



BRAND PERFORMANCE CHECK

Nudie Jeans Co.

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this report covers the evaluation period 01-01-2018 to 31-12-2018

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. The online [Brand Performance Check Guide](#) provides more information about the indicators.

BRAND PERFORMANCE CHECK OVERVIEW

Nudie Jeans Co.

Evaluation Period: 01-01-2018 to 31-12-2018

MEMBER COMPANY INFORMATION	
Headquarters:	Goteborg, Sweden
Member since:	01-11-2009
Product types:	Fashion
Production in countries where FWF is active:	India, Tunisia, Turkey
Production in other countries:	Italy, Lithuania, Poland, Portugal, 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
SCORING OVERVIEW	
% of own production under monitoring	96%
Benchmarking score	79
Category	Leader

Summary:

Nudie Jeans has shown advanced results on performance indicators and has made exceptional progress. With a monitoring percentage of 96% and a benchmarking score of 79, the brand remains in the 'Leader' category for the sixth consecutive year.

Nudie Jeans takes advanced measures to monitor all production locations, including subcontractors. In 2018, the brand invested in an online platform where both the brand and the respective suppliers can update information and track progress on activities (for example, putting up a worker information sheet at a factory) as well as update status of audit findings. This new system will provide the brand with an overview of the entire supply chain, common issues and support the brand in consolidating its efforts. Apart from that, the brand has strong integrated systems in place to do due diligence before placing orders in factories, and to support reasonable working hours.

Nudie Jeans has been paying its share of the living wage at two units of an Indian supplier since 2013. In 2016, another supplier in India was added to the living wage project. By the end of 2017, the spinning mill of the first supplier was also included in the project and received the first payout of the brand's living wage contribution in early 2018. At the end of the year, the brand also retrospectively included the knitting unit and dyeing facility in the program. These efforts make them one of the front runners in the industry in working on the topic of Living Wage. Nudie Jeans is continuously trying to scale up its efforts by trying to involve other buyers. FWF encourages the brand to extend these efforts to raise wages of the workers who do not yet earn a living wage in other production locations and countries, like Tunisia. For Italy, Nudie Jeans knows the living wage levels in the different regions it sources from. Next steps would be to identify the gaps between wage levels at its Italian suppliers and the living wage benchmark and work towards the payment of a living wage.

Nudie Jeans is proactive on following up complaints, and where this involves suppliers shared with other FWF members, the brand usually takes the lead. FWF recommends that the brand invest efforts to work on preventive steps, for example by ensuring functioning HR, communication and grievance procedures at their suppliers.

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.	64%	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: Nudie Jeans has 42 active suppliers, and sources in India, Italy, Lithuania, Poland, Portugal, Sweden, Tunisia, and Turkey. 64% of its 2018 production volumes comes from suppliers where they buy at least 10% of the factories' production capacity. The sourcing strategy is to optimize production and concentrate orders to a few suppliers with each supplier making one product. New suppliers are used only when a new style of a product group is introduced. New subcontractors are added to be able to support with different production technique needs (e.g. specific type of printing) which limits the brand's ability to consolidate and repeat production at the same subcontractors.

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.	12%	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.	2	4	0

Comment: 12% of Nudie Jeans production volume comes from production locations where it buys less than 2% of its total FOB.

Recommendation: FWF recommends the member to consolidate its supply base by limiting the number of production locations in its 'tail end'. To achieve this, members should determine whether production locations where they buy less than 2% of their FOB are of strategic relevance. Shortening the tail will reduce the social compliance risks the member is exposed to and will allow the member to improve working conditions in a more efficient and effective way.

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.	63%	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.	3	4	0

Comment: Nudie Jeans maintains a long term relationship of over 5 years with suppliers that account for 63% of the company's production volume. With subcontractors, the brand cannot guarantee continuing long-term relationships as skill and technique demands of a product define the type of subcontractor needed, which may not necessarily be available at an existing subcontractor.

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.	No	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.	0	2	0

Comment: In 2018, the brand added six new suppliers (one CMT units and five subcontractors for washing/embroidery). The embroidery unit in Italy, the washing unit subcontractor in Portugal and India have not signed and returned the questionnaire with the Code of Labour Practices before first bulk orders were placed.

Requirement: Nudie Jeans needs to ensure that new production locations sign and return the questionnaire before first orders are placed.

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: At a sourcing country level, Nudie Jeans has developed an evaluation of supplier countries with Human Development Index, Democracy Index, Global Peace Index, Corruption Perception Index forming the basis to define a lowest acceptable score to allow production in those countries. At existing supplying countries, if the total score of the country falls below the defined criteria for more than two consecutive years, the brand's policy requires that a plan of withdrawal is established within six months.

At a supplier level, a 'Factory Assessment Manual' is used as an evaluation tool during first visits at new or potential new suppliers. The brand's team visits all new suppliers before orders are placed. A discussion with the supplier using the manual already informs the supplier about the brand's expectations requiring the supplier to be transparent and cooperate on addressing issues pertaining to Code of Labour Practices. The manual also ensures that the brand checks and captures information pertaining to potential subcontracting and findings from existing audit reports.

Since 2017, the CSR department is involved at an earlier stage in the buying process. After buyers and designers have had their first meeting to discuss a new product, CSR meets with buyers to discuss possible sourcing countries and production locations. In this way, the CSR department can avert possible risks at an early stage.

For a new CMT supplier in Italy, while there were no existing audit reports, due to the short time between design and sample development the brand could not wait for an audit to be completed. To mitigate risks, the brand started production after the Italy team visited the factory and confirmed no potential critical risks.

For a new washing unit in India, the brand could not go through the standard due diligence process, as the unit was an immediate, interim replacement for another unit which was affected by floods in the region. The supplier informed the brand about this after the decision and move of production to the new unit was made.

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: Nudie Jeans has a system to evaluate progress on improvements regarding social compliance for each production location. Nudie Jeans has eight product groups (jeans, jackets, knits, sweaters, shirts, tees, underwear and accessories). Each supplier is evaluated by the respective product group; all staff working with that product group are involved in the evaluation. CSR performance is equally important next to production criteria and evaluates specifically the willingness of suppliers to improve on social compliance. In case a supplier falls behind in certain areas, a plan is established to make improvements. Buyers are included in communication with suppliers about social remediation so that suppliers know it is supported by buyer/production staff, and not only CSR.

In 2018, the brand invested in an online platform (worldfavor) where both the brand and the respective suppliers can update information and track progress on activities like putting up a worker information sheet at a factory as well as update status of audit findings. The dashboard offers a real-time status of task completion. This new system will also provide the brand with an overview of the entire supply chain, common issues and support the brand in consolidating efforts. The brand is still in the process of moving completely to this new system and onboarding all suppliers.

Because of several problems, including lack of transparency and unauthorized subcontracting, Nudie Jeans ended their relationship with a Romanian supplier in 2017. After that process, in 2018, the brand formalized an exit strategy which offers guidance and steps for ending a business relationship with suppliers.

Given that one product type is mostly made at each supplier, the stock order fluctuates with changes in sales, which means it is difficult to reward suppliers with extra orders. The best suppliers have good visibility in the production guide on the brand website, which is public, and thus can be leveraged as a good communication tool by factories.

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: Nudie Jeans production planning has four collections a year, a big spring and autumn collection and a relatively smaller summer and winter collection. That apart, they also have two capsule collections, and running styles, which are never out of stock items.

The lead-time for production varies for different product groups, depending on, if a new fabric is developed or if existing stock yarns are being used. For garments with longer lead-times for fabrics and production, the brand pre-estimates the quantity and places the orders a month earlier than other orders.

Nudie Jeans is aware of the production capacity of all factories and knows which production lines are used for their production and how much time it costs to complete their order. The brand engages with suppliers regarding peak and low seasons and tries to place orders/styles that are running during the whole year more specifically to the supplier's low seasons to balance their workload. The brand also works closely with suppliers through the production cycle, helps them prioritize orders and tracks progress on a weekly basis. Where forecasting is not always possible, the brand books an estimated capacity in advance at the supplier.

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: Of the four factories audited by FWF in 2018, one audit showed inconsistent time records at a Turkish supplier and another audit showed excessive overtime at a different Turkish supplier. The brand estimates that the reason for overtime could be that the delivery dates of most customers at the factory are around the same time. Also, the brand's efforts to prevent overtime are limited by the lack of understanding of the number of orders/ new customers taken-up by the factory. The brand is working with the factory to remediate this issue but is yet to define an approach to further understand the root cause and its role in prevention.

Recommendation: The member could discuss with factory management on the causes of excessive overtime and provide support to manage overtime. Where possible, FWF recommends cooperating with other customers at the factory to increase leverage, when trying to mitigate excessive overtime hours.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.8 Member company can demonstrate the link between its buying prices and wage levels in production locations.	Intermediate	Understanding the labour component of buying prices is an essential first step for member companies towards ensuring the payment of minimum wages - and towards the implementation of living wages.	Interviews with production staff, documents related to member's pricing policy and system, buying contracts.	2	4	0

Comment: Nudie Jeans aspires that their prices and efforts should allow for payment of living wages. Normally, suppliers of Nudie Jeans give price estimations, and the company expects that these are set in a way that minimum wage is covered. This is later checked by auditing; and at all factories of Nudie Jeans that have been audited the wage levels matched or exceeded legal minimum wage.

The cost breakdown which Nudie Jeans receives from the supplier includes sewing, cutting, washing costs, the exact share that goes to workers per style is not known for all the production locations. Nudie Jeans discussed this with their suppliers but most of them do not want to share this information.

Recommendation: FWF recommends that Nudie Jeans expand their knowledge of cost break downs to include a greater understanding of labour costs. A next step would be to calculate the labour minute costs of its products to be able to calculate the exact costs of labour and link this to their own buying prices. The first priority would be to make sure this level of transparency can be achieved with their suppliers.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.9 Member company actively responds if production locations fail to pay legal minimum wages and/or fail to provide wage data to verify minimum wage is paid.	Yes	If a supplier fails to pay minimum wage or minimum wage payments cannot be verified, FWF member companies are expected to hold management of the supplier accountable for respecting local labour law. Payment below minimum wage must be remediated urgently.	Complaint reports, CAPs, additional emails, FWF Audit Reports or additional monitoring visits by a FWF auditor, or other documents that show minimum wage issue is reported/resolved.	0	0	-2

Comment: At a subcontractor factory in Tunisia, where a FWF audit was conducted in 2018, the factory did not provide wage records, hence the payment of minimum wage could not be verified. Nudie Jeans closely followed up with the factory on this issue. As the factory has not been cooperative, the brand is also in discussion with the main supplier to review the risks and make a decision on whether to continue with this subcontractor.

This apart, at a packing unit in Italy, the brand tracked and followed-up on a one month delay in payment of wages to workers, which was corrected and paid out by end of 2019, a month after the audit.

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

Comment: No evidence of late payments found in any of the FWF audits conducted in 2018.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.11 Degree to which member company assesses and responds to root causes for wages that are lower than living wages in production locations.	Advanced	Assessing the root causes for wages lower than living wages will determine what strategies/interventions are needed for increasing wages, which will result in a systemic approach	Evidence of how payment below living wage was addressed, such as: Internal policy and strategy documents, reports, correspondence with factories, etc	6	6	0

Comment: Nudie Jeans acknowledges the issue with payment of living wages as an important topic throughout its supply chain and is a focus area for the brand. Nudie Jeans has been paying its share of the living wage at two units of an Indian supplier since 2016 and currently has extended this to knitting and spinning units of the supplier as well. At these factories, the wages are discussed in the worker committee and workers suggest on how to structure the pay out of the living wage factor.

48% of Nudie Jeans' production comes from factories in low-risk countries where wages are negotiated through a collective bargaining agreement. A barrier for reaching an annual living wage level is that Italian factories cannot produce year-round. In 2017, Nudie Jeans consolidated its Italian supply chain, in this way, giving the remaining Italian factories more orders, enabling them to produce all year round. This apart, in 2018, the brand commissioned a study to understand living wage levels for the Italian regions where they are sourcing and has shared the results with the Italy working group, consisting of different FWF and non-FWF brands active in Italy.

For Tunisia, the brand is in discussion with the supplier on how they could work on addressing living wage but are yet to find solutions pertaining to complexities imposed by local legal frameworks.

Recommendation: FWF recommends Nudie Jeans continue discussions with its Tunisian supplier to include them in the brand's living wage project, aiming for a living wage for all employees.

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

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.13 Member company determines and finances wage increases	Advanced	Assessing the root causes for wages lower than living wages will determine what strategies/interventions are needed for increasing wages, which will result in a systemic approach.	Evidence of how payment below living wage was addressed, such as: internal policy and strategy documents, reports, correspondence with factories, etc.	4	4	0

Comment: Nudie Jeans has been paying its share of the living wage at two units of an Indian supplier since 2013. In 2016 another supplier in India was incorporated in the living wage project. By the end of 2017, the spinning mill of the supplier was also included in the project and received the first payout of the brand's living wage contribution in early 2018. At the end of the year, the brand also retrospectively included the knitting unit and dyeing facility in the program. At these factories, the wages are discussed in the worker committee and workers suggest on how to structure the payout of the living wage factor.

At the two suppliers in India where the brand has an active living wage program, the living wage cost per garment is specified in the invoices sent by the supplier to the buying teams.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.14 Percentage of production volume where the member company pays its share of the target wage	3.25%	FWF member companies are challenged to adopt approaches that absorb the extra costs of increasing wages.	Member company's own documentation, evidence of target wage implementation, such as wage reports, factory documentation, communication with factories, etc.	1	3	0

Comment: Nudie Jeans has 52% of its production volume from non-low-risk countries and currently pays its share of the agreed living wage benchmark at two Indian suppliers, including the spinning and knitting units of one of the suppliers which make up 3.25% of its total FOB.

Recommendation: Nudie Jeans is encouraged to roll out the living wage approach to other suppliers in non-low-risk countries.

PURCHASING PRACTICES

Possible Points: 47

Earned Points: 34

2. MONITORING AND REMEDIATION

BASIC MEASUREMENTS	RESULT	COMMENTS
% of own production under standard monitoring (excluding low-risk countries)	52%	
% of production volume where monitoring requirements for low-risk countries are fulfilled	44%	To be counted towards the monitoring threshold. FWF low-risk policy should be implemented. See indicator 2.9. (N/A = no production in low risk countries.)
Meets monitoring requirements for tail-end production locations.	Yes	
Requirement(s) for next performance check		
Total of own production under monitoring	96%	Measured as percentage of production volume (Minimums: 1 year: 40%; 2 years 60%; 3 years+: 80-100%)

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: In 2018, the monitoring program and activities were coordinated through the CSR manager and the Manager of the Product Development Department

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: Nudie Jeans shares audits reports, discusses CAP and agrees on timelines with its production locations in a timely manner.

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: In 2018, the brand had in total 11 audits at both main suppliers and subcontractors. Four FWF audits, two in Tunisia, one in Turkey and one in India. Seven audits were conducted by the brand's external auditor in Italy and Portugal.

India: Nudie Jeans sustainability manager together with the buyer for tops visited the supplier and its subcontractors in November 2018. The main findings of the audit were pertaining to Communication and consultation, Safe and healthy working conditions were checked and found to be remediated. Also, at the time of the visit, the brand observed that its share of agreed living wage benchmark was paid to the workers.

Tunisia: Of the two audits conducted by FWF for suppliers in Tunisia, the follow-up on the audit at the printing sub-contractor will be reviewed in this performance check. The audit report for the production unit was sent to the brand in early 2019 hence will be reviewed in the next performance check.

In 2018, the brand visited the printing sub-contractor, discussed the audit findings and FWF requirements. The main findings related to Communication and consultation, Critical findings on Health and safety, Payment of living wages.

The follow-up and remediation are in progress and will continue in 2019.

Turkey:

FWF conducted a verification audit at this production location where improvements have been seen from the last audit in 2015, but there have been some areas still needing attention like overtime and new findings on Health and Safety, contracts. The follow-up and remediation is in progress and will continue in 2019.

Recommendation: FWF recommends that where applicable, Nudie Jeans document meaningful efforts to facilitate resolving similar problems in the rest of the supply chain.

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.	94%	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: Production locations are often visited by the brand, including subcontractors and spinning mills. Discussing labour standards and monitoring working conditions is part of the visits which are made either by headquarters staff, local staff or consultants.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.6 Existing audit reports from other sources are collected.	No existing reports/all audits by FWF or FWF member company	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.	N/A	3	0

Comment: For one production location in Turkey where a FWF audit was conducted in 2018, the brand also collected the BSCI report and used the FWF audit quality assessment tool. The supplier has insisted that the brand use the findings of the BSCI report for follow-up. The brand is using both reports, comparing findings and planning a discussion with the supplier accordingly. That apart, the brand collected BSCI audit report for another Turkish supplier and a Tunisian supplier and has incorporated the findings in the FWF audit follow up.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.7 Compliance with FWF risk policies.	Average score depending on the number of applicable policies and results	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.	5	6	-2
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	Intermediate			3	6	-2

Comment: Sandblasting is forbidden as per Nudie Jeans policy which is included in the brand's Code of Conduct that factories have to comply with. Manual work is used to create the 'used look' of jeans. Nudie Jeans feels that this manual scraping is just as dangerous, and therefore checks health and safety in these workshops. In 2018, the brand has reduced the number of subcontractors working on manual treatment of its jeans in Italy as the brand was not convinced of the working conditions. The brand moved this process into the main production unit where the supplier has contributed to technology investment to automate some part of this process. The local staff in Italy visits the production locations both in Italy and Tunisia and is thus able to check that there is no sandblasting and necessary protective gear is used by workers.

Turkey: Nudie Jeans has had conversations about the employment of Syrian refugees with their two Turkish suppliers. The suppliers do not employ Syrians, and mentioned that they do not see a reason to actively employ them. There are no indications of employment of Syrian refugees in the FWF audits. The suppliers do not have a policy in place for the registration of Syrian employees. Nudie Jeans shared FWF guidance on the employment of Syrian refugees with the suppliers and invited them to the supplier seminar but has not asked whether they indeed attended. Nudie Jeans actively follows the political developments in Turkey, visits the suppliers regularly and checks on subcontracting through the FWF audits.

India: Nudie Jeans is well aware of the country-specific risks in India, relating to violence against women, employing young workers and sumangali(-like) schemes, and shows advanced steps to address these. The main Indian suppliers have been enrolled in the FWF WEP programme addressing violence against women. They have also participated in the supervisory skill-building programme to improve relationships between supervisors and workers and reduce economic discrimination of women. The Indian factories have also installed anti-harassment committees (as required by law), and the company receives reports about their meetings. While workers in one of the Indian suppliers are still confined to dormitories rules which are restrictive, they now have access to phones and regular outings. The brand continues to work with the factory to make improvements on this situation. The gap between the legal minimum wage and living wage is addressed with the living wage projects in which Nudie Jeans pays out their share of the living wage.

Tunisia: A risk specific for Tunisia is the use of short-term contracts, which leads to precarious employment. Nudie Jeans has started conversations with their Tunisian suppliers about this issue. They also have been able to identify a local partner to support them to work with their supplier on this issue.

Recommendation: FWF encourages Nudie Jeans to continue the dialogue with their Indian supplier to ensure that all workers are able to leave the factory dormitory at all times if they wish to do so.

Nudie Jeans could encourage their Turkish suppliers that if a position opens up they can consider employing a Syrian refugee worker. They can discuss with their suppliers to cooperate with United Work, a NGO that collects the CVs of Syrian refugees in Turkey. The brand could also discuss what support they can offer when Syrian workers are employed.

For Tunisia, with support of their new partner, Nudie Jeans could consider organizing a joint training for their Tunisian suppliers on a proper attendance/productivity bonus system and the use of short term contracts, to ensure more commitment from the suppliers to remediate these structural issues.

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: Nudie Jeans cooperates with other members that are using the same suppliers. During 2018, they have done so with several FWF members as well as other companies. Nudie Jeans usually takes the lead. That apart, the brand engaged in the Italy Working Group as an initiative where several brands share experiences and collaborate to improve labour standards in the Italian supply chain.

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% AND member undertakes additional activities to monitor suppliers	Low-risk countries are determined by the presence and proper functioning of institutions which can guarantee compliance with national and international standards and laws. FWF has defined minimum monitoring requirements for production locations in low-risk countries.	Documentation of visits, notification of suppliers of FWF membership; posting of worker information sheets, completed questionnaires.	3	3	0

Comment: Besides fulfilling the low-risk requirements, the brand organized audits (using the FWF audit methodology) for two suppliers and four subcontractors in Italy and Portugal.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.10 Extra bonus indicator: in case FWF member company conducts full audits at tail-end production locations (when the minimum required monitoring threshold is met).	Yes	FWF encourages its members to 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.	2	2	0

Comment: The brand has conducted full audits at tail-end production locations in India and Tunisia beyond the minimum required monitoring threshold.

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.	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	2	0

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).	No external brands resold	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.	N/A	3	0

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: 29

Earned Points: 26

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	3	

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 CSR manager who is responsible for Nudie Jeans overall sustainability work is also the designated contact point for the social aspects and addressing worker complaints.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
3.2 Member company has informed factory management and workers about the FWF CoLP and complaints hotline.	Yes	Informing both management and workers about the FWF Code of Labour Practices and complaints hotline is a first step in alerting workers to their rights. The Worker Information Sheet is a tool to do this and should be visibly posted at all production locations.	Photos by company staff, audit reports, checklists from production location visits, etc.	2	2	-2

Comment: During visits, Nudie Jeans always checks whether the Code of Labour Practices is posted at the factory. Buyers send pictures to the CSR staff after each visit and the brand documents this for future reference.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
3.3 Degree to which member company has actively raised awareness of the FWF CoLP and complaints hotline.	25%	After informing workers and management of the FWF CoLP and the complaints hotline, additional awareness raising and training is needed to ensure sustainable improvements and structural worker-management dialogue.	Training reports, FWF's data on factories enrolled in the WEP basic module. For alternative training activities: curriculum, training content, participation and outcomes.	4	6	0

Comment: In the last three years, the brand organized WEP Basic training at two production locations in Tunisia and one in Turkey, WEP Violence Prevention module at a production location in India and Supervisors Training Programme for three knitting and spinning units in India.

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: In 2018 the brand received one complaint at a supplier in India. The complainant was a former factory worker, who claimed that despite resigning over three months ago, he had not yet received his Provident Fund (social security) payment. Response from factory described that the complainant needed to update his identity with the Provident Fund office and then the payment would be made. This was explained to the complainant by FWF but the complainant did not act upon the suggestion. Despite several reminders from September 2018 to January 2019, the complainant did not act. Therefore, FWF together with the brands, decided to close the complaint in January 2019.

Recommendation: FWF recommends Nudie Jeans work on preventive steps and ensure all their suppliers have strong HR, communication and grievance systems in place. This includes workers being aware of their legal rights as well as wage and benefit calculations and administrative processes associated with it.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
3.5 Cooperation with other customers in addressing worker complaints at shared suppliers	Active cooperation	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.	2	2	0

Comment: In 2018 the brand received one complaint at a shared supplier in India. The brand worked closely with another FWF member but was leading the communication.

COMPLAINTS HANDLING

Possible Points: 17

Earned Points: 12

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	0

Comment: Nudie Jeans organises trainings on FWF membership for all global sales staff, which are included in kick-off collections meetings. In-store training for retail staff takes place at least once a year, to make sure sales staff can convey Nudie Jeans values to the end consumers. Monthly sustainability newsletters, with results of audits or suppliers visits updates, are sent to the whole organization, including stores. Sustainability is part of the core business of Nudie Jeans and thus all staff integrates the related requirements in their daily work. That apart, as part of its internal project management system the brand now has a dashboard for sustainability-related updates.

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: Nudie Jeans production staff have regular meetings with purchasing, product development and CSR staff to discuss status of improvement at a supplier level. Nudie Jeans CSR staff regularly attends FWF events and webinars. Production teams and CSR staff try to be present at audit closing meetings at the factories.

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: In Italy, Tunisia, Portugal, Turkey and India, Nudie Jeans agents who support quality control and production planning also actively contribute to the implementation of FWF's Code of Labour Practices. These agents are responsible for explaining the questionnaire in the local language and are involved in CAP follow up.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
4.4 Factory participation in training programmes that support transformative processes related to human rights.	5.5%	Complex human rights issues such as freedom of association or gender-based violence require more in-depth trainings that support factory-level transformative processes. FWF has developed several modules, however, other (member-led) programmes may also count.	Training reports, FWF's data on factories enrolled in training programmes. For alternative training activities: curriculum, training content, participation and outcomes.	1	6	0

Comment: In the last three years, the brand organized WEP Violence Prevention module at a production location in India and Supervisors Training Programme for three knitting and spinning units in India.

Recommendation: FWF recommends the brand to expand and implement training programmes at more production locations that support factory-level transformation such as establishing functional internal grievance mechanisms, improving worker-management dialogue and communication skills or addressing gender-based violence.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
4.5 Degree to which member company follows up after a training programme.	Active follow-up	After factory-level training programmes, complementary activities such as remediation and changes on brand level will achieve a lasting impact.	Documentation of discussions with factory management and worker representatives, minutes of regular worker-management dialogue meetings or anti-harassment committees.	2	2	0

Comment: The brand implemented the Supervisors Training Programme at three knitting and spinning units in India in 2016. After the training the brand discussed outcomes with the supplier which are as below:

- the supplier made changes to how the lines were organised to improve efficiency;
- the workers who received training have expressed willingness to join as supervisors.

For the WEP Violence Prevention module at a production location in India, the brand works closely with the NGO who is on the anti-harassment committee at its supplier locations in India and in general is aware of the existence and functioning of the committees.

Recommendation: As a follow-up to the Supervisors Training Programme, FWF recommends that the brand checks with the factory on the number of workers who were able to successfully transition into the supervisory role and any additional support that might be needed to facilitate this.

TRAINING AND CAPACITY BUILDING

Possible Points: 13

Earned Points: 8

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: A supplier transparency agreement is signed between the supplier and Nudie Jeans disclosing all factory information, number of workers and subcontractor information. In Italy, Nudie Jeans audits subcontractors used for specific prints (jeans pocket prints) as well as fabric manufacturing. In Portugal and India, production agents keep track of any new suppliers or subcontractors. They are present daily at the production sites when the orders for Nudie Jeans are being made. Nudie Jeans is aware of the exact capacity of suppliers and their production lines, and therefore the local staff can check if all production for Nudie Jeans takes place at the specific locations. The brand has invested a lot of time in the past two years to map all subcontractors in its supply chain. The subcontractors are all included in their monitoring system and audited.

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: Nudie Jeans implements coordinated efforts between the CSR manager and the manager of the Product Development Department. Production staff are informed about the outcome of audits. They are also briefed by the CSR manager before visiting suppliers; they receive a list of questions to check on during the visit. Buyers and product managers also sometimes observe audits. A supplier dashboard and folders containing visit reports ensure that new information is documented, updated and available for the concerned teams.

INFORMATION MANAGEMENT

Possible Points: 7

Earned Points: 7

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

Comment: Nudie Jeans communicates about FWF through the company website. Moreover, a booklet comes with every pair of Nudie Jeans with a section about FWF.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
6.2 Member company engages in advanced reporting activities	Supplier list is disclosed to the public.	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.	2	2	0

Comment: Nudie Jeans discloses its production locations with information, including subcontractors and audit summaries, in their production guide on their website.

That apart they use social media (twitter, facebook, and Instagram) to redirect consumers and other stakeholders to sustainability-related content on their website.

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 AND published on member's website.	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.	2	2	-1

TRANSPARENCY

Possible Points: 6

Earned Points: 6

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: CSR priorities are set in cooperation with the production department and CSR manager. The CEO receives social compliance and FWF related updates every month. Since late 2017, CSR is part of the management group.

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

1. Would very much appreciate training in Italy and /or Portugal on CoLP implementation, health and safety, and risks regarding subcontracting.
2. Would welcome clearer and stricter criteria for the leadership category, in this way raising the bar to become leader. This can be done for instance by requiring an increasing benchmarking score after the second and third performance check, for Leader status, just as this is required for the Good and Needs Improvement categories.
3. The brands page on the FWF website should visually distinguish which brands are leaders.
4. Generally, it takes too long before audit reports are received and clarifying questions are answered. This is the same for complaints follow up.
5. Nudie Jeans would like to have a clear overview per supplier of the received complaints and audits in the database.
6. Turkey CAP - does not write the findings in the local language, not same as in Tunisia and India - would make it easier if it is the same rules.
7. Tunisia audit team does not write out 1,2, 3 after each finding

SCORING OVERVIEW

CATEGORY	EARNED	POSSIBLE
Purchasing Practices	34	47
Monitoring and Remediation	26	29
Complaints Handling	12	17
Training and Capacity Building	8	13
Information Management	7	7
Transparency	6	6
Evaluation	2	2
Totals:	95	121

BENCHMARKING SCORE (EARNED POINTS DIVIDED BY POSSIBLE POINTS)

79

PERFORMANCE BENCHMARKING CATEGORY

Leader

BRAND PERFORMANCE CHECK DETAILS

Date of Brand Performance Check:

23-05-2019

Conducted by:

Supraja Suresh

Interviews with:

Joakim Levin, CEO

Sandya Lang, Sustainability manager

Eliina Brinkberg, Environmental manager

Kevin Gelsi, Sustainability coordinator

Malte Ramberg, Finance manager

Anna Ekehäll, Marketing coordinator

Jenny Henriksson, Buyer - Tops