



Brand Performance Check

**SALEWA, DYNAFIT, Wild Country &
LaMunt**

This report covers the evaluation period 01-01-2024 to 31-12-2024

About the Brand Performance Check

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

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

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

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

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

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

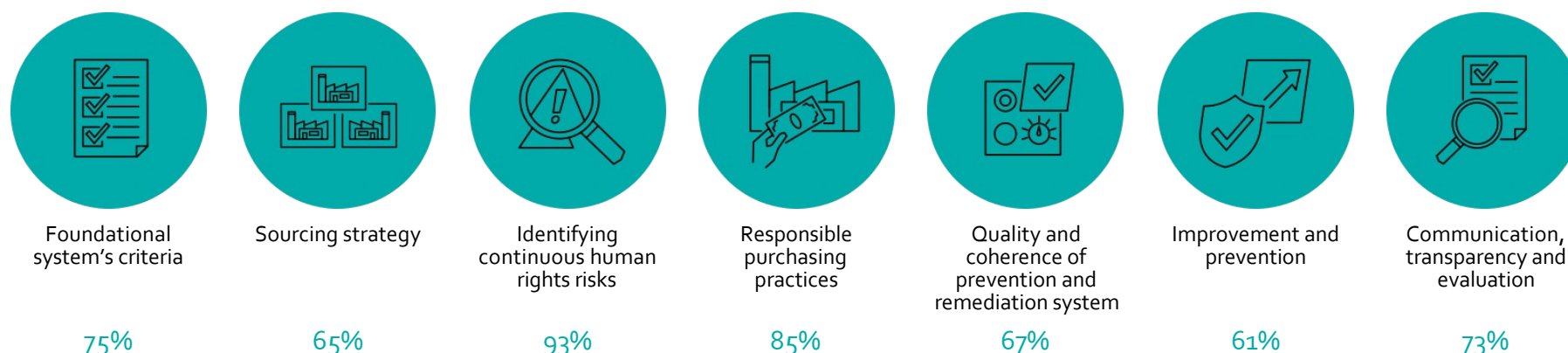
Scoring overview

Total score: 148

Possible score: 208

Benchmarking Score: 71

Performance Benchmarking Category: Good



Summary:

SALEWA, DYNAFIT, Wild Country & LaMunt has shown progress and met most of Fair Wear's performance requirements. With a total benchmarking score of 71, the member is placed in the Good category.

SALEWA, DYNAFIT, Wild Country & LaMunt has a sourcing strategy addressing influencing labour conditions. Its sourcing strategy explicitly focuses on increasing influence through consolidation. Between 2023 and 2024, the brand was able to consolidate the number of factories by almost 13%. In addition, the brand sourcing strategy includes active cooperation with other clients, including Fair Wear members and non-members. However, the brand does not adhere to Fair Wear transparency policy, and at this moment does not disclose its suppliers.

The brand conducts systematic risk scoping, primarily at the sector and country level, and has identified high risks in key sourcing countries such as Bangladesh, Myanmar, and China. While some product-level risks (e.g., health and safety) have been identified, a comprehensive inclusion of product, business model, and sourcing model risks is still lacking. Factory-level risk assessments have been completed for 53% of the brand's FOB, with prioritisation based on country risk, supplier evaluation, and business priorities. The approach incorporates a gender lens and red flags for forced labour. The brand has developed several supplier-level action plans; however, these plans often focus on audit findings and are not always fully aligned with the broader risk assessments.

Despite Fair Wear's general expectation that member brands begin disengagement from Myanmar, the brands continue operations there. This decision is based on their continued access to factories by both in-country and headquarters teams, as well as regular engagement with stakeholders such as the Myanmar Centre for Responsible Business and SMART Myanmar. The share of production in Myanmar increased from 9% of total FOB in 2023 to 13% in 2024, due to a decrease in overall FOB rather than increased purchasing. In 2024, the brand contributed to wage increases in its suppliers in Myanmar, but did not reach Fair Wear's wage guidance.

The brand uses a detailed costing system to calculate the cost per working minute, cross-checking with suppliers and reviewing profit margins to ensure fairness. In many cases, pricing covers more than 100% of the estimated living wage share. According to validated audit data, a living wage is paid for 55% of the brand's FOB.

Overall, the brand has demonstrated clear progress over the past financial year, particularly in developing a more systematic approach to risk scoping and risk assessment. It is recommended that the brand build on this progress by developing comprehensive action plans. In addition, the brand should continue to ensure that it meets all Fair Wear expectations regarding responsible sourcing in Myanmar.

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 SALEWA, DYNAFIT, Wild Country & LaMunt

Member company information

Member since: 1 Jan 2013

Product types: Outdoor wear and outdoor products

Percentage of turnover of external brands resold 0%

Member of other MSI's/Organisations EOG, International Accord - Bangladesh and Employment Injury Scheme Pilot Bangladesh (ILO&GIZ)

Number of grievances received last financial year 3

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

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

Production Country	Number of production locations	Percentage of production volume
Viet Nam	11	27.46%
Bangladesh	3	18.4%
China	11	14.94%
Romania	1	12.78%
Myanmar	2	12.7%
Switzerland	1	4.2%
Italy	6	2.99%
Türkiye	2	2.9%
Czechia	1	0.74%
Republic of Moldova	1	0.61%
Slovenia	1	0.6%
Albania	1	0.56%
Portugal	1	0.47%
Lithuania	1	0.33%
Slovakia	1	0.13%
Ukraine	1	0.1%
Taiwan	1	0.07%
Austria	1	0.04%

Layer 1 Foundational system's criteria

Possible Points: 8

Earned Points: 6

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

Comment: SALEWA, DYNAFIT, Wild Country & LaMunt has a Responsible business conduct which includes a some elements of their human rights due diligence approach. The policy has yet to include a full description of the brand human rights due diligence approach.

Requirement: SALEWA, DYNAFIT, Wild Country & LaMunt needs to improve its Human Rights Due Diligence (HRDD) policy, to ensure it describes the brands approach on all six HRDD steps.

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.: No

Requirement: Fair Wear requires SALEWA, DYNAFIT, Wild Country & LaMunt to disclose its production locations to other member brands through Fair Wear's information management system.

Comment: SALEWA, DYNAFIT, Wild Country & LaMunt discloses 19% 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.: No

Comment: SALEWA, DYNAFIT, Wild Country & LaMunt discloses 0% of production locations externally on Fair Wear's transparency portal.

Requirement: Fair Wear requires SALEWA, DYNAFIT, Wild Country & LaMunt to disclose its production locations 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: SALEWA, DYNAFIT, Wild Country & LaMunt has a sourcing strategy that influences labour conditions. The member has 47 active suppliers. 47%% of the production volume comes from suppliers where the member has at least 10% leverage at suppliers. 16% of the production volume comes from suppliers where SALEWA, DYNAFIT, Wild Country & LaMunt buys less than 2% of its total FOB.

SALEWA, DYNAFIT, Wild Country & LaMunt's sourcing strategy explicitly focuses on increasing influence through consolidation. Between 2023 and 2024, the brand was able to consolidate the number of factories by almost 13%. In addition, the brand sourcing strategy includes active cooperation with other clients, including Fair Wear members and non-members.

Recommendation: SALEWA, DYNAFIT, Wild Country & LaMunt could formalise its sourcing strategy in a written policy.

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: SALEWA, DYNAFIT, Wild Country & LaMunt have a sourcing strategy that focuses on maintaining long-term relationships. 90% of the members' total FOB volume comes from suppliers with whom SALEWA, DYNAFIT, Wild Country & LaMunt have a business relationship for at least five years.

In the past financial year, Salewa has worked to revise its contracts to explicitly include an aim for long-term relationships. However, these contracts have yet to come into practice.

Recommendation: Fair Wear recommends SALEWA, DYNAFIT, Wild Country & LaMunt to commit to long-term contracts.

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.	Basic	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.	2	6	-2

Comment: SALEWA, DYNAFIT, Wild Country & LaMunt conduct risk scoping, including sector and country-level risks. The brand indicated that it had identified some product-level risk for health and safety issues. However, it has not yet included product level, business model risk and sourcing model risk in its overall risk scoping.

For country risk scoping, the brands follow a two-step approach. First, they establish a preliminary overview by collecting data from four international country indices, along with information on ratified ILO conventions. In the second step, the brands conduct more in-depth desktop research, drawing on sources such as Fair Wear's country profiles, the MVO Risk Checker, and aggregated trend analyses from factory risk assessments.

The risk scoping includes input from workers, suppliers, and stakeholders through input from the Fair Wear country profiles or an aggregated analysis of the factory risk assessment. The member has included risk on discrimination and gender-based violence. However, the risk scoping does not yet include a comprehensive gender lens.

The member has correctly assessed the impact and prevalence of the risks, identifying high risks for all labour standards in its main production countries of Bangladesh, Myanmar, and China. The member brand is a signatory of the International Accord to ensure safe and healthy working conditions at its Bangladeshi suppliers, and all factories are covered by the RSC (RMG Sustainability Council).

It is standard practice for SALEWA to conduct a risk scoping before sourcing from a new country. In some cases, the sourcing strategy is adjusted based on the findings. For instance, the brand decided not to source from Cambodia due to identified risks. However, its current sourcing strategy does not explicitly prioritise countries where workers can freely form or join a trade union and/or bargain collectively.

Despite Fair Wear's general expectation that member brands begin disengagement from Myanmar, the brands continue operations there. While acknowledging the complexity and challenges of conducting human rights due diligence in Myanmar, they believe it remains feasible. This belief is based on their continued access to factories by both in-country and headquarters teams, as well as regular engagement with stakeholders such as the Myanmar Centre for Responsible Business and SMART Myanmar. The brands also conduct ongoing monitoring of factory conditions, including potential links to the military. The brands have increased the volume of production placed in Myanmar, from 9% of total FOB in 2023 to 13% in 2024. However, this increase does not reflect a rise in actual FOB purchased, but is a result of a lower FOB overall.

Recommendation: Fair Wear recommends SALEWA, DYNAFIT, Wild Country & LaMunt to include all risk factors in its risk scoping. Fair Wear strongly recommends SALEWA, DYNAFIT, Wild Country & LaMunt to privilege countries where workers can freely form or join a trade union and/or bargain collectively and make this explicit in its sourcing strategy.

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 standard practice for the SALEWA, DYNAFIT, Wild Country & LaMunt to inform potential suppliers about Fair Wear membership and expectations regarding human rights due diligence (HRDD) during the initial conversations. In addition, the brand shares its Responsible Business Conduct (RBC) policy and Code of Conduct, which suppliers are asked to sign. This process has been followed for the two suppliers added last year.

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.	Intermediate	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.	4	6	0

Comment: In 2024, SALEWA, DYNAFIT, Wild Country & LaMunt onboarded two new suppliers, one in Moldova and one in Vietnam. The brands collect human rights-related information from potential suppliers through a combination of tools. This includes a factory self-assessment, submission of full supplier and factory data, an on-site assessment by the quality control team focusing on health, safety, and social compliance, and reviewing existing audit reports. SALEWA, DYNAFIT, Wild Country & LaMunt followed the above process for the suppliers added in the previous two years.

Suppliers based in Bangladesh need to show a serious commitment to guaranteeing workers' safety in the factory by agreeing to the brand's 'Bangladesh sourcing policy', being audited by the RMG Sustainability Council (RSC), and working on the findings. The brand did not onboard any new supplier in Bangladesh last financial year.

The company does not collect information from workers or stakeholders to inform the sourcing decision. The member's sourcing strategy does not mention a preference for suppliers where workers are free to form or join a trade union and/or bargain collectively.

Recommendation: Fair Wear encourages the member to collect worker and stakeholder input before placing the first order.

Fair Wear strongly recommends SALEWA, DYNAFIT, Wild Country & LaMunt to privilege suppliers where workers can freely form or join a trade union and/or bargain collectively and make this explicit in its sourcing strategy.

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.	Intermediate	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.	4	6	0

Comment: SALEWA, DYNAFIT, Wild Country & LaMunt added two new suppliers in 2024 and five new suppliers in 2023. The member brand shared information about Fair Wear's CoLP and the grievance mechanism within the first year of doing business. The Worker Information Sheet has been posted for all suppliers. SALEWA, DYNAFIT, Wild Country & LaMunt organised one onboarding training for one of their new suppliers to raise awareness about the Fair Wear Code of Labour Practices (CoLP), the grievance mechanism, and the importance of social dialogue. Another new supplier, who is shared with another Fair Wear member, recently participated in a Fair Wear training organised by that member. The remaining new supplier has not yet received onboarding training.

Recommendation: SALEWA, DYNAFIT, Wild Country & LaMunt is recommended to organise onboarding sessions specifically focusing on the CoLP and the grievance mechanism within the first year of doing business.

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: SALEWA, DYNAFIT, Wild Country & LaMunt has a systematic approach to assessing human rights risks in its supply chain. Currently, the brand has conducted in-depth factory risk assessments for 11 of its production locations, documented in an Excel file. The prioritisation of which locations require such assessments is based on: the outcomes of the country risk scoping, the overall supplier evaluation (see section 2.10), the strategic importance of the supplier in terms of FOB or other business priorities, and the availability of sufficient information from on-site assessments or other sources. As a result of this prioritised approach, the brand has completed factory risk assessments for 53% of its total FOB. For lower-priority factories, the brand nevertheless tracks key points of attention, including the date of the last audit or visit and whether the factory has received relevant training.

However, some notable gaps remain in the current prioritisation. Out of 11 Chinese suppliers, the brand has completed a risk assessment for only 1, despite China being classified as a high-risk country. Furthermore, the brand has not yet assessed its supplier in Romania, which accounts for the highest share of its FOB, nor its suppliers in Ukraine or Türkiye, despite the high country risks in those locations. The brand plans to include the remaining suppliers in its risk assessment process in the coming years.

In its factory-level risk assessments, the brand evaluates risks across all eight Fair Wear labour standards, assigning each a likelihood and severity score to determine the significance of potential harm. These assessments are based on a combination of sources, including desktop reviews, on-site factory assessments(audits), stakeholder consultations and topic-specific questionnaires. A gender lens is applied to each risk, and particular attention is given to identifying red flags related to forced labour.

The brand uses different tools that include input from workers, suppliers, and other stakeholders. These tools are Fair Wear onsite assessments and topic-specific supplier questionnaires. Worker input has been collected for its suppliers in Myanmar through worker surveys; however, the brand has yet to collect this for other suppliers.

As a signatory of the International Accord, the brand has a system in place to identify risks at its suppliers in Bangladesh. This includes evaluating the results of RMG Sustainability Council (RSC) audits and monitoring progress on corrective actions. However, the outcomes of RSC assessments have not yet been integrated into the brand's own factory risk assessment framework.

For its Myanmar factories, the brand collects risk assessment information through MADE onsite assessments, stakeholder consultations, input from its local QC team, and factory visits. In addition, worker input was collected through a Ulula survey. High risks identified include living wages, working hours, and discrimination. The heightened risks due to the country context, for example, the military linkage risks, have not yet been explicitly included in the assessments.

Recommendation: Fair Wear recommends SALEWA to extend its risk assessment approach to other suppliers where it has identified high country risks.

SALEWA, DYNAFIT, Wild Country & LaMunt could complement its risk assessment process with additional worker and stakeholder input.

Fair Wear recommends continuously evaluating whether the monitoring tools for its factories in Myanmar are sufficient and, if necessary, reassessing its presence in Myanmar in consultation with stakeholders.

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: SALEWA, DYNAFIT, Wild Country & LaMunt has mapped the risks to freedom of association (FoA) in its sourcing countries and can explain the main risks per country, including the risks to women workers, which are underrepresented. The risks identified are, for example, in Myanmar the violence against trade union leaders. In China and Vietnam, workers cannot freely form or join the union of their choice and worker/union representatives are not democratically elected.

The member has supplier-level monitoring in place to assess and understand the risk at suppliers. In addition to Fair Wear onsite assessments and external audits, SALEWA, DYNAFIT, Wild Country & LaMunt conducted a Supplier Questionnaire on FoA with 37 suppliers. This questionnaire enabled the brand to gather detailed information on: the existence of worker representation and trade unions, the presence of collective bargaining agreements (CBAs), and the level of female worker representation. This approach has helped the brand better understand the status of FoA at each supplier. In addition, in one of its Myanmar suppliers, the brand conducted a worker survey that included questions on social dialogue and freedom of association.

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: SALEWA, DYNAFIT, Wild Country & LaMunt has included gender in its human rights risk identification. The member could show that it understands the basic gender risks for its sourcing countries, for example, by identifying the lack of upward mobility in Bangladesh and the absence of maternity leave in China. The gender analysis at the country level is not yet systematically documented.

At the factory level, the brand actively collects gender-disaggregated data through annual questionnaires. This data includes the breakdown of male and female workers per job position, the existence and content of anti-discrimination and anti-harassment policies, the presence and functioning of anti-harassment committees, the number of single mothers and any protective policies in place for them, measures to safeguard female workers from long overtime and unsafe commutes, and the representation of women in worker committees. The member sometimes analyses the collected gender-disaggregated data at the factory and country level when working on complaints or audit findings. For example, at one of the Bangladeshi suppliers, the brand started analysing the data of female supervisors, as women are not often female supervisors.

In addition, the brand has incorporated a 'gender lens' column into its factory risk assessment, as described in section 2.7. This column outlines the potential gender impact of each identified risk. The information gathered through the annual questionnaires also feeds into this assessment, helping the brand to better understand and address gender-specific risks in its supply chain.

Recommendation: Fair Wear recommends the member to collect country-level gender risks for each Code of Labour Practices.

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: Suppliers' human rights performance is evaluated systematically twice per year. As part of this evaluation, suppliers are assigned a social compliance score. This score is based on several factors, including the overall factory risk assessment, the number of critical and major findings, and the supplier's communication and cooperation in following up on social compliance issues.

The results of this evaluation are shared with the operations directors and upper management. However, because the social compliance evaluation is conducted separately from the overall supplier performance review, it remains unclear to what extent social compliance is considered when making business decisions based on supplier performance.

Occasionally, the outcome of this evaluation influences purchasing decisions. For example, the social compliance score was taken into account in several supplier exits during the past financial year. SALEWA, DYNAFIT, Wild Country & LaMunt has not yet shared the outcome of the evaluation with its suppliers and their worker representatives.

Recommendation: Fair Wear recommends SALEWA, DYNAFIT, Wild Country & LaMunt to share and discuss the outcome of the supplier evaluation with all its suppliers and their worker representatives.

SALEWA, DYNAFIT, Wild Country & LaMunt is encouraged to clarify how human rights performance is weighted in its overall supplier evaluation systems, particularly in relation to business performance.

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: SALEWA, DYNAFIT, Wild Country & LaMunt use the outcomes of its human rights monitoring to respond to unauthorised subcontracting. In 2023, one such case was identified involving an unauthorised dyeing facility. Upon internal review, the brand discovered that the chemical team was already aware of the subcontractor, and the Quality & Compliance (Q&C) team had visited the site. Following this, the brand ensured that the factory had a system in place for selecting new subcontractor in accordance with their requirements.

Additionally, the member actively prevents unauthorised subcontracting by visiting suppliers during production and having a dedicated QC team perform final inspections before shipment approval. The brand also assesses production capacity by cross-checking order numbers with the number of reserved production lines to check whether it is realistic to have the order made entirely in-house.

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: SALEWA, DYNAFIT, Wild Country & LaMunt has identified whether homework is prevalent in its sourcing countries. According to the member, there is a very low risk of homeworkers being used by its suppliers because of the complexity of the products. The brand cross-checked this estimation by sending a home worker questionnaire to all suppliers. Furthermore, the brand's QC team monitors that orders are not being outsourced. In recent years, SALEWA, DYNAFIT, Wild Country & LaMunt has not found any homeworkers through its monitoring.

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: SALEWA, DYNAFIT, Wild Country & LaMunt uses contracts with its suppliers. The member has agreements in the form of purchase conditions stipulating payment terms and penalties. Payment terms vary per supplier, but the brand could show during the performance check that payment terms are below 60 days upon the goods being loaded on the vessel.

Over the past financial year, the brand has worked on improving its contractual framework to reflect a shared responsibility for implementing the Code of Labour Practices. The revised contracts include a commitment to long-term supplier relationships and provisions for a responsible exit strategy. Additionally, the brand intends to include a more precise definition of "proof of fault" concerning penalties for delivery delays, to ensure that suppliers are not unfairly burdened. These updated contracts are still in draft form and have not yet been activated. As a result, they will be considered in the scoring for this indicator during the next performance check.

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. The member includes responsible business practices in job role competencies, for example, for the costing manager ensuring they include living wage estimates in its pricing.

The sourcing and purchasing staff do not yet work with KPIs supporting good sourcing and pricing strategies.

Recommendation: SALEWA, DYNAFIT, Wild Country & LaMunt could adopt KPIs that support good sourcing and pricing strategies within its sourcing, purchasing and design departments.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.15 Member company's purchasing practices support reasonable working hours.	Advanced	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.	6	6	0

Comment: SALEWA, DYNAFIT, Wild Country & LaMunt's production planning system always considers the factory's capacity. The brand works with an extended forecasting timeline, allowing suppliers greater flexibility. Forecasts are shared well in advance and are updated regularly based on the latest order data, ensuring that suppliers have a realistic and current view of expected volumes. Forecasting is always done in person and in close collaboration with the supplier. To support accurate planning, the brand has developed a production line capacity calculator that factors in available lines, daily output, and required production days. This tool helps cross-check whether the factory's capacity aligns with the order volume. Technical capability and monthly capacity are also considered when assigning production, ensuring that the workload is manageable and appropriate for each supplier. The production planning process is regularly evaluated together with the supplier.

The brand avoids placing urgent orders that could create undue pressure. Samples are confirmed on time, facilitating smooth product development. In cases of production delays, such as late or defective fabric deliveries, SALEWA, DYNAFIT, Wild Country & LaMunt respond flexibly. They may adjust delivery dates, reshuffle orders for specific customers, or even cover the cost of air freight if earlier delivery is required. SALEWA, DYNAFIT, Wild Country & LaMunt have transitioned from a seasonal supplier model focused on winter and summer collections to a more balanced production typology. This shift aims to distribute orders more evenly throughout the year, supporting supplier stability and reducing peak-season pressure.

To prevent excessive overtime, the brand investigates whether delays or last-minute orders are linked to its own planning. It consults with suppliers and internal teams to identify root causes and ensure that any urgent requests can be fulfilled within legal working hours.

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.	Advanced	Understanding the labour component of buying prices is an essential first step for member companies towards ensuring the payment of minimum wages - and towards the implementation of living wages.	Interviews with production staff, documents related to member's pricing policy and system, buying contracts, cost sheets including labour minutes.	6	6	0

Comment: SALEWA, DYNAFIT, Wild Country & LaMunt works with an extensive cost breakdown calculation per style, including estimated cost composition and workmanship costs. This approach is a requirement for new suppliers and has been progressively expanded across the supplier base. The brand has introduced a costing software that pre-fills costs from the bill of materials (BOM), allowing for more accurate and transparent costing.

The costing manager cross-checks the approximate labour costs (per style) given by the supplier with the garments' complexity, the standard allowed minutes, the factory's technical experience, and other specific features. While the brand does not yet know the actual sewing minutes required for each style, it uses the standard minutes as a benchmark and calculates minute prices based on living wage estimates and the available working minutes per worker per month. The tool includes efficiency percentages of the different production countries in its calculation.

The cost per working minute is calculated and cross-checked with suppliers, including a review of the factory's profit margin to ensure it is fair and not excessively low. The calculator allows the brand to see whether the number of minutes required for a style aligns with the price paid. In many cases, the brand finds that its pricing covers more than 100% of the estimated living wage share.

The brand indicates that labour costs are generally not part of the price negotiation. If the overall quotation is too high, the brand may negotiate on material costs, but not on labour. The brand also considers inflation and changes in legal minimum wages when setting prices. This information is shared with the costing team and used to update the calculator.

Recommendation: The brand is encouraged to start collecting the actual sewing minutes required for each style to improve the accuracy of its calculations.

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.	Advanced	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.	4	4	0

Comment: SALEWA, DYNAFIT, Wild Country & LaMunt has informed its sourcing intermediaries of Fair Wear requirements. As the member brand has direct contact with all suppliers, it is ensured that all production locations are informed about the implementation of the CoLP in the onboarding process. Next to that, the intermediaries actively support HRDD and the implementation of the CoLP. The member has yet to require from its intermediaries that they uphold the purchasing practices mentioned in the Common Framework of Responsible Purchasing Practices (CFRPP).

Recommendation: SALEWA, DYNAFIT, Wild Country & LaMunt could require its intermediaries to uphold the purchasing practices mentioned in the CFRPP framework.

Layer 3 Prevention, mitigation and remediation

Possible Points: 96

Earned Points: 60

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.	Basic	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.	2	6	0

Comment: SALEWA, DYNAFIT, Wild Country & LaMunt have prioritised risks and created factory action plans, covering 53% of their FOB. As described in indicator 2.7, the brand has completed a factory-level risk assessment for 11 of its suppliers. For each of these, the brand has identified follow-up actions per risk. However, these actions could be more comprehensive as they tend to be generic or process-oriented, such as planning a factory visit, training, or on-site assessment, instead of addressing the risk. Furthermore, the actions do not yet include a budget or timeline.

Additionally, the brand has created an Excel-based action plan to track progress on findings and actions from on-site assessments and grievances, in collaboration with its suppliers. Since these action plans primarily focus on findings from on-site assessments, it is not fully aligned with the broader factory risk assessments. For example, the action plan for one of the suppliers in Myanmar did not match the risk profile. While the brand's risk assessment for this factory identified the highest risks relating to living wages, lack of functional age verification, and inadequate leave provisions, these issues were not included in the factory action plan. Instead, the action plan focused solely on follow-up actions from a MADE audit from 2023. In 2024, Fair Wear required brands sourcing in Myanmar to ensure their suppliers pay workers a minimum of 310.000 Kyat per month (equivalent to 10.000 Kyat daily). Although the brand has taken steps to increase wages in 2024 (see indicator 3.6), it has not achieved this wage goal in 2024. Additionally, the action plans lack specific strategies for the brand to reach this target wage.

The member brand could show it monitors outcomes from the Accord Bangladesh Safety Programme and collaborates on joint prevention, mitigation, and remediation efforts with the RSC and other signatories of the International Accord. However, follow-up actions from RSC audits have not yet been integrated into the factory action plans.

As the risk action plans are not comprehensive and the onsite assessment action plans do not match the risk profiles, the percentage for this indicator has been halved.

Requirement: SALEWA, DYNAFIT, Wild Country, and LaMunt should ensure its action plans for Myanmar suppliers include comprehensive measures to raise wages.

Recommendation: Fair Wear recommends SALEWA, DYNAFIT, Wild Country & LaMunt to ensure that its factory action plans align with its factory risk assessments. It also recommends that the brand work with a single comprehensive action plan per supplier, rather than maintaining multiple files.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.2 Member company's action plans include a gender lens.	Basic	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.	2	6	0

Comment: As described under Indicator 2.9 SALEWA, DYNAFIT, Wild Country & LaMunt sometimes use the collected gender-disaggregated data at the factory and country level to support the remediation of findings or grievances. Some actions in the factory-level action plans address gender-specific issues. For example, developing a fair and documented performance appraisal system aimed at promoting female employees into supervisory roles in Bangladesh, and addressing pregnancy screening practices at a supplier in Myanmar. However, the brand has not yet included a comprehensive gender lens in its overall action plans.

Recommendation: Fair Wear recommends SALEWA, DYNAFIT, Wild Country & LaMunt to make the gender lens in its action plans more comprehensive.

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.	Intermediate	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.	4	6	0

Comment: SALEWA, DYNAFIT, Wild Country & LaMunt have included several steps in their action plans to promote freedom of association (FoA) and effective social dialogue. These steps include training on grievance mechanisms, FoA training for both management and workers and efforts to review the effectiveness of the grievance mechanism and social dialogue.

In the past financial year, one of the brand's key actions was analysing the collective bargaining agreements (CBAs) in place at its suppliers and reviewing the consultation processes involved.

At one of its suppliers in Myanmar, the brand identified that workers were sometimes unclear about the roles and responsibilities of various channels, such as worker representatives, trade unions, and grievance mechanisms. In response, a training session was organised to raise worker awareness of these different channels. Additionally, the brand conducted a worker survey using Ulula, which indicated that workers feel free to join a union. Furthermore, a MADE training on "Social Dialogue and Effective Grievance Mechanisms" was delivered at one of its suppliers.

Recommendation: Fair Wear recommends that the member company make strategic use of the collected information on freedom of association (FoA), social dialogue, and collective bargaining agreements (CBAs) by developing more comprehensive actions to address the identified risks .

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.4 Member company actively supports a factory-level grievance mechanism.	Advanced	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.	6	6	0

Comment: SALEWA, DYNAFIT, Wild Country & LaMunt systematically assess and regularly monitor the suppliers' internal grievance mechanisms. With the help of a questionnaire, the brand informs itself about whether a grievance mechanism is in place, if there is a process to follow up on complaints and if workers were trained. SALEWA, DYNAFIT, Wild Country & LaMunt collect data on how many complaints were received and resolved and how awareness is raised on the grievance mechanism. This information helps the member brand to evaluate whether the operational-level internal grievance mechanism is functioning. Furthermore, the member assesses whether a union or worker committees are in place and whether they were selected or democratically elected.

Additionally, SALEWA, DYNAFIT, Wild Country & LaMunt request meeting minutes of worker representatives' meetings to verify whether the operational-level internal grievance mechanism is functioning. The brand also uses third-party factory assessments and its own factory visits to collect information on whether the grievance mechanisms in the factory are functioning. SALEWA, DYNAFIT, Wild Country & LaMunt support and monitor the mechanism and respond when the mechanism is ineffective by organising awareness raising through training or information posters.

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: SALEWA, DYNAFIT, Wild Country & LaMunt cooperate with other Fair Wear members and non-Fair Wear brands at its shared suppliers, responding to findings and complaints. The member company can demonstrate that it works on joint prevention, mitigation, and remediation with the RSC and signatories of the International Accord. In addition, the member also cooperates in taking more preventive measures, such as working together with non-Fair Wear brands on the EIS (Employment Injury Scheme) project by financially contributing to the pension scheme for injured workers at one of its Bangladeshi suppliers.

Indicators on implementation: improvement and prevention

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.6 Degree of verified actions.	60%	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, SALEWA, DYNAFIT, Wild Country & LaMunt could demonstrate that it has followed up on 60% of all outstanding actions from factory findings. Examples of improvement actions that were taken include organising training for mid-level management to address harassment issues, collecting meeting minutes to ensure Health & safety committees are functional and ensuring a termination policy is communicated with workers. The actions still open are related issues that are more complex or structural, for example, on excessive working hours, living wages and addressing discrimination and harassment, and therefore need more time to be remediated. The member brand uses its regular factory visits by QC, Health and Safety team to verify improvements. The brand distinguishes between 'verified' actions and 'validated' actions, ensuring to only close an action once it has been validated that the issue is no longer there.

SALEWA, DYNAFIT, Wild Country & LaMunt work on improving the lives of workers at its suppliers in Myanmar. At its main supplier, where the brand has 25% leverage, a full factory assessment was completed by MADE at the end of 2023. During the Brand performance check, the brand could show that it had completed 90% of the actions. These actions primarily addressed health and safety issues, and included updates to policies on termination procedures and daily recruitment practices.

At the second supplier, where the brand has 8% leverage, a MADE assessment was carried out in August 2024. For this assessment, the brand was able to show that 45% of the actions had been completed and verified. The completed actions focused on health and safety improvements, as well as training and awareness-raising around the termination policy and the grievance mechanism. Outstanding actions include ensuring that pregnant workers are not required to work overtime, and revisions to the recruitment policy.

As part of its enhanced human rights due diligence, the brand has implemented measures to ensure safe transportation for workers between home and the factory. Additionally, the brand monitors for any military linkages within the factories, using input from local quality control teams and stakeholders.

In both factories, the brand has contributed to wage increases, with daily wages rising from approximately MMK 4,800 in 2023 to around MMK 7,000 in 2024. Wage growth continued into 2025, and the brand is now exploring a collaborative approach with other non-member brands operating in Myanmar. However, Fair Wear's guidance of increasing the wages to MMK 10,000 per day was not reached in 2024.

Requirement: Members staying in Myanmar must work towards wage increases with their suppliers, as low wages are one of the most urgent harms in the country.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.7 Degree of progress towards implementation of prevention programme.	Basic 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.	2	6	-2

Comment: In 2024, the brand added a column to its Excel-based standard action plan to include root causes identified for every issue. It uses a standard list of root causes and chooses the one most applicable. This allows the brand to analyse the root causes of all issues on an aggregate level. For example, for the harassment issue in their Bangladeshi supplier, they identified the root cause as 'Tolerance of inappropriate behaviour and lack of anti-harassment training', or for the issue in their Myanmar supplier, where pregnant workers were working overtime, the root cause identified was 'Lack of monitoring pregnant workers to support necessary accommodation and protection'.

The brand has not yet included root causes for all its action plans; for example, it has not identified the root causes of one of its Myanmar suppliers, therefore, the score of this indicator is demoted by one level.

The root causes are developed together with the local QC team and also include brand practices like 'poor planning'. It is not standard practice for the brand to discuss the root causes with the supplier; however, the action plan, including the root cause, is shared.

The brand has not developed specific preventive actions to address the root causes of issues; however, the actions to address the issues take the root causes into account. Focusing mainly on organising awareness training or ensuring the supplier has policies and processes in place.

Recommendation: Fair Wear recommends SALEWA, DYNAFIT, Wild Country & LaMunt to identify root causes of all CAP issues in Myanmar.

Fair Wear recommends SALEWA, DYNAFIT, Wild Country & LaMunt to translate its root cause analysis into concrete preventive actions as part of 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: As mentioned under Indicator 2.7, SALEWA, DYNAFIT, Wild Country & LaMunt has not completed a risk assessment for all suppliers, as their efforts are currently focused on factories with the highest priority.

The brand has assigned each factory a priority score ranging from 1 to 5. Factories with a low priority score (below 2) represent 23% of the brand's FOB. Despite their lower priority, the brand continues to monitor them through its prioritisation document, which tracks key attention points, the date of the last audit or visit, and whether the factory has received training. SALEWA, DYNAFIT, Wild Country & LaMunt regularly review changes to the risk situation by sending a yearly questionnaire, maintaining regular contact approximately three times per year, and reviewing external audit reports

The member has yet to include worker representatives in discussions with factory management on possible human rights risks.

Recommendation: The member brand 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.	Intermediate	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.	4	6	0

Comment: Both Fair Wear onsite assessments in the previous year identified excessive overtime issues. When overtime issues arise, it is standard practice for the brand to first examine whether its own purchasing practices may have contributed to the problem. Following this internal review, the brand engages with the supplier to discuss potential root causes.

According to the brand, the root causes identified include poor production planning by the factory, bottlenecks in production, a diminishing workforce, and delays in fabric delivery. As described in 2.15, the brand has implemented several measures to ensure its own production planning does not lead to excessive overtime. However, they do acknowledge that factories are often hesitant to disclose which of their customers caused the overtime. Therefore, the brand collaborates in the Better Buying Survey to get feedback on purchasing practices.

Additionally, for one of its suppliers in Myanmar, the brand has begun actively collecting and tracking working hours, allowing it to investigate root causes when excessive overtime is detected proactively.

SALEWA, DYNAFIT, Wild Country & LaMunt could not yet show that its efforts resulted in reduced excessive overtime.

Recommendation: Fair Wear advises SALEWA, DYNAFIT, Wild Country & LaMunt to discuss with its supplier which solutions included in the Fair Working Hours Guide are applicable.

Fair Wear recommends cooperating with other customers at the factory to increase leverage when mitigating excessive overtime.

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: Both Fair Wear onsite assessments in the previous year identified issues regarding non-payment of legally required wage elements. At the brand's Bangladeshi supplier, it was found that apprentices and helpers were sometimes not paid the minimum wage. The brand is currently addressing this issue by engaging with the supplier to ensure proper procedures are followed for apprentices. Additionally, some wage-related issues were linked to the factory's collaboration with an external agency for operational matters. In response, the supplier has decided to terminate its relationship with the agency.

In a Vietnamese supplier, it was found that some allowances were not paid. The member addressed the findings and could show during the performance check that this finding was resolved.

Recommendation: Fair Wear strongly recommends SALEWA, DYNAFIT, Wild Country & LaMunt 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: SALEWA, DYNAFIT, Wild Country & LaMunt has conducted a living wage analysis for 80% of its factories. In this analysis, the brand distinguishes between high- and low-quality data, based on whether wage information was collected through a third-party audit. To date, the brand has completed a high-quality living wage analysis for 17 factories (69% of the brand's FOB volume).

The analysis includes data on the minimum, maximum, and mode wage levels with and without benefits. These wage levels are compared against several living wage benchmarks, the minimum wage, the trade union demand, and the local stakeholder demand. The brand discusses wages with its suppliers and has agreed on a target wage set at 30% above the legal minimum wage. This target is also incorporated into the wage analysis.

SALEWA, DYNAFIT, Wild Country & LaMunt has done a thorough root-cause analysis to find out why wages at suppliers are below the living wage. The member identified the following root causes: Low prices, limited understanding of the cost of a living wage, low efficiency productivity, too high targets, and other customers' buying practices. Based on the root-cause analysis, SALEWA, DYNAFIT, Wild Country & LaMunt continue using their own costing calculator to ensure prices paid cover the living wage estimates. The member has yet to develop a systemic and time-bound approach to increase wages to a living wage.

Recommendation: Fair Wear encourages SALEWA, DYNAFIT, Wild Country & LaMunt to discuss with suppliers about different strategies to work towards higher wages and develop a systemic and time-bound approach per supplier. It is advised to start with suppliers where the member is responsible for a large percentage of production and has a long-term business relationship.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.12 Member company determines and finances wage increases.	Intermediate	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.	4	6	0

Comment: SALEWA, DYNAFIT, Wild Country & LaMunt has an overview of wages paid in production locations. The member has discussed target wages and wage developments with its factories. SALEWA, DYNAFIT, Wild Country & LaMunt has a strategy on how to finance wage increases at its suppliers. The brand sees opportunities in increasing retail prices, reducing margin profits, and improving efficiency. SALEWA, DYNAFIT, Wild Country & LaMunt have set a target wage of 130% above the legal minimum wage. Over the past year, the brand analysed the wage gap for 17 suppliers, representing 69% of its FOB volume, comparing actual wages to the target wage and various living wage estimates. The objective is to raise wages incrementally, initially reaching the target wage, then working towards a living wage, and ultimately closing the wage gap across all suppliers.

Recommendation: SALEWA, DYNAFIT, Wild Country & LaMunt should develop a systematic strategy to finance the costs of wage increases. 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.	55%	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.	4	6	0

Comment: Through its living wage analysis, the brand was able to demonstrate that, based on reliable third-party audit data, a living wage estimate is paid to suppliers responsible for 55% of SALEWA, DYNAFIT, Wild Country & LaMunt's FOB.

Recommendation: SALEWA, DYNAFIT, Wild Country & LaMunt is encouraged to continue efforts to keep raising wages.

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: SALEWA, DYNAFIT, Wild Country, and LaMunt received three complaints in the past financial year. Two were submitted in Vietnam—one concerning safe and healthy working conditions, and the other regarding legally binding employment relationships and freely chosen employment. The third complaint was received in Bangladesh, relating to living wages and legally binding employment relationships.

The two complaints in Vietnam were closed because the complainant could no longer be reached. The complaint in Bangladesh, concerning the non-receipt of an entitled salary increment, was closed and resolved, resulting in the complainant receiving the appropriate wage adjustment. The brand actively responded to all complaints in accordance with Fair Wear's Complaints Procedure. In its grievance follow-up, the brand typically collaborates with other member brands operating in the same factory.

In addition, five complaints received in 2023, three in Myanmar and two in Bangladesh, were also closed in 2024, with four of them successfully resolved.

SALEWA, DYNAFIT, Wild Country & LaMunt included some of the outcomes of these complaints in their factory-level risk assessment and action plan, to decide on further preventive actions in their supply chain, for example, through training on sexual harassment or further investigation into the root causes. However, this approach has not yet been applied to all complaints.

Recommendation: SALEWA, DYNAFIT, Wild Country, and LaMunt should consistently use complaint outcomes to inform factory risk assessments and action plans, enabling them to develop more preventive actions.

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: SALEWA, DYNAFIT, Wild Country & LaMunt have some open findings where training is a recommended follow-up action. For one of these suppliers, in Vietnam, the brand has organised a communication training. In addition, even though it is not part of a CAP, the brand implemented an onboarding training and communication training in 2025 for two other suppliers in Vietnam.

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.	Intermediate	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.	4	6	0

Comment: SALEWA, DYNAFIT, Wild Country & LaMunt followed up on all the implemented training by discussing the training report and outcomes with the factory. There were some issues with low participation in the training, so the brand started monitoring attendance and requesting proof that workers were paid during training sessions. It also emphasises the importance of training to the supplier.

The member has not yet used the training results as input for its factory-level risk assessment.

Recommendation: Fair Wear recommends SALEWA, DYNAFIT, Wild Country & LaMunt to use the training results as input for its human rights due diligence.

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.	Intermediate	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.	2	4	0

Comment: SALEWA, DYNAFIT, Wild Country, and LaMunt's human rights due diligence system includes a responsible exit strategy. In the past financial year, the member stopped with 11 suppliers and followed the strategy's steps.

The brand did not discuss the responsible exit strategy with all its suppliers. However, it plans to include the strategy in its new supplier contracts.

Recommendation: SALEWA, DYNAFIT, Wild Country & LaMunt could discuss the responsible exit strategy with its suppliers, for instance as part of its supplier evaluation.

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.	Member company's activities do not go beyond the indicators or scope.	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.	N/A	6	0

Comment: SALEWA, DYNAFIT, Wild Country & LaMunt do not undertake activities related to human rights that go beyond Fair Wear's scope.

Layer 4 External communication, outreach, learning, and evaluation

Possible Points: 22

Earned Points: 16

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: SALEWA, DYNAFIT, Wild Country & LaMunt communicate accurately about Fair Wear membership on its websites. The member also uses other channels to inform customers and stakeholders about Fair Wear membership, by communicating on hangtags, bags, in-store on plaques and displays, in consumer brochures and online communication via social media and press releases. SALEWA, DYNAFIT, Wild Country & LaMunt actively spread the Fair Wear message.

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

Comment: SALEWA, DYNAFIT, Wild Country & LaMunt does not sell external brands.

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: SALEWA, DYNAFIT, Wild Country & LaMunt has submitted its social report, which Fair Wear reviewed. The member brand has provided sufficient information in its social report on how it conducts human rights due diligence in Myanmar. SALEWA, DYNAFIT, Wild Country & LaMunt have also published the report on its website.

SALEWA, DYNAFIT, Wild Country & LaMunt has reported on its engagement in Myanmar on its website and in its Social Report it has included the wage levels in its factories in Myanmar.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
4.4 Member company engages in advanced reporting activities.	Intermediate	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.	2	4	0

Comment: SALEWA, DYNAFIT, Wild Country & LaMunt reports on factory-level data and remediation results. The brand shares an anonymised list of factories, including details such as FOB value, date of the last audit, visit, and training. Additionally, it reports on some audit findings, remediation efforts, complaint follow-up, and country- and factory-level risks.

SALEWA, DYNAFIT, Wild Country & LaMunt has yet to disclose its full factory list and its time-bound prevention, remediation, and mitigation actions.

Recommendation: Fair Wear recommends SALEWA, DYNAFIT, Wild Country & LaMunt to publish concrete remediation action for its suppliers.

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: SALEWA, DYNAFIT, Wild Country & LaMunt has a system to track progress and check if implemented measures have been effective in preventing and remediating human rights violations. The internal evaluation system involves top management, with whom they meet about 3 times a year. In its evaluation system, the member does not yet include triangulated information from external sources; however, for its work in Myanmar and the decision to continue sourcing in the country, the brand used external sources such as MADE in Myanmar and EuroCham Myanmar.

Recommendation: The member is advised to include feedback from workers and suppliers 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 several requirements for SALEWA, DYNAFIT, Wild Country, and LaMunt. These covered internal and external disclosure of factory lists, including all sourcing countries and eight labour standards in risk scoping, awareness-raising on the Code of Labour Practices and grievance mechanisms during the first year of business, improvements to supplier contracts, and wage increases in Myanmar. With the exception of the disclosure requirement, the brand followed up on all other points. Overall, at least half of the requirements were addressed.

Recommendation: SALEWA, DYNAFIT, Wild Country & LaMunt is strongly recommended to address the requirements that are still outstanding.

5 Appreciation chapter

5.1 Member company publicly responded to problems/allegations raised by consumers, the media, or NGOs.: Yes

Comments: Following the earthquake that struck Myanmar on 28 March 2025, SALEWA, DYNAFIT, Wild Country & LaMunt donated €10,000 to support the efforts of the Danish Red Cross, Medical Action Myanmar, Community Partners International and SONNE in managing the emergency and rebuilding key infrastructure. Fortunately, no significant damage were reported to the workers, their families or factories, but the brand wanted to participate in the donation coordinated by its partner EuroCham.

5.2 Member company actively participated in lobby and advocacy efforts to facilitate an enabling environment in production clusters.: Yes

Comments: In 2023, SALEWA, DYNAFIT, Wild Country & LaMunt joined the EIS pilot and have been active member, including advocating for the project. The member brand has presented the pilot to other Fair Wear and non-Fair Wear brands to push them to join.

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

Comments: SALEWA, DYNAFIT, Wild Country & LaMunt used its social media platforms to express support for the implementation of the Corporate Sustainability Due Diligence Directive (CSDDD)

Recommendations to Fair Wear

The brand recommends closer collaboration between the Fair Wear grievance mechanism and the Internal Accord grievance mechanism to avoid duplication and improve efficiency. Additionally, it suggests expanding the training offer, with a particular emphasis on developing modules for upper management, as current training sessions typically focus on middle management.

Brand Performance Check details

Date of Brand Performance Check: 07-10-2025

Conducted by: Sanne Beukers

Interviews with: Alexandra Letts (Sustainability Manager)

Martine Riblan (Human Rights Due Diligence Specialist)

Francesco Sineri (Operations Director Apparel)

Claudia Galvan (Purchasing & Planning Manager Apparel)

Kai Blessenohl (Operational Excellence Project Manager)

Ruth Oberrauch (Vice President)