



Brand Performance Check

Swiss Post

Publication date: July 2024

This report covers the evaluation period 01-01-2023 to 31-12-2023

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: 124

Possible score: 180

Benchmarking Score: 69

Performance Benchmarking Category: Good



Summary:

Swiss Post has shown progress and met most of Fair Wear's performance requirements. With a total benchmarking score of 69, the member is placed in the Good category.

In the last financial year, Swiss Post participated in the pilot of the Fair Wear Academy as an alternative to full membership, which means it did not have a performance check. In 2024, the company changed its membership status again. In the last financial year, Swiss Post used guidance provided to maintain and further develop its approach to Human Rights Due Diligence and align with Fair Wear membership requirements.

Swiss Post only sources from EU countries to reduce the risk of human rights violations in its supply chain. In its sourcing strategy, Swiss Post has practiced consolidation and has taken a risk-based approach, selecting production countries where the likelihood of potential harms is low. Through its focus on long-term relationships, its own audit methodology and active collection of wage and working hour information, Swiss Post is able to monitor labour conditions continuously. The company has insight into labour costs for its products, and matches wage information against living wage estimates provided by WageIndicator.

For Swiss Post occupational health and safety are the most common findings during onsite assessments. Although Swiss Post hasn't analysed the root causes of these findings, the member takes preventive measures through active engagement with workers during factory visits. When visiting production locations, the member will comment on workers not wearing protective gear and Swiss Post has organised several awareness raising activities to warn workers about the potential damages of not wearing protective gear or taking protective measures.

In its general approach, Swiss Post could more actively include information from stakeholders and worker representatives. In addition, the company could do more analysis with the information it collects on gender and on wages.

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 of this transition, Fair Wear temporarily lowered the scoring threshold.

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 Swiss Post

Member company information

Member since: 1 Jan 2012

Product types: Workwear

Percentage of turnover of external brands resold 16%

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

Membership fee has been paid? Yes

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

Production Country	Number of production locations	Percentage of production volume
Slovakia	4	66.41%
Portugal	2	13.81%
Bulgaria	2	12.02%
Germany	1	3.07%
Czechia	1	2.64%
Switzerland	1	1.69%
Italy	3	0.24%
Poland	1	0.13%

Layer 1 Foundational system's criteria

Possible Points: 8

Earned Points: 8

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

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

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

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

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

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: 78

Earned Points: 58

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: Swiss Post has 15 active suppliers. 72% 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 Swiss Post buys less than 2% of its total FOB.

Swiss Post has a sourcing strategy focused on reducing risks by choosing to source only from Europe. In its sourcing strategy, the member addresses influencing labour conditions, following the Fair Wear Code of Labour Practices. The sourcing strategy does not explicitly mention consolidation. However, the company has been practicing consolidation in practice, focusing on one supplier per product group. The sourcing strategy does not address increasing influence.

Recommendation: Swiss Post could include in its sourcing strategy 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.	Advanced	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.	6	6	0

Comment: Swiss Post has a sourcing strategy that focuses on maintaining long-term relationships.

73% of the member's total FOB volume comes from suppliers with whom Swiss Post has a business relationship for at least five years. The member works with tender agreements that range between four to six years, creating order stability for suppliers once the tender has been awarded. Existing suppliers are explicitly asked to participate in the tender.

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: Swiss Post conducts risk scoping which includes country, sector and sourcing model risks. The member only sources from EU countries to reduce the risk of human rights violations in its supply chain. In its risk scoping of its production countries, the member has assessed the impact and prevalence of the risks in line with Fair Wear's knowledge. Swiss Post has yet to include business model and product level risks and input from workers, suppliers and stakeholders.

Recommendation: Fair Wear recommends Swiss Post to include all risk factors in its risk scoping. The member is recommended to include input from 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.	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 Swiss Post to inform new suppliers about its HRDD policy and Fair Wear membership by sharing information about labour standards through a questionnaire, visiting and doing an onsite assessment. No new suppliers have been added in the past financial year.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.5 Member company collects the necessary human rights information to inform sourcing decisions before finalising the first purchase order.	2nd+ year member and no new production locations selected.	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.	N/A	6	0

Comment: Swiss Post collects human rights information of potential new suppliers by collecting self-assessments, existing audit reports and doing onsite assessments. In the past financial year, no new production locations have been added.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.6 Member actively ensures awareness of the Fair Wear CoLP, the grievance mechanism, and social dialogue mechanisms within the first year of starting business.	No production locations in the first year of business.	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.	N/A	6	0

Comment: In the previous financial year, Swiss Post has not added any new suppliers.

Indicators on Identifying continuous human rights risks

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.7 Member company has a system to continuously assess human rights risks in its production locations.	Intermediate	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.	4	6	0

Comment: Swiss Post has a systematic approach to assessing human rights risks in its supply chain and has assessed the risks for each production location. It has identified the right tool and frequency per country. In Bulgaria, Swiss Post uses Fair Wear assessments. For the other countries, Swiss Post does its own onsite assessment, following the Fair Wear Code of Labour Practices practicing triangulation between documents, worker and management interviews and visual inspection. These onsite assessments do not include stakeholder input. Each production location is assessed every three years.

Recommendation: Fair Wear recommends Swiss Post to include stakeholder input in its onsite assessments.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.8 Member company's human rights due diligence process includes an assessment of freedom of association (FoA).	Intermediate	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.	4	6	0

Comment: Swiss Post has mapped the risks to FoA in all its sourcing countries and can explain the main risks per country, including the risks to women workers. The risks identified are the fact that unions are not active in the garment industry in most countries where Swiss Post produces.

Recommendation: The member is recommended to further assess the status of FoA at the supplier level, understanding the risk at each of its suppliers - for example, through the Supplier Questionnaire (tool 2 in Fair Wear's FoA Guide) or in-depth discussions with suppliers.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.9 Member company includes a gender analysis throughout its human rights risk identification, to foster a better understanding of gendered implications.	Intermediate	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.	4	6	0

Comment: Swiss Post could show it looked into basic gender information for its sourcing countries, concluding the industry is heavily dominated by older women workers. The main risk associated with this is a greying and diminishing workforce, impacting production in the long run. Swiss Post actively collects gender data per factory. Data that it collects are lists of workers, wages and working hours, which includes gender for each worker. Swiss Post does not do further analysis on the data collected.

Recommendation: Fair Wear recommends the member to start analysing the gender data collected at country and factory levels and connect them. Fair Wear's gender instruments provided on the Member Hub can be helpful.

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

Comment: Suppliers' human rights performance is evaluated systematically every year as part of the overall supplier evaluation, which also includes quality, communication and supplier capacity. The evaluation is used internally to determine activities to contribute to improvements of production locations. It is not shared with production locations.

At the moment, because of the supply chain set-up, evaluation determines action plans and not purchasing decisions. However, based on the evaluation, Swiss Post could decide not to invite a specific production location to participate in a future tender. This has not happened recently.

Recommendation: Fair Wear recommends Swiss Post to share and discuss the outcome of the supplier evaluation with all its suppliers and their worker representatives.

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: There is no evidence of missing first-tier locations (and/or) subcontractors in the database. Additionally, the member actively prevents unauthorised subcontracting by visiting suppliers during production.

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

Comment: Assessment of potential homeworkers is part of on-site assessments. Swiss Post has identified whether homework is prevalent in its sourcing countries. Through close monitoring of production and direct contact with production locations Swiss Post is sure there are no homeworkers in its supply chain.

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: Swiss Post uses contracts with its suppliers. In its contracts it requires open book calculation of prices, and transparency of wages. Its payment terms are up to 30 days upon delivery. The contracts do not go beyond this to support the implementation of human rights due diligence. Neither do the contracts mention the shared responsibilities of Code of Labour Practices implementation yet.

Recommendation: Swiss Post is advised to review its contracts with suppliers against the principles mentioned in the Common Framework of Responsible Purchasing Practices (CFRPP).

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

Comment: There is an active interchange of information between CSR and other departments to enable coherent and responsible business practices. Responsible business practices are part of the general procurement policy, which all purchasers need to adhere to. All procurement job descriptions will include sustainability tasks by the end of 2024. Key Performance Indicators (KPIs) are agreed on at corporate level and do not explicitly support good sourcing strategies.

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

Comment: Swiss Post plans its production cycles on a long-term basis. In May/June, planned order quantities are communicated for the upcoming year, so that the suppliers have sufficient time to plan the production and procurement of materials and to meet the delivery dates. Between three and five deliveries are required. Every year, Swiss Post requests overtime hours from all production locations to evaluate the impact of the company's orders on working hours together with the production locations.

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: Swiss Post has a strong understanding of the wage levels at its suppliers. It collects information and compares wage levels to living wage estimates provided by WageIndicator. Swiss Post has advanced insight into the labour component of its prices through detailed open costing for each product. The member has not yet connected the two sources to check how its prices relate to wage levels.

Recommendation: Fair Wear recommends Swiss Post to combine its different sources to further understand how its prices relate to wages.

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

Comment: Swiss Post has informed and trained its sourcing intermediaries of Fair Wear requirements and could show they informed production locations.

Recommendation: The member is recommended to check if the intermediary's purchasing practices are fair and if the intermediary has adequate systems to ensure payments are made on time.

Layer 3 Prevention, mitigation and remediation

Possible Points: 84

Earned Points: 54

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

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

Comment: The member only sources from EU countries to reduce the risk of human rights violations in its supply chain. Swiss Post has prioritised risks and created action plans per supplier, counting for 100% of the total FOB. These match the risk profile.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.2 Member company's action plans 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: Gender equality is part of the Swiss Post Code of Conduct, following the Swiss legislation regarding gender equality. The member only sources from EU countries to reduce the risk of human rights violations in its supply chain in general. As described under 2.9, Swiss Post collects gender information from production locations, but does not further analyse the data collected. This also means that the member does not yet applied a gender lens in its action plans.

Requirement: Swiss Post must start including a gender lens in action plans.

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

Comment: Swiss Post included steps to promote FoA and effective social dialogue in its action plans, such as discussing ongoing dialogue with production sites. The member has yet to make these steps more comprehensive and detailed.

Recommendation: Fair Wear recommends Swiss Post to include more comprehensive steps in its action plans.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.4 Member company actively supports a factory-level 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: Swiss Post actively monitor its suppliers' factory-level grievance mechanisms by asking questions about internal complaint office and procedure at the start of a business relationship and during follow-up visits. The member does not take an active approach in monitoring and improving factory-level grievance mechanisms, but focuses on ensuring workers are aware of the Fair Wear grievance mechanism.

Recommendation: Fair Wear recommends Swiss Post to monitor the effectiveness of the factory-level grievance mechanism and respond when factory-level grievance mechanisms are not functioning. More guidance on this can be found on the Member Hub.

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: Swiss Post does not cooperate with other Fair Wear members (as it does not have shared suppliers). In the past it has looked into possibilities to collaborate with other buyers, but none were interested. In the past financial year, the member did not 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. Swiss Post 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.

Recommendation: We recommend Swiss Post 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 verified actions.	100%	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: During the performance check Swiss Post could demonstrate it has followed up 100% of actions out of all outstanding actions. These actions are linked to CAPs of full assessments conducted in the previous three financial years. Most findings relate to occupational health and safety issues.

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

Comment: For Swiss Post occupational health and safety are the most common findings during onsite assessments. Although Swiss Post hasn't analysed the root causes of these findings, the member takes preventive measures through active engagement with workers during factory visits. When visiting production locations, the member will comment on workers not wearing protective gear. In addition, Swiss Post has organised several awareness raising activities to warn workers about the potential damages of not wearing protective gear or taking protective measures.

Recommendation: Fair Wear recommends Swiss Post to analysed root causes of CAP issues together with its suppliers.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.8 Member company validates risk profile and maintains regular dialogue with factories where no action plan is needed.	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: All production locations are part of Swiss Post regular monitoring process.

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

Comment: Swiss Post collects information about overtime for each production location every year. In the past financial year, one production location had significantly more overtime than previous years, although still within the legal limits. Swiss Post has discussed this data with the production location to understand the root causes. It turned out that due to the introduction of new machinery, some workers needed more time to do their work and get used to the new machines.

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.	Advanced	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.	4	4	-2

Comment: In the previous year, none of the audits included findings regarding non-payment of legal minimum wage or legally required wage elements.

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: Swiss Post collects and analyses wage levels for all production locations each year. It compares average wage of the sewing department to the living wage estimate provided by WageIndicator. Normally, during interviews with workers Swiss Post asks whether workers depend on one or two incomes and whether their current (family) income is enough to meet their needs. In 2023, the company did not conduct these interviews because none of the production locations were up for monitoring as per the standard cycle. As average wages in most production locations are close to a living wage estimate, the company does not explicitly discuss root causes of wages below living wage.

Recommendation: Fair Wear encourages Swiss Post 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.	Basic	Member companies should have strategies in place to contribute to and finance wage increases in their production locations.	Analysis of wage gap, strategy on paper, demonstrated roll out process.	2	6	0

Comment: Swiss Post does not have a strategy on how to finance wage increases at its suppliers. The member closely monitors wages at production locations and its prices. At the moment, because Swiss Post produces in Europe only, wage levels at production locations are at or close to living wage estimates.

Recommendation: In determining what is needed and how wages should be increased, it is recommended to involve worker representation.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.13 Percentage of production volume where the member company pays its share of the living wage estimate.	73%	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.	6	6	0

Comment: Swiss Post's data collection show a living wage estimate is paid at suppliers responsible for 73% of Swiss Post's FOB.

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

Comment: In 2023, Swiss Post received one complaint from a production location related to production costs. This turned out to be a misunderstanding and was handled quickly between Swiss Post and the production location.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.15 Degree to which member company implements training to address the risks identified.	Advanced	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.	6	6	0

Comment: Swiss Post organises production location trainings around occupational health and safety at all production locations.

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: Swiss Post has not received training reports yet and awaits those to decide on appropriate follow-up (NA).

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.17 The member company's human rights due diligence system includes a responsible exit strategy.	Intermediate	Withdrawing from a non-compliant supplier should only be the last resort when no more impact can be gained from other strategies. Fair Wear members must follow the steps as laid out in the responsible exit strategy.	Exit strategy policy, examples of supplier communications.	2	4	0

Comment: Swiss Post's human rights due diligence system includes a responsible exit strategy, which aligns with Fair Wear's guidance on responsible exit strategy. In the past financial year production was stopped at one production location. This location was informed a year in advance. As there was no trade union active in the production location, there was no trade union involved in the disengagement process. Swiss Post did not gather information about how workers were informed about this process.

Recommendation: Swiss Post 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.	Basic	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.	2	6	0

Comment: Swiss Post undertakes activities related to human rights that go beyond Fair Wear's scope, namely by monitoring material suppliers.

Layer 4 External communication, outreach, learning, and evaluation

Possible Points: 18

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.	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: Swiss Post communicates accurately about Fair Wear membership on its website and in the different annual reports.

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: Swiss Post does not sell external brands.

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

Comment: Swiss Post has submitted its social report, which Fair Wear approved. Swiss Post 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.	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: Swiss Post does not report on factory-level data and remediation results.

Requirement: Swiss Post 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: Swiss Post has an overview of progress on CAPs for all production locations. This overview is kept up to date after each visit and with each response. Top management is informed about progress once a year after the performance check, and also when budgets are drafted to cover visits and audits. Swiss Post does not use external sources to keep its overview up to date.

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.	No requirements were included in the previous Brand Performance Check	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.	N/A	4	-2

Comment: In the previous performance check, no requirements were included.

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

Swiss Post would like to be able to keep track of information that has been shared through Fair Wear's Member Hub for upcoming performance checks.

Brand Performance Check details

Date of Brand Performance Check: 25-06-2024

Conducted by: Anne van Lakerveld

Interviews with: Stefan Schaffner

Marion Jülke-Süss

Secil Helg

Jenny Wyss

Volker Schindler

Nicole Mangiarratti

Céline Bonhote