



## BRAND PERFORMANCE CHECK

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Odd Molly International AB

PUBLICATION DATE: JULY 2014

this report covers the evaluation period 01-01-2013 to 31-12-2013

## ABOUT THE BRAND PERFORMANCE CHECK

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

FWF's Brand Performance Check is a tool to evaluate and report on the activities of FWF's affiliate members. The Checks examine how affiliate management systems support FWF's Code of Labour Practices.

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

Even if outcomes at the factory level cannot be guaranteed, the importance of good management practices by affiliates cannot be understated. Even one concerned customer at a factory 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 factory 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 FWF's work.

Improvement of supply chains is a step-by-step process, through which affiliates must address many different issues. FWF affiliates vary greatly in management structures, and have different strengths. The Performance Benchmarking system is designed to reflect these differences, and the many different ways that a company can support better working conditions.

During the Brand Performance Check, FWF staff speak to various employees at the affiliate who have important roles to play in the management of supply chains. FWF verifies the actions of affiliates based on several sources including documentation of activities, financial records, the affiliate's supplier register and staff interviews. Following the Brand Performance Check, FWF summarizes findings in this report, which is made public via [www.fairwear.org](http://www.fairwear.org). The [Brand Performance Check Guide](#) provides more information about the indicators and is available for download.

## BRAND PERFORMANCE CHECK OVERVIEW

Odd Molly International AB

Evaluation Period: 01-01-2013 to 31-12-2013

AFFILIATE INFORMATION	
Headquarters:	Stockholm, Sweden
Member since:	01-06-2009
Product types:	Fashion
Production in countries where FWF is active:	China, India, Italy, Portugal, Turkey
Production in other countries:	Morocco
BASIC REQUIREMENTS	
Workplan for this evaluation period was submitted?	Yes
Actual supplier register for this evaluation period has been submitted?	Yes
Membership fee has been paid?	Yes
All suppliers have been notified of FWF membership?	Yes
SCORING OVERVIEW	
% of own production under monitoring	84%
Benchmarking score	63
Category	Good

## Summary:

Odd Molly meets most of FWF's management system requirements. The company's sourcing strategy is based on long-term relationships and it works with a stable supplier base. 25% of Odd Molly's 2013 purchasing volume comes from suppliers located in low risk countries. Together with the suppliers the company has audited the past years, it has reached a monitoring threshold of 84%. This is below the 90% required of brands in 3+ years of membership; however, FWF has awarded a good rating. In light of Odd Molly's strong monitoring system and confirmed plans to conduct audits that will exceed 90% in early 2014.

The company has demonstrated improvements at factories that have been audited. Its monitoring system includes frequent visits to suppliers where buyers are responsible for discussing the status of corrective actions. Odd Molly has uploaded their last Brand Performance Check on the company website, a good practice for increased transparency.

In the future, Odd Molly should investigate the root causes of excessive overtime in factories where the brand has high leverage. Odd Molly also needs to develop a pricing policy where the company knows the labour cost of garments. Odd Molly should continue to actively work on enrolling suppliers in the Workplace Education Programme.

## PERFORMANCE CATEGORY OVERVIEW

**Leader:** This category is for affiliates who are doing exceptionally well, and are operating at an advanced level.

**Good:** It is FWF's belief that affiliates who are making a serious effort to implement the Code of Labour Practices—the vast majority of FWF affiliates—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 affiliates will receive a 'Good' rating.

**Needs Improvement:** Affiliates 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. Affiliates 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:** Affiliates 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. Affiliates may remain in this category for one year maximum, after which termination proceedings will come into force.

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

## 1. PURCHASING PRACTICES

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.1 Percentage of production volume from suppliers where affiliate buys at least 10% of production capacity	40%	Affiliates with less than 10% of a factories' production capacity generally have limited influence on factory managers to make changes.	Supplier information provided by affiliate.	2	4	0

Comment: Odd Molly has a stable supplier base with approximately 20 suppliers based on the products per season. The strategy is not to spread too much in order to be more present in each country and to be able to visit on a regular basis, as well as place orders that are good for suppliers and leads to a stronger position at the factory. There are a number of suppliers where leverage is low since these are suppliers that present a small percentage of the buying volume and are only used for specific product requests.

1.2 Percentage of production volume from suppliers where a business relationship has existed for at least five years	61%	Stable business relationships support most aspects of the Code of Labour Practices, and give factories a reason to invest in improving working conditions.	Supplier information provided by affiliate.	3	4	0
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Comment: Some suppliers have been producing for Odd Molly since the company started in 2002.

1.3 All new suppliers are required to sign and return the Code of Labour Practices before first orders are placed.	Yes	The CoLP is the foundation of all work between factories and brands, and the first step in developing a commitment to improvements.	Signed CoLPs are on file.	2	2	0
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Comment: All factories must sign the Code of Labour Practices before the bulk order is placed. Questionnaires are stored and reviewed on file. To date, Odd Molly has received questionnaires from all suppliers.

1.4 Company conducts human rights due diligence at all new suppliers before placing orders.	Yes	Due diligence helps to identify, prevent and mitigate potential human rights problems at new suppliers.	Documentation may include pre-audits, existing audits, other types of risk assessments.	4	4	0
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**Recommendation:** A risk analysis as part of the decision-making process of selecting new suppliers is an important step to mitigate risk and prevent potential problems. FWF recommends Odd Molly to assess the risks associated with operating in China, India and Turkey. FWF advises to use information from FWF country studies and wage ladders. The affiliate can cooperate with local stakeholders to further investigate the situation.

**Comment:** Odd Molly has developed a checklist for buyers; the FWF Code of Labour Practices and the guidelines for health and safety are included in the checklist. Moreover, part of the assessment is visiting the factory, collecting existing audit reports, investigating which other clients source in that factory. This is all done during the sample period which Odd Molly also considers as a trial period for making sure the supplier is willing to work on improving labour standards. In some countries the company works through production agents who recommends suppliers to them and who do an initial assessment of social compliance.

1.5 Supplier compliance with Code of Labour Practices is evaluated in a systematic manner.	Yes	A systemic approach is required to integrate social compliance into normal business processes, and supports good decisionmaking.	Documentation of systemic approach: rating systems, checklists, databases, etc.	1	2	0
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**Recommendation:** Odd Molly is encouraged 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.

**Comment:** Odd Molly introduced a supplier evaluation system that includes social compliance. There is a separate document with a CSR column where audit information is included next to quality, price and delivery.

1.6 The affiliate's production planning systems support reasonable working hours.	Strong, integrated systems in place.	Affiliate production planning systems can have a significant impact on the levels of excessive overtime at factories.	Documentation of robust planning systems.	4	4	0
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**Comment:** Odd Molly production lead-times vary between 12-20 weeks, depending on style, quality and quantity. The company has adjusted its production cycle gradually in order to avoid placing orders on speculation. Odd Molly now produces salesmen sample collections first, then take orders from retailers and then places order for production. Suppliers are involved earlier in the prototype meetings and are informed about final quantities for production after sales period is closed. This cycle will help to set longer lead times and to ease production pressure. Both the company as well as the supplier receive more time in between design and shipment of orders. Odd Molly takes the production capacity of the factory with regular working hours into account. Buyers of Odd Molly are aware of the capacity of the factory; particularly in case of knitting exact calculations of working hours are made.

1.7 Degree to which affiliate mitigates root causes of excessive overtime.	Intermediate efforts	Some production delays are outside of the control of affiliates; however there are a number of steps that can be taken to address production delays without resorting to excessive overtime.	Documentation of root cause analysis and positive steps taken to manage production delays or improve factory processes.	3	6	0
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**Recommendation:** FWF recommends Odd Molly to investigate the root causes of excessive overtime in factories where Odd Molly has high leverage. As part of such an analysis all incidents of overtime, their origin and severity should be recorded during a period which is representative for an entire production season. After this analysis, a step-by-step plan could be drafted by the factory to bring the amount of working hours down to legally allowed levels. As an outcome of assessing the root causes of excessive overtime, the plan should specify how and if and to what extent the factory can control overtime hours, and to what extent Odd Molly could support. Odd Molly could consider spreading orders more evenly in order to avoid increasing peak periods, giving clearer instructions and avoiding late changes. FWF could give references of credible local experts who could facilitate an assessment on working hours in the workplace.



**Comment:** Despite Odd Molly efforts, excessive overtime still took place at most suppliers in China; including one factory where workers did not receive one day off every 7 days. Two audits showed management would appreciate more time for sampling period. Another audit in India showed the factory was not transparent in recording working hours. To avoid production delays, Odd Molly tries to work on better forecasts, making accurate material bookings and by working on earlier prototype and sales meetings. Moreover, if products turn out not to be suitable for first delivery, the company has the possibility to move or replace it with other orders. Odd Molly also has a few carry over styles.

1.8 Affiliate's pricing policy allows for payment of at least the legal minimum wages in production countries.	Country-level policy	The first step towards ensuring the payment of minimum wages - and towards implementation of living wages - is to know the labour costs of garments.	Formal systems to calculate labour costs on per-product or country/city level.	2	4	0
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**Requirement:** Odd Molly needs to develop a pricing policy where the company knows the labour cost of garments and which allows the payment of at least legal minimum wages in production countries. The company must gain insight in the labour costs per product. This forms the basis for ensuring enough is paid to cover at least minimum wage and for making steps towards living wages.

**Comment:** Prices are negotiated in the selling samples stage and at the placement of firm orders. If order quantity exceeds expectations the price can be re-negotiated. In case of orders below production minimum, Odd Molly is willing to pay a reasonable surcharge. The production minutes are known, but the labour cost per minute are not. Odd Molly is aware of minimum wage levels in the production countries. When negotiating prices the wage component of the price is not discussed.

1.9 Affiliate actively responds if suppliers fail to pay legal minimum wages.	No minimum wage problems reported	If a supplier fails to pay minimum wage, FWF affiliates are expected to hold management of the supplier accountable for respecting local labour law.	Complaint reports, CAPs, additional emails, FWF audit reports or other documents that show minimum wage issue is reported/resolved.	2	2	-2
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**Recommendation:** In order to guarantee payment of minimum wages, factories need to be transparent in their wage and attendance records. Odd Molly is advised to keep stressing this point and working on increased transparency with these suppliers where there were unverifiable records.

**Comment:** Although there was no verifiable evidence of payments below minimum wage, one audit showed temporary workers were employed with no records and thus no verification of wages to those workers. Through offsite interviews payment below minimum wage was suspected. At another audit there were no verifiable records to see if piece rate secured payment of minimum wage.

1.10 Evidence of late payments to suppliers by affiliate.	No	Late payments to suppliers can have a negative impact on factories and their ability to pay workers on time. Most garment workers have minimal savings, and even a brief delay in payments can cause serious problems.	Based on a complaint or audit report; review of factory and affiliate financial documents.	0	0	-1
1.11 Degree to which affiliate assesses root causes of wages lower than living wages with suppliers and takes steps towards the implementation of living wages.	Basic approach	Sustained progress towards living wages requires adjustments to affiliates' policies.	Documentation of policy assessments and/or concrete progress towards living wages.	2	8	0

**Recommendation:** FWF encourages Odd Molly to discuss with suppliers about possibilities to work towards higher living wage benchmarks. FWF has developed experience with approaches to assess the hypothetical cost effects of increasing wages towards benchmarks that are included in the wage ladder. In China most findings are about not paying overtime correctly; this could be a start to increase wages, although we do not want to encourage excessive overtime, it should be compensated with the correct premium.

**Comment:** All audits showed payment below living wage for some departments. In some cases wage ladders indicated payment above living wage benchmarks for workers in a certain department of the factory.

1.12 Affiliate sources from an FWF factory member.	No	When possible, FWF encourages affiliates to source from FWF factory members. On account of the small number of factories this is a 'bonus' indicator. Extra points are possible, but the indicator will not negatively affect an affiliate's score.	Supplier information provided by affiliate.	N/A	1	0
1.13 Percentage of production volume from factories owned by the affiliate.	None	Owning a supplier increases the accountability and reduces the risk of unexpected CoLP violations. Given these advantages, this is a bonus indicator. Extra points are possible, but the indicator will not negatively affect an affiliate's score.	Supplier information provided by affiliate.	N/A	2	0

## PURCHASING PRACTICES

Possible Points: 40

Earned Points: 25

## 2. MONITORING AND REMEDIATION

BASIC MEASUREMENTS	RESULT	COMMENTS
% of own production under standard monitoring (excluding low-risk countries)	49%	
% of own production in low risk production countries where FWF's Low Risk policy has been implemented	25%	FWF low risk policy should be implemented. 0 = policy is not implemented correctly. N/A = no production in low risk countries.
Total of own production under monitoring	84%	Minimums: 1 year: 40%; 2 years 60%; 3 years+: 90% Measured as a percentage of turnover.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.1 Specific staff person is designated to follow up on problems identified by monitoring system	Yes	Followup is a serious part of FWF membership, and cannot be successfully managed on an ad-hoc basis.	Manuals, emails, etc., demonstrating who the designated staff person is.	2	2	-2

Comment: Odd Molly buyers in close cooperation with the production manager are responsible for the follow up of CAPs.

2.2 Degree of progress towards resolution of existing Corrective Action Plans	Intermediate	FWF considers efforts to resolve CAPs to be one of the most important things that affiliates can do towards improving working conditions.	Documentation of remediation and followup actions taken by affiliate.	4	8	-2
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Recommendation: To facilitate remediation, Odd Molly could consider:

- Hire a local consultant to assist factory in developing an action plan and to assist factory management in investigating root causes.
- Organise supplier seminars.
- Provide factory training.
- Share knowledge/material.
- Provide financial support to the supplier for implementing improvements

**Comment:** Odd Molly has shown progress on several issues from Corrective Action Plans. In India, the main problems were around unregistered workers and low awareness. Odd Molly discussed all findings with the factory, but no realised improvements have been measured yet. At another factory in India Odd Molly has followed up actively and visited the factory with one FWF auditor to check the status of findings again. Many corrective actions have been implemented, particularly with regards to setting up effective worker committee members and raising awareness. Contracts were checked and a subcontractor was visited. The audits in China showed a few corrective actions were implemented: at one factory all workers were covered by social security benefits and health and safety issues were improved. The major outstanding issues are around wages and the correct payment of overtime.

2.3 Percentage of production volume from suppliers that have been visited by the affiliate in the past financial year	90%	Formal audits should be augmented by annual visits by affiliate staff or local representatives. They reinforce to factory managers that affiliates are serious about implementing the Code of Labour Practices.	Affiliates should document all factory visits with at least the date and name of the visitor.	4	4	0
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**Comment:** Factories are visited at least twice a year by buyers, who make labour conditions part of the visit and discussions. In addition, the production manager travels to specifically discuss CAPs.

2.4 Existing audit reports from other sources are collected.	Yes, quality assessed and corrective actions implemented	Existing reports form a basis for understanding the issues and strengths of a supplier, and reduces duplicative work.	Audit reports are on file; evidence of followup on prior CAPs. Reports of quality assessments.	3	3	0
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**Comment:** Audit reports by other parties are collected, the quality is assessed and follow up is given to some of the findings. An audit by another initiative in Morocco is used to work on the corrective actions.

2.5 Audit Report and Corrective Action Plan (CAP) findings are shared with factory. Improvement timelines are established in a timely manner	Yes	FWF audit reports should be shared and discussed with suppliers within two months of audit receipt. Timely sharing of information and agreement on corrective actions is essential for improvement. A reasonable time frame should be specified for resolving findings.	Corrective Action Plans, emails; findings of followup audits; brand representative present during audit exit meeting, etc.	2	2	-1
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2.6 High risk issues specific to the affiliate's supply chain are identified and addressed by the monitoring system.	Intermediate Capacity	Different countries and products have different risks associated with them; monitoring systems should be adapted to allow appropriate human rights due diligence for the specific risks in each affiliates' supply chain.	Documentation may take many forms; additional research, specific FWF project participation; extra monitoring activities, extra mitigation activities, etc.	3	6	0
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**Recommendation:** Odd Molly is advised to include a process for risk assessment in their checklist for selecting new factories. Training is an effective means to work on sustainable solutions, particularly with regards to gender issues in India and freedom of association in Turkey and China.

**Comment:** Odd Molly has not been considering moving production to other countries and is aware of the risks in the countries it is producing in. It has worked on social security and overtime in China.

2.7 Affiliate cooperates with other customers in resolving corrective actions at shared suppliers	Active cooperation	Cooperation between customers increases leverage and chances of successful outcomes. Cooperation also reduces the changes of a factory having to conduct multiple Corrective Action Plans about the same issue with multiple customers.	Shared CAPs, evidence of cooperation with other customers.	2	2	-1
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**Comment:** Odd Molly has worked with other FWF affiliates at shared suppliers.

2.8 Monitoring requirements are fulfilled for production in low-risk countries	Yes	Low risk countries are determined by the presence and proper functioning of institutions which can guarantee compliance with basic standards.	Documentation of visits, notification of suppliers of FWF membership; posting of worker information sheets, completed questionnaires.	2	2	0
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Comment: Suppliers in Portugal are regularly visited; during these visits it is checked whether the CoLP is posted.

2.9 External brands resold by the affiliate who have completed and returned the external brand questionnaire. (% of external sales volume)	No external brands resold	FWF believes it is important for affiliates that have a retail/wholesale arm to at least know if the brands they resell are members of FWF or a similar organisation, and in which countries those brands produce goods.	Questionnaires are on file.	N/A	3	0
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2.10 External brands resold by affiliates that are members of another credible initiative. (% of external sales volume)	No external brands resold	FWF believes affiliates who resell products should be rewarded for choosing to stock external brands who also take their supply chain responsibilities seriously.	Supplier register; Documentation of sales volumes of products made by FWF or FLA members.	N/A	3	0
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## MONITORING AND REMEDIATION

Possible Points: 29

Earned Points: 22

### 3. COMPLAINTS HANDLING

BASIC MEASUREMENTS	RESULT	COMMENTS
Number of worker complaints received since last check	1	At this point, FWF considers a high number of complaints as a positive indicator, as it shows that workers are aware of and making use of the complaints system.
Number of worker complaints in process of being resolved	0	
Number of worker complaints resolved since last check	1	

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
3.1 A specific employee has been designated to address worker complaints	Yes	Followup is a serious part of FWF membership, and cannot be successfully managed on an ad-hoc basis.	Manuals, emails, etc., demonstrating who the designated staff person is.	1	1	-1
3.2 System exists to check that the Worker Information Sheet is posted in factories	Yes	The Worker Information Sheet is a key first step in alerting workers to their rights.	Photos by company staff, audit reports, checklists from factory visits, etc.	2	2	0

Comment: Odd Molly checks during visits whether the CoLP is posted.

3.3 Percentage of FWF-audited factories where at least half of workers are aware of the FWF worker helpline.	12%	The FWF complaints procedure is a crucial element of verification. If factory-based complaint systems do not exist or do not work, the FWF worker helpline allows workers to ask questions about their rights and file complaints. Factory participation in the Workplace Education Programme also count towards this indicator.	Percentage of audited factories where at least 50% of interviewed workers indicate awareness of the FWF complaints mechanism + percentage of factories in WEP programme.	1	4	-2
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**Recommendation:** FWF encourages Odd Molly to ensure workers are better informed about the labour standards and the existence of the FWF helpline. Awareness can be raised by taking part in WEP trainings. In addition to sending the worker information sheet, affiliates can use the worker information cards available for download on FWF's website.

**Comment:** 6 FWF audits were conducted by FWF in 2013. The majority showed workers were not aware of the Code of Labour Practices and the complaints system. Two suppliers did organize a training, specifically about health and safety issues and the factory policies.

3.4 All complaints received from factory workers are addressed in accordance with the FWF Complaints Procedure	Yes	Providing access to remedy when problems arise is a key element of responsible supply chain management. Affiliate involvement is often essential to resolving issues.	Documentation that affiliate has completed all required steps in the complaints handling process.	3	6	-2
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**Recommendation:** To ensure that labour standard violations raised by the complainant do not happen at the new production site, FWF expects Odd Molly to investigate working hours and wages at the new production sites.

**Comment:** One complaint was filed by a worker of a supplier in India. The complaint was about overtime and the factory not paying the 10% increase in wages Odd Molly followed up on the complaint according to the procedure. However, given that the factory had financial problems, Odd Molly was forced to move production elsewhere. FWF audited the production site where production has been shifted end of August 2013. That audit showed a few findings regarding the payment of overtime; Odd Molly is following the corrective action plan.

3.5 Cooperation with other customers in addressing worker complaints at shared suppliers	No complaints or cooperation not possible / necessary.	Because most factories supply several customers with products, involvement of other customers by the FWF affiliate can be critical in resolving a complaint at a supplier.	Documentation of joint efforts, e.g. emails, sharing of complaint data, etc.	N/A	2	-2
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## COMPLAINTS HANDLING

Possible Points: 13

Earned Points: 7

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## 4. TRAINING AND CAPACITY BUILDING

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
4.1 All staff is made aware of FWF membership requirements	Yes	Preventing and remediating problems often requires the involvement of many different departments; making all staff aware of FWF membership requirements helps to support cross-departmental collaboration when needed.	Emails, trainings, presentation, newsletters, etc.	1	1	-1

**Comment:** Odd Molly has weekly meetings with the production department and design team. Status and outcomes of Corrective Action Plans are discussed during those meetings. Monthly meetings take place with the whole company where the general CSR issues are presented. Sales staff and in-shop staff are also aware of FWF membership requirements. The social report that is submitted to FWF is shared with the entire company. The company has internal mailings that occasionally include a FWF topic and new employees are trained on the FWF membership requirements.

4.2 Ongoing training in support of FWF requirements is provided to staff in direct contact with suppliers.	No	Sourcing, purchasing and CSR staff at a minimum should possess the knowledge necessary to implement FWF requirements and advocate for change within their organisations.	FWF Seminars or equivalent trainings provided; presentations, curricula, etc.	0	2	0
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**Recommendation:** A training session on labour standards can be held for purchasing staff. FWF can support or facilitate in providing trainings. In addition, it is recommended to actively take part in training opportunities FWF offers such as: FWF seminars, the FWF annual conference and webinars.

4.3 All sourcing contractors/agents are informed about FWF's Code of Labour Practices.	Yes + actively support COLP	Agents have the potential to either support or disrupt CoLP implementation. It is the responsibility of affiliate to ensure agents actively support the implementation of the CoLP.	Correspondence with agents, trainings for agents, FWF audit findings.	2	2	-2
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Comment: Odd Molly actively informs the local production agent in India who helps to follow up on the CAP's. Sales agents informed through agent meetings. Before the selling of collection period, sales agents receive material that includes written information on CSR in addition to updates with audit results.

4.4 Factory participation in Workplace Education Programme (where WEP is offered; by production volume)	0%	Lack of knowledge and skills on best practices related to labour standards is a common issue in factories. Good quality training of workers and managers is a key step towards sustainable improvements.	Documentation of relevant trainings; participation in Workplace Education Programme.	0	6	0
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Requirement: Manufacturers and their workers should be systematically informed about FWF and the implementation of the Code of Labour Practices. All factory management and workers should be informed and aware about the relevant labour standards and grievance mechanisms. FWF's Workplace Education Programme is offered free of charge to make a first step in raising workers' and management's awareness.

4.5 Factory participation in trainings (where WEP is not offered; by production volume)	All production is in WEP areas.	In areas where the Workplace Education Programme is not yet offered, affiliates may arrange trainings on their own or work with other training-partners. Trainings must meet FWF quality standards to receive credit for this indicator.	Curricula, other documentation of training content, participation and outcomes.	N/A	4	0
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## TRAINING AND CAPACITY BUILDING

Possible Points: 11

Earned Points: 3

## 5. INFORMATION MANAGEMENT

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
5.1 Level of effort to identify all production locations and update supplier information.	Intermediate	Any improvements to supply chains require affiliates to first know all of their suppliers and production locations.	Supplier information provided by affiliate. Financial records of previous financial year. Documented efforts by affiliate to update supplier information from its monitoring activities.	3	6	-2

**Recommendation:** Odd Molly is advised to develop a systematic approach to complete the supplier list. Part of the approach can be:

- 1) automatically include information from audit reports and complaints
- 2) Business relationships with agents include transparency of production locations.
- 3) Agreements with factories on the use of subcontractors stating clearly that when subcontractors are used, they are included in the monitoring system and information is shared on the subcontracted production process.

**Comment:** Odd Molly is in process of identifying all production locations for subcontractors. All first-tier suppliers are known.

5.2 A system exists to allow purchasing, CSR and other relevant staff to share information with each other about working conditions at suppliers	Yes	CSR, purchasing and other staff who interact with suppliers need to be able to share information in order to establish a coherent and effective strategy for improvements.	Internal information system; status CAPs, reports of meetings of purchasing/CSR; systematic way of storing information.	1	1	-1
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**Comment:** All buyers at Odd Molly are responsible for monitoring and remediating corrective action plan. Information on the status of working conditions are shared systematically with the CSR manager who is also the product manager.

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## INFORMATION MANAGEMENT

Possible Points: 7

Earned Points: 4

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## 6. TRANSPARENCY

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
6.1 Communication about FWF membership adheres to the FWF communications policy	Yes	FWF membership should be communicated in a clear and accurate manner. FWF guidelines are designed to prevent misleading claims.	Logo is placed on website; other communications in line with policy. Affiliates may lose points if there is evidence that they did not comply with the communications policy.	1	1	-2

Comment: Odd Molly communicates about FWF on its website and through their sales agents in own shops. Description of FWF is in correct wording.

6.2 Affiliate engages in advanced reporting activities	Yes	Good reporting by members helps to ensure the transparency of FWF's work and shares best practices with the industry.	Affiliate publishes one or more of the following on their website: Brand Performance Check, Audit Reports, Supplier List.	1	1	0
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Comment: Odd Molly has included a link to last years' performance check on its website.

6.3 Social Report is submitted to FWF and is published on affiliate's website	Published on affiliate's website	The Social Report is an important tool for brands to transparently share their efforts with stakeholders.	Report adheres to FWF guidelines for Social Report content.	2	2	-2
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## TRANSPARENCY

Possible Points: 4

Earned Points: 4

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## 7. EVALUATION

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
7.1 Systemic annual evaluation of FWF membership is conducted with involvement of top management	Yes	An annual evaluation involving top management ensures that FWF policies are integrated into the structure of the company.	Meeting minutes, verbal reporting, Powerpoints, etc.	2	2	0

Comment: Odd Molly evaluates FWF membership regularly. Feedback from suppliers and stakeholders are integrated. When writing the workplan, the company looks at its ambitions and goals again with staff from management and purchasing.

7.2 Percentage of required changes from previous Brand Performance Check implemented by affiliate	No requirements were included in previous Check	In each Brand Performance Check report, FWF may include requirements for changes to management practices. Adherence to these requirements is an important part of FWF membership.	Affiliate should show documentation related to the specific requirements made in the previous Brand Performance Check.	N/A	8	-4
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Comment: One requirement in last performance check was to enrol more suppliers FWF's Workplace Education Programme. Odd Molly has been actively working on this, but in 2013 no trainings took place yet. The requirement is listed again to assess at next year's performance check.

## EVALUATION

Possible Points: 2

Earned Points: 2

## RECOMMENDATIONS TO FWF

Odd Molly would appreciate more marketing and communication material in Swedish. For instance the consumer brochure and the FAQs. Moreover, the purchasing manager and FWF contact person was delighted to hear the worker info sheets will have a nicer presentation.

Odd Molly encourages FWF to continue organising seminars in the low risk countries such as Italy and Portugal.

## SCORING OVERVIEW

CATEGORY	EARNED	POSSIBLE
Purchasing Practices	25	40
Monitoring and Remediation	22	29
Complaints Handling	7	13
Training and Capacity Building	3	11
Information Management	4	7
Transparency	4	4
Evaluation	2	2
Totals:	67	106

**BENCHMARKING SCORE (EARNED POINTS ÷ POSSIBLE POINTS)**

63

**PERFORMANCE BENCHMARKING CATEGORY**

Good

## BRAND PERFORMANCE CHECK DETAILS

Date of Brand Performance Check:

07-05-2014

Conducted by:

Annabel Meurs

Interviews with:

Anna Attermark (CEO)

Jenny Annerhult (Marketing)

Kristin Roos (Production Manager/FWF contact person)

Audit Summary:

Publication of the audit summary section previously included in Brand Performance Checks has been suspended while Fair Wear Foundation develops a new information system to manage and summarize the data. Future Brand Performance Checks will include improved usability and transparency for audit data.