



BRAND PERFORMANCE CHECK

Odd Molly International AB

PUBLICATION DATE: JUNE 2016

this report covers the evaluation period 01-01-2015 to 31-12-2015

ABOUT THE BRAND PERFORMANCE CHECK

Fair Wear Foundation believes that improving conditions for apparel factory workers requires change at many levels. Traditional efforts to improve conditions focus primarily on the factory. FWF, however, believes that the management decisions of 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. They evaluate the parts of affiliate 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 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.

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 affiliate 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.

BRAND PERFORMANCE CHECK OVERVIEW

Odd Molly International AB

Evaluation Period: 01-01-2015 to 31-12-2015

AFFILIATE INFORMATION	
Headquarters:	Stockholm, Sweden
Member since:	01-06-2009
Product types:	Fashion
Production in countries where FWF is active:	China, India
Production in other countries:	Morocco, Portugal, Spain, Sweden
BASIC REQUIREMENTS	
Workplan and projected production location data for upcoming year have been submitted?	Yes
Actual production location data for evaluation period was submitted?	Yes
Membership fee has been paid?	Yes
All suppliers have been notified of FWF membership?	Yes
SCORING OVERVIEW	
% of own production under monitoring	93%
Benchmarking score	70
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. The past two years Odd Molly has expanded their product range, which means several new suppliers were selected. 19% of Odd Molly's 2015 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 93%. Based on this monitoring percentage and a benchmark score of 70 FWF has awarded Odd Molly a Good rating.

In 2015 Odd Molly invested effort in ensuring all buyers had the same systematic way in ensuring supplier compliance with the FWF Code of Labour Practice. This resulted in a general overview of supplier performance. This document is accessible for all staff involved. In addition, Odd Molly spent time and effort on ensuring other colleagues within the company were aware of FWF membership. The production manager gave several presentations to sales staff and retail personnel to inform them about FWF.

FWF recommends Odd Molly to continue the work they started on getting insight in the production time and thus the costs of specific garments. This information is important in determining how the pricing strategy affects working conditions (overtime and living wage) in the factories.

PERFORMANCE CATEGORY OVERVIEW

Leader: This category is for affiliates 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 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	53%	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.	3	4	0

Comment: Odd Molly has a stable supplier base with approximately 30 suppliers based on the products per season. The strategy is not to spread too much in order to be more present in each country, to be able to visit on a regular basis and to place stable orders for suppliers which leads to a stronger position at the factory. Simultaneously, Odd Molly aims not to buy more than 15% of the factory's production capacity in order not to be too dependent. In 2015, 53% of Odd Molly's production volume comes from suppliers where they buy at least 10% of the suppliers' production capacity. These are mainly suppliers of basic styles.

1.2 Percentage of production volume from suppliers where a business relationship has existed for at least five years	53%	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
--	-----	--	---	---	---	---

Recommendation: FWF recommends Odd Molly to continue to consolidate the supplier base where possible and expand stable business relationships. Long term relationships support most aspects of the Code of Labour Practices, and give factories a reason to invest in improving working conditions.

Comment: Odd Molly tries to expand its collection using existing suppliers, however, over the past year Odd Molly added new products to its collection, which resulted in the need to source new suppliers. At the moment 53% of production volume is from suppliers where a business relationship has existed for over five years.

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
--	-----	---	---------------------------	---	---	---

Recommendation: FWF recommends Odd Molly to have a system in place that enables them to use the information from the questionnaire to update the FWF database and Odd Molly's internal system.

Comment: Odd Molly requires suppliers to sign and return the Code of Labour Practices before production starts. However, some suppliers are very slow in returning the CoLP and need to be reminded. Two small suppliers did not sign, but Odd Molly also decided not to continue working with them so they stopped chasing the supplier for a signed CoLP.

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
---	-----	---	---	---	---	---

Recommendation: Conducting pre-audits or analysing existing audit reports can be a way to assess the level of working conditions before deciding to start or continue the business relationship.

Comment: Odd Molly buyers have a checklist for starting up new business relationships that describes the routine for collecting the supplier information. New suppliers need to agree to the general buying terms of Odd Molly, the FWF Code of Labour Practice and REACH guidelines before production can start. Compliance with these requirements is recorded in a central document, accessible for all buyers. Information from the health and safety checklist, that buyers fill in when visiting, is also added. Odd Molly aims to visit its suppliers after the first order is placed.

1.5 Supplier compliance with Code of Labour Practices is evaluated in a systematic manner.	Yes, and performance improvement is rewarded	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.	2	2	0
--	--	--	---	---	---	---

Recommendation: FWF recommends Odd Molly to include the estimated volume per supplier in its internal system and the FWF database so they are able to calculate the monitoring threshold and anticipate on possible new audit request.

Comment: Odd Molly evaluates each supplier on economic, environmental and social aspects, including whether suppliers have had audits or WEP trainings or complaints. These results are aggregated in an Excel file and colour coded (good, leader, needs improvement). Odd Molly has not ended a relationship because of bad rating.

In addition, the buying and logistical departments meet to evaluate suppliers. Some are preferred suppliers for several reasons. Odd Molly tries to reward them when possible, but price, quality and deliver accuracy remain important drivers.

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
---	--------------------------------------	---	---	---	---	---

Comment: Last year already Odd Molly made some changes to the production process: 1) Sales staff were more involved at prototype meetings; as result suppliers received order for the early delivery drops earlier. 2) This cycle helped to set longer lead times and to ease production pressure. Both the company as well as the supplier received more time in between design and shipment of orders. 3) Given that the design stage is better organised, there are less changes for the supplier in the sample stage.

In 2015 Odd Molly also expanded the number of own shops, which enabled them to buy less on speculation and forecasting. This creates a longer lead time and less last minute changes or other production problems. However, due to limited leverage at suppliers Odd Molly is unsure whether they have a large impact on reducing overtime.

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
--	----------------------	--	---	---	---	---

Recommendation: Odd Molly could discuss with factory management on the causes of excessive overtime and provide support to manage overtime.

Comment: As mentioned above, due to limited leverage at suppliers Odd Molly is unsure whether they have a large impact on reducing excessive overtime. In 2015, Odd Molly tried to use one good example of production planning and reasonable hours for others. One supplier in China improved productivity with help of an external consultant - this resulted in lean production and increased wages to compensate for the decrease in overtime.

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
--	----------------------	--	--	---	---	---

Recommendation: FWF recommends Odd Molly to use the information they are gathering in their supplier evaluation system to develop a pricing policy based on the labour cost of garments and which allows the payment of at least legal minimum wages in production countries.

Comment: In 2015, Odd Molly has taken a first step to get insight in the production costs of its products. Odd Molly sent out a letter to all suppliers from top management with the request that suppliers fill in document that requires transparent costing. This information has not yet influenced the pricing policy.

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
---	-----------------------------------	--	---	---	---	----

Comment: There were no minimum wage problems reported

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
---	----	--	--	---	---	----

Comment: There was no evidence of late payments by Odd Molly to suppliers.

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
---	----------------	---	--	---	---	---

Requirement: Odd Molly is expected to take an active role in discussing living wages with its suppliers. The FWF wage ladder can be used as a tool to implement living wages. Most relevant wage estimates, such as local minimum wage, Asia Floor Wage, collective bargaining wage and industrial best practice wages are provided in the wage ladder. The wage ladder is included in FWF's audit reports. It demonstrates the gaps between workers' wages at a factory and living wages demanded by major stakeholders. The wage ladder can be used to document, monitor, negotiate and evaluate the improvements at its suppliers.

Recommendation: Odd Molly's supplier evaluation overview also contains information about the price competitiveness of its suppliers. FWF recommends to investigate how lower prices relate to worker wages at the specific supplier.

FWF encourages Odd Molly to assess the hypothetical cost effects of increasing wages towards benchmarks that are included in the wage ladder. To support companies in this process FWF has developed a calculation model that estimates the effect on FOB and retail prices under different pricing models.

Comment: All audits done for Odd Molly in 2015 showed that payment of a living wage, as estimated by local stakeholders, remains an issue. Odd Molly is in the process of getting insight in the costs of production. This information is helpful in determining whether Odd Molly enables its suppliers to pay living wages.

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: 27

2. MONITORING AND REMEDIATION

BASIC MEASUREMENTS	RESULT	COMMENTS
% of own production under standard monitoring (excluding low-risk countries)	74%	
% of own production in low risk production countries where FWF's Low Risk policy has been implemented	19%	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	93%	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. After a training provided by FWF last year and changes/reorganisation settled in the organisation, buyers now have more time and capacity to be involved in FWF follow up.

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
---	--------------	---	---	---	---	----

Recommendation: FWF recommends Odd Molly to set up a system to track improvement in the time between visits. For example, evidence through pictures/follow up questions/regular emails etc.

Comment: Odd Molly had several CAPs active. After an audit the CAP is first shared with the factory, then progress is monitored through email and when Odd Molly visits the factory they discuss the follow-up on the findings. This means CAP follow-up is very slow, but improvements can be verified by Odd Molly directly.

2.3 Percentage of production volume from suppliers that have been visited by the affiliate in the past financial year	97%	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
---	-----	---	---	---	---	---

Recommendation: FWF recommends that Odd Molly visits the production locations of its suppliers.

Comment: Odd Molly visited most of its suppliers in 2015. At some suppliers they only visited the head quarters and not the production location.

2.4 Existing audit reports from other sources are collected.	Yes	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.	1	3	0
--	-----	---	--	---	---	---

Recommendation: Existing reports form a basis for understanding the issues and strengths of a supplier, and reduces double work. Existing audits can be counted towards the monitoring threshold if the quality of the report is assessed using the FWF audit quality tool and corrective actions are implemented.

Comment: Odd Molly collects existing audit reports from other sources, such as BSCI. However, there is no assessment of the audit quality or structured follow-up on the audit results.

2.5 Audit Report and Corrective Action Plan (CAP) findings are shared with factory. Improvement timelines are established in a timely manner	Yes	2 part indicator: FWF audit reports were shared and discussed with suppliers within two months of audit receipt AND a reasonable time frame was specified for resolving findings.	Corrective Action Plans, emails; findings of followup audits; brand representative present during audit exit meeting, etc.	2	2	-1
--	-----	---	--	---	---	----

Comment: Odd Molly shares the audit report and CAP with the factory, either directly or through its agents.

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
--	-----------------------	---	--	---	---	---

Recommendation: Knowing the country specific risks facilitates the starting point for discussing this with suppliers. Members can agree on additional commitments that are required to mitigate risks. Odd Molly can provide additional measures for support and integrate that in the monitoring system. A structured approach should lead to higher score: if a brand has a system to investigate and address all suppliers that are subject to those risks.

Comment: Odd Molly has included the ban on sandblasting in its general terms for suppliers. Also, the brand is aware of specific high-risk issues related to the countries where production takes place, such as gender based violence in India. Odd Molly organised several WEP trainings there to address this issue. However, the topics are not part of the checklist buyers use when selecting new suppliers.

2.6a High risk issues specific to Bangladesh are identified and addressed by the monitoring system and remediation activities.	Not sourcing in Bangladesh	Affiliates sourcing in Bangladesh should take additional action to address both building and fire safety and the prevention of violence against women.	Building, electrical and fire safety inspection reports, evidence of cooperation with other customers sourcing at the same factories (Accord signatories and/or FWF affiliates), etc.	N/A	3	0
--	----------------------------	--	---	-----	---	---

2.6b High risk issues specific to Myanmar are identified and addressed by the monitoring system and remediation activities.	Not sourcing in Myanmar	Myanmar is still in the process of establishing the legal and civil society infrastructure needed to ensure compliance with labour rights. Extra care must be taken when doing business in Myanmar.	Shared CAPs, Wage Ladders per factory.	N/A	3	0
---	-------------------------	---	--	-----	---	---

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
---	--------------------	---	--	---	---	----

Comment: Odd Molly actively cooperates with other customers to resolve corrective actions at shared suppliers. They have had meetings with other customers to discuss the CAP of audits done in 2014.

2.8 Monitoring requirements are fulfilled for production in low-risk countries	No	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.	0	2	0
--	----	---	---	---	---	---

Requirement: Monitoring requirements need to be fulfilled for production in low-risk countries in order for it to be counted towards the monitoring threshold. All production sites in low-risk countries must:

- Be visited annually by affiliate representatives;
- Be informed of FWF membership and return the completed CoLP questionnaire before production orders are placed;
- Be aware of specific risks identified by FWF;
- Have the FWF Worker Information Sheet posted in local languages.

Comment: Odd Molly fulfilled the monitoring requirements for suppliers in low-risk countries, except the two where production started in 2015. Since they accounted for a limited amount of production (less than 1%) in 2015 FWF has decided to add the monitoring of low-risk countries to the monitoring threshold.

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
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.	External production data in FWF's information management system. Documentation of sales volumes of products made by FWF or FLA members.	N/A	3	0

MONITORING AND REMEDIATION

Possible Points: 29

Earned Points: 18

3. COMPLAINTS HANDLING

BASIC MEASUREMENTS	RESULT	COMMENTS
Number of worker complaints received since last check	2	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	1	
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

Comment: The production manager is responsible to address worker complaints, received through the FWF complaints system.

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
---	-----	---	--	---	---	---

Recommendation: FWF suggest Odd Molly buyers to systematically include checking whether the Code of Labour Practices is posted when visiting suppliers.

Comment: Odd Molly checks during visits whether the CoLP is posted. Some audits showed the CoLP was not posted. Odd Molly responded by means of requiring the factory to send a picture of the CoLP in the factory's workplace.

3.3 Percentage of FWF-audited factories where at least half of workers are aware of the FWF worker helpline.	82%	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.	4	4	-2
--	-----	--	--	---	---	----

Comment: Odd Molly has organised several WEP trainings in their factories, which account for the large percentage of factories where at least half of workers are aware of the FWF worker helpline.

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
--	-----	---	---	---	---	----

Comment: In 2015 FWF received two complaints. Both were handled in accordance with the FWF Complaints Procedure and Odd Molly was actively involved in the remediation process. One complaint concerned the more systemic problem of temporary contract in the Indian garment sector. FWF is currently looking into possibilities how to best address this complaint.

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
--	--	--	--	-----	---	----

Comment: No cooperation was possible.

COMPLAINTS HANDLING

Possible Points: 13

Earned Points: 10

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: All staff is made aware of FWF membership requirements through a regular presentation done by the production manager.

4.2 Ongoing training in support of FWF requirements is provided to staff in direct contact with suppliers.	Yes	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.	2	2	0
--	-----	--	---	---	---	---

Comment: In 2015 all buying staff received a training from FWF on membership requirements.

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
--	-----------------------------	---	---	---	---	----

Comment: Odd Molly uses agents in China and India and they are actively involved in ensuring compliance with the CoLP. Odd Molly considers their agents to be of added value, because they can actively monitor the suppliers and can support Odd Molly with local knowledge.

4.4 Factory participation in Workplace Education Programme (where WEP is offered; by production volume)	60%	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.	6	6	0
---	-----	--	--	---	---	---

Comment: In 2015, Odd Molly organised several WEP trainings in China and India.

4.5 Factory participation in trainings (where WEP is not offered; by production volume)	0%	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.	0	4	0
---	----	--	---	---	---	---

Recommendation: All factory workers should be informed about the labour standards and the process of monitoring and remediation. In order to further communication between employers and workers in the workplace FWF recommends Odd Molly to ensure suppliers participate in trainings. Trainings must meet FWF quality standards to receive credit for this indicator: top management, supervisors and workers should be included in the trainings, separately. Workplace standards and dispute handling should be included in the training. At least 10-20% of the workforce must be trained, depending on the size of the factory. Worker participation should be balanced and representative.

Comment: Odd Molly sources in Morocco, where WEP is not offered. There was no alternative training offered at that supplier.

TRAINING AND CAPACITY BUILDING

Possible Points: 15

Earned Points: 11

5. INFORMATION MANAGEMENT

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
5.1 Level of effort to identify all production locations	Intermediate	Any improvements to supply chains require affiliates to first know all of their 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

Requirement: After the end of each financial year, affiliates must confirm their list of suppliers and provide relevant financial data. A complete suppliers list means all suppliers are included.

Recommendation: Members are 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: Part of checklist for buyers is to include factory list with subcontractor information. Each factory is requested to update the information every year. However, subcontractors can change with every season, which makes it difficult to keep track.

During the performance check it appeared that Odd Molly did not have the addresses of all production locations.

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
--	-----	--	---	---	---	----

Comment: As mentioned above Odd Molly evaluates each supplier on economic, environmental and social aspects, including whether suppliers have had audits or WEP trainings or complaints. These results are aggregated in an Excel file and colour coded (good, leader, needs improvement). This file is available to and discussed with all relevant staff. So when searching for suppliers for the new collection all buyers are aware of the CSR aspects of their suppliers.

INFORMATION MANAGEMENT

Possible Points: 7

Earned Points: 4

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

Recommendation: FWF recommends that Odd Molly includes the FWF logo on the website.

Comment: Odd Molly publishes general information on FWF and its membership on the website.

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
--	-----	---	---	---	---	---

Comment: Odd Molly published the brand performance check report 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 affiliates to transparently share their efforts with stakeholders.	Report adheres to FWF guidelines for Social Report content.	2	2	-2
---	----------------------------------	---	---	---	---	----

Comment: Odd Molly published the social report on its website.

TRANSPARENCY

Possible Points: 4

Earned Points: 4

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: Every year when the new FWF workplan is drafted the production manager evaluates FWF membership with the CEO of Odd Molly.

7.2 Changes from previous Brand Performance Check implemented by affiliate	100%	In each Brand Performance Check report, FWF may include requirements for changes to management practices. Progress on achieving these requirements is an important part of FWF membership and its process approach.	Affiliate should show documentation related to the specific requirements made in the previous Brand Performance Check.	4	4	-2
--	------	---	--	---	---	----

Comment: Odd Molly addressed all requirements from the previous Brand Performance Check, such as creating a more systematic approach and involving buyers in monitoring and remediation of compliance with the Code of Labour Practices.

EVALUATION

Possible Points: 6

Earned Points: 6

RECOMMENDATIONS TO FWF

Odd Molly would like to have some FWF material in Swedish.

Odd Molly recommends that FWF allows for different levels of subcontractors in the supplier database, to differ between cut-make-trim subcontractors and for example embroidery subcontractors.

SCORING OVERVIEW

CATEGORY	EARNED	POSSIBLE
Purchasing Practices	27	40
Monitoring and Remediation	18	29
Complaints Handling	10	13
Training and Capacity Building	11	15
Information Management	4	7
Transparency	4	4
Evaluation	6	6
Totals:	80	114

BENCHMARKING SCORE (EARNED POINTS DIVIDED BY POSSIBLE POINTS)

70

PERFORMANCE BENCHMARKING CATEGORY

Good

BRAND PERFORMANCE CHECK DETAILS

Date of Brand Performance Check:

26-05-2016

Conducted by:

Anne van Lakerveld, Annabel Meurs

Interviews with:

Kristin Roos (Production Manager/FWF contact person)

Martina Jall (Buyer for India)

Jenny Annerhult (Marketing)

Anna Attemark (CEO)

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.