



## BRAND PERFORMANCE CHECK

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Mini Rodini AB

this report covers the evaluation period 01-01-2017 to 31-12-2017

## ABOUT THE BRAND PERFORMANCE CHECK

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

FWF's Brand Performance Check is a tool to evaluate and report on the activities of FWF's member companies. The Checks examine how member company management systems support FWF's Code of Labour Practices. They evaluate the parts of member company supply chains where clothing is assembled. This is the most labour intensive part of garment supply chains, and where brands can have the most influence over working conditions.

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

Even if outcomes at the product location level cannot be guaranteed, the importance of good management practices by member companies cannot be understated. Even one concerned customer at a product location can have significant positive impacts on a range of issues like health and safety conditions or freedom of association. And if one customer at a product location can demonstrate that improvements are possible, other customers no longer have an excuse not to act. The development and sharing of these types of best practices has long been a core part of 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 member company employees who play important roles in the management of supply chains, and a variety of documentation sources, financial records, supplier data. The findings from the Brand Performance Check are summarized and published at [www.fairwear.org](http://www.fairwear.org). The online [Brand Performance Check Guide](#) provides more information about the indicators.

## BRAND PERFORMANCE CHECK OVERVIEW

Mini Rodini AB

Evaluation Period: 01-01-2017 to 31-12-2017

MEMBER COMPANY INFORMATION	
Headquarters:	Stockholm, Sweden
Member since:	01-01-2016
Product types:	Fashion, Sportswear
Production in countries where FWF is active:	China, India, Turkey
Production in other countries:	Lithuania, Portugal
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
SCORING OVERVIEW	
% of own production under monitoring	97%
Benchmarking score	77
Category	Leader

## Summary:

Mini Rodini has shown advanced results on performance indicators and has made exceptional progress. With 97% of its own production under monitoring by FWF audits Mini Rodini significantly exceeds the monitoring threshold required for second year members. With a benchmarking score of 79 Mini Rodini has achieved leader status.

Fråga Mariette varför det står FWF audits och om man får lika många poäng om det inte är FWF audits

Mini Rodini works with suppliers where they have significant leverage, which allows them to work effectively on improving working conditions. While continuous efforts are still needed, the company has strong systems in place to source new suppliers and has shown advanced efforts to mitigate the root causes of excessive overtime. In 2017, Mini Rodini's pattern-makers improved their processes and analysis showed that the percentage of changes made in the collection decreased significantly.

kan du visa hur detta arbete utvecklades, och visa OT utvärderingen vi ska göra och borde ha börjat med.

During its last financial year Mini Rodini added one of their main Turkish suppliers to their living wage project, with whom the member brand has shown great efforts in working together towards payment of a living wage. As an advanced step, FWF encourages Mini Rodini to continue taking steps towards living wages throughout their supply base, in which increased transparency in costing and productivity are essential but also continuous analysis of living wage models at each supplier. Besides this, immediate follow up of a complaint was done at one of its production locations in India. All remediation steps have been implemented according to the guidelines.

Se om vi kan få labour cost / minute i Lime i alla fall

Challenges remain in maintaining stable business relationships with suppliers and stimulating suppliers to participate in WEP trainings, to raise awareness about the existence and the functioning of FWF's worker hotline.

Vi borde ha mer fabriker som har över 5 års samarbete i 2018, och borde ha en del fler WEP trainings, och kanske Reassurance i Jurong och Guangshun

## PERFORMANCE CATEGORY OVERVIEW

**Leader:** This category is for member companies who are doing exceptionally well, and are operating at an advanced level. Leaders show best practices in complex areas such as living wages and freedom of association.

**Good:** It is FWF's belief that member companies who are making a serious effort to implement the Code of Labour Practices—the vast majority of FWF member companies—are 'doing good' and deserve to be recognized as such. They are also doing more than the average clothing company, and have allowed their internal processes to be examined and publicly reported on by an independent NGO. The majority of member companies will receive a 'Good' rating.

**Needs Improvement:** Member companies are most likely to find themselves in this category when major unexpected problems have arisen, or if they are unable or unwilling to seriously work towards CoLP implementation. Member companies may be in this category for one year only after which they should either move up to Good, or will be moved to suspended.

**Suspended:** Member companies who either fail to meet one of the Basic Requirements, have had major internal changes which means membership must be put on hold for a maximum of one year, or have been in Needs Improvement for more than one year. Member companies may remain in this category for one year maximum, after which termination proceedings will come into force.

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

# 1. PURCHASING PRACTICES

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.1a Percentage of production volume from production locations where member company buys at least 10% of production capacity.	51%	Member companies with less than 10% of a production location's production capacity generally have limited influence on production location managers to make changes.	Supplier information provided by member company.	3	4	0

Comment: In 2017, Mini Rodini sourced the majority of its good from units where it buys at least 10% of the total production capacity.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.1b Percentage of production volume from production locations where member company buys less than 2% of its total FOB.	7%	FWF provides incentives to clothing brands to consolidate their supplier base, especially at the tail end, as much as possible, and rewards those members who have a small tail end. Shortening the tail end reduces social compliance risks and enhances the impact of efficient use of capital and remediation efforts.	Production location information as provided to FWF.	3	4	0

Comment: Mini Rodini has a consolidated supply base and distributes the majority of its FOB to key suppliers. A few suppliers are used for small orders of special/seasonal items, each responsible for less than 2% of FOB.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.2 Percentage of production volume from production locations where a business relationship has existed for at least five years.	21%	Stable business relationships support most aspects of the Code of Labour Practices, and give production locations a reason to invest in improving working conditions.	Supplier information provided by member company.	1	4	0

**Comment:** A total of 21% of Mini Rodini's production volume comes from production locations where a business relationship has existed for at least five years. In 2017, several suppliers have indicated to phase out production for Mini Rodini, which is according to the member caused by the brand's high quality standards, relatively low quantities and its sustainability ambition levels.

**Recommendation:** FWF recommends Mini Rodini to maintain stable business relationships with suppliers. Long term relationships support most aspects of the Code of Labour Practices, and give factories a reason to invest in improving working conditions.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.3 All new production locations are required to sign and return the questionnaire with the Code of Labour Practices before first bulk orders are placed.	Yes	The CoLP is the foundation of all work between production locations and brands, and the first step in developing a commitment to improvements.	Signed CoLPs are on file.	2	2	0

**Comment:** Mini Rodini requires to receive signed questionnaire with the Code of Labour Practices before placing orders and could show those questionnaires during the brand performance check. There were two trial orders placed at new suppliers in 2017, however bulk orders never took place due to quality issues.



PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.4 Member company conducts human rights due diligence at all (new) production locations before placing orders.	Advanced	Due diligence helps to identify, prevent and mitigate potential human rights problems at suppliers.	Documentation may include pre-audits, existing audits, other types of risk assessments.	4	4	0

**Comment:** Mini Rodini has a clear sourcing policy with human rights due diligence as an important element of the selection process. This policy addresses environmental standards (for eco-friendly materials and various certifications of factories) and social compliance requirements for new suppliers. It includes prioritised critical risks identified concerning its specific product assortment such as: unauthorized subcontracting, Syrian refugees in Turkey, child labour, abrasive blasting, restricted movement within the Indian Sumangali system. Sourcing of new production locations is done by the Sustainability Manager, which means that working conditions and social compliance is looked at first, using a supplier profile checklist. Suppliers are presented to responsible buyer and Head of Assortment and Production and an applicable business related interview and quotation takes place by the buyer. After collecting all data, a mutual decision within the group is taken which supplier to choose to start working with.

For subcontractors, Mini Rodini in some cases relies on the main supplier to select the sites, however the relevance of social compliance is thoroughly discussed and sites are visited by member brand.



PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.5 Production location compliance with Code of Labour Practices is evaluated in a systematic manner.	Yes, and leads to production decisions	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

**Comment:** Twice a year, before orders are placed for the next season, each supplier is evaluated with color coding and performance assessment. Sustainability manager, Head of Assortment and Production, buyers, pattern makers, warehouse manager and designers together evaluate and score each supplier. Highest scores are given on good performance in quality in delivery, communication and sustainability. Highest scored suppliers are rewarded with higher orders when possible.

Each supplier is asked to evaluate Mini Rodinis' own performance on the relationship back.

An action plan of improvement is created together with the supplier.



PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.6 The member company's production planning systems support reasonable working hours.	Strong, integrated systems in place.	Member company production planning systems can have a significant impact on the levels of excessive overtime at production locations.	Documentation of robust planning systems.	4	4	0



**Comment:** For production planning, Mini Rodini shares a collection-based critical path with main suppliers' factories to agree on a realistic planning for both parties. Each supplier receives an individual production status document, detailed for each product, taking into account the production capacity per supplier. Expectations are clearly communicated on supplier level and Mini Rodini's sourcing and design team follows up any critical step.

Since 2017, a part of the basic item orders are placed during low season to support reasonable working hours and stability for suppliers. Mini Rodini also uses country specific time schedules taking into account local holidays in order to organise production accordingly. If there is really an important delay issue, products will be shipped by air (but it is a last resort solution and paid 50/50 by brand and factory and in some cases paid entirely by the brand - this depends on the exact case).

Already in the first phase of a collection, sourcing and design team meets with wholesale to make the sketches as accurate as possible for order sizes. This minimises the number of sample rounds and consequently frees up production time.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.7 Degree to which member company mitigates root causes of excessive overtime.	Intermediate efforts	Some production delays are outside of the control of member companies; however there are a number of steps that can be taken to address production delays without resorting to excessive overtime.	Evidence of how member responds to excessive overtime and strategies that help reduce the risk of excessive overtime, such as: root cause analysis, reports, correspondence with factories, etc.	3	6	0

**Comment:** Mini Rodini's Indian suppliers often struggle with delays. Mini Rodini is in the process of a detailed evaluation of deliveries to track delays. The outcome of this evaluation is shared with the relevant supplier, as an incentive for thorough planning. Also, Mini Rodini has started to provide information to suppliers earlier in the process, to build in more time.

In 2017, excessive overtime was found at two Chinese production locations. Mini Rodini investigated root causes, however inconsistency of records makes this challenging.

To win time and provide clearer orders to its suppliers, Mini Rodini's pattern makers started to track when they make changes and for what reason, in order to better analyse where they can make improvements in late changes. In 2017, the pattern makers started to make changes earlier on in the process and order more prototypes, to minimise last minute changes. This has given effect, and in our AutumnWinter 2017 collection, 41 % fewer changes were made compared to the Autumn-Winter collection in 2016.

**Recommendation:** Mini Rodini could discuss with factory management on the causes of excessive overtime and provide support to manage overtime. If necessary, the Mini Rodini could hire local experts to analyse root cause of excessive overtime in cooperation with the supplier. FWF could recommend qualified persons upon request.

Skapa OT utvärderingen och kolla om Reassurance kan hjälpa med TPC fabriker.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.8 Member company'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

**Comment:** The company has a zero tolerance policy about towards its suppliers in regard to payment below legal minimum wage. However, Mini Rodini should make the bridge with its pricing policy to ensure those minimum wages can be paid (particularly in China).

At two of their suppliers - one in Turkey and one in India - Mini Rodini has started to do wage analyses and open costing as part of their living wage project.

**Recommendation:** As an advanced step, increased transparency in costing and productivity gives 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.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.9 Member company actively responds if suppliers fail to pay legal minimum wages.	Yes	If a supplier fails to pay minimum wage, FWF member companies 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.	1	2	-2

Comment: Mini Rodini responds actively when suppliers fail to pay legal minimum wage. In 2017, payment below minimum wage was reported at one subcontractor. Mini Rodini actively responded together with its agent and followed up immediately, however the subcontractor was not at all willing to cooperate. After several attempts, Mini Rodini has decided to phase out.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.10 Evidence of late payments to suppliers by member company.	No	Late payments to suppliers can have a negative impact on production locations 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 production location and member company financial documents.	0	0	-1

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.11 Degree to which member company assesses root causes of wages lower than living wages with suppliers and takes steps towards the implementation of living wages.	Production location level approach	Sustained progress towards living wages requires adjustments to member companies' policies.	Documentation of policy assessments and/or concrete progress towards living wages.	4	8	0

**Comment:** Mini Rodini has a written Living Wage policy and a goal in their business plan to pay living wages at all sewing units by 2020. For one of the key suppliers in India, living wage premiums are paid twice a year to an established worker fund. A committee, elected by workers, has the mandate to how the money will be spent.

In 2017, another key supplier in Turkey was added to the living wage project and Mini Rodini started paying local living wage at three of their production locations. An analysis is done beforehand, using various templates and conducting worker interviews. A living wage premium is added to each product made in the three facilities. Mini Rodini presented this project to the factory and a next survey for wage calculation will be done at the end of 2018.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.12 Percentage of production volume from factories owned by the member company (bonus indicator).	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 member company's score.	Supplier information provided by member company.	N/A	2	0

## PURCHASING PRACTICES

Possible Points: 44

Earned Points: 29

## 2. MONITORING AND REMEDIATION

BASIC MEASUREMENTS	RESULT	COMMENTS
% of own production under standard monitoring (excluding low-risk countries)	67%	
% of production volume where monitoring requirements for low-risk countries are fulfilled	24%	FWF low risk policy should be implemented. 0 = policy is not implemented correctly. N/A = no production in low risk countries.
Meets monitoring requirements for tail-end production locations.	N/A	1st or 2nd year member and tail-end monitoring requirements do not apply.
Total of own production under monitoring	97%	Minimums: 1 year: 40%; 2 years 60%; 3 years+: 80-100% 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: The Sustainability Manager - who is part of Mini Rodini's production team - is designated to follow up on problems identified by monitoring system.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.2 Quality of own auditing system meets FWF standards.	Member makes use of FWF audits and/or external audits only	In case FWF teams cannot be used, the member companies' own auditing system must ensure sufficient quality in order for FWF to approve the auditing system.	Information on audit methodology.	N/A	0	-1

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.3 Audit Report and Corrective Action Plan (CAP) findings are shared with factory and worker representation where applicable. 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: Corrective Action Plans and audit reports are systematically filed and a summary is made by Mini Rodini's sustainability manager so that the other staff knows the essential information. A short color coded summary of the findings, the audit report and Corrective Action Plans are shared with suppliers and discussion takes place regularly to address them according to the time frame provided by FWF audit teams.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.4 Degree of progress towards resolution of existing Corrective Action Plans and remediation of identified problems.	Intermediate	FWF considers efforts to resolve CAPs to be one of the most important things that member companies can do towards improving working conditions.	CAP-related documentation including status of findings, documentation of remediation and follow up actions taken by member. Reports of quality assessments. Evidence of understanding relevant issues.	6	8	-2

**Comment:** Mini Rodini takes every Corrective Action Plan very seriously and discussed follow up with their agent and/or supplier.

In 2017, two audits were conducted in China. With one of them Mini Rodini could show a quick follow-up, however the other factory - a subcontractor of the first one - refused to cooperate and pulled out from its business with Mini Rodini due to the high CSR standards of the brand.

One audit was done in India, and CAP follow-up will take place in 2018, because the audit report only came in December 2017.

Lastly, one audit was conducted in Turkey. The CAP and report was shared in a timely manner, however this factory stopped its business with Mini Rodini due to small orders. Follow up will be done by another FWF brand, who sources from this factory.

**Recommendation:** To facilitate remediation, Mini Rodini 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.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.5 Percentage of production volume from production locations that have been visited by the member company in the previous financial year.	89%	Formal audits should be augmented by annual visits by member company staff or local representatives. They reinforce to production location managers that member companies are serious about implementing the Code of Labour Practices.	Member companies should document all production location visits with at least the date and name of the visitor.	4	4	0

**Comment:** Both Mini Rodini's Sustainability Manager, buyers and designers visit production locations regularly. A few small suppliers were not visited in 2017, because of ending business relationship

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.6 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

**Comment:** Mini Rodini collected audits reports and corrective action plans from other sources for six factories. The quality of those was assessed according to FWF Audit Quality Assessment Tool, and Mini Rodini could show follow-up on all Corrective Action Plans with factories. As part of the follow up process, all six factories have been visited by Mini Rodini staff in 2017.




PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.7 Compliance with FWF risk policies.	Advanced result on all relevant policies	Aside from regular monitoring and remediation requirements under FWF membership, countries, specific areas within countries or specific product groups may pose specific risks that require additional steps to address and remediate those risks. FWF requires member companies to be aware of those risks and implement policy requirements as prescribed by FWF.	Policy documents, inspection reports, evidence of cooperation with other customers sourcing at the same factories, reports of meetings with suppliers, reports of additional activities and/or attendance lists as mentioned in policy documents.	6	6	0
Compliance with FWF enhanced monitoring programme Bangladesh	Policies are not relevant to the company's supply chain			N/A	6	-2
Compliance with FWF Myanmar policy	Policies are not relevant to the company's supply chain			N/A	6	-2
Compliance with FWF guidance on abrasive blasting	Advanced			6	6	-2
Compliance with FWF guidance on risks related to Turkish garment factories employing Syrian refugees	Advanced			6	6	-2
Other risks specific to the member's supply chain are addressed by its monitoring system	Policies are not relevant to the company's supply chain			N/A	6	-2

**Comment:** Mini Rodini's Supplier sourcing & due diligence policy includes an abrasive blasting policy shared. Materials are checked on denim finishing. Additionally, Mini Rodini has drawn up a clear policy for Syrian refugees in Turkey. This is shared and monitored with both relevant agents and suppliers and discussed during visits. All production locations in Turkish, including subcontractors have been audited by FWF local team.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.8 Member company cooperates with other FWF member companies in resolving corrective actions at shared suppliers.	Active cooperation	Cooperation between customers increases leverage and chances of successful outcomes. Cooperation also reduces the chances 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:** For one supplier in Turkey, Mini Rodini worked closely together with another FWF member brand in resolving corrective actions.  
For one potential Turkish supplier, Mini Rodini contacted in advance another member brand sourcing in the same location, to discuss shared follow up.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.9 Percentage of production volume where monitoring requirements for low-risk countries are fulfilled.	50-100%	Low-risk countries are determined by the presence and proper functioning of institutions which can guarantee compliance with national and international standards and laws.	Documentation of visits, notification of suppliers of FWF membership; posting of worker information sheets, completed questionnaires.	1	2	0

**Comment:** All production locations in low-risk countries have posted the Worker Information Sheet. Each of them was visited too, except for one supplier, whom Mini Rodini had placed a trial order and with whom the brand will not continue working with. 

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.10 Extra bonus indicator: in case FWF member company conducts full audits above the minimum required monitoring threshold.	90%+	FWF encourages all of its members to audit/monitor 100% of its production locations and rewards those members who conduct full audits above the minimum required monitoring threshold.	Production location information as provided to FWF and recent Audit Reports.	3	3	0

Comment: During the preceding financial year, FWF and external audits were conducted at Mini Rodini's suppliers that account for 97% of the member brand's total purchasing volume.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.11 Questionnaire is sent and information is collected from external brands resold by the member company.	Yes, and member has collected necessary information	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.	2	2	0

Comment: Mini Rodini collaborated with Adidas for several items. The questionnaire was sent to Adidas, all relevant information was collected through their membership with Fair Labor Association.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.12 External brands resold by member companies that are members of another credible initiative (% of external sales volume).	100%	FWF believes members who resell products should be rewarded for choosing to sell external brands who also take their supply chain responsibilities seriously and are open about in which countries they produce goods.	External production data in FWF's information management system. Documentation of sales volumes of products made by FWF or FLA members.	3	3	0

Comment: As indicated under 2.11, Adidas is a member of Fair Labor Association.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.13 Questionnaire is sent and information is collected from licensees.	No licensees	FWF believes it is important for member companies to know if the licensee is committed to the implementation of the same labour standards and has a monitoring system in place.	Questionnaires are on file. Contracts with licensees.	N/A	1	0

## MONITORING AND REMEDIATION

Possible Points: 37

Earned Points: 34

### 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	1	
Number of worker complaints resolved since last check	0	

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 Sustainability Manager is appointed to address worker complaints.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
3.2 System is in place 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 production location visits, etc.	2	2	0

Comment: Mini Rodini could show a clear overview of all factories and collected pictures as evidence was shown.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
3.3 Percentage of FWF-audited production locations where at least half of workers are aware of the FWF worker helpline.	50%	The FWF complaints procedure is a crucial element of verification. If production location 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. Production location participation in the Workplace Education Programme also count towards this indicator.	Percentage of audited production locations where at least 50% of interviewed workers indicate awareness of the FWF complaints mechanism + percentage of production locations in WEP programme.	3	4	0

**Comment:** At a total of 50 per cent of production locations audited by FWF, at least half of the workers were aware of the FWF helpline.

One WEP training was organised in the past financial year, at a supplier in China. Two more were requested by Mini Rodini, however these were postponed by the FWF team. As follow up of last year's recommendation, Mini Rodini printed out hundreds of worker information cards and handed them out on a factory trip in China.

**Recommendation:** Mini Rodini can stimulate its suppliers to participate in WEP trainings, to raise awareness about the existence and the functioning of FWF's worker hotline. In addition to sending the worker information sheet,



PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
3.4 All complaints received from production location 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. Member company involvement is often essential to resolving issues.	Documentation that member company has completed all required steps in the complaints handling process.	3	6	-2

**Comment:** FWF received one complaint at an Indian factory producing for Mini Rodini in 2017. The complaints addressed the labour standards “legally binding employment relationship” and “safe and healthy working conditions”. Mini Rodini followed up on the complaint immediately with factory management. Several calls and visits to the factory took place to discuss remediation. Extensive reporting, notes and logs of this was shown to FWF. The complaint is not yet resolved, but the complainant has filed a case against the factory management in Labour Court.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
3.5 Cooperation with other customers in addressing worker complaints at shared suppliers	No complaints or cooperation not possible / necessary	Because most production locations supply several customers with products, involvement of other customers by the FWF member company 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	0

## COMPLAINTS HANDLING

Possible Points: 13

Earned Points: 9

## 4. TRAINING AND CAPACITY BUILDING

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
4.1 All staff at member company are made aware of FWF membership.	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:** In 2017, a sustainability training was held for shop staff. FWF membership was part of this training. Mini Rodini organises a CSR conference annually for all employees in which general sustainability discussions are held and performance check results are shared. Mini Rodini's CSR guide incl FWF information is handed out to each new employee coming in.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
4.2 All staff in direct contact with suppliers are informed of FWF requirements.	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	-1

**Comment:** Mini Rodini's sustainability manager is part of the production team. Before buyers plan a factory visit, sustainability manager shares information and specific points for attention during a meeting. Supplier evaluation is done twice a year by the entire production team with input from logistics and warehouse staff.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
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 member company to ensure agents actively support the implementation of the CoLP.	Correspondence with agents, trainings for agents, FWF audit findings.	2	2	0



**Comment:** Both the agents in Turkey, as well as in China are informed about FWF's Code and they actively support follow up of CAPs. For two Chinese factories, Mini Rodini works with a Swedish agent, who also takes an active role in implementing the Code.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
4.4 Production location participation in Workplace Education Programme (where WEP is offered; by production volume)	12%	Lack of knowledge and skills on best practices related to labour standards is a common issue in production locations. Good quality training of workers and managers is a key step towards sustainable improvements.	Documentation of relevant trainings; participation in Workplace Education Programme.	2	6	0

**Comment:** Two factories participated in the Workplace Education Programme, one factory in Turkey and one in China. Another one was planned for 2017, but was postponed to 2018 due to availability issues of the FWF trainers.

**Recommendation:** In order to ensure awareness and enhance understanding of the relevant labour standards, grievance mechanisms and the importance of a good mechanism for communication between employers and workers in the workplace, FWF developed the Workplace Education Programme. FWF currently offers the following training modules for the WEP: Basic, Communication, Gender Based Violence, Supervisor and the Factory Guide. More info on availability in countries can be found on the FWF website. The member company should motivate its main supplier(s) to join WEP trainings.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
4.5 Production location 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, member companies 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: 7

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## 5. INFORMATION MANAGEMENT

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

**Comment:** Mini Rodini has a designated person who makes sure the data of all production locations is kept up to date. Each location is visited regularly, by either Mini Rodini staff or agents. During those visits, it is checked if the needed material is present at the location and Mini Rodini ensures to be aware of the production processes of each factory, to double check potential subcontracting. During the Performance check, no missing information was found.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
5.2 CSR and other relevant staff actively share information with each other about working conditions at production locations.	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:** Production staff and the Sustainability manager travel usually together to factories. Frequent briefs and updates are given and the relevant staff is involved in the evaluation of each supplier.

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## INFORMATION MANAGEMENT

Possible Points: 7

Earned Points: 7

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## 6. TRANSPARENCY

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
6.1 Degree of member company compliance with FWF Communications Policy.	Minimum communications requirements are met AND no significant problems found	FWF's communications policy exists to ensure transparency for consumers and stakeholders, and to ensure that member communications about FWF are accurate. Members will be held accountable for their own communications as well as the communications behaviour of 3rd-party retailers, resellers and customers.	FWF membership is communicated on member's website; other communications in line with FWF communications policy.	2	2	-3

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
6.2 Member company engages in advanced reporting activities	Published Performance Checks, Audits, and other efforts lead to increased transparency	Good reporting by members helps to ensure the transparency of FWF's work and shares best practices with the industry.	Member company publishes one or more of the following on their website: Brand Performance Check, Audit Reports, Supplier List.	1	2	0

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
6.3 Social Report is submitted to FWF and is published on member company's website	Complete and accurate report submitted to FWF	The social report is an important tool for members to transparently share their efforts with stakeholders. Member companies should not make any claims in their social report that do not correspond with FWF's communication policy.	Social report that is in line with FWF's communication policy.	1	2	-1

Comment: still waiting to receive the final version



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## TRANSPARENCY

Possible Points: 6

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: Evaluation of FWF membership is conducted throughout the year, with top management being involved. Due to the modest size of the company, the evaluation is integrated into the whole business. After each audit, complaint or training, top management is briefed and steps are discussed.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
7.2 Level of action/progress made on required changes from previous Brand Performance Check implemented by member company.	No requirements were included in previous Check	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.	Member company should show documentation related to the specific requirements made in the previous Brand Performance Check.	N/A	4	-2

## EVALUATION

Possible Points: 2

Earned Points: 2

## RECOMMENDATIONS TO FWF

Mini Rodini recommends FWF to update information related to context in audit reports. Sometimes the information is outdated and/or not supported by accurate figures.

Also, Mini Rodini requests the invoicing process to be improved, as has not been done in a timely manner in several cases (a delay of a few months between training and invoicing).

For Chinese suppliers, Mini Rodini recommends FWF to develop a specific workshop for management on dealing with production planning and overtime.



## SCORING OVERVIEW

CATEGORY	EARNED	POSSIBLE
Purchasing Practices	29	44
Monitoring and Remediation	34	37
Complaints Handling	9	13
Training and Capacity Building	7	11
Information Management	7	7
Transparency	4	6
Evaluation	2	2
Totals:	92	120

BENCHMARKING SCORE (EARNED POINTS DIVIDED BY POSSIBLE POINTS)

77

PERFORMANCE BENCHMARKING CATEGORY

Leader

## BRAND PERFORMANCE CHECK DETAILS

Date of Brand Performance Check:

10-04-2018

Conducted by:

Hendrine Stelwagen

Interviews with:

Karin Iseman, Sustainability manager

Vivianne Issa, Head of Assortment and Production

Cassandra Rhodin, Founder, Creative Director and Head of Communications

Marie Helleklint, Head of Accounting

Nathalie Larsson, Accountant

Johanna Kemmler, Patternmaker