its main suppliers in Shenzhen. Either way, the Chinese partners are always involved. While a written sourcing strategy does not exist so far, the member made it a rule to only source from suppliers where a Fair Wear audit exists, to have a detailed overview about working conditions.

Over the past few years, the company intensified business relationships and trust with its main suppliers. Especially in a year like 2020, this close relationship paid off, as problems were discussed openly and addressed immediately. Normally, employees from the headquarter visit the supplier several times a year to examine the individual production steps, here visits to subcontractors are often on the program too. The local team of the member is as well regularly at the suppliers and the General Manager of the local team always checks on OHS conditions. Due to COVID-19, visits by the headquarter were not possible and the local team visited the suppliers less frequent than normal.

When COVID-19 hit Europe, the Chinese suppliers of cocazoo and Step by Step were already well-prepared and informed the brands about essential preventive measures. The supplier for instance produced masks and sent them to the German headquarter. The supplier provided masks plus a plexiglass protective shield for its workers, a bell reminded the workers to disinfect their hands every 30 mins and the Chinese health department audited the supplier.

The majority of workers in Shenzhen, where one of its main suppliers is located, are migrant workers, thus the biggest risk was public transportation before and after the lockdown. Once the travel ban was lifted, public transportation was too crowded, so the supplier hired private buses to bring the workers back to Shenzhen in a safe and timely manner.

Cocazoo reduced its orders (see also indicator 1.5) and recognised that order reductions could potentially impact the payments of workers' wages. The supplier confirmed to the company that the wages will not go below LMW and that the government covers social insurance. As the brand trusts its supplier, it did not request wage slips to verify the information, also because the whole wage transparency discussion is still in the infant shoes.

Throughout 2020, the company continuously stayed in contact with its main supplier, through regular calls and more frequent WhatsApp interactions. The supplier sent photos of implemented health and safety measures. In 2020, two Fair Wear audit, one external and three Hama audits were conducted.

Overall, it can be said that cocazoo and Step by Step were well-informed of the COVID-19 related risk and about Fair Wear guidance.

**Recommendation:** It is advised to describe the process of assessing working conditions at new and existing suppliers in a sourcing strategy that is agreed upon with top management/sourcing staff. Besides a written strategy, Fair Wear recommends cocazoo and Step by Step to develop a tool based on this strategy that supports the brands to keep an overview of its suppliers and their risks and define points of improvement. In the assessment, structural risks can be included such as low wage levels, limited freedom of association and restricted civil society, that are beyond the brand's individual sphere of influence.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.5 Production location compliance with Code of Labour Practices is evaluated in a systematic manner.	Yes, and leads to production decisions	A systemic approach is required to integrate social compliance into normal business processes, and supports good decisionmaking.	Documentation of systemic approach: rating systems, checklists, databases, etc.	2	2	0

**Comment:** Due to the little number of suppliers, the member does not evaluate its performance in a systematic way but tracks progress in the different CAPs.

Because of disappointing sales, coocazoo had to reduce its orders and discussed this openly with the supplier to come up with a joint solution to avoid that workers are leaving the factory. Both parties decided to shift some production from the supplier producing for Step by Step in Shenzhen to the supplier of coocazoo in Guangxi to avoid a stillstand of production. This was quite a logistical expense, which was covered by the Hama group. Stretching the production across the remaining months helped the supplier to maintain all existing work contracts on a legal minimum wage basis. As some workers wanted their regular wage instead (LMW plus bonus of higher piece rates), some workers decided to leave the factory.

**Recommendation:** Despite its clear supply base, Fair Wear encourages coocazoo and Step by Step to develop an integrated evaluation/grading system for suppliers where compliance with labour standards is evaluated (linked to the recommendation of indicator 1.4). Such a system can show whether and what information is missing per supplier and can include outcomes of audits, trainings and/or complaints. The system will support the brands to define short and long-term strategies for different areas per supplier.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.6 The member company's production planning systems support reasonable working hours.	Strong, integrated systems in place.	Member company production planning systems can have a significant impact on the levels of excessive overtime at production locations.	Documentation of robust planning systems.	4	4	0

**Comment:** In order to provide its suppliers with planning security, Step by Step and coocazoo develop every autumn a joint forecast for the coming year. Based on the capacities specified by the suppliers, the production volume is distributed evenly across the various months. Thereby the brands aim for a stable and balanced order volume throughout the year and to avoid fluctuation or part-time employment. Sometimes the member asks if more capacities are possible but highlight in its communication that this should not be realised over overtime. In case the supplier agreed to provide more capacities for Step by Step and coocazoo, the brand made sure to follow up on how this will be realised to ensure overtime is not the solution.

Approximately four months before the start of production, the respective production month is confirmed again, to ensure enough time for material sourcing. Forecasts are only changed in exceptional cases. In these cases, the brands together with their suppliers discuss solutions. Before overtime occurs, the company changes the transport route from sea to train (air is not an option due to the size of the product).

Lead times are discussed with the main supplier, which is also responsible for sourcing raw materials. The average lead time is 90 days, but this exact lead time depends on the raw materials and the time needed to order them. Design changes do not occur but sometimes the order volume does, in this case, the main supplier informs the brand how much longer the production of the extra amount takes. Sometimes late deliveries of raw materials lead to a delayed production start. To incorporate this risk, a buffer is incorporated in the lead time calculation automatically. If the buffer is not sufficient, the available stock helps the brand to bridge the delay. While it is possible to have some materials on stock such as the height-adjustable element for backpacks, the stock fabric is not considered as an option due to the change in seasonal colours.

Part of the brands business model is to always have stock in its warehouse in Germany. This helps to support reasonable working times at suppliers, as the brands are never under pressure as stocks are always available. Due to COVID-19, only a few top sellers were out of stock and thus the forecast was adjusted and no pressure was put on the suppliers.

In 2020, Step by Step and coocazoo put an effort into learning more about the standard minute per style. The member has now an overview of how many minutes are needed for each of their main products. This helps the brand to understand better how its products impact the total production capacity of the factory.

**Recommendation:** To identify root causes of excessive overtime in their supply chain, brands can evaluate their production processes and known occurrences of excessive overtime with all internal departments, their suppliers and worker representatives. The Fair Wear guidance on addressing excessive overtime lists the most common root causes of excessive overtime.

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

**Comment:** Step by Step and coocazoo are aware of the risk of excessive overtime in their production country China.

In an audit conducted at the end of 2019, it was found that overtime hours per day sometimes exceed the legal maximum of three hours. Additionally, worker interviews revealed that workers sometimes work on Sundays and work consecutively for more than seven days. The insufficient time recordings at this supplier make it difficult to gain more transparency about actual overtimes. Another FW member has the lead in the CAP follow-up, but Step by Step and coocazoo are always informed about the status. The supplier was addressed about the overtime finding and it was agreed that from now on Sunday work will be allowed anymore. The brands requested from the supplier that worker representation confirms this and in a verification audit in 2020 no further overtime records were found. The recording of working hours remains an issue and is still closely monitored by the brands.

Step by Step and coocazoo assume that one root cause for the overtime at this supplier is the fact that the majority are migrant workers. The only reason why the migrant workers are in this province is work and suppliers are hesitant to avoid overtime by all means as the migrant workers expect more work to earn more money. In case overtime is ruled out, workers might leave the factory to earn more money with overtime hours in another factory.

Similar overtime issues were found in two other audits conducted in July 2020. Here as well Sunday work will not be allowed anymore. One factory stated that workers just showed up on Sundays and started to work. This rather vague explanation is further monitored by the member. In both audited suppliers, working times are not recorded properly.

All the suppliers agreed that not more than three hours of overtime should occur during peak season. The cultural differences to discuss and handle overtime is seen as a challenge by the member, as the Chinese philosophy is that the customer is king and hence requesting more time for production is something that seems uncomfortable for the suppliers. Step by Step and coocazoo are working on an overtime announcement process together with the supplier to avoid the accumulation of overtime in the future e.g. in case the supplier expects overtime it shall communicate that in advance to the member in order to discuss possible solutions such as postponing the delivery or splitting the production volume.

**Recommendation:** Fair Wear advises the member to collect information on whether the replacement of orders after the lock-downs led to overtime at its suppliers, as capacities may have been reduced. In addition the member is encouraged to use Fair Wear’s guidance on excessive overtime, and discuss with its suppliers which root causes are most applicable to their situation.

The member in cooperation with other Fair Wear members need to ensure that time recording is further addressed, to avoid that this issue keeps on coming back.

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:** Once the brand shares its order specifics, the supplier sends a quotation that entails the price per product. In order to understand the price composition better, coocazoo and Step by Step developed a price breakdown for each main product. This breakdown is shared with the main supplier to get a cost breakdown for the different steps needed per product. This helps the brand to understand the price composition of its product better and find solutions to save costs such as different materials. If a price point cannot be maintained despite all efforts, the company accept a reduction in the margin or changes material in order to still be able to guarantee fair conditions for workers and end consumers.

In this breakdown, the CMT cost factor is included, which gives the company insights into the labour cost per product. At the moment, the brands only know the cost per product and not how many minutes this takes and neither how much wages the workers receive at the end. This is the next step the brand is addressing with the supplier in 2021.

The member does not know the costs suppliers had to pay to implement COVID-19 measures.

The brand still has a long way to go to create more transparency about the link between wages and its purchasing practices, which is essential to move towards living wages but made some good progress.

**Recommendation:** Fair Wear recommends Step by Step and coocazoo to calculate the labour minute costs of its products to be able to calculate the exact costs of labour and link this to their own buying prices. Fair Wear's labour minute value and product costing calculator also enables suppliers to include any COVID-19 related costs. The priority would be to make sure this level of transparency can be achieved with their suppliers.

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.	No problems reported/no audits	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.	N/A	0	-2

**Comment:** The main suppliers confirmed that the legal minimum wages were paid also during lock-downs. Once audits were possible again, two Fair Wear audit, one external audit and three internal Hama audits were conducted, which neither indicated any issues regarding the payment of wages.

As a couple of suppliers do not record overtime working hours on Sundays and beyond, the audit team cannot make solid conclusions on the situation of wages.

One audit conducted in July 2020, found out that workers were not entitled to paid annual leave or statutory holiday leave. The supplier was instructed to pay workers the leave as legally required and was asked to provide an example payroll record once a statutory holiday takes place the next time. This will be further followed up in the next performance check.

**Recommendation:** Fair Wear strongly recommends Step by Step and coocazoo to always verify whether legal minimum wage issues have actually been resolved in case factory management claims so.

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:** There was no evidence of late payments to suppliers by coocazoo and Step by Step.

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.	Insufficient	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	0	6	0

**Comment:** The member acknowledges the issue of payment of living wages as an important topic throughout its supply chain and is aware that living wages are not paid by its suppliers. In order to move forward with this topic, the member first tries to tackle the lack of transparency about working hours in order to assess the status quo correctly.

COVID-19 had an impact on wages. The reduced orders were stretched across the year to ensure continuous production. Thereby, workers were paid the LMW but not the normal bonus gained through higher piece rates.

**Requirement:** Step by Step and coocazoo must assess the root causes of wages that are lower than living wages, taking into account its leverage and the effect of its own pricing policy. Step by Step and coocazoo are expected to take an active role in discussing living wages with its suppliers. The Fair Wear wage ladder can be used as a tool to implement living wages, to document, monitor, negotiate and evaluate the improvements at its suppliers.

**Recommendation:** Fair Wear encourages Step by Step and coocazoo 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 the top management, to form a basis for an embedded strategy.

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

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.13 Member company determines and finances wage increases.	None	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.	0	6	0

**Comment:** In 2020 coocazoo and Step by Step have not yet defined a strategy to determine and finance wage increases. Before defining a strategy, the member wants to get first an overview of the current wage situation. coocazoo and Step by Step reached out to the organisation tip-me as an extra approach, the member is aware that this does not replace a living wage strategy.

**Requirement:** Step by Step and coocazoo should analyse what is needed to increase wages and develop a strategy to finance the costs of wage increases.

**Recommendation:** In case Fair Wear members are interested to develop a joint approach to improve wages at a shared supplier, Fair Wear can give advice on measures that need to be taken by Step by Step and coocazoo to ensure compliance with anti-trust/anti-competition legislation in relevant jurisdictions.

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.	0%	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.	0	6	0

**Comment:** cocazoo and Step by Step have not yet set a target wage.

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## Purchasing Practices

**Possible Points: 52**

**Earned Points: 26**

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## 2. Monitoring and Remediation

Basic measurements	Result	Comments
% of production volume where an audit took place.	99%	
% of production volume where monitoring requirements for low-risk countries are fulfilled.	0%	To be counted towards the monitoring threshold, FWF low-risk policy should be implemented. See indicator 2.9. (N/A = no production in low risk countries.)
Member meets monitoring requirements for tail-end production locations.	Yes	
Requirement(s) for next performance check		
Total monitoring threshold:	99%	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:** The CSR manager is responsible for both brands and a full-time position was created to ensure sufficient capacity.

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

**Comment:** coocazoo and Step by Step have access to initial audits conducted through their parent company the Hama group. The member uses the Hama audits as secondary assessment of the conditions of the factory, however, the members make use of the Fair Wear audits as the primary audits.

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:** coocazoo and Step by Step ensure that audit reports and CAPs are shared with and discussed with factory management, in a timely manner. The CAPs are discussed via personal visits, email and calls. Timelines are discussed and jointly agreed upon. The member does not yet assure that the audit reports and CAPs are shared with the worker representatives.

**Recommendation:** Before an audit takes place, Step by Step and coocazoo are recommended to check with the supplier whether worker representatives are active. In this way, they can be involved from the start of an audit and be invited for the audit opening and exit meeting. Including workers when following up on audit reports gives them the opportunity to be informed of issues in the factory and have a voice in the prioritization of issues.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
2.4 Degree of progress towards resolution of existing Corrective Action Plans and remediation of identified problems.	Intermediate	Fair Wear considers efforts to resolve CAPs to be one of the most important things that member companies can do towards improving working conditions.	CAP-related documentation including status of findings, documentation of remediation and follow up actions taken by member. Reports of quality assessments. Evidence of understanding relevant issues.	6	8	-2

**Comment:** The CSR manager is responsible for monitoring the follow-up of the CAPs and keeps track of progress inside the CAP documents. CAP findings are prioritised and the status of the different findings is discussed with suppliers every three months via email and normally during on-site visits. As visits were not possible due to COVID-19, the follow-up was conducted purely online. The brand is active in finding remediations and does not only request the status from the suppliers.

coocazoo and Step by Step audited two suppliers in 2020 through Fair Wear. The lead for one of those audits follow-ups lies with Step by Step and coocazoo themselves. Regarding a finding related to Freedom of Association, which is a risk issue in China, the brand requested guidance from Fair Wear.

Moreover, in communication with the supplier, the member offers solutions to remediate findings and possible root causes. Finding related to OHS were verified with pictures. When the audit revealed that not all subcontractors are informed about the CoLP, the brand reached out to the factory management who shared that they are afraid that the subcontractors feel bothered about this and might end business relationships with the main factory. After some convincing work on side of coocazoo and Step by Step, the management could convince the subcontractor to post the CoLP. After a CAP finding was resolved related to overtime, the member requested from the supplier to get a confirmation from workers representation about the new rule that there is no Sunday work. The brand received a signed confirmation and will follow up on this during an upcoming on-site visit.

The order reductions by coocazoo were recognised by the member as a risk for the payment workers' wages. To remediate this risk, the member discussed with the supplier possible solutions. The parties agreed to shift orders from one supplier to another to avoid a still-stand of production (see indicator 1.5). Both the supplier and the brand wanted to keep the workers, as recruiting high-skilled workers, which is needed for the products, is difficult to find. Nevertheless, the stretching of orders reduces the work volume, and thereby as well the piece rate for workers. Normally workers earn the legal minimum wage plus an extra amount for higher piece rates. As workers were now only able to earn the legal minimum wage, some decided to leave the factory.

At the end of 2020, three audits were conducted by the Hama group to verify taken remediations.

**Recommendation:** Fair Wear encourages coocazoo and Step by Step to put more effort into assessing the root causes of CAP findings in order to create remediations that help to solve issues on a profound basis. For that, the active involvement of workers is needed.

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

**Comment:** Due to COVID-19, this indicator is non-applicable in 2020 for all Fair Wear members.

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

**Comment:** The local audit team of the Hama group conducted three audits at subcontractors, the quality was assessed by Fair Wear. The audit methodology of the Hama group is currently assessed by Fair Wear and until its officially approved as an 'own audit,' it counts as an external audit.

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

**Comment:** coocazoo and Step by Step are well aware that excessive overtime is a major consistent risk factor for production in China. The company tries to collect more information about working hours and wages in order to create more transparency about this topic.

Regarding forced labour, the member requests its suppliers to sign a manufacturer's declaration that commits suppliers to restrain from any kind of forced labour. The declaration states that the work of each individual must be performed voluntarily and that any form of forced labour or any illegal form of employment is prohibited. The audits conducted by the Hama group as well monitor forced labour and those audits take as well place at the members' subcontractors.

After the previous performance check a priority rating was conducted together with the brands brand liaison at Fair Wear including COVID-19 related risks.

The suppliers implemented health and safety measures independently at the beginning of the pandemic before the situation was even fully assessed in Europe. The brands verified improvement measures with pictures and video calls.

**Recommendation:** Fair Wear recommends the member to enrol its Chinese suppliers in the ILO Score module Workplace Cooperation. When the member becomes active in Vietnam it could support FoA by enrolling the supplier into FW's WEP Communication module.

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:** cocazoo and Step by Step actively cooperate with other FWF member companies whenever possible. At the moment the member cooperates with one other FWF member.

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

**Member undertakes additional activities to monitor suppliers.:** N/A (N/A)

**Comment:** No production in low-risk countries (N/A).

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

**Comment:** (N/A).

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

**Comment:** No external brands resold (N/A).

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

**Comment:** No external brands resold (N/A).

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

**Comment:** No licensees (N/A).

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## Monitoring and Remediation

**Possible Points: 23**

**Earned Points: 18**

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### 3. Complaints Handling

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

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

**Comment:** The CSR manager is designated to address any worker complaints that arise in their supply chain.

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:** cocazoo and Step by Step showed pictures of posted Worker Information Sheets at different production locations.

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.	67%	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:** WEP Basic training was conducted at one main supplier and counts for 67% of the total production volume.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
3.4 All complaints received from production location workers are addressed in accordance with the FWF Complaints Procedure.	No complaints received	Providing access to remedy when problems arise is a key element of responsible supply chain management. Member company involvement is often essential to resolving issues.	Documentation that member company has completed all required steps in the complaints handling process.	N/A	6	-2

**Comment:** No complaints received (N/A).

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:** No complaints or cooperation not possible / necessary (N/A).

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## Complaints Handling

**Possible Points: 9**

**Earned Points: 7**

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## 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:** coocazoo and Step by Step have a small team where information on Fair Wear membership is easily shared. During the monthly departments' meetings both the product and product manufacturing process is discussed, this includes conditions at the factories and CSR compliances.

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:** Every Monday the design and product management team meet to discuss relevant topics, as these teams are in regular contact with the members' main suppliers. Relevant information is also shared with the sales manager and the local team who visit factories regularly.

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

**Comment:** coocazoo and Step by Step do not work with agents.

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:** In 2020 and the years before, coocazoo and Step by Step did not enlist any supplier into the participation of additional training programmes that support transformative processes related to human rights.

In 2021, the brand wants to train the general manager from its main supplier to become a trainer according to Fair Wear standards.

**Recommendation:** Fair Wear recommends Step by Step and coocazoo 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, Step by Step and coocazoo can make use of Fair Wear's WEP Communication or Violence and Harassment Prevention modules. Fair Wear welcomes the efforts of Step by Step and coocazoo to train its local team in delivering such advanced training and encourages them to continue with this process.

The local team 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

**Comment:** No transformative training programmes have been conducted or member produces solely in low-risk countries (N/A).

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## 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.	Advanced	Any improvements to supply chains require member companies to first know all of their production locations.	Supplier information provided by member company. Financial records of previous financial year. Documented efforts by member company to update supplier information from its monitoring activities.	6	6	-2

**Comment:** coocazoo and Step by Step have a process in place through their local team, to do random visits during production to verify existing production lines, capacity and machinery. In 2020, the company was aware of all main suppliers and its subcontractors and had entered them into the database. Once per year the brand discusses with the main supplier updates regarding new subcontractors. In its manufacturer's declaration, the member requests from its suppliers to be informed in case production gets outsourced to a subcontractor.

Thanks to the creation of a full-time CSR position, the CSR manager will have more capacity to monitor CAP findings at subcontractors. For now, the audit team by the Hama groups conducts audits and the local team follows up on findings.

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:** coocazoo and Step by Step have a monthly meeting across all departments to discuss production progress, in these meetings CSR-related topics are covered too such as working conditions at the production locations.

**Recommendation:** It is advised to make relevant staff aware of the available tools Fair Wear offers, such as the Health and Safety guides, monitoring CAP documents, access to Fair Wear's online information system. Purchasing staff are recommended to share reports from factory visits that include a status update of implementing the CoLP.

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## **Information Management**

**Possible Points: 7**

**Earned Points: 7**

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## 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:** coozoo and Step by Step both communicate about their Fair Wear membership and adhere to the Fair Wear communication policy. Fair Wear membership is communicated through the company's website and webshop.

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

**Comment:** coozoo and Step by Step adhere to Fair Wear's transparency policy and have disclosed production locations. 100% of production volume is disclosed to other members in Fair Force and on the Fair Wear website.

Additionally, coozoo and Step by Step publish the brand performance check report on the websites.

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

**Comment:** The social report was completed and submitted to Fair Wear and has been published on both cocozoo and Step by Step's websites.

## Transparency

**Possible Points: 6**

**Earned Points: 6**

## 7. Evaluation

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

**Comment:** The management of coocazoo and Step by Step discusses regularly the importance of the Fair Wear membership to achieve step by step fairer working conditions.

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.	65%	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.	4	4	-2

**Comment:** During the last Brand Performance Check, Fair Wear noted five requirements, which coocazoo and Step by Step addressed to 55%.

1.3 All production locations signed and returned the questionnaire and posted the WIS, therefore this requirement is fully-met.

1.9: CAP findings regarding the payment of wages were followed-up. Fully met.

1.11: The brand made some small steps towards gaining more transparency within the wage indicators, therefore this requirement is partially-met.

1.13: coocazoo and Step by Step did not analyse yet what is needed to increase wages and develop a strategy to finance the costs of wage increases, therefore this requirement is not met.

5.1: The brand included all its production locations in the data base and disclosed all its suppliers, therefore this requirement is fully-met.

**Requirement:** The member is required to work towards remediation of previous requirements from the last Brand Performance Check. Further engagement needs to be taken with regard to the following requirements 1.11 and 1.13 as mentioned in the last Brand Performance Check.

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## **Evaluation**

**Possible Points: 6**

**Earned Points: 6**

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## Recommendations to Fair Wear

- The member is very happy and proud to be finally a member of Fair Wear
- The member is very happy with the support it receives from the Fair Wear Brand Liaison, and appreciates the quick responses.
- For more complex topics such as for FoA in China, the member would like to learn more about different options what it could do, as the recommended ILO SCORE programme is quite expensive.

## Scoring Overview

Category	Earned	Possible
Purchasing Practices	26	52
Monitoring and Remediation	18	23
Complaints Handling	7	9
Training and Capacity Building	3	9
Information Management	7	7
Transparency	6	6
Evaluation	6	6
Totals:	73	112

### Benchmarking Score (earned points divided by possible points)

65

### Performance Benchmarking Category

Good

## Brand Performance Check details

Date of Brand Performance Check:

06-08-2021

Conducted by:

Hannah Ringwald

Interviews with:

Christina Kraus

Jerome Herdramm-Schroeder

Laura Weber