



Brand Performance Check

Beckmann Norway

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: 80

Possible score: 192

Benchmarking Score: 42

Performance Benchmarking Category: Good



Foundational
system's criteria

88%



Sourcing strategy

65%



Identifying
continuous human
rights risks

13%



Responsible
purchasing
practices

69%



Quality and
coherence of
prevention and
remediation system

13%



Improvement and
prevention

40%



Communication,
transparency and
evaluation

55%

Summary:

Beckmann Norway (Beckmann) has met most of Fair Wears' performance requirements. With a total benchmarking score of 42, the member is placed in the Good category.

Beckmann has a sourcing strategy that focuses on maintaining long-term relationships. The member has 12 active production locations, which are mainly based in China.

The member conducts risk scoping and includes the following risk factors: country, business model, and part of the sector risks (human rights and integrity risks). Beckmann conducts risk scoping on sourcing country level and has included all eight labour standards for China. Even though the brand produces in India, no country risk scoping for India was done.

The brand has an advanced shared production planning process with its supplier. However, in 2022, the brand moved significant production volume from its previous main supplier to its new main supplier, which shows an increase in FOB volume from 7% to 73% within one year. Even though discussed thoroughly and in advance with the supplier, such a steep increase in orders within one year is a very high risk for excessive overtime and requires diligent monitoring.

Based on the risk identification, Beckmann has linked factory risks to appropriate follow-up for its main supplier. The member has no gender lens in its action plans but included some steps to encourage FoA and effective social dialogue in its improvement actions as part of the CAP follow-up at its main supplier.

Beckmann has yet to create an overview of the wage levels at its suppliers and the gap towards the estimated living wage. In the last financial year, the brand focused on increasing transparency on wages with its main supplier after the audit identified discrepancies between working hour records and payrolls. The member has not discussed wage increases yet and does not have a strategy on how to finance wage increases at its suppliers.

The brand took the first steps, embedding the risk-based approach within the company. Still, it should focus on the bigger challenges of living wages in 2023 and conducting due diligence in India.

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 Beckmann Norway

Member company information

Member since: 1 Jan 2020

Product types: Bags, Accessories and Luggage & other travel accessories

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%

Are vertically integrated suppliers part of the supply chain? No

FLA Member No

Member of other MSI's/Organisations No other initiatives at the moment

Other Initiatives No other initiatives at the moment

Number of complaints received last financial year 0

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	11	100
India	1	0

Layer 1 Foundational system's criteria

Possible Points: 8

Earned Points: 7

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

Comment: Beckmann Norway has a Responsible Business Conduct Policy, but some elements such as a commitment to responsible purchasing practises or the process of how risks are assessed and mitigated are not included yet.

Requirement: Beckmann Norway needs to improve its Responsible Business Conduct Policy, to ensure better alignment with the OECD guidelines.

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.: Yes

Comment: Beckmann Norway discloses 75% 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: Fair Wear does not disclose Chinese factories on its website yet, and therefore is lenient when members do not disclose Chinese factories.

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: 44

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: Beckmann has a sourcing strategy addressing influencing labour conditions. The strategy is not written. The member has 12 active production locations. 90% of the production volume comes from suppliers where the member has at least 10% leverage at suppliers. 0.5% of the production volume comes from suppliers where Beckmann buys less than 2% of its total FOB. This is comparable to the previous year. Beckmann's sourcing strategy explicitly focuses on increasing influence through consolidation and growing with existing suppliers. In 2022, one new supplier was added to ensure future production capacities for the brand.

Recommendation: Fair Wear recommends Beckmann to formalise the strategy in writing and to include a plan to increase influence on suppliers by cooperating with other buyers.

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: Beckmann has a sourcing strategy that focuses on maintaining long-term relationships. 16% of the member's total FOB volume comes from suppliers with whom Beckmann Norway has had a business relationship for at least five years. The significant drop from 81% to 16% is caused by the exit of the main supplier, which took the unilateral decision to end the relationship with Beckmann. The member does not commit to long-term contracts yet.

Recommendation: Fair Wear recommends Beckmann Norway 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: Beckmann conducts risk scoping and includes the following risk factors: country, business model, and part of the sector risks (human rights and integrity risks). The member has yet to include the missing sector risks and product-level risks. Beckmann's risk scoping on country level includes all eight labour standards but was only done for China, not for India. The member brand consults various sources to conduct the country-level risk analysis, such as Fair Wear country studies, CSR risk checks and own experience from its supplier base. In its risk scoping, the member has not assessed the impact and prevalence of all risks correctly. Beckmann assessed the prevalence of forced labour as low, while several sources indicate otherwise. The brand reasoned that on the supplier level, the risk is low. The risk scoping for China includes a gender lens by analysing the risks of discrimination and gender equality. The brand has yet to include input from workers, suppliers and stakeholders. Beckmann has not adjusted its sourcing strategy based on the results of its risk scoping. As mentioned above Beckmann has not conducted any risk scoping for India, even though Fair Wear's country studies identified high risks on country level such as gender based violence and workplace harassment, Informal employment arrangements and restrictions on freedom of association.

Requirement: Beckmann must include all sourcing countries in its risk scoping. For its risk scoping in China, the brands must reconsider the prevalence of the risk of forced labour on country level, not the supplier level.

Recommendation: Fair Wear recommends Beckmann to include all risk factors in its risk scoping, e.g., all sector and product-level risks and include the gender risks for all Code of Labour Practises.

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

Comment: It is the standard process for Beckmann to inform new suppliers about Fair Wear membership by sharing the introduction letter and Fair Wear questionnaire, including the Code of Labour Practise. This process has been followed for one supplier added last year. Additionally, the brand started a dialogue with suppliers about human rights and how the supplier and Beckmann Norway can cooperate on this topic, highlighting it is a step-by-step approach for improvement.

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

Comment: Beckmann Norway collects human rights information of potential new suppliers by collecting self-assessments, existing audit reports and factory visits. At the new supplier in China, the member arranged a meeting with worker representatives during its on-site visit. The onboarding process continued with a sample order as the factory met the brand's requirements. In the past, the member adjusted sourcing decisions based on this information. For example, Beckmann did not start production at one potential supplier after the factory visit showed that working conditions were not respecting human rights. 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 recommends Beckmann to integrate a meeting with the worker representatives as a formal step in the onboarding process.

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.	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: Beckmann added one new supplier and shared information about Fair Wear's CoLP and the complaints helpline within the first year of business. The Worker Information Sheet has been posted. The brand has organised onboarding sessions for its new suppliers to raise awareness about the Fair Wear CoLP and the complaints helpline. Even though a WEP training was requested for 2022, due to capacity issues by the third party trainer caused by lockdowns in China, the training only took place in February 2023 but is still counting for this performance check.

Recommendation: The brand is recommended to enrol its suppliers in course two of the onboarding session, which focuses on social dialogue.

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.	Insufficient	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.	0	6	0

Comment: Beckmann has a partly systematic approach to identifying human rights risks for its suppliers in China. However, the brand asked its suppliers to assess the risks for each production location. The brand does a plausibility check of the self-assessment only. The monitoring prioritises suppliers with high production volume. At those suppliers, the brand conducts Fair Wear audits. However, due to this prioritisation, the brand has only audited two out of 12 active production locations since the member brand joined Fair Wear in 2020. For all Chinese suppliers, regular monitoring visits are scheduled by HQ colleagues and the China-based employee. The monitoring tools in China do not explicitly include worker or stakeholder input. Fair Wear has a heightened due diligence policy for India on Sumangali, and Fair Wear's country studies identified high risks in several labour standards. However, the member has been sourcing in India since 2009 but has not monitored its Indian suppliers in any form.

Requirement: The brand must do its own risk assessment on supplier level. A self assessment by the factories is not sufficient. Beckmann must include its Indian supplier in its monitoring.

Recommendation: Fair Wear recommends Beckmann to approach monitoring systematically, identifying the appropriate monitoring tool and frequency depending on the outcome of the risk scoping and risk assessment.

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).	Insufficient	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.	0	6	0

Comment: Beckmann has mapped the risks of FoA in China and can explain the main risks. The risks identified are: Even though worker unions are in the factories, those might not be well functioning. There might be a lack of awareness of the rights of freedom of association by workers, and workers might need to be encouraged to be more active. The brand has not assessed the risks of FoA for India, leading to an insufficient score.

Requirement: Beckmann Norway must map the risks to FoA for the countries it sources from and understand if FoA is respected by its suppliers. The member should familiarise itself with Tool 1 of the FoA Guide (or other tools to collect country-specific information).

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.	Insufficient	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.	0	6	0

Comment: Beckmann has included gender in its risk scoping for China only. The brand assessed the prevalence of gender equality and discrimination as low, while several sources indicate otherwise. For example, the Fair Wear country studies include a high risk of discrimination related to maternity leave and maternity benefits in China. The brand reasoned that, in general, on the supplier level, the risk is low. The brand used Fair Wear's gender checklist to collect factory-specific data for its two main suppliers in China but has not analysed the data yet. The brand has not assessed the risks of gender discrimination in India but is aware there is a higher risk on country level.

Requirement: Beckmann must include all its sourcing countries in the gender analysis.

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.	Insufficient	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.	0	4	0

Comment: Beckmann did not evaluate its suppliers' human rights performance in the past year. The big shift in the brand's supply chain and the exit from its former main supplier in China were the main reasons why Beckmann did not evaluate its suppliers.

Requirement: Beckmann needs to evaluate the human rights performance of its suppliers systematically.

Recommendation: Fair Wear encourages Beckmann to develop an evaluation/grading system for suppliers where compliance with labour standards is a criterion for future order placement. Part of the system can be to create an incentive for rewarding suppliers for realised improvements in working conditions.

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: The member takes measures to prevent unauthorised subcontracting or unknown locations; Beckmann's supplier agreement does not allow unauthorised subcontracting, and the brand discussed the importance of being transparent about the actual production locations with all suppliers. This is why, after one of its suppliers identified capacity issues for the upcoming seasons, a temporary increase of subcontractors was agreed to for the next year. In addition, the brand uses periodic quality controls to monitor that production takes place in the agreed factories. This process is also supported by Beckmann's employee, who is based in China and often visits during production. Also, the brand's CSR manager travels regularly to China and visits all suppliers. No subcontractors were missing in the database.

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: Beckmann has identified whether homework is prevalent in its production locations in China. According to the member, there is a very low risk of homeworkers being used by its Chinese suppliers. The main reason is the product type, which needs high-level technical machinery. All production steps must be done within the factory to ensure a continuous production flow. In addition, no audit has identified homeworkers. The member has not had a conversation about this with its suppliers but has analysed the capacity of suppliers to identify a potential risk. Beckmann has not assessed the risk for its Indian suppliers, even though there is a potential high risk for homeworkers in the Indian leather industry.

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

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.	Intermediate	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.	2	4	0

Comment: Beckmann uses contracts with its suppliers. The member has supplier agreements stipulating payment terms, liability, and penalties. Although the contract includes the Code of Labour Practices, it does not fully support implementing human rights due diligence as an unequal burden is placed on the suppliers. For example, in case of damages, the supplier needs to pay without proof of fault. The brand explains root causes of defectives are always investigated, but this is not specified in the contract.

On the other hand, penalties for non-compliance with the confirmed delivery date specify the proof of fault by the supplier. Beckmann explained the penalties were never applied, and the clauses can motivate suppliers to deliver on time. Payment terms for all suppliers are between 45 and 60 days upon loading on vessel. The force majeure clause gives equal rights to the brand and the suppliers. These contracts do not yet mention the shared responsibilities of CoLP implementation.

Recommendation: Fair Wear strongly recommends that Beckmann Norway remove penalties for late delivery from its contracts or at least ensure there is 'proof of fault by the supplier' for damages.

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 member has not yet included responsible business practices in job role competencies, but sustainability is fully integrated into the purchasing department. The brand's CSR manager has a double job role and is also responsible for purchasing and quality. Beckmann does not yet have Key Performance Indicators (KPIs) that support good sourcing and pricing strategies.

Recommendation: Beckmann 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.	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: For Beckmann, production planning starts a year before the product goes into production. The planning takes place directly with the supplier during several in-person meetings. A draft timeline for the entire year is shared with the factory management, which is then asked to check this planning with their production capacity. Beckmann places significant orders in the low season, mitigating excessive overtime. The planning is adapted if the capacity does not allow for the envisioned planning. The result is for the supplier to have a yearly calendar to plan the entire year. This process also discusses lead times if a supplier needs more time to finish a particular order. Usually, the order is split, and part of it can move to one of the other shipment moments. Beckmann aims to reduce the occurrence of excessive overtime with this collaborative process. In 2022, the brand placed orders earlier (in April) to ensure sufficient flexibility for its suppliers in production.

Nevertheless, in 2022, the brand moved significant production volume from its previous main supplier to its new main supplier, which shows an increase in FOB volume from 7% to 73% within one year. Even though discussed thoroughly and in advance with the supplier, such a steep increase in orders within one year is a very high risk for excessive overtime and requires diligent monitoring.

Recommendation: Fair Wear strongly recommends Beckmann to ensure continuous monitoring of overtime at its main supplier in China which had a steep increase in orders in 2022.

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.	Intermediate	Understanding the labour component of buying prices is an essential first step for member companies towards ensuring the payment of minimum wages - and towards the implementation of living wages.	Interviews with production staff, documents related to member's pricing policy and system, buying contracts, cost sheets including labour minutes.	4	6	0

Comment: Beckmann has a basic understanding of the wage levels at its suppliers and connects this understanding to its buying prices. The member enrolled two Chinese suppliers in the Fair Price App training to improve their understanding. Beckmann has basic insight into the labour component of its prices. Beckmann knows the labour minute value of some of its suppliers. Labour costs are fixed and non-negotiable. The brand includes changes in legal minimum wage or inflation in its buying prices. Prices for its Indian suppliers are based on long experience rather than transparent costing.

Recommendation: Beckmann is recommended to investigate wage levels at all its suppliers. This forms the basis for ensuring enough is paid to cover at least minimum wage and for making steps towards living wages.

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: Beckmann's sourcing model purposely excludes the use of sourcing intermediaries.

Layer 3 Remediation and impact

Possible Points: 80

Earned Points: 24

Indicators on Quality and coherence of 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.	Insufficient	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.	0	6	0

Comment: Based on the risk identification as described in chapter two, Beckmann has linked factory risks to appropriate follow-up for factories covering 36% of FOB. The member has drafted a follow-up plan focusing on the Corrective Action Plan of one of its main suppliers. The priority for the brand was to achieve transparency with regard to actual working hours. However, as the brand has not included its Indian suppliers even though Fair Wear has a heightened due diligence policy for India on Sumangali, and Fair Wear's country studies identified high risks in several labour standards. Therefore, the overall result for this indicator is insufficient.

Requirement: Beckmann is required to ensure that prioritisation in follow-up matches the factory's risk profile.

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: Member company has no gender lens in improvement or prevention programmes.

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

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.	Basic	Freedom of Association and Collective Bargaining are enabling rights. Therefore, ensuring they are prioritised in improvement and prevention programmes can help support improvements in all other areas.	Available prevention and improvement programmes, including stakeholder input.	2	6	0

Comment: Beckmann included some steps to encourage FoA and effective social dialogue in its improvement actions as part of the CAP follow-up at its main supplier in China. The audit reported that workers were unaware of worker representatives, which is why the brand helped promote the current representatives to the workers by posting photos and names on several notice boards. The factory was enrolled in a WEP Basic training in which the roles and responsibilities of worker representatives were explained, and experiences were shared about the benefits of a functional internal communication channel. In 2023, the brand also met the worker representatives to discuss the current process and if any grievances were shared.

Recommendation: Beckmann is recommended to support in financing/coordinating training on FoA and social dialogue for its suppliers.

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: Beckmann supports the effectiveness of internal grievance mechanisms but does not systematically assess it. In addition, the brand follows up on issues related to factory-level grievance mechanisms when they come up in CAPs, for example, at the audit at the Chinese supplier, where internal grievance mechanisms were identified as ineffective. The factory installed a suggestion box, posted names and photos of two worker representatives on notice boards and posted the information of the highest supervisor in the HR department and enrolled the factory in a WEP basic programme.

Recommendation: Fair Wear recommends Beckman 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.	Insufficient	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.	0	6	0

Comment: Beckmann does not cooperate with other Fair Wear members. The brand only has one shared supplier at which the other member started its exit in 2022. The brand has yet to initiate cooperation with other customers of its suppliers.

Requirement: Cooperation among Fair Wear members is required. If there are no suppliers shared with other Fair Wear members, it is even more important to collaborate with other customers. Beckmann should identify other clients and their commitment to improving working conditions. Involving more customers increases leverage, the chances of successful outcomes and long-term improvements.

Indicators on 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.	80%	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.	6	6	-2

Comment: Beckmann has not received an audit report in the past financial year. Therefore, an open CAP from 2021 was assessed during this performance check. The member could demonstrate with this sample that more than two-thirds of the CAP issues requiring improvement actions have been followed up. The resolved issues range from relatively easily solvable health and safety findings (e.g., blocked evacuation routes, missing eye protection) to more complex issues, such as social security payments for all workers or inconsistencies in working hour records and overtime payroll records. The CAP issues that require improvement actions and are still open are more complex or structural and, therefore, need more time to remediate, such as living 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: Beckmann has identified some root causes of the CAP issues and discussed these with its suppliers. The member has started to develop some preventive steps addressing these root causes. For example, workers did not know their representatives and a general lack of awareness was the identified root cause, which is why their names and photos were shared and a WEP Basic training was conducted to raise awareness on FoA.

Recommendation: Fair Wear recommends Beckmann Norway to identify root causes of CAP issues and to translate the analysis into concrete preventive measures, for example, not only remediating health & safety findings but preventing them from reoccurring through awareness-raising training and additional regular checks.

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.	No factories in the respective risk profile	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.	N/A	6	0

Comment: Beckman has no suppliers where improvement or prevention steps are not needed.

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, in one audit report, working hour records were inconsistent, and the brand worked closely with a third party, to achieve transparency on working hours, which was successful. One training report at the same supplier mentioned excessive overtime reported by workers. The brand did not follow up on the potential risk indicated through the worker's interviews e.g. by monitoring overtime records. According to the member, bad production planning is a significant cause of excessive overtime. The member has taken some action to address the root causes, for example, by nominating trims and accessories suppliers to limit unforeseen delivery delays due to materials. In addition, the brand does joint production planning (as described under indicator 2.15) to ensure capacity is sufficient for Beckmann's orders. The member also accepts partial deliveries to decrease pressure on suppliers. However, as mentioned under indicator 2.15 the brand increased its FOB volume from 7% to 73% within one year at one supplier in China which, even with collaborative planning, requires close monitoring of actual working hours.

Recommendation: Fair Wear strongly recommends Beckmann to regularly monitor overtime (by checking working hour records) at all suppliers where this is identified as high risk.

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: The audit from 2021, which was assessed in this performance check, included findings regarding the failure to provide wage data. Beckmann responded timely to these findings, and the brand worked closely with a third party and the supplier to achieve transparency on working hours and detect the root cause for the inconsistency, which was successful. In addition, the brand requested payroll records to review. A sample of three workers for three months in 2022 was shared. All workers received above minimum wages. A sample cannot be seen as proof that all workers receive at least legal minimum wages. In addition, Beckmann enrolled the supplier in Fair Price Training to create more awareness of wage calculations.

Recommendation: Fair Wear strongly recommends Beckmann to always verify whether legal minimum wage is paid by requesting not only a sample but the records of all workers for several months.

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: Beckmann has yet to create an overview of the wage levels at its suppliers and the gap towards the estimated living wage. However, the brand knows the wage levels of its two main suppliers, which also used the Fair Price App in 2022. In the last financial year, the brand focused on increasing transparency on wages with its main supplier after the audit identified discrepancies between working hour records and payrolls.

Recommendation: Fair Wear encourages Beckmann 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: The member has not discussed wage increases and does not have a strategy on how to finance wage increases at its suppliers.

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

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

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

Requirement: Beckmann is expected to begin setting a target wage for its production locations.

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.	No complaints received	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.	N/A	4	-2

Comment: Beckmann received no complaints in the past financial year.

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.	Intermediate	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.	4	6	0

Comment: Beckmann has one CAP finding where training is a recommended follow-up action. The member has enrolled its suppliers with findings on no awareness about CoLP in the following training modules: WEP Basic and Fair Price Training.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.16 Degree to which member company follows up after a training programme.	Member company did not implement any training	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.	N/A	6	0

Comment: Beckmann Norway has received training reports only end of March 2023 and follow-up will be assessed in the next performance check.

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: Beckmann's human rights risk monitoring includes a responsible exit strategy. In the past financial year, the member stopped with two suppliers. The member did not follow the steps in the responsible exit strategy with its previous main supplier, as the supplier initiated the exit (16% leverage). For the other supplier, the steps in the responsible exit strategy were followed (10% leverage). Beckmann did not discuss the responsible exit strategy with all its suppliers.

Recommendation: Beckmann could discuss the responsible exit strategy with its suppliers, for instance, as part of its supplier evaluation or include the responsible exit strategy as part of its suppliers' agreement or contract.

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: Beckmann 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 on Communication, transparency and evaluation

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: Beckmann communicates accurately about Fair Wear membership on its website. The member also uses other channels to inform customers and stakeholders about Fair Wear membership. By using social media channels, catalogues and on-garment communication Beckmann actively spreads 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: Beckmann does not sell external brands.

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: Beckmann has submitted its social report and has also published the report on its website.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
4.4 Member company engages in advanced reporting activities.	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: Beckmann published its social report. The report does not include factory-level data or remediation results. The member has yet to disclose its full factory list and its time-bound improvement plans.

Requirement: Beckmann 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.	Basic	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.	2	6	0

Comment: Beckmann does not have a system to track progress and check if implemented measures have effectively prevented and remediated human rights violations. The brand uses the Corrective Action Plan as the main tool to track progress on factory-level findings and is the basis for discussions during factory visits and internal meetings with the Head of Sourcing. Top management is involved in the internal evaluation which is based on the Brand Performance Check result focusing on recommendations and requirements.

Recommendation: Beckmann is recommended to have an internal evaluation system to keep track of implemented measures in preventing and remedying human rights violations to check if these have been effective.

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 previous performance check included the following four requirements: Beckmann is required to investigate the causes of the incomplete data, discuss this with the supplier and collect evidence of payment of legal minimum wage (3.10). Beckmann must assess the root causes of wages that are lower than living wages (3.11). Beckmann should analyse what is needed to increase wages and develop a strategy to finance the costs of wage increases (3.12). Beckmann is expected to begin setting a target wage for its production locations. (3.13). The member followed up on less than half of the requirements. The member followed up on wage data inconsistency but could not provide sufficient evidence to ensure all workers are paid at least the legal minimum, as stated in indicator 3.10. The brand followed up on wages lower than living wages by enrolling workers in Fair Price App training. The brand did not follow up on the other two indicators.

Recommendation: Beckmann 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

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

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

Recommendations to Fair Wear

Beckmann would like to see training on gender, as well as social dialogue and other options of training in China.

The brand would like to have more tools from Fair Wear for example a tool to reduce working time as well as tools related to HRDD requests.

Brand Performance Check details

Date of Brand Performance Check: 31-08-2023

Conducted by: Julia Krämer

Interviews with: Sharon Liu - CSR, Procurement and Quality Manager

Simon Hansen - Head of Operations

John Lie - CFO

Martin Tordsson - CEO