



**Brand Performance Check**  
**Suit Supply B.V.**

This report covers the evaluation period 01-01-2020 to 31-12-2020

## About the Brand Performance Check

Fair Wear Foundation (Fair Wear) 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. Fair Wear, however, believes that the management decisions of clothing brands have an enormous influence for good or ill on product location conditions.

Fair Wear's Brand Performance Check is a tool to evaluate and report on the activities of Fair Wear's member companies. The Checks examine how member company management systems support Fair Wear'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 Fair Wear 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 Fair Wear 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 Fair Wear'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.

*This years' report covers the response of our members and the impact on their supply chain due to the Covid-19 pandemic which started in 2020. The outbreak of the Covid-19 pandemic limited the brands' ability to visit and audit factories. To ensure the monitoring of working conditions throughout the pandemic, Fair Wear and its member brands made use of additional monitoring tools, such as complaints reports, surveys, and the consultation of local stakeholders. These sources may not provide as detailed insights as audit reports. To assess outcomes at production location level, we have included all available types of evidence to provide an accurate overview of the brands' management systems and their efforts to improve working conditions. Nevertheless, brands should resume verifying working conditions through audits when the situation allows for.*

# Brand Performance Check Overview

## Suit Supply B.V.

Evaluation Period: 01-01-2020 to 31-12-2020

Member company information	
Headquarters:	Amsterdam , Netherlands
Member since:	2007-07-05
Product types:	Garments, shoes, accessories
Production in countries where Fair Wear is active:	China, Myanmar, North Macedonia, Romania, Viet Nam
Production in other countries:	Italy, Malaysia, Mauritius, Netherlands, Portugal, Spain, United Kingdom of Great Britain and Northern Ireland
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	87
Category	Leader

## Summary:

Suitsupply has shown advanced results on performance indicators and has made exceptional progress. With a benchmarking score of 87 and a monitoring percentage of 97%, Suitsupply remains in the Leader category.

## **Corona Addendum:**

At the start of the pandemic, Suitsupply showed immediate action with the safety of its employees throughout the supply chain as the highest priority. It created a COVID-19 working group to assess the situation and to come up with a crisis plan. The company made some hard decisions to stay afloat. Some staff at the headquarters and shops went on furlough, the women's wear brand Suistudio was terminated, several accessories product groups were terminated, and more focus was put on the core of the business.

As Suitsupply's main supplying countries are China and Italy (for fabrics), its suppliers got the worst hit. Suitsupply did not cancel any existing orders and offered flexible delivery times. Through close collaboration with its suppliers, Suitsupply monitored that workers who had to stay home would still get paid. Some payments were released earlier than agreed to support suppliers in this extraordinary situation. Help was offered to the suppliers to apply for governmental support. Overall, Suitsupply managed to slow its whole supply chain down while trying to keep everyone in business.

With strong systems in place, Suitsupply could respond in a responsible way to the pandemic. The long-term relationships with its suppliers enabled the company to collaborate closely. Suitsupply contacted each supplier and discussed the minimum order they needed from Suitsupply to stay healthy. Suitsupply agreed not to order below this minimum. The planning of production, which is usually done twice per season, was now done four times to keep flexibility towards suppliers and support them in getting back on their feet.

The brand did a thorough risk analysis per country and per supplier, and the acute needs of the factories were mapped and updated frequently. Various COVID-19 related complaints have been taken up by Suitsupply diligently and solved immediately.

Restrictions in travel disrupted Suitsupply's usual factory monitoring. Yet, it held online meetings and virtual tours frequently. In some cases, local persons could cover parts of the monitoring processes on behalf of Suitsupply.

Throughout the pandemic, Suitsupply has shown a diligent response to any COVID-19 related issue and succeeded in keeping all partners on board, taking responsibility, and providing support where needed.

## 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 Fair Wear's belief that member companies who are making a serious effort to implement the Code of Labour Practices—the vast majority of Fair Wear 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.	90%	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.	4	4	0

**Comment:** Suitsupply has high leverage (>10%) at most of its production locations, which account for 89% of its total purchasing volume. This percentage is higher than the previous year, as the pandemic made Suitsupply decide to increase orders at its core suppliers where it has the highest leverage.

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.	14%	Fair Wear 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 Fair Wear.	2	4	0

**Comment:** Similar to the previous year, Suitsupply buys less than 2% of its total FOB at 14% of its production locations. This is in line with its strategy to focus on core suppliers with high leverage.

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.	87%	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.	4	4	0

**Comment:** Suitsupply values maintaining long-term relationships with suppliers. 87% of its FOB was produced at locations where a business relationship has existed for at least five years. This is a strong increase compared to the previous year, which is partly due to the decision to move production to its core suppliers during COVID-19.



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:** Suitsupply started to work with two new suppliers in 2020. All new suppliers signed and returned the questionnaire with the Code of Labour Practices before the first bulk orders had been 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 the country level, Suitsupply has a set of criteria for a selection of countries based on the Fair Wear Code of Labour Practices. Risk profiles are developed for various countries based on the probabilities of risks, the consequences of risks and the likelihood to remediate if labour violations are found. Following the risk profile, Suitsupply decided not to source from several countries, such as Bangladesh and Pakistan. Suitsupply prefers to source from countries, where there are existing suppliers. However, Suitsupply does not plan to expand in Myanmar, because of the perceived high risks. If the production department plans to explore a new country, it has to first discuss it with the CSR department.

At the factory level, Suitsupply has a strong due diligence process before placing orders:

- Collecting existing audit reports to have an impression;
- Discussion with the potential supplier on the importance of compliance;
- After sampling and trials, Suitsupply signs a pre-production agreement with the potential supplier. The pre-production agreement includes requirements of local law compliance and requests collaboration to do an onboarding audit (due diligence audit);
- Placing an audit to identify specific issues;
- If a potential supplier meets the basic requirements, Suitsupply will sign a 1-3 year production contract with the suppliers. The agreement includes not only compliance items but also terms of production, delivery and payment. The suppliers are required to comply with international labour standards and local laws, participate in training, and remediate issues if found during audits. On the other hand, Suitsupply provides stability to the supplier by committing to a minimum amount of orders per year.

Due to COVID-19, Suitsupply could not visit its suppliers in 2020. However, the two new suppliers have been visited in 2020, prior to the lockdowns. Fair Wear audits were conducted at seven suppliers and external audits at three suppliers. Some audits were postponed but then took place later in 2020. After the factories reopened, both local staff and the CSR team conducted virtual visits to inspect the production locations. Videos of these visits were shown during the performance check.

Suitsupply conducted a risk analysis to identify the highest risks of human rights violations during the COVID-19 pandemic. The analysis was done per country and per supplier. The analysis included safety, local regulations, vulnerabilities, government support, lowering of production, etc. Together with a working group of fashion brands sourcing from Italy, the CSR team created a COVID-19 questionnaire for its Italian tier one and tier two suppliers. Suitsupply made the questionnaire applicable to all its suppliers in each production country. The result of the questionnaire was used as input for the dialogues with suppliers to support them where needed. Information was collected from local stakeholders, Fair Wear webinars, COVID-19 dossier, and other relevant information. A thorough working document mapping the COVID-19 impact per supplier was shown during the performance check. The highest risks were found to be the payment of wages with high worker turnover and the sense of safety among workers.

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:** Suitsupply systematically tracks and evaluates the performance of suppliers. The performance indicators are based on the Fair Wear Code of Labour Practices. Suitsupply quantifies the performance and uses graphics to demonstrate the improvements of the suppliers in terms of remediation. According to Suitsupply, the factories start at very different levels. Therefore, the performance of suppliers should be based on the development over time instead of the status at a point in time.

The evaluation is communicated with the suppliers and shared internally with the buyers. The suppliers could make improvements based on the feedback, while the buyers are able to make purchasing decisions based on the performance of the suppliers. Suitsupply does not immediately punish a supplier if progress is slow. It continues the dialogue with the suppliers and provides sufficient time (at least one year) for them to catch up.

Suitsupply has started to phase out one supplier in China and one in Myanmar was put on hold. The first one was due to human rights violations, brought to light through a filed worker complaint. The complaint was resolved, however, the supplier showed unwillingness to work on prevention. Suitsupply could show clear communication towards the supplier, offering its support repeatedly but without success. Until the attitude of the supplier is changed, orders will not be placed here. The decision to put on hold the supplier in Myanmar was made because of a lack of orders and the need to prioritize the long-term Chinese manufacturers. Suitsupply openly discussed the situation at the factory level. The decision was mutually agreed upon, as the supplier had more than enough other clients so it did not cause risks for workers to be left with no work. Both of the phase-out processes were started already in the previous year and COVID-19 did not play a crucial role in this.

Throughout the year, Suitsupply kept close contact with all of its suppliers. Some locations could still be visited regularly by local representatives, who monitored the situation. The frequency of the visits depended on the local situations and potential risks related to COVID-19.

Weekly, and sometimes daily, calls were held with the core suppliers. Priorities were based on the risk analysis that was done. Suitsupply discussed the possibilities to work on 'breakeven mode' with each supplier, which means reducing orders to an amount that is enough to break even for the supplier. No orders were canceled, but some were postponed to later in the year. The suppliers' input was leading in the decision-making, ensuring that wages could still be paid.

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:** Suitsupply shares long-term (3 years) production planning with suppliers in advance. The suppliers have to reserve production capacity for Suitsupply based on the production agreement. The production planning is confirmed with suppliers every half year. Suitsupply produces two seasons per year. The production plan is updated with suppliers weekly. Based on the available capacity, Suitsupply can adapt deadlines or move productions to prevent factories from working overtime. Suitsupply is fully aware of each factory's production capacity and the time needed to complete an order.

Approximately 80% of Suitsupply's production is never-out-of-stock and basics. This means Suitsupply is able to give flexibility to suppliers for their own production planning. Suitsupply specifies and shares its requirements with suppliers in advance. According to Suitsupply, new suppliers usually find it difficult to adapt due to the high-quality standard. However, once they pass the learning curve, they can become very efficient since the designs and fabrics do not change greatly. The more complicated styles are usually placed earlier, to build in more time for possible delays.

During COVID-19, Suitsupply's planning system proved to be strong and integrated, as it could be used in this extraordinary situation, ensuring reasonable working hours. In 2020, in dialogue with suppliers, Suitsupply installed the breakeven mode. Each supplier was asked to indicate the minimum order volume from Suitsupply to reach breakeven. Reduction of orders was the aim, in order to both accommodate fabric deliveries, dropped sales, and capacity of the suppliers. One of the suppliers came up with the idea to work five instead of the regular six days per week. Upon return, not all workers came back to the factories and Suitsupply showed flexibility in delivery dates. Any last resort decision to use air freight is always on Suitsupply's account.

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:** Fair Wear has conducted seven audits at factories of Suitsupply. Overtime issues found were related to the lack of proper registration systems and total working hours per week. Dialogue with suppliers was focused on hour registration systems and highlighting the importance to have this properly in place. The specific overtime hours have been discussed with each supplier individually.

For one of the factories in China the audit was part of the due diligence process. The overtime findings have been discussed and improvements will be checked in the next year. The audited factory in Myanmar was put on hold as mentioned earlier, which limits Suitsupply's possibility to encourage the factory to work on remediation.

To identify root causes related to purchasing practices, Suitsupply had planned to continue using Fair Wear's Fair Working Hours Guide to reduce overtime in 2020, but due to limited capacity and urgency around COVID-19, this has been postponed to 2021.

**Recommendation:** Suitsupply is encouraged to continue its participation in the development of Fair Wear's tool to identify and address the root cause of excessive overtime. Suitsupply should continue its dialogue with individual factory managers and help them individually to take further steps.

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.	Advanced	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.	4	4	0

**Comment:** Suitsupply has high standards on the quality of the materials. Suitsupply provides raw materials and sometimes also accessories to suppliers. Most suppliers of Suitsupply (>90%) are working on the cut-make (CM) process or cut-make-trim (CMT) process. Suitsupply believes that its business model gives more transparency and control over quality. In addition, it poses less cash flow burden on the suppliers as they do not need to finance the fabric in advance. For its core suppliers (75% of total FOB), Suitsupply knows the exact percentage of the CM/CMT price that is attributed to workers' wages. It ranges from 10%-65% at different suppliers. When negotiating CM/CMT price, labour cost is fixed. Labour minute cost is calculated based on each element of a product. Suitsupply uses the costing sheet provided by individual suppliers. Every supplier has its own costing system. Sometimes one supplier can calculate cost very differently from another. All CM/CMT suppliers are required to have a costing system and inform Suitsupply which part goes to the wages.

Suitsupply expects that additional costs related to COVID-19 will be absorbed in the overhead costs by each supplier, which will be included in prices of next seasons. This is in line with the contractual agreement each supplier signs; the supplier is responsible for any necessary factory improvement while Suitsupply pays for training needed.

Follow-up on the recommendation given last year was put on hold due to COVID-19 priorities and will therefore remain relevant.

**Recommendation:** Similar to the previous year, Suitsupply is encouraged to provide suppliers - which don't use open costing - training on product costing and how to quote prices including (direct and indirect) labour costs.

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, Fair Wear 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, Fair Wear Audit Reports or additional monitoring visits by a Fair Wear auditor, or other documents that show minimum wage issue is reported/resolved.	0	0	-2

**Comment:** The audits in 2020 show there were some issues related to the payment of entitled leaves and transparency on wage records. Suitsupply addressed this with the suppliers and follow-up is being monitored. The main issue is that piece-rate workers generally receive a basic wage that is too low. Suitsupply is aware of this and is in dialogue with its suppliers to find ways to be able to accurately compare piece rate with legal minimum wage and overtime premiums. Another priority has been the monitoring of payment of legal minimum wage during factory lockdowns.

Suitsupply has been in close contact with suppliers to monitor payment of wages during factory lockdowns and each supplier was asked whether cash flow was an issue for example. Suitsupply offered its support in case needed. For several suppliers, this support was needed and the following was offered with success:

- Suit Supply released some payments earlier than agreed
- Working closely with suppliers to make sure they all survive the crisis
- The possibility to hire consultants for factories to help them stay in business and apply for governmental support (this was done for Italian suppliers)

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 to suppliers by Suitsupply was found. As mentioned in indicator 1.9, Suitsupply took measures to ensure suppliers could pay its bills. Some payments were released earlier than agreed to support suppliers in this extraordinary situation. Help was offered to the suppliers to apply for governmental support. Furthermore, Suitsupply fully paid the orders and did not negotiate discounts because of COVID-19.

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.	Intermediate	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	6	0

**Comment:** Suitsupply has been an active participant in the living wage projects of Fair Wear. The strategy of Suitsupply is to focus on long-term partners. Through the gradual increase of production orders and prices, in combination with awareness-raising among both management staff and workers, Suitsupply believes that it brings financial stability to suppliers and consequently contributes to sustainable worker wage increases. The general strategies of Suitsupply are:

1. Labour price is a fixed and consistently increased item in the calculation of product price. The suppliers automatically receive an annual price increase to deal with inflation. Suitsupply believes that the product price increases allow factories to increase worker wages.
2. Suitsupply signs production agreements with suppliers and commits to the number of orders monthly. This provides stability to factories.

During 2020, the focus has been to maintain what has been achieved and keeping in contact with the suppliers about the payment of wages throughout the COVID-19 pandemic. In 2021 Suitsupply will take up its Fair Wage Roadmap plans again.

**Recommendation:** Fair Wear encourages Suitsupply to continue and increase the involvement of worker representatives and local organisations in assessing the root causes of wages lower than living wages. It is advised that the outcomes of the root cause analysis are discussed internally and with top management, to form a basis for an embedded strategy, taking into account the aftermath of the COVID-19 crisis.

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.	6	6	0

**Comment:** Suitsupply focuses its efforts on factories where it has high leverage and high purchasing volume (FOB) because it is feasible for Suitsupply to make a difference for the workers. Most of these factories are located in China. Some of the factories are in the Fair Wear living wage incubator project. Suitsupply updated its target wage to 3004 RMB. It is the amount for Shenzhen City suggested by the Global Living Wage Coalition (also known as the Anker Benchmark).

The product price of Suitsupply is calculated based on the labour cost of each item. Suitsupply could show that its prices cover at least the cost of paying the target wages for its Chinese suppliers. The money to cover this is included in a cost price that is much higher than the average cost price for this product category.

For its suppliers in Italy, Suitsupply could show that all workers receive a wage that meets at least CBA level, which is a deliberate decision and a clear step towards a living wage.

As Suitsupply showed that it systematically implements finance plans in its supply chain, it receives an advanced score.

**Recommendation:** In determining what is needed and how wages should be increased, it is recommended to involve worker representation.



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.	19%	Fair Wear 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.	2	6	0

**Comment:** Due to the pandemic, Suitsupply has been focusing on keeping the wage levels stable and ensuring that workers would receive their usual wages throughout the year and would not be cut on payments. For two factories in China, average wages, excluding overtime premiums, meet the living wage standard set by the Global Living Wage Coalition, estimated for the region of this supplier.

**Recommendation:** We encourage Suit Supply to annually evaluate target wages to keep moving towards the payment of a living wage, as target wages do not always meet living wage standards.

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## Purchasing Practices

**Possible Points: 52**

**Earned Points: 41**

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## 2. Monitoring and Remediation

Basic measurements	Result	Comments
% of production volume where an audit took place.	85%	
% of production volume where monitoring requirements for low-risk countries are fulfilled.	12%	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.)
Member meets monitoring requirements for tail-end production locations.	Yes	
Requirement(s) for next performance check		
Total monitoring threshold:	97%	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 Fair Wear 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:** There are specific staff persons designated to follow up on problems identified by the 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 Fair Wear teams cannot be used, the member companies' own auditing system must ensure sufficient quality in order for Fair Wear to approve the auditing system.	Information on audit methodology.	N/A	0	-1

**Comment:** Suitsupply uses only Fair Wear audits or external audits.

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: Fair Wear 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:** Suitsupply has a system to ensure that each audit report is shared with the factory management within 3 months after receiving the report. CAP is then discussed and both parties agree on a timeline in a timely manner. When worker representatives are present, this person is always invited to the closing meeting. Keeping the worker representatives up to date of the CAP follow up during the pandemic has been a challenge, due to the constantly changing situation.

**Recommendation:** Suitsupply is recommended to involve workers at all suppliers to follow up audits.

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.	Advanced	Fair Wear 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.	8	8	-2

**Comment:** CSR staff keeps an overview of all corrective actions and remains in frequent contact with the suppliers to request updates. Normally, during yearly on-site visits, Suitsupply discusses corrective actions with the factory management or agent. During visits by production staff, it is requested to report back to the CSR department on their findings regarding compliance. When necessary, Suitsupply works with local unions and other CSOs to organize projects to improve working conditions.

CSR staff take time to discuss with factory management to advocate and motivate them towards improvements onsite. This was not possible in 2020 but will be done again in the future. During the COVID-19 pandemic, CSR staff shared the CAP and related work plan and asked the suppliers to input the work they had done. The frequent digital exchange allowed Suitsupply to continue CAP follow-up.

Despite the COVID-19 pandemic, audits were conducted at seven suppliers in 2020. Three of the audits were conducted at the end of 2020, so follow-up will be included in the next brand performance check. Follow-up of the CAPs was shown during the performance check, which is tracked in an overall file with up-to-date information regarding every supplier. Findings will only be closed in the CAPs once it is verified through an audit.

Related to COVID-19, Suitsupply focused on the monitoring of safety precautions at all suppliers. Photographs were received as evidence of the COVID-19 measures. The dialogue with suppliers was also about ensuring wage payments during lockdowns and minimized working hours. One supplier in North Macedonia suggested working in shifts to deal with COVID-19 infections, but Suitsupply strongly encouraged them to close the factory for a full week for the sake of workers' safety. Several suppliers in China experienced a huge staff turnover. Most workers went back to their home villages during the lockdown. Not all workers returned to the factory, yet due to the lowered production, there were no capacity issues. The COVID-19 situation at each supplier was orderly documented in a detailed overview. Close dialogue with suppliers was shown and besides following up on concrete issues such as those related to health and safety, Suitsupply also focused on awareness-raising of issues related to wages and working hours.

The general CAP follow-up was intermediate this year, yet due to the diligent follow-up of the COVID-19 related issues, Suitsupply receives an Advanced score for this indicator.

**Recommendation:** Fair Wear recommends Suitsupply to further engage workers and their representatives in its remediation work.

COVID-19 related issues can be included in outstanding CAPs to facilitate monitoring.

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.	not applicable	Due to the Covid-19 pandemic, brands could often not visit their suppliers from March - December 2020. For consistency purposes, we therefore decided to score all our member brands N/A on visiting suppliers over the year 2020.	Member companies should document all production location visits with at least the date and name of the visitor.	N/A	4	0

**Comment:** Both the production locations in Italy as well as those in Portugal were visited by a local person on behalf of Suitsupply, however as travel was restricted due to the COVID-19 pandemic, this indicator is not applicable in 2020 for all Fair Wear members.

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

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 Fair Wear membership, countries, specific areas within countries or specific product groups may pose specific risks that require additional steps to address and remediate those risks. Fair Wear requires member companies to be aware of those risks and implement policy requirements as prescribed by Fair Wear.	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	-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	Advanced			6	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	Policies are not relevant to the company's supply chain			N/A	6	-2
Other risks specific to the member's supply chain are addressed by its monitoring system	Advanced			6	6	-2

**Comment: Myanmar**

Suitsupply identified the risks of sourcing from factories in Myanmar as child labour, union-busting, lack of minimum wages, and undocumented workers. There is currently one supplier located in Myanmar. In the last couple of years, Suitsupply has audited the factory every year and had made improvements in social dialogue and increase of wages. Suitsupply used a corruption tool to check if the supplier had any military ties.

Prevention of abrasive blasting:

Suitsupply starts at the design level to prevent abrasive blasting. All denim products are raw jeans without the need for washing or enzyme washed denim. All products are produced at factories in Italy, where Suitsupply production staff visits every year. During the pandemic, Suitsupply hired local persons visiting the production locations in Italy on behalf of the brand. Suitsupply has drafted a policy to ban abrasive blasting and it has been communicated to the suppliers.

Other: COVID-19

Suitsupply showed a diligent response to the risks related to the pandemic. A questionnaire was created together with brands sourcing from Italy and Suitsupply adjusted this questionnaire to make it suitable for all its suppliers, following guidance from several organizations. The long-term relationships with its suppliers enabled the company to closely collaborate, Suitsupply contacted each supplier to discuss needs and to indicate minimum orders per supplier needed to stay healthy. A thorough risk analysis was done and the acute needs of the factories were mapped and updated on a frequent basis. Suitsupply's CSR team was in constant dialogue with its suppliers also aside from this questionnaire. Proof in the form of photos and videos of necessary health & safety measures being taken was collected and monitored via virtual factory tours. One of the challenges that came to light was that workers did not feel safe. Suitsupply encouraged its suppliers to appoint the worker representative into a 'COVID-19 worker representative'. This person had the task to actively inform workers about the situation and act as a representative to safeguard workers' rights.

One factory in North Macedonia suggested working in shifts when COVID-19 infection was found, but Suitsupply strongly encouraged them to close the factory for a week for the safety of all workers. Here as well, the worker representative was appointed as COVID-19 representative, to focus on safety among workers. This turned out to have a very positive effect on the overall atmosphere in the factory, according to both supplier and worker representatives. The COVID-19 representative received training from local organisations together with the CSR team from Suitsupply.

One of the main issues for the small suppliers in Italy (first and second tier) was to deal with the bureaucracy around governmental support. Suitsupply worked together with other parties in Italy to offer them training on this topic.

**Recommendation:** The member is encouraged to apply a gender lens to the COVID-19 risk assessment.

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:** Whenever possible, Suitsupply works together with other Fair Wear member companies on conducting audits and following up on the Corrective Action Plans.

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.	97%	Low-risk countries are determined by the presence and proper functioning of institutions which can guarantee compliance with national and international standards and laws. Fair Wear has defined minimum monitoring requirements for production locations in low-risk countries.	Documentation of visits, notification of suppliers of Fair Wear membership; posting of worker information sheets, completed questionnaires.	2	2	0

**Member undertakes additional activities to monitor suppliers.:** Yes (1)

**Comment:** Suitsupply has made sure that all production locations in low-risk countries have posted the Code of Labour Practices. It has visited 97% of its production locations in low-risk countries. Additionally, Suitsupply has audited all production locations in low-risk countries in the last 3 years, except for one in The Netherlands (in total good for 0,44 % of total FOB volume).

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	Fair Wear 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 Fair Wear and recent Audit Reports.	2	2	0

**Comment:** Suitsupply audited all but one factory in its tail-end. The only unaudited factory is located in The Netherlands.

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	Fair Wear believes it is important for affiliates that have a retail/wholesale arm to at least know if the brands they resell are members of Fair Wear 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	Fair Wear 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 Fair Wear's information management system. Documentation of sales volumes of products made by Fair Wear 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	Fair Wear 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

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## Monitoring and Remediation

**Possible Points: 23**

**Earned Points: 25**

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### 3. Complaints Handling

Basic measurements	Result	Comments
Number of worker complaints received since last check.	9	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.	5	
Number of worker complaints resolved since last check.	4	

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 Fair Wear 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:** There are specific employees designated to address 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 Fair Wear 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:** Suitsupply has a system to inform factories about the CoLP. The factories audited by Fair Wear in 2020 have posted the CoLP with the complaints hotline number. In countries where Fair Wear is not active, Suitsupply has implemented the whistleblower system SpeakUp from People's Intouch

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.	54%	After informing workers and management of the Fair Wear CoLP and the complaints hotline, additional awareness raising and training is needed to ensure sustainable improvements and structural worker-management dialogue.	Training reports, Fair Wear'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 past three years, Suitsupply has enrolled suppliers to join Fair Wear's Workplace Education Programme Basic module to raise awareness among workers. In addition, Suitsupply has trained its own staff to conduct the training using Fair Wear's training materials.

During COVID-19, Suitsupply has trained most of its smaller suppliers in Italy on how to manage risks regarding working conditions and how to apply for governmental support,

**Recommendation:** Suitsupply can share the FW COVID-19 videos that were made available for Macedonia and India, which are both relevant for Suitsupply, with their suppliers.

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 + Preventive steps taken	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.	6	6	-2

**Comment:** Nine complaints were received in 2020. All have been addressed in accordance with the Fair Wear Complaints procedure. The main topics were health and safety, living wage, and discrimination.

At one factory, a group of workers filed a complaint about the factory not wanting to close doors when COVID-19 spread rapidly, even though the government's advice was to do so. Suitsupply addressed the issue with the factory management immediately and requested to close the factory for several days. A COVID-19 worker representative was installed to invest in the workers to feel safe on the work floor and as a sparring partner for management about COVID-19 measures.

Another complaint was related to wage payment in times of COVID-19. Suitsupply showed proper response and tried to convince the supplier to pay the missing salary. Factory management did not agree with the amount requested by the worker and eventually, Suitsupply decided to compensate the worker for the missing amount directly and has since closely monitored the supplier on correct wage payments to prevent this from happening again.

The follow-up of a complaint related to child labour was remediated immediately by Suitsupply and together with a child rights organization, training on age verification was given.

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 Fair Wear 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: 15**

**Earned Points: 13**

## 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 Fair Wear membership requirements helps to support cross-departmental collaboration when needed.	Emails, trainings, presentation, newsletters, etc.	1	1	0

**Comment:** CSR is a very important component of every employee's introduction course. This was done digitally in 2020. When staff was working from home during lockdowns, a full CSR webinar was set up for the entire retail staff with detailed information on the requirements of Fair Wear membership and the steps taken by Suitsupply.

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 Fair Wear requirements and advocate for change within their organisations.	Fair Wear Seminars or equivalent trainings provided; presentations, curricula, etc.	2	2	-1

**Comment:** Every employee in direct contact with suppliers follows buying training to understand more about the way production processes are followed. In 2020, this was done online. Fair Wear requirements are a very important part of this training.

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, Fair Wear audit findings.	2	2	0

**Comment:** Suitsupply works with one local person in Italy who monitors suppliers on behalf of the company. This person has been trained about Fair Wear and its requirements and provides support to Suitsupply regarding the organization of activities and follow-up on audits.

During the pandemic, both the local person in Italy as well as in Portugal received online CSR training, customized to cover risks related to COVID-19. The health and safety checklists for Suitsupply was used by both of these persons during the factory visits.

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.	20%	Complex human rights issues such as freedom of association or gender-based violence require more in-depth trainings that support factory-level transformative processes. Fair Wear has developed several modules, however, other (member-led) programmes may also count.	Training reports, Fair Wear's data on factories enrolled in training programmes. For alternative training activities: curriculum, training content, participation and outcomes.	2	6	0

**Comment:** In the past three years, Suitsupply worked with a local union in Myanmar to conduct social dialogue training for workers and a WEP Communication training was done at this supplier.

In China, Suitsupply worked with a local organisation to provide a summer programme for children of the workers. This was a follow up to the job satisfaction survey conducted by Suitsupply. The workers of the factory are mostly domestic migrants. They left their children in their hometowns in the care of their grandparents. Workers hoped to spend time with their children during the summer holiday, but they were working and they could not keep an eye on the children. The programme provided a play and learning space for the children with a teacher. All facilities were covered and shared by Suitsupply and factory management.

These two training programmes were provided at production locations where 20% of Suitsupply's FOB volume came from.

Suitsupply believed that the programme did not only contribute to workers' wellbeing but also contribute to a better relationship between the management and workers. The programme received good feedback from the workers. Suitsupply plans to scale up the programme in 2021.

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:** Suitsupply followed up all training with the following actions:

- Share the training report with suppliers.
- Collect feedback on the training from suppliers to understand how they learned and what they learned.
- When necessary, a follow-up programme or another training session is organised.

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## Training and Capacity Building

**Possible Points: 13**

**Earned Points: 9**

## 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:** Prior to production, Suitsupply requests suppliers to sign the agreement that they do not subcontract its products without approval. Suitsupply audits nearly all production locations to check for subcontractors. If subcontractors are found, Suitsupply registers them and audits them if necessary. Suitsupply registers also the names and addresses of home-based workers.

In China and Italy, the local teams visit production locations every week, which they could also organize during the pandemic, before and after lockdown periods. In addition, Suitsupply uses RFID barcode system to match the garments with production locations. This also reduces the risk.

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:** Purchasing staff of Suitsupply regularly check and discuss the corrective action plan progress with suppliers during their visits. They need to study and discuss with the CSR department regularly the country risk profile, as well as the performance charts of the factories.



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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	Fair Wear's communications policy exists to ensure transparency for consumers and stakeholders, and to ensure that member communications about Fair Wear are accurate. Members will be held accountable for their own communications as well as the communications behaviour of 3rd-party retailers, resellers and customers.	Fair Wear membership is communicated on member's website; other communications in line with Fair Wear communications policy.	2	2	-3

**Comment:** Minimum communications requirements are met and no significant problems are found.

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 Fair Wear'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:** Suitsupply has disclosed its production locations. 100% of production volume is disclosed to other members in its internal system and on the Fair Wear website. Suitsupply has signed the Transparency Pledge and the supplier list is disclosed to the public.

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 Fair Wear's communication policy.	Social report that is in line with Fair Wear's communication policy.	2	2	-1

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## Transparency

**Possible Points: 6**

**Earned Points: 6**

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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 Fair Wear policies are integrated into the structure of the company.	Meeting minutes, verbal reporting, Powerpoints, etc.	2	2	0

**Comment:** The CSR manager reports directly to the CEO and the board on a quarterly basis. After each performance check recommendations are discussed. Follow up and next actions are agreed upon and separate meetings are scheduled with different team members to follow up.

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, Fair Wear may include requirements for changes to management practices. Progress on achieving these requirements is an important part of Fair Wear 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 Fair Wear

- fairforce is not very user friendly; uploading is complex and updates from the complaints system are automatically sent multiple times
- overall response of Fair Wear on COVID-19 came fairly late
- Fair Wear is recommended to inform shared members more proactively and also those shared in low risk countries, to enable cooperation
- Suitsupply suggests to count low risk suppliers who receive CBA level wages towards the target wage indicator
- Suitsupply argues that Fair Wear became much more proactive in general (actions, sharing, training possibilities), however this can also be overwhelming as a brand. Suitsupply encourages Fair Wear to create a dashboard, customized for each member brand.
- the member learning agenda was great, yet lots of the activities were cancelled in the end. Suitsupply team had reserved time for those activities.
- Suitsupply would appreciate more input and more guidance on gender, especially since this will be assessed in the next performance check.

## Scoring Overview

Category	Earned	Possible
Purchasing Practices	41	52
Monitoring and Remediation	25	23
Complaints Handling	13	15
Training and Capacity Building	9	13
Information Management	7	7
Transparency	6	6
Evaluation	2	2
Totals:	103	118

### Benchmarking Score (earned points divided by possible points)

87

### Performance Benchmarking Category

Leader

## Brand Performance Check details

Date of Brand Performance Check:

28-10-2021

Conducted by:

Hendrine Stelwagen

Interviews with:

Joy Roeterdink - Head of CSR

Jana Heuer - CSR Coordinator

Roos Fleuren - Head of Design

Marinke Phaff - Chief Operating Officer

Sophie Raatjes - Head of Production

Harmke Lankhorst - Head of Legal