

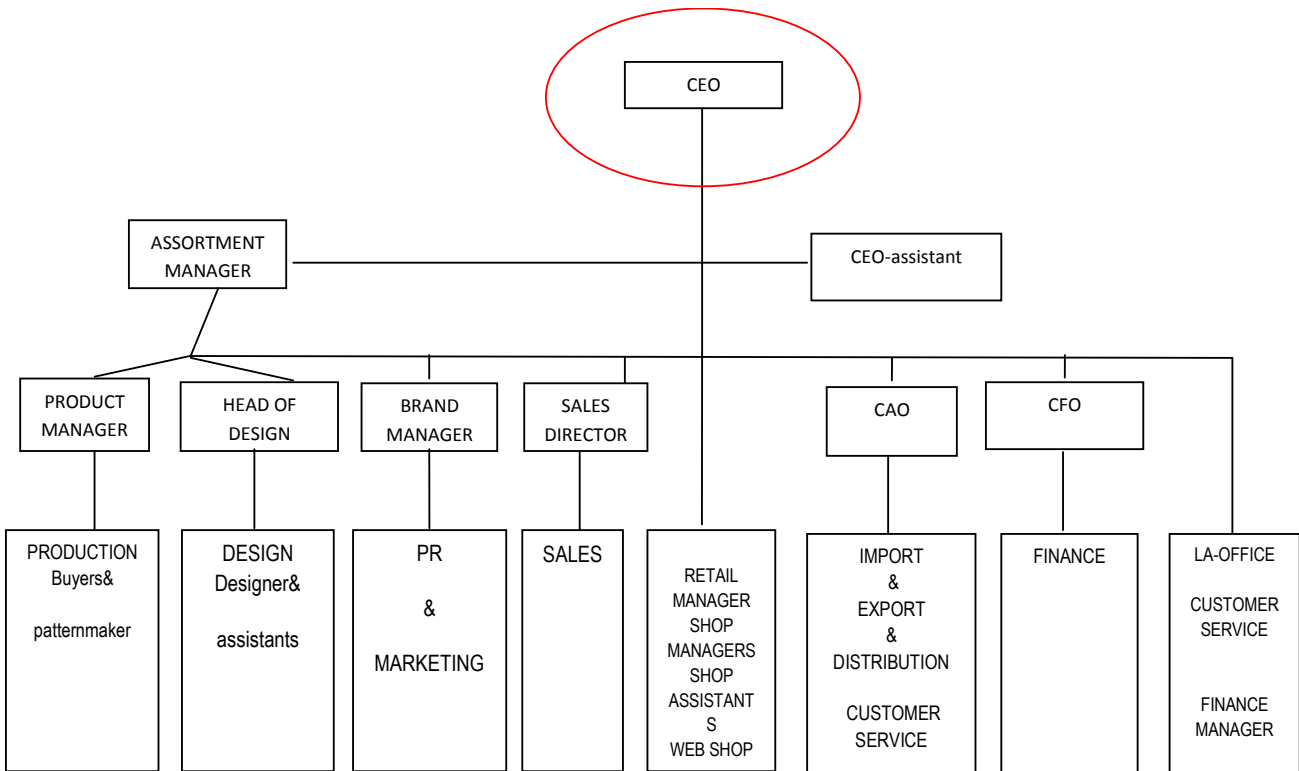
# odd molly international ab



[www.oddmolly.com](http://www.oddmolly.com)

Member of Fair Wear Foundations since June 2009.

### Organisation





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## 1. Summary: goals & achievements 2012

During 2012 we focused on follow up on CAP:s from previous audits to make sure that real improvement is happening. We are happy to see that this is a fact in many cases and that factory management is very positive towards our cooperation with FWF.

As an example, this is the feedback we have received from the manager at one of our suppliers in India:

*"Interacting with FWF was a knowledgeable and enriching experience.*

*A social audit is a way of measuring, understanding and improving the systems and practices of an organization.*

*The feedback received from the FWF audit was useful and helped us understand the shortcomings and gaps in the systems and practices of our company / factory.*

*The guidance / suggestions provided by them have helped us make changes and improvement in various areas related to social compliance.*

*Undoubtedly, there is a cost factor involved in being socially complaint and some of the requirements are a challenge to fulfill. However, in the long run it protects the rights of the worker, bridges the gap between labor and management, thus creating a more healthy and productive work environment".*

We made the first audit in Morocco together with a team from UL-STR but based on the CoLP from FWF and we will during 2013 work together with factory management towards improvements.

Our goal for 2012 was to audit 90% of our buying volume and this has been reached.

After three years of membership with FWF, we feel that the most important lesson learned, is that there is no such a thing as a perfect factory - but it is possible to make a change even if it is done in small steps!

## 2. Sourcing strategy

### 2.1. Sourcing strategy & pricing

Odd Molly's business concept is to design, market and sell women's fashion, primarily through independent retailers worldwide.

We do not have any factories of our own, but produces our products at external manufacturers.

To cover the needs for the merchandise we produce, we are today operating in five production countries: China, India, Turkey, Portugal and Morocco. For the moment, we work with approximately 20 suppliers, depending on the season.

We have an idea not to spread too much in order to be more present in each country and being able to visit on a regular basis, as well as place orders that are good for suppliers and enables us a stronger position at the factory. Odd Molly believes strongly that long term and tight cooperation with our suppliers is very positive for both parties. Some of the biggest and most important suppliers have been with us from the very start. We choose our suppliers carefully since quality and punctual deliveries are of high importance. Most time it starts with a personal contact from the past or recommendation from a colleague or another supplier. In countries where we work via production agents

(Portugal, India, Turkey), the agent will recommend new suppliers. Most of the time this supplier is already well known to them through production for other clients.

In countries where we work directly with the manufacturers, the responsible buyer will take the first contact. To secure that we get all basic details about the supplier, we have a checklist for the buyers to follow.

After the first contact, we start with making price quotations and prototypes. If we then decide to place a program with the supplier, they will start with making salesman samples. If all goes smooth and quality is up to standard, we will then place order for bulk production. Before placing the first bulk order, we aim to visit the factory, to make sure that they live up to the standards in terms of product quality and *FWF Code of Labour practice* and are willing to sign this document. They must also sign Odd Molly's list of *Restricted Chemicals*, following the REACH legislation and *Odd Molly Quality and garment test standard*.

Our aim is to start slowly with only a few styles in smaller quantities and gradually build and increase the business.

Odd Molly is a design driven company where the product stands in the first room, since we do not primarily compete on price. However, we always negotiate our prices in order to pay the right price for each product. We negotiate price in two stages, at the making of Selling Samples and at the placement of firm orders. If order quantity exceeds expectations, price can be re-negotiated. In case of orders below production minimum, we are willing to pay a reasonable surcharge, negotiated from case to case.

Odd Molly did not change its sourcing strategy over the years. We are always striving for long term relationships with our suppliers as this has proven fruitful for us and the suppliers as well as it builds a strong product.

Summary of steps when starting cooperation with a new supplier:

- First contact – recommendation from production agent / colleagues etc
- Ask supplier to send Company profile, pictures from factory, references, and samples from production.
- Find out basic facts about the supplier.
- First evaluation whether to proceed or not – done by Product manager and Buyer.
- Presentation of Odd Molly – inform about General Buying and delivery terms, REACH list of banned substances, Quality Standards, Shipping information, membership in Fair Wear Foundation. Hand over FWF Questionnaire.
- Price quotations
- Making of first prototypes
- Second evaluation – outcome of samples, general performance in terms of communication skills etc.
- Making of Selling samples
- Factory visit
- Before bulk order is placed, supplier must sign: General Buying and delivery terms, REACH list of banned substances, Fair Wear Foundation Code of Labour Practice.
- Bulk order

## 2.2. Organisation of the sourcing department

**Sourcing-and production department:**

Product manager – overall responsible for planning, supervising the daily work in the department.



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Buyer 1 – Woven's and accessories in India and Portugal

Buyer 2 – Woven's and accessories in China and Turkey

Buyer 3 – Jersey in China and Portugal

Buyer 4 – Heavy Knit in China and Morocco

The buyers are the link between the design department and the suppliers. This includes sourcing, making instructions, orders, price negotiations, follow up on production of selling samples and bulk production. Travel to all suppliers on regular basis.

Two production Assistants – supporting the buyers with all daily tasks, with focus on production follow up and quality control.

One pattern cutter – pattern construction, fittings, comments to supplier, travel to suppliers for inspections of samples and bulk production.

One pattern cutter freelance – pattern construction, fittings, comments to supplier.

### 2.3. Production cycle

Odd Molly design and produce four collections per year: Spring, Summer, Autumn and Winter. However, Spring/Summer resp. Autumn/Winter are designed and sold at the same time, but with different delivery periods.

We mainly sell to external retailers via agents and distributors and not own shops and we are not taking any risk in placing order on speculation. This means we first produce Salesmen samples collections, then take in orders from retailers and then place order for production. Suppliers are informed about final quantities for production after sales period is closed. The production lead-time varies between 12-20 weeks, depending on style, quality and quantity.

#### **General collection time cycle (spring /summer collection):**

Jan-Feb.: Planning of collection, design period

March: Sourcing/final design/instructions to suppliers

April-May: Making of prototypes

May-June: Making of Salesmen samples

July: Sales meeting with agents and distributors. Selling in period starts

July-September/October: Sales period

September/October: Final order quantity to suppliers

October: Confirmation of pre-production samples

October-January: Production period (depending on supplier/quality)

December- February/March: Delivery period

#### **General collection time cycle (fall /winter collection):**

Jul-Sep: Planning of collection, design period

Sep-Oct: Sourcing/final design/instructions to suppliers

Nov: Making of prototypes

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Dec: Making of Salesmen samples

Jan: Sales meeting with agents and distributors. Selling in period starts

Jan-Mar/April: Sales period

Mar /April: Final order quantity to suppliers

May: Confirmation of pre-production samples

May/Aug: Production period (depending on supplier/quality)

July- September/October: Delivery period

## 2.4. Supplier relations

. The base criteria's to select a supplier are:

- General impression of production facilities and management attitude
- Product quality, making and details
- Delivery quality
- Price – prices must be reasonable for each product and we must meet our goal in terms of gross-margin.
- Compliance – the supplier must be able to sign our Code of Labour practice, Odd Molly List of Restricted chemicals and REACH candidate list.
- Over all professionalism in running a factory and previous experience
- Reference customers

All above points has to be taken into consideration when making the decision whether to give an order to a supplier or not.

Based on the above points, the assess of new suppliers are done by the buyers, together with the product manager on a case-to-case basis. Most important though is the product quality – if this is not right there is no need to go further....

In the countries where we work with local production offices, we always source new suppliers through these offices. They will then recommend a supplier, and present it to our buyer who will take the decision if we should proceed or not.

During 2012 we have determined the relation with two suppliers in India. The reason for this has been their lack of ability to meet our demands in terms of production and delivery quality and not related to social issues. We have also decided to move our product groups produced in Turkey to other countries. This is related to price and quantity issues and not to social compliance.

## 2.5. Integration monitoring activities and sourcing decisions

The outcome of the audits done so far did not affect our sourcing strategy. It strengthens our basic idea to work with a limited amount of suppliers and to have a deep and long-term relation, in order to work together towards improvements according to FWF:s recommendations.

### 3. Coherent system for monitoring and remediation

All the factories audited so far have shown a very positive attitude and willingness to improve. We have found no sign of child labour, no forced labour, no discrimination in employment. All factories pay at least minimum wages according to the local laws, however living wages according to FWF wage ladder is an issue in most cases.

We choose the factories for auditing and follow up on CAP:s based on importance of the supplier and size of actual orders, as well as earlier performance.

Odd Molly staff visit all factories at least twice a year to work with product development and quality assurance. The factories is also visited regularly by our local production agent in India who helps to follow up on the CAP:s.

Odd Molly buyers normally follow up on CAP:s from previous audits during every visit at the factory. In between visits the follow ups are done my e-mail if necessary.

#### 3.1. INDIA

##### GENERAL

India carries apx 15% of Odd Molly's buying volume. During 2012 we concentrated on follow up on CAP:s from previous year. One verification audit was conducted by FWF.

*Supplier no 7 India. 5% of Odd Molly's total buying volume 2012*

*Audit date: November 2009 & December 2011. Follow up was made together with FWF representative in February 2012 and by Odd Molly staff in November 2012. In July 2012 FWF conducted a verification audit at the factory.*

Important findings and corrections:

- The audit team received positive feedback from the workers regarding the changes which took place after previous audits, for example the workers became organised, working conditions were improved, social security were being provided.
- Factory does not reach the level of living wages recommended by FWF but they raised the yearly bonus to 11% from 8,33% which is more than legally required.
- The system of informing workers of their rights and CoLP can still be improved. Education has started and is an ongoing process that will be improved and more structured in future.
- Appointement letters needed to be updated on some points - this has been done.
- Some findings concernig health and safety, like need for more attention on fire evacuation, some blocked fire extinguisher, incomplete MSDS, toilets not being clean was corrected immediately.
- No complaints have been filed at this supplier.

*Supplier no 13, India. 7% of Odd Molly's total buying volume 2012*

*The factory was audited in the past by SGS. Odd Molly has been following up on that report together with FWF audit team during 2011 and 2012. A verification audit is planned by FWF in august 2013. The factory works with another FWF member and we*





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*have been in contact in the past to help each other with follow up to avoid double work and to get a greater impact at the factory.*

Important findings in the report from SGS and corrections that has been made:

- Diesel generators were not provided with acoustic chambers, this has been done.
- There is no canteen facility for workers, but they do have a lunch area for workers to bring their own food.
- Employees involved in use of chemicals was not medically examined - this training has been done.
- Subcontractors did not have the contractor's license, this has now been obtained.
- No complaints have been filed at this supplier.

*Supplier no 20, India. 1% of Odd Molly's total buying volume 2012*

*Audit date December 2011. Follow up was made together with FWF representative in February 2012 and by Odd Molly staff in November 2012.*

Important findings and corrections:

- The factory needs to provide an ambulance room as well as a crèche. This is a space problem but factory agrees to work on a solution - still pending.
- The system of selecting members to the committees for Health and safety, Works committee and sexual harassment needs to be improved, as well as workers awareness of their benefits of these committees. Factory agrees to discuss a solution which is still an ongoing project.
- Information to workers regarding the suggestion box and FWF complaints service needs to be improved. Factory agrees to discuss a solution
- Special positive findings: Factory has a very good system to maintain documents. The company has a group trust which provides security to workers over and above that designated by law in terms of health, gratuity, family pension and so on. Bonus is provided twice a year at double the legal minimum rate. Factory employs the family members of the deceased ex-workers in order to facilitate income generation in the concerned household.
- Some safe and health- issues has been corrected immediately, like blocked fire exits, the boiler room to be manned and locked, re-painting the floor marks for fire evacuation etc.
- No complaints has been filed against this supplier

*Supplier no 22, India. 3% of Odd Molly's total buying volume 2012*

*Audit date December 2011. Follow up was made together with FWF representative in February 2012 and by Odd Molly staff in November 2012.*

Important findings and corrections:

- The updated Code of Labour Practice was not properly posted



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- Factory agrees to further improve the information to workers regarding Works Committee Health & safety committees as well as workers rights.
- Written policy of factory grievance procedure will be posted for workers knowledge.
- Formal training of awareness of workers' rights in general has been done during 2012.
- Some point under Health and Safety has been corrected immediately like monitoring of the fire extinguisher, water leak in the iron section and segregation of drinking water and bottle of chemicals. Chairs with backrest will be provided. Emergency plans will be updated.
- Under positive points it was observed that most workers in the factory has been working in the same for many years and are very content with its rules and policies, as well as they were very happy with the timely payment of wages.
- No complaints has been filed against this factory

### *Supplier no 36 India.*

*We placed the first order with this supplier during 2012. Odd Molly staff visited the factory twice and our local production agent work with them on regular basis. Since our orders with this supplier are very small we don't plan any other activities right now.*

### *Supplier no 41 India.*

*We placed the first order with this supplier during 2012. Odd Molly staff has visited the factory twice and an audit performed by FWF is planned during 2013*

## **Most important findings per FWF labour standard, India:**

### *Employment is freely chosen:*

We have found no signs of forced labour. Appointment letters are given to workers in all factories but in some cases we found them being incomplete and needed to be updated.

### *No discrimination in employment:*

We have found no signs of any discrimination during recruitment or during workers stay in the factory. Most factories do have policies on sexual harassment, discrimination and women's rights.

### *No exploitation of child labour:*

We have found no signs of child labour. None of our factories in India recruit workers below 18 years old. Proof of age is demanded and some factories also keep dental certificate for this reason.

### *Freedom of Association and the right to collective bargaining:*

Most factories do not have any unions. It seems to be a common practice in the region since the unions are seen more like political organizations that pays less attention towards workers welfare. Instead it is a common practice to have Workes Committees which takes up concerns of workers with the managment. All factories do have such committees, still in many cases we found that workers are not aware about their rights and they need more training. Also the method of selecting members to these

committees needed in some cases to be improved. Inspection of documents in all factories showed that the workers do have right to bargain collectively.

#### *Payment of Living Wage*

We have found payment of living wage according to the wage ladder being our biggest challenge in CoLP. All factories are paying more than the legally required minimum wages but still not reaching the living wage. For Odd Molly as a company we are not in a position to guarantee a certain amount of production orders from season to season and we normally hold only a small percentage of the total production capacity in each factory. We will continue to encourage the management in each factory to work towards the living wage level but we see this as a long term project.

#### *No excessive working hours:*

We try to work together with factories to plan the production in order to avoid overtime as much as possible. Still overtime occurs during peak periods in most factories, but is always voluntary and within legal limits. In some cases we found overtime hours not being properly recorded on wage slips which needs to be improved.

#### *Safe and healthy working conditions:*

All factories are organised with health and safety committees and provide training for the workers. Still in many cases we find this not being good enough since workers are not very well aware of the functioning and purpose of these committees. It is obvious that regular training and constant monitoring is needed.

We have no reports on case of serious injury at any of the factories even though we found many practical issues that needed to be improved in regards of safe and healthy conditions. In most cases management has been very open for improvement and immediate actions has been taken according to the CAP:s.

#### *Legally binding employment relation*

We find that all factories provide appointment letter in local language to all workers along with the company rules and policies for the workers awareness on their rights and responsibilities.

### **3.2. CHINA**

China carries 37% of Odd Molly's buying volume. During 2012 we did not do any new audits but worked with follow up on previous CAP:s.

*Supplier no 3, China. 23% of Odd Molly's total buying volume 2012  
Audit date July 2010. Follow up has been done ongoing during 2011 and 2012 by Odd Molly staff. New audit conducted by FWF team is planned 2013.*

#### *Main findings:*

- There is a trade union in the factory but the members were not democratically elected and workers are not aware of their rights. Factory management confirms this system has been improved.
- Wages are paid more than minimum wages but lower than FWF recommendation for a Living Wage. Factory cannot meet Living Wage for the moment but has established a bonus system that is working well.
- Overtime is an issue. Factory is willing to improve but this is also object for further discussions and not yet solved. A better system for written voluntary overtime has been set up but overtime remains an issue.



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- Some issues regarding safe and healthy conditions were found and has been corrected (blocked fire extinguisher, some safety exits being partially blocked).
- In general, the factory showed a very positive attitude and openness towards the audit team. They are willing to work together to make further improvements, this work will continue during 2012.
- No complaints has been filed against this factory

*Supplier no 16, China. 2% of Odd Molly's total buying volume 2012*

*Audit date April 2010. Follow up has been done ongoing by Odd Molly staff during 2011 and 2012.*

Main findings and corrective actions that has taken place.

- There was no independent union and workers were not aware of their rights. Factory management agreed to set up workers committee and start training - that was done in august 2011
- Not all workers were paid the legally required overtime rate. Management confirms that this has been corrected and factory now pays overtime according to legal requirement.
- Overtime was an issue with exceeding the legal requirement per week/month and also some workers did not have one day off during 7-days period. Factory now managed to cut down overtime and all workers have a day off in a week.
- Subcontractors were not informed of the FWF Code of Labour Practice and there is no system for factory to monitor the social compliance status of subcontractors - this has been done.
- Factory has appointed one person as compliance officer to improve the monitoring of labour standard.
- Missing pulley guards for some sewing machines has been installed, new exit signs has been installed.
- Workers have been trained for first aid.
- No complaints have been filed against this supplier.

*Supplier no 5b, China. % of Odd Molly's total buying volume 2012*

*Audit date November 2011.*

Since our orders for the product group produce by this factory has decreased, we have done no further follow up on previous audit during 2012.

*Our other suppliers in China have not yet been subject for auditing since their % of our total production has been minor. During 2013 audits conducted by FWF in planned in 3 of these factories.*

### **Most important findings per FWF labour standard, China:**

*Employment is freely chosen:*

We have found no signs of forced labour. All workers are free to hand in their letter of resignation and leave the factories

*No discrimination in employment:*

We have found no signs of any discrimination during recruitment or during workers stay in the factory. Most factories do have policies on sexual harassment, discrimination and women's rights. Workers are recruited and promoted based on their skills rather than culture background, nationality, religious belief etc.



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### *No exploitation of child labour:*

We have found no signs of child labour. All factories show that their staff at HR department is well trained in factories prohibition of child labour and they follow this policies strikly. There is systems in pace to verify the authenticity of ID card via internet. Som factories might from time to time employ juvenile workers, between 16-17 years. In these cases the worker is registered with the local labour bureau according to the legal requiremets. Juvenil workers can not perform any dangerous work and i mostly used in the sewing department. At the time of our audits, there has been no juvenile workers employed in any of the factories.

### *Freedom of Association and the right to collectiove bargaining:*

Most factories do have a union and workers confirm that they are free to join any union as they desire. Still there is a need for more education regarding the role of the trade union and workers rights to collective bargaining. One factory does not have a union but have instead after our audit formed a workers committe.

### *Payment of Living Wage*

We have found payment of living wage according to the wage ladder being our biggest challenge in CoLP. All factories are paying more than the legally required minimum wages but still not reaching the living wage. For Odd Molly as a company we are not in a position to guarantee a ceratain amount of production orders from season to season and we normally hold only a small percentage of the total production capacity in each factory. We will continue to encourage the managment in each factory to work towards the living wage level but we see this as a long term project.

### *No excessive working hours:*

We try to work together with factories to plan the production in order to avoid overtime as much as possible. Still overtime is an issue in most Chinese factories.

At first audits we have found cases were overtime exceeded the legal limits. According to management overtime hours is now reduced to be within the legal limits and is strictly voluntary. This issue needs constant monitoring since workload might be very different from season to season depending on the current size of factories orders.

### *Safe and healthy working conditions:*

All factories provide on-going training for the workers and conduct fire drill on regular basis.

We have no reports on case of serious injury at any of the factories even though we found many practical issues that needed to be improved in regards of safe and healthy conditions. In most cases management has been very open for improvement and immidiate actions has been taken according to the CAP:s.

### *Legally binding employment relation*

We find that workers in all factories sign labour contracts that are legal and fair. Probation period is 1 month.

## **3.3. TURKEY**

### *Turkey carries apx 6% of Odd Molly's buying volume:*

During 2012 we have decided to move the product groups produced in Turkey to other countries. The main reason is that we find these products being more suitable for other



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production markets as well as price level and minimum order quantity was a an issue. Therefore no further follow up on CAP:s has been done during 2012.

### 3.4. PORTUGAL

*Portugal carries apx 30% of Odd Molly's buying volume:*

*All suppliers have been informed about the FWF membership. Questionnaire has been signed and Code of Conduct has been sent out. No other monitoring activities so far.*

### 3.5. MOROCCO

*Supplier no 15, Morrocco. 12 % of Odd Molly's total buying volume 2012*

*Audit date November 2012.*

This is the first audit at this factory on behalf of Odd Molly. Since FWF doesn't have a set up in Morocco, the audit was conducted by UL-STR but according to FWF monitoring system.

Main findings:

- Overtime is an issue at this supplier. Managment confirms that they will make changes to improve. We will also try to work harder with our production planning to help them to organize in a better way.
- Several findings regarding Safe and Healthy regualtions were found, like missing pulley guard on sewing machines, MSDS being incomplete, fire extinguisher not marked, etc. Managment confirms to take accction immediately.
- The system for contracting and paying homeworkers needs to be improved.
- No complaints has been filed against this supplier.

The CAP:s are now under discussion between Odd Molly and factory managment and will be followed up during 2013.

## 4. Complaints procedure

During audits we have confirmed that factories display the information about FWF:s complaint service in a proper way (posted on visible notice boards and in local language). In case of any complaint, FWF will forward the same to Odd Molly. We will then communicate with FWF and start a dialogue with the supplier in order to solve the situation.

During 2010 one complaint was filed from a worker. The case was investigated and a re-audit was done at the factory who was advised to improve accordingly. During 2011&2012 no complaints from workers has been filed.





## 5. Training and capacity building

### 5.1. Activities to inform staff members

Product manager is updating all employees about all FWF-related activities in weekly meetings. We continuously work on increasing the buyer's awareness of various CSR issues in their daily work.

### 5.2. Activities to inform agents

Production agents in countries where we are using such are informed about our membership. In India, the agent takes part in the audits and is very active in the work to follow up on the CAPs.

### 5.3. Activities to inform manufacturers and workers

No actions have been taken from Odd Molly to train manufacturers and workers so far. Recommendation has been given to the management in the two audited factories in India to conduct regular training programmes to educate the committee members about their roles and responsibilities, and to increase the awareness of the Code of Conduct among the workers.

During 2012 training regarding REACH will be organised in China and India

## 6. Transparency & communication

Odd Molly aims to be fully transparent regarding all our CSR activities.

We inform on the website [www.oddmolly.com](http://www.oddmolly.com) about the membership in Fair Wear Foundation which was also announced in a press release 3 June 2009.

Sales agents and staff in our shops are continuously informed about our CSR work to be able to fully understand and communicate to our end consumers.

Any question related to CSR that might be raised from customers, are answered directly by CSR manager/product manager.

## 7. Corporate Social Responsibility

Other CSR activities during 2012:

### STWI

To contribute to a better and more efficient water management in the factories we use, Odd Molly was 2010 one of 34 Swedish companies who formed *Sweden Textile Water Initiative* together with Stockholm International Water Institute

By developing guidelines for sustainable water use in the production and manufacturing processes of textiles and leather, we aim to contribute to wiser water management in our supply chain.

The first version of the guide is now ready, and the member companies will start to work with it towards their suppliers. ([www.stwi.se](http://www.stwi.se))



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### *Sustainability*

During 2012 we have been working together with MADE-BY, set up a plan for how we in the future collections can use more sustainable materials (<http://www.made-by.org/>)

### *Chemicals*

All Odd Molly's suppliers have to sign our lists of *Restricted Chemicals*, following the REACH legislation within the EU. To make sure that all suppliers are following the rules, we test our materials at accredited laboratories. Odd Molly is also a member of "Kemikaliegruppen" within the Swedish research center *SWEREA*, supporting textile companies in their management of chemicals within their supply chain.

### *Animal Welfare*

To make a clear statement regarding our policy to not use what is classified as "real fur" we in November 2012 joined the "Fur Free Retailers program".