



Brand Performance Check

Hydrowear B.V.

This report covers the evaluation period 01-01-2022 to 31-12-2022

About the Brand Performance Check

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

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

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

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

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

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

Scoring overview

Total score: 76

Possible score: 208

Benchmarking Score: 37

Performance Benchmarking Category: Needs Improvement



Summary:

Hydrowear has shown insufficient progress on performance indicators. With a total benchmarking score of 37, the member is placed in the Needs Improvement category.

Hydrowear is part of the investment group VP Capital, the same as the member brands HAVEP and Van Heurck. All three member brands cooperate closely together to increase their influence.

Hydrowear has a risk analysis in line with the OECD requirements. This was done in cooperation with the other two member brands, HAVEP and Van Heurck. Hydrowear conducts risk scoping and includes all eight labour standards. Hydrowear also has a basic approach to identifying human rights risks in its supply chain and has assessed the risks for each production location. The risk assessment does include an assessment of the likelihood and severity and a risk matrix. The highest risks were identified for suppliers in China and India about FoA, excessive overtime and living wages. There is a discrepancy between the monitoring outcomes and the common risks as identified in Hydrowear's risk scoping and external sources such as Fair Wear country studies. For instance, while FoA is a common risk in China, the monitoring tools Hydrowear uses do not identify non-compliance on this issue. The member has not adapted its monitoring approach to ensure thorough identification of potential non-compliances.

To date, Hydrowear's sourcing strategy does not mention a preference for countries where workers can freely form or join a trade union or bargain collectively because 97% of its total FOB is coming from China and India, where Hydrowear identified a high risk of freedom of association (FoA).

Fair Wear strongly recommends that Hydrowear starts prioritising actions for improvement based on its risk identification and draft concrete follow-up plans to prevent actual harms occurring.

In 2023, Fair Wear implemented a new performance check methodology aligned with the OECD guidelines on HRDD. This new methodology raises the bar and includes some new indicators, which may result in a lower score for member brands. Because this is a transition year, Fair Wear lowered the scoring threshold for this year only.

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 Hydrowear B.V.

Member company information

Member since: 1 Jan 2009

Product types: Workwear

Percentage of CMT production versus support processes 100%

Percentage of FOB purchased through own or joint venture production 0%

Percentage of FOB purchased directly 100%

Percentage of FOB purchased through agents or intermediaries 0%

Percentage of turnover of external brands resold 0%

FLA Member No

Number of complaints received last financial year 1

Basic requirements

Definitive production location data has been submitted for the financial year under review? Yes

Work Plan and 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
China	7	68.21%
India	4	28.62%
Croatia	1	1.69%
Portugal	1	1.49%

Layer 1 Foundational system's criteria

Possible Points: 8

Earned Points: 6

1.1 Member company has a Responsible Business Conduct policy adopted by top management.: Yes

Comment: Hydrowear has a solid Responsible Business Conduct Policy in place.

1.2 All member company staff are made aware of Fair Wear's membership requirements.: Yes

1.3 All staff who have direct contact with suppliers are trained to support the implementation of Fair Wear requirements.: Yes

1.4 A specific staff person(s) is designated to follow up on problems identified by the monitoring system, including complaints 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

Comment: Hydrowear does not disclose its production locations internally through Fair Wear's information management system.

Requirement: Fair Wear requires Hydrowear to disclose its production locations to other member brands 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: Hydrowear does not disclose production locations externally on Fair Wear's transparency portal. Fair Wear does not disclose Chinese factories on its website yet and is therefore lenient when members do not disclose Chinese factories.

Requirement: Fair Wear requires Hydrowear 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: 38

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.	Intermediate	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.	4	6	0

Comment: The member has 13 active suppliers. 85% of the production volume comes from suppliers where the member has at least 10% leverage at suppliers. 5% of the production volume comes from suppliers where Hydrowear buys less than 2% of its total FOB. These figures differ only slightly from last year. The member brand sources RMG articles mostly from China and India.

Hydrowear's RBC Policy links to the Common Framework for Responsible Purchasing Practices (CFRPP). The CFRPP explicitly focuses on increasing influence through active cooperation with other clients. Furthermore, Hydrowear is part of the investment group VP Capital, the same as the member brands HAVEP and Van Heurck. All three member brands cooperate closely together to increase their influence.

Hydrowear does not plan to consolidate its supply chain yet; therefore, it is not included in its sourcing strategy.

Recommendation: Fair Wear recommends Hydrowear to consolidate its supplier base where possible and increase leverage at main production locations to effectively request improvements in working conditions. It is advised to describe the consolidation process in a sourcing strategy agreed upon with top management/sourcing staff.

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: Hydrowear has a sourcing strategy that focuses on maintaining long-term relationships. 70% of the member's total FOB volume comes from suppliers with whom Hydrowear has a business relationship for at least five years. The member does not commit to long-term contracts yet.

Recommendation: Fair Wear recommends Hydrowear 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: Hydrowear has a risk analysis in line with the OECD requirements. This was done in cooperation with the other two member brands, HAVEP and Van Heurck. Hydrowear conducts risk scoping and includes all eight labour standards. Hydrowear uses Fair Wear country studies and other external sources to identify country risks and the likelihood and severity of the risks and then classifies the risks into a risk level and a risk matrix. The member brand has yet to include business model, sourcing model and product level in its risk scoping. In its risk scoping, the member has assessed the impact and prevalence of the risks correctly. The risk scoping includes a gender lens for all labour standards and all countries. Hydrowear has yet to include input from workers, suppliers and stakeholders.

In 2022, Hydrowear sourced 68% of its total FOB from China. Here, Hydrowear identified risks such as freedom of association, forced labour and excessive overtime. For India, Hydrowear also identified freedom of association, but also discrimination, living wages, excessive overtime and child labour as a high risk. In 2022, Hydrowear added Portugal as a production country to its country portfolio. The main risks identified here relate to the payment of living wages.

The member still needs to adjust its sourcing strategy based on the results of its risk scoping. To date, Hydrowear's sourcing strategy does not mention a preference for countries where workers can freely form or join a trade union or bargain collectively because 97% of its total FOB is coming from China and India, where Hydrowear identified a high risk of freedom of association (FoA).

Recommendation: Fair Wear recommends Hydrowear to include all risk factors in its risk scoping and to include input from workers, suppliers, and other stakeholders in its risk-scoping exercise.

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.	Intermediate	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.	2	4	0

Comment: It is the standard process for Hydrowear to inform new suppliers about Fair Wear membership. Hydrowear defined an onboarding process for new suppliers in its sourcing strategy, which is part of the RBC policy. The process applies before placing the first order. First, Hydrowear sends out information about Fair Wear membership, the Fair Wear Code of Labour Practices (CoLP) and the Worker Information Sheet (WIS). This process has been followed for one supplier in India and one supplier in Portugal added last year. The onboarding process for the Indian factory started in 2022, but production did not start in the last financial year. However, the brand has not yet had a dialogue with these suppliers about Fair Wear's requirements and how to cooperate in implementing them.

Recommendation: Fair Wear recommends that Hydrowear engages in a dialogue with the supplier about Fair Wear requirements and how to cooperate in implementing these.

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.	Basic	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.	2	6	0

Comment: Hydrowear collects human rights information of potential new suppliers by collecting Fair Wear's supplier questionnaire, collecting existing audit reports and visiting them before production starts. The onboarding of a new supplier is a joint decision of the sourcing department, Corporate Social Responsibility (CSR), and top management. Staff from the sourcing department visited the new supplier in Portugal but did not plan to conduct audits there yet. Hydrowear did not collect existing external audit reports for the two new suppliers. Both factories signed the Fair Wear CoLP, and the WIS is posted.

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

Recommendation: Fair Wear recommends Hydrowear to collect existing audit reports and request additional information from the supplier when some information is missing. Fair Wear also encourages the member to collect worker and stakeholder input before placing the first order. It is also recommended to investigate whether an operational grievance mechanism exists.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.6 Member actively ensures awareness of the Fair Wear CoLP, the complaints helpline, and social dialogue mechanisms within the first year of starting business.	Basic	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.	2	6	0

Comment: Hydrowear has added two new suppliers in 2022. The brand has shared information about Fair Wear's CoLP and the complaints helpline during the sustainability assessment before choosing the supplier. The Worker Information Sheet has been posted. Hydrowear has not yet organised onboarding sessions for its new suppliers to raise awareness about the Fair Wear CoLP, the complaints helpline, or the importance of social dialogue.

Recommendation: Hydrowear is recommended to organise onboarding sessions specifically focusing on the CoLP and the complaints 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 monitor human rights risks in its supply chain.	Basic	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.	2	6	0

Comment: Hydrowaer has a basic approach to identifying human rights risks in its supply chain and has assessed the risks for each production location. For conducting its risk assessment on supplier level, Hydrowear uses Fair Wear audits and Corrective Action Plan (CAP) findings, which include worker and stakeholder input and other third-party audits in its monitoring. Additionally, Hydrowear also collects external audits. While the member brand monitors many locations, it has not monitored suppliers in Croatia and Portugal or its new supplier in India.

The risk assessment does include an assessment of the likelihood and severity and a risk matrix. The highest risks were identified for suppliers in China and India about FoA, excessive overtime and living wage. There is a discrepancy between the monitoring outcomes and the common risks identified in Hydrowear's risk scoping and external sources such as Fair Wear country studies. For instance, while FoA is a common risk in China, the monitoring tools Hydrowear uses do not identify non-compliance on this issue. The member has not adapted its monitoring approach to ensure thorough identification of potential non-compliances.

Recommendation: Fair Wear strongly recommends that Hydrowear changes its monitoring tool when it does not identify risks that are common in the production country. Fair Wear also recommends that Hydrowear not depends on audits alone and expands its monitoring instruments.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.8 Member company's continuous monitoring of human rights risks includes an assessment of freedom of association (FoA).	Basic	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.	2	6	0

Comment: Hydrowear has mapped the risks to FoA in all its sourcing countries and can explain the main risks per country. One of the identified risks is that FoA does not exist in the member brand's main production country, China. Therefore, Hydrowear identified ineffective worker councils, a lack of collective bargaining and workers having no access to independent trade unions. The risks to women workers in relation to FoA are not yet included. One of the production locations in India is unionised.

Recommendation: Hydrowear is strongly recommended to deepen its understanding of risks to FoA in its supply chain. The member is recommended to use the Supplier Questionnaire from Fair Wear's FoA Guide to assess and understand the risk regarding violation of FoA at its suppliers. Hydrowear should include risks specific to women workers in its risk assessment regarding FoA at its suppliers.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.9 Member company includes a gender analysis throughout their continuous monitoring of human rights risks, to foster a better understanding of gendered implications.	Basic	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.	2	6	0

Comment: Hydrowear has included gender in its risk scoping. The member could show it understands the basic gender risks for its sourcing countries and, for instance, identified sexual harassment, gender-based violence, gender equality and discrimination as significant risks prevalent in India. The risk scoping includes a gender lens for all eight labour standards. The member brand has yet to start collecting gender-disaggregated data per factory.

Recommendation: Hydrowear is recommended to collect gender data per factory related to every Code of Labour Practices. Fair Wear also recommends Hydrowear to enrol in the Introduction to Gender Equality programme on Fair Wear's learning platform.

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: Hydrowear has a strong and systematic evaluation system for assessing suppliers' human rights performance. Hydrowear evaluates its main suppliers based on a balanced scorecard principle, where factories are assessed on CSR, quality, product development and supply chain efficiency criteria. In comparison to other criteria, CSR accounts for 50% of the overall rating. The results of the supplier evaluation are discussed with the suppliers for improvement discussions. Hydrowear does not share the outcome of the evaluation with worker representatives. Hydrowear does not yet include all production locations in its evaluation system.

The outcome of this evaluation influences purchasing decisions. If a supplier does not show any effort or willingness beyond a certain period, Hydrowear stops the business relationship. But this is the last step to be considered. Due to the many years of cooperation with suppliers, the scorecard is used to make decisions regarding CSR. On this basis, it will be decided which factory will be further audited or where training should occur.

Recommendation: Fair Wear recommends Hydrowear to share and discuss the outcome of the supplier evaluation with all its suppliers and their worker representatives. Hydrowear is strongly recommended to evaluate the human rights performance of all of its suppliers.

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.	Intermediate	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.	2	4	0

Comment: Hydrowear has long business relationships with most of its production locations. Hydrowear's staff travels to locations during production, enabling them to check if the factory's agreed production volumes are currently being produced. After the COVID-19 lockdown in China, Hydrowear could not revisit its suppliers. The member brand included a policy about unauthorised subcontracting in its RBC policy, which is shared with the suppliers.

Additionally, Hydrowear uses the outcomes of its human rights monitoring to respond to unauthorised subcontracting. There is no evidence of missing first-tier locations in the database. To date, the member has not yet taken active preventive measures.

Recommendation: Fair Wear strongly recommends Hydrowear to take additional efforts to ensure that the brand is always informed beforehand about the placement of production at production locations.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.12 Member company extends its due diligence approach to homeworkers.	Insufficient	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.	0	4	0

Comment: Hydrowear has identified whether homework is prevalent in its sourcing countries. According to the member, there is a very low risk of homeworkers. The member brand has not had a conversation about this with its suppliers.

Requirement: Hydrowear should identify whether homeworkers are used by its suppliers and assess if there is a risk of exploitation.

Recommendation: Fair Wear recommends Hydrowear to conduct a capacity analysis looking into specific production processes to validate the suppliers' statements that no homeworkers are used.

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: Hydrowear does not use contracts with its suppliers. The member has agreements in the form of purchase orders that stipulate delivery times and payment terms.

No evidence of late payments to suppliers by Hydrowear was found. Hydrowear pays its orders upon receiving the bill of lading. In general, payment terms differ per supplier. Hydrowear paid around 30% upfront for tail-end suppliers, and the rest was paid once the goods were shipped.

Requirement: Hydrowear needs to use written contracts with all its suppliers that include shared responsibilities and support the implementation of human rights due diligence.

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 their decision-making processes.	Intermediate	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.	4	6	0

Comment: There is an active interchange of information between CSR and other departments to enable coherent and responsible business practices. The VP Capital Group works with specific KPIs on a governance level. Nevertheless, the member has not yet included responsible business practices in job role competencies, nor do sourcing and purchasing staff work with Key Performance Indicators (KPIs), supporting good sourcing and pricing strategies.

Recommendation: Hydrowear could include responsible business practices in its job role competencies of sourcing and purchasing staff.

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

Comment: Hydrowear forecasts production planning for the upcoming year with its suppliers. During production, there is an Excel-sheet-based system to monthly track the process and visualise the bottlenecks. Hydrowear and the suppliers can depend on the approach to stay informed on the progress of product development, fabric availability, confirmation of orders, factory capacity and production process.

In 2021, Hydrowear maintained a process for its suppliers to stock nominated raw materials at the production locations. For this, Hydrowear has gradually invested in fabric stock for most of the suppliers, including the main supplier in India. Hydrowear has built an extra warehouse at the headquarter to store more items for stock. Hydrowear stated that both actions would provide more flexibility and decrease production pressure at most suppliers.

More than 95% of Hydrowear's productions are made for stock for the coming year. The suppliers reserved capacity specifically for Hydrowear. A small number of Hydrowear's products are made on customers' specific requests. Hydrowear identifies this as the main risk of managing overtime at the supplier.

Hydrowear does know the production capacity of its production locations. The member brand does not evaluate the production process with its suppliers.

Recommendation: The member is encouraged to evaluate with the supplier the production process after each season and, where needed, adapt its future planning.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.16 Member company can demonstrate the link between its buying prices and wage levels at production locations.	Basic	Understanding the labour component of buying prices is an essential first step for member companies towards ensuring the payment of minimum wages - and towards the implementation of living wages.	Interviews with production staff, documents related to member's pricing policy and system, buying contracts, cost sheets including labour minutes.	2	6	0

Comment: Hydrowear uses open-costing to determine prices with three production locations owned by one business group in India, which accounts for ca. 29% of the FoB. Here, Hydrowear has transparency about the cut-make-trim costs.

Hydrowear did not negotiate prices with the suppliers. It also would not leave a supplier due to costs. Hydrowear receives final prices from suppliers. Hydrowear knows the raw material and packaging prices and the cost for production but does not have isolated labour costs in calculations. The member brand does not do a plausibility check connecting the information about labour costs in the price and knowledge of wage levels at the factory.

Recommendation: Fair Wear recommends that Hydrowear continually expands its knowledge of cost breakdowns of all product groups. Hydrowear should also include the components of direct labour, indirect labour and overhead costs in its cost calculation to gain more transparency. With the Indian partner, Hydrowear is recommended to start using the Fair Wear 'Fair Price App'.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.17 All sourcing intermediaries play an active role in upholding 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: Hydrowear's sourcing model purposely excludes the use of sourcing intermediaries.

Layer 3 Prevention, mitigation and remediation

Possible Points: 96

Earned Points: 26

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 prioritisation and follow-up programmes according to the risk profile.	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: Hydrowear started creating follow-up plans for its suppliers in its high-risk sourcing countries based on audit reports. The follow-up plans do not specifically take the supplier's risk assessment into account. The follow-up plans describe a general contextualisation and the brand's monitoring actions. Here, the member brand heavily relies on CAPs. No prioritisation or concrete follow-up plans have yet been drafted.

Recommendation: Fair Wear recommends the member to further complete/improve its follow-up plans.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.2 Member company's improvement and prevention programmes include a gender lens.	Insufficient	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.	0	6	0

Comment: Hydrowear mainly collected data on gender at country level. Hydrowear plans to collect gender-disaggregated data per factory within the next financial year.

Requirement: Hydrowear must start including a gender lens in the implementation of improvement or prevention actions.

Recommendation: Once Hydrowear has collected gender-disaggregated data for its suppliers, the members should start including a gender lens in its improvement and prevention steps.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.3 Member company's improvement and prevention programmes include steps to encourage freedom of association and effective social dialogue.	Insufficient	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.	0	6	0

Comment: Hydrowear has not yet included steps to encourage FoA and effective social dialogue in its improvement or prevention actions.

Requirement: Members must include steps to promote FoA and social dialogue in its improvement or prevention actions. This should be linked with its assessment of risks to FoA and social dialogue as part of its human rights monitoring (see indicator 2.8). Examples of steps that could be included can be found in Fair Wears brand guide on FoA and collective bargaining.

Recommendation: Hydrowear is strongly encouraged to ensure worker representatives are involved in the steps that the member takes to promote freedom of association and effective social dialogue. Hydrowear is also recommended to support in financing/coordinating training on FoA and social dialogue for its suppliers. Fair Wear recommends, together with the supplier, distribute non-retaliation letters to workers, ensuring workers know they will not be punished for joining or forming trade unions.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.4 Member company actively supports operational-level internal grievance mechanism.	Basic	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.	2	6	0

Comment: Hydrowear monitors the effectiveness of internal grievance mechanisms via audits or upcoming complaints and asks follow-up questions in the CAP in case of findings. However, the member has yet to actively support internal grievance mechanisms at these suppliers.

Recommendation: Fair Wear recommends Hydrowear to always involve suppliers and worker representatives in the assessment of the internal grievance mechanism, and to share and discuss the outcome of the assessment with the above stakeholders, who should be encouraged to lead a discussion on how the mechanisms can be improved.

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.	Basic	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.	2	6	0

Comment: Hydrowear and two Fair Wear member brands are part of an investment company (VP Capital) and actively cooperate. In future, the cooperation will be extended. In general, Hydrowear is not open to collaboration with other Fair Wear member brands or other buyers. The suppliers of Hydrowear are not disclosed in the Fair Wear database.

Recommendation: We recommend Hydrowear to also work together on preventing human rights violations.

Indicators on implementation: improvement and prevention

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.6 Degree of progress towards implementation of improvement programme per relevant factory.	25%	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.	2	6	-2

Comment: In the past financial year, Hydrowear has received two Fair Wear audit reports from China and India and three external reports from factories in China. During the performance check, the member could demonstrate with a sample that one-quarter of the CAP issues requiring improvement actions have been followed up. Improvement actions relate primarily to basic health and safety findings or lack of effective internal grievance mechanisms. The CAP issues that require improvement actions and are still open are more complex or structural and, therefore, need more time to remediate. These are primarily issues related to overtime and wages.

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: Hydrowear has identified some root causes of the CAP issues, primarily related to health and safety findings or lack of knowledge and discussed these with its suppliers. The member has not yet developed some preventive steps addressing these root causes.

Recommendation: Fair Wear recommends Hydrowear 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 improvement or prevention programme is needed.	Basic	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.	2	6	0

Comment: Hydrowear has a supplier in Portugal and Croatia where improvement or prevention steps are not needed. This covers 3% of the member's total FOB. Employees from purchasing sometimes visit the production locations regularly. The member does not have a system to ensure possible human rights risks are regularly discussed with these suppliers.

Recommendation: Hydrowear is recommended to create a systematic plan which details at which interval the member will discuss possible human rights risks at its suppliers and which human rights risks should be discussed.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.9 Degree to which member company mitigates root causes of excessive overtime.	Basic	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.	2	6	0

Comment: In the previous year, two Fair Wear audit reports of the total of five audits mentioned excessive overtime. Both audits address that the working hour record does not reflect the hours actually worked. In the production location in India, it was found that workers worked on weekly off days, in addition to 2-3 hours of overtime every day. However, it was not reflected in the time records. Here, Hydrowear has a leverage of around 75%. The leverage of Hydrowear in the Chinese factory is about 30%. Hydrowear addressed the issue with the factory management in both cases, but the brand could not show any progress here.

Hydrowear has found that, in particular, the excessive overtime in China is caused by late delivery times of the fabrics. Hydrowear has also analysed that other root causes of excessive overtime include, in particular, the specialised products by urgent customer demands.

Recommendation: Hydrowear could use the outcomes of the root cause analysis to identify strategies that minimise the impact of its sourcing practices on working hours. The member could develop processes to deal with possible delays to avoid excessive overtime. Those processes include being flexible with delivery dates, prioritising orders, offering support/flexibility for material delivery, ordering in low season, keeping stock etc.

Similar to the process with its Indian suppliers, Hydrowear could set up a process for its suppliers in China to stock nominated raw materials at the production locations to provide more flexibility for fabric deliveries.

Fair Wear advises Hydrowear to discuss with its supplier which solutions included in the Fair Working Hours Guide are applicable.

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: In the previous year, two out of five audits included findings regarding non-payment of legal minimum wage/ legally required wage elements. The audit report from the Indian supplier mentioned that not all workers are paid legal minimum wages. During the audit in China, wages could not be verified due to the falsification of wage records. In both factories, the overtime premium or statutory leaves are not paid to workers as legally required. Hydrowear responded to these findings in a timely manner. The brand checked all the payslips to understand the situation better. The CAP showed that the findings are still not closed and that the brand is in constant dialogue with the suppliers to find a solution for solving this. There is no evidence of remediation actions.

Requirement: If a supplier fails to comply with legal wage regulations, members are expected to identify root causes with factory management and resolve that local labour laws are respected. Evidence of remediation must be collected.

Recommendation: Fair Wear strongly recommends Hydrowear work on preventive measures to ensure that workers in its supply chain always receive at least the legal minimum wages.

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.	Basic	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.	2	6	0

Comment: Hydrowear has an ongoing discussion on living wages with its main production partner in India. Here, worker wages were negotiated between the union and the management of the factory. As a first step, Hydrowear worked on an overview to compare the wage levels of all suppliers with the legal minimum wage and the Asian Floor Wage Estimation.

Hydrowear has defined a target wage of 50% above the current wage level in the factories. During the Brand Performance Check, the member brand could not show it had specific steps to increase wages. There is no systemic approach yet. The brand has not yet discussed the root causes of living wages in detail with its suppliers, such as low prices, productivity issues, etc.

Recommendation: Fair Wear recommends Hydrowear to enrol in the Living Wage programme on Fair Wear's learning platform.

Fair Wear encourages Hydrowear to discuss with suppliers about different strategies to work towards higher wages and develop a systemic and time-bound approach. 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.	Insufficient	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.	0	6	0

Comment: Hydrowear does not have a clear strategy or action plan for implementing the goal. The target wage has not yet been shared with suppliers by Hydrowear. As a procedure of how the member brand wants to finance the wage increases, Hydrowear can imagine raising the buying prices in total.

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

Comment: Hydrowear does not contribute to higher wages at any of its production locations.

Recommendation: We encourage Hydrowear to show that discussions and plans for wage increases have resulted in the payment of a target wage.

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 Complaints Procedure.	Intermediate	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.	2	4	-2

Comment: Hydrowear received one complaint in the past financial year about 'no discrimination' and 'legally binding employment relationship' at one of its suppliers in India. The complaint concerns the dismissal of an employee from the design department. According to the complainant, the person was dismissed without following legal procedures or providing the appointment letter.

Hydrowear contacted the supplier immediately and had several discussions with factory management. The factory management provided all documents and showed evidence of all documents that showed that the supplier had complied with the legal procedure. Therefore, the member brand could not set up an agreement between the complainant and the factory management, and the complaint could not be solved. Hydrowear worked on a leave policy with the supplier as a preventive measure. The written policy is in place, and workers were informed about it.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.15 Degree to which member company implements training appropriate to the improvement or prevention programme.	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: In the past year, one supplier from India was enrolled in Fair Wear's WEP Basic module. The decision to provide training to its suppliers depends on the improvement and remediation plans based on audit results. The member has not yet enrolled all of its suppliers with findings on 'no awareness about CoLP' or 'communication between workers and factory management should be strengthened'.

Recommendation: Hydrowear is recommended to implement training for all factories where this is part of its improvement and/or prevention programme.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.16 Degree to which member company follows up after a training programme.	Basic	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.	2	6	0

Comment: Hydrowear followed up on the implemented training by adding relevant findings and outcomes of the training to the CAP follow-up. Due to the training report, Hydrowear requested a follow-up training in the future.

Recommendation: Fair Wear recommends Hydrowear to use the training results as input for Hydrowear's human rights risk monitoring.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.17 The member company's human rights risk monitoring 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: Hydrowear's human rights risk monitoring includes a responsible exit strategy. When Hydrowear decides to exit, they agree with the production location about the exit strategy. In the responsible exit strategy, it is highlighted that Hydrowear informs the supplier as soon as the decision has been made, at least one season ahead, to allow the factory management to find new customers and orders to fill their capacities. The member did not exit any business with one of its suppliers in the past financial year.

The responsible exit strategy is part of Hydrowear's RBC policy, which was shared with all suppliers.

Recommendation: Hydrowear 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: Hydrowear does 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: 12

Indicators related to communication

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
4.1 Member company actively communicates about Fair Wear membership and its human rights due diligence efforts.	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: Hydrowear communicates accurately about Fair Wear membership on its website.

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: Hydrowear does not sell external brands.

Indicators related to brand and supply chain transparency

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
4.3 Social report 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: Hydrowear has submitted its social report, which Fair Wear approved.

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

Comment: Hydrowear does not report on factory-level data and remediation results.

Requirement: Hydrowear should report on factory-level data and remediation results. Good reporting by members helps to ensure the transparency of the member and Fair Wear's work.

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: Hydrowear has a system to track progress and check if implemented measures have effectively prevented and remediated human rights violations. The internal evaluation system involves top management. In its evaluation system, the member brand does not yet include triangulated information from external sources.

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.	Basic	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.	0	4	-2

Comment: The member brand has addressed less than half of the requirements from the previous Brand Performance Check. Hydrowear partly followed up on one of three requirements of the previous Brand Performance Check. Hydrowear started to verify whether legal minimum wage issues have been resolved. The brand checked all the payslips to understand the situation better. The CAP showed that the findings are still not closed and that the brand is in constant dialogue with the suppliers to find a solution for solving this. There is no evidence of remediation actions. In the previous financial year, Hydrowear did not analyse what is needed to increase wages and develop a strategy to finance the costs of wage increases.

Hydrowear was expected to disclose production locations to other member brands in Fair Force and on the Fair Wear website. The member brand did not follow up on these requirements.

Recommendation: Hydrowear 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.: Not applicable

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

5.3 Member company actively contributed to industry outreach, visibility, and learning in its main selling markets.: Not applicable

Recommendations to Fair Wear

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Brand Performance Check details

Date of Brand Performance Check: **24-08-2023**

Conducted by: **Victoria Lauer**

Interviews with: **Laurens Voors (CSR; Purchasing)**

Els de Ridder (CSR)