



Brand Performance Check
Suit Supply B.V.

This report covers the evaluation period 01-01-2019 to 31-12-2019

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

Brand Performance Check Overview

Suit Supply B.V.

Evaluation Period: 01-01-2019 to 31-12-2019

Member company information	
Headquarters:	Amsterdam , Netherlands
Member since:	2007-07-05
Product types:	Fashion apparel
Production in countries where Fair Wear is active:	Bulgaria, China, Myanmar, North Macedonia, Romania, Vietnam
Production in other countries:	Italy, Malaysia, Mauritius, Netherlands, Peru, Poland, 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	
Benchmarking score	93
Category	Leader

Disclaimer

This performance check was conducted amidst the COVID-19 outbreak in 2020. Due to travel restrictions in 2020, the assessment methodology for this check was modified to adapt to an online version.

While the performance check does cover all indicators, Fair Wear was not able to cross-check information with the member company's other departments to the extent it would normally do. This may have led to shorter descriptions/comments in the report. We have taken additional measures to ensure the scores are still inclusive and representative of the performance/progress made: more documentation was requested from the member during the preparation phase and other staff members were interviewed to score a specific indicator, where necessary. Furthermore, due to our improved data management system, Fair Wear was able to better track and document progress, mitigating much of the disadvantage of a remote performance check.

This modified version was applied consistently to all members' performance checks starting their financial year in 2019 in order to maintain fair and comparable data.

Fair Wear will evaluate the members' response to the Corona-crisis in the performance check about the financial year starting in 2020. For members having financial years starting in April or later, parts of their response can already be reflected in the current performance check report, although their overall response will be evaluated in the next performance check.

Summary:

This brand performance check report includes both Suitsupply and Suistudio. Suistudio is a brand owned by Suitsupply B.V. and shares the same corporate social responsibility department. Suitsupply's production locations include all of Suistudio's production locations.

Suitsupply has shown advanced results on performance indicators and has made exceptional progress. In 2019, Suitsupply has monitored 96% of its total FOB. It has gone beyond Fair Wear's required monitoring threshold of 80% for a member past three years of membership. Suitsupply received a benchmarking score of 93 in this brand performance check, which means that the company is again placed in the 'Leader' category.

Suitsupply is in the process of consolidating its suppliers. It reduces the number of tail-end suppliers and places more orders with high-leverage and long-term suppliers. Suitsupply knows the labour cost per item and makes sure its prices allow factories to gradually increase the wages of workers. In 2019, three suppliers made a visible increase towards target wages. Suitsupply supports Fair Wear in the development and testing of its overtime tool. It has identified the root cause of excessive overtime at the suppliers and started to address this.

Suitsupply has demonstrated efforts to remediate issues found in audits, such as improving social dialogue, transparent in working hour and wage records and reducing overtime. Two complaints were resolved in 2019. Suitsupply has also helped factories to implement interventions that prevent similar issues from happening. Suitsupply continued to work with the local union in Myanmar to provide training to its supplier. Suitsupply worked with a local Chinese NGO to follow up on its job satisfaction survey with a summer programme that benefits the workers.

Fair Wear encourages Suitsupply to further engage workers and their representatives in its work in improving working conditions. Suitsupply could take an advanced step to provide social dialogue training to more factories.

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.	87%	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 87% of its total purchasing volume.

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: In 2019, Suitsupply decided to focus more on core business and reduce non-core products. It has deliberately decreased the number of tail-end suppliers and incorporate items to existing high-leverage suppliers. This strategy increases leverage at main suppliers and eliminates suppliers where it has little influence.

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.	61%	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: The supplier consolidation process is shown in this indicator as well. Suitsupply moved productions from low leverage suppliers to high leverage suppliers, which have long-term relationships with the company.

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 has started to work with 9 new suppliers in 2019. All new suppliers had 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: Suitsupply conducts its human rights due diligence at two levels: country level and factory level.

At the country level, Suitsupply has a set of criteria for selection of countries based on the ILO labour standards/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. According to the risk profile, Suitsupply decided not to source from several countries, such as Bangladesh, India 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 takes several due-diligence steps 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.

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 has conducted studies to track and evaluate the performance of suppliers. The performance indicators are based on the ILO conventions/Fair Wear CoLP. 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.

The results of the evaluation showed that two factories located in China and Myanmar respectively have made significant improvements. According to the production data provided by Suitsupply, order volumes have increased significantly at both suppliers in the last two years.

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: As written in the production agreement, Suitsupply shares long-term (3 years) production planning with suppliers in advance. The suppliers have to reserve production capacity for Suitsupply based on the 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.

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's tech packs specified requirements and shared 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.

Recommendation: Fair Wear recommends Suit Supply B.V. to learn more about the standard minute per style and how the production of its products impacts the total production capacity of the factory.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
1.7 Degree to which member company mitigates root causes of excessive overtime.	Advanced 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.	6	6	0

Comment: Fair Wear has conducted four audits at three factories of Suitsupply (one factory in China was audited twice in 2019). Excessive overtime was found at all the audited suppliers.

To identify root cause related to purchasing practice, Suitsupply has participated in the development and testing of Fair Wear's tool to reduce overtime at one supplier in China and another one in Macedonia. To conduct a root cause analysis, Suitsupply tracks the production data and overtime working hours. It was found that less variety of styles plus a higher quantity of styles could result in higher efficiency of the factory. Workers work fewer hours but receive higher pay per hour. This supported Suitsupply's strategy to consolidate the supplier base and place more orders at existing suppliers. Suitsupply has reduced its collections and expanded the quantity of core collection.

At factory level, Suitsupply had helped a factory in China to implement the tracking of working hours accurately. It was found in the audit in 2019 that the factory did not have a proper system to track work time. Suitsupply communicated with the factory and made them realise the importance of accurate records. Suitsupply compares the working time sheet every month with the management of the factory, and give them feedback to improve. After six months, another audit was conducted by Fair Wear on behalf of Suitsupply at this supplier. Results of the third audit in 2020 showed that the factory has finally established a transparent and accurate system to track working hours.

Recommendation: Suitsupply is encouraged to continue its participation in the development of the 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.

If necessary, Suitsupply could hire local experts to analyse the root cause of excessive overtime in cooperation with the supplier. Fair Wear could recommend qualified persons upon request. Fair Wear 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.	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 the business model gives more transparency and control over quality. In addition, it poses less liquidity burden on the suppliers as they do not need to finance the fabric in advance.

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 how much the cost will attribute to the wages.

Recommendation: 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

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: There is no report from suppliers on late payments.

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: Suitsupply has been an active participant of 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. In 2019 most long term suppliers have received higher order amounts. It contributes to more efficiency and enables wage increases.

At the individual factory level, Suitsupply is of the opinion that their workers would have more power to negotiate as they are high-skill. On the one hand, Suitsupply advocates the management to increase wages; on the other hand, Suitsupply raises awareness of workers on living wages through the Workplace Education Programme of Fair Wear. The following three factories had shown visible improvements:

At one Chinese factory, there is a union affiliated to the All-China Federation of Trade Unions (ACFTU). The union negotiate wages and working hours annually on behalf of the workers.

At another factory, the management has gradually increased all worker wages to be above the target wage. Some workers received wages above the Asia Floor Wage Benchmark. This factory is at the same time the highest FOB for Suitsupply.

The third factory started at a lower level than the other two. But it has made significant improvements according to the audit results in the last two years. The average wages had been increased again in 2019 towards the target wage.

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.

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

Comment: Suitsupply does not own any production locations.

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 at factories where it has high leverage and big amount of 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).

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.

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.	32%	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.	4	6	0

Comment: Fair Wear audits could confirm that workers wages have been increased toward the target wages at three suppliers in China. These suppliers account for 32% of Suitsupply's total purchasing volume (FOB).

One of the three suppliers has paid all workers above the target wage. Some workers at this supplier are paid above the Asia Floor Wage Benchmark in China. Another supplier has paid most workers above the target wage, while the third factory had paid some workers above the target wages.

Recommendation: Suitsupply is encouraged to roll out its approach to other suppliers.

Purchasing Practices

Possible Points: 52

Earned Points: 47

2. Monitoring and Remediation

Basic measurements	Result	Comments
% of production volume where approved member own audit(s) took place.	0%	
% of production volume where approved external audits took place.	5%	
% of production volume where Fair Wear audits took place.	81%	
% of production volume where an audit took place.	96%	
% of production volume where monitoring requirements for low-risk countries are fulfilled.	10%	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:		

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. At three factories, the worker representatives were invited to the closing meeting of the audits. However, sharing the audit report with worker representatives remains a challenge because of the language barrier, especially in factories where there are many foreign migrant workers.

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: Suitsupply's system to follow up the corrective action plans comprises of four parts: regular update by suppliers, Suitsupply staff visit to production locations, monitoring audits and targeted remediation projects.

Regular status update by suppliers:

All audited suppliers are required to email a status report on their progress to Suitsupply every 2-3 months. Depending on the severity of the findings, suppliers are required to make improvements within a specific time frame suggested in the audit reports.

Site visits:

Suitsupply's CSR staff and production staff visit production locations about once a year. Production staff are requested to report back to the CSR department on their findings regarding compliance. The CSR staff take time to discuss with factory management to advocate and motivate them towards improvements.

Monitoring visits and audits:

Suitsupply uses Fair Wear local teams to conduct monitoring visits and audits at the production locations. A monitoring visit by Fair Wear is to provide guidance to factories on how to comply with international and local laws. A factory can be visited or audited twice a year if there are high-priority issues. Improvements at factories are mostly verified by Fair Wear audits and monitoring visits.

Targeted remediation projects:

When necessary, Suitsupply works with local unions and other CSOs to organise projects to improve working conditions. For example, Suitsupply worked with a local union in Myanmar to conduct training at a factory when the audit found that there is a social dialogue issue. At a factory in China, Suitsupply helped the factory to improve the lunch area for workers when workers complained about not having a place to hang out and relax.

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

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.	92%	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: Suitsupply has visited 92% of its suppliers in 2019.

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: Suitsupply collects existing audit reports as part of its due diligence process before placing orders at factories. In general, Suitsupply feels that most external audit reports do not provide extensive information as Fair Wear. The biggest challenge is transparency. Most of the existing audit reports submitted by the suppliers do not provide a meaningful corrective action plan to follow up. In extreme cases, some factories even learned from these audits to falsify wage and working hour data.

Before production, Suitsupply commissions a due diligence audit at the supplier through two auditing companies trusted by Suitsupply. When working relationship is established, Suitsupply will commission a Fair Wear audit at the suppliers. When the Fair Wear audit is not available, the other auditing companies will conduct the audits.

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 are child labour, union-busting, lack of minimum wages, and undocumented workers. According to Suitsupply, the challenge is hard to overcome. 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.

In 2019, an existing Chinese supplier recommended its new production location in Myanmar to Suitsupply. When Suitsupply conducted a due diligence audit there, many issues were found, including child labour and not paying minimum wages. Suitsupply did not start the production at that factory.

Prevention of abrasive blasting:

Suitsupply starts at design level to prevent abrasive blasting. All denim products are raw jeans without the need for washing. All products are produced at factories in Italy, where Suitsupply production staff visit every year. Suitsupply has drafted a policy to ban abrasive blasting and it has been communicated to the suppliers.

Other risks:

As mentioned in indicator 1.4, Suitsupply has developed risk profiles for various countries. Most of the suppliers with high FOB are located in China. Suitsupply identified that freedom of association is the main risk. Excessive overtime, overtime premium, payment below minimum wages, and social security also exist in many suppliers in China. Besides working on reducing overtime and increasing pay, Suitsupply also makes sure the factories purchase at least commercial insurance for workers when social security is not available or not trusted by workers. Suitsupply also works towards improving gender equality in wages. At several factories, where wage records are transparent, Suitsupply analyses the wage data.

Many of Suitsupply's suppliers are located in Italy. According to Suitsupply, unauthorised subcontracting, payment of wages, undocumented foreign migrant workers and corruptions are commonly found issues. To address the risks, Suitsupply started the Italy Working Group in collaboration with a number of brands. The Italy Working Group organise regular meetings to consult local stakeholders, and it has advocated Fair Wear to be active in Italy.

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: Suitsupply shares three suppliers with another Fair Wear member. They work together 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.	93%	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

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
Member undertakes additional activities to monitor suppliers.	Yes			1	1	0

Comment: Suitsupply has made sure that all production locations in low-risk countries have posted the Code of Labour Practices. It has visited 93% of its production locations in the low-risk countries. In addition to that, Suitsupply has audited all production locations in low-risk countries in the last 3 years.

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 factories 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

Comment: There is no external brand resold.

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

Comment: No external brands resold.

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

Comment: No Licensees.

Monitoring and Remediation

Possible Points: 27

Earned Points: 29

3. Complaints Handling

Basic measurements	Result	Comments
Number of worker complaints received since last check.	0	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.	0	
Number of worker complaints resolved since last check.	2	

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 2019 have posted the CoLP with the complaints hotline number.

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.	51%	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: 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.

Recommendation: Fair Wear recommends Suitsupply to roll out the programme and inform more workers about their rights.

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: Two complaints were resolved in 2019. The complaints are towards two different suppliers located in China.

At one factory, a worker reported that the factor pays wages consistently late. Suitsupply reacted to the complaint promptly. As a result, the factory paid the worker's wage immediately. To prevent it from happening again, Suitsupply investigated the root cause of the problem. It was found that the local bank kept the wages for a week before the payment, and that there was not enough personnel in the HR department to calculate wages. After Suitsupply's intervention, the factory management negotiated with the bank and hired extra staff to work in the HR department.

At another factory, the workers complained that they would have to pay unreasonably high fines if they were late to work. Suitsupply has discussed with the management and convinced them to stop the practice. In addition, Suitsupply helped the factory to introduce an attendance bonus to motivate workers to come on time. A warning system is also established. It requires management to talk to workers and understands their issues if they are late.

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

Comment: No cooperation is possible.

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: All staff at member company are made aware of Fair Wear membership.

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: All staff in direct contact with suppliers are informed of Fair Wear requirements.

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 agent in Italy. The agent has been trained about Fair Wear and its requirements. The agent provides support to Suitsupply and communicates with suppliers to organise activities and follow up on audits.

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.	18%	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 Myanmar, Suitsupply worked with a local union to conduct social dialogue training to workers as a follow-up to the training in 2018.

In China, Suitsupply worked with a local organisation CCRC to provide a summer programme for children of the workers. This was a follow up of 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 the 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.

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.
-

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 in the agreement that they do not subcontract its products. 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. 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 on the country risk profile, as well as the performance charts of the factories.

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	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: 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

Comment: The social report has been published on the Fair Wear website.

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 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 every three months. An evaluation is conducted once or twice per year.

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

Comment: There was no requirement in the last Brand Performance Check.

Evaluation

Possible Points: 2

Earned Points: 2

Recommendations to Fair Wear

Suitsupply would like Fair Wear to improve its database. It would be good to be able to delete inactive suppliers. The functions of the interface should include filters. Connection to the server is quite slow and not easy to upload documents. Links are confusing. Sometimes it is not clear if a complaint has been resolved.

Suitsupply would like Fair Wear to develop more guidance and tools on gender equality.

Scoring Overview

Category	Earned	Possible
Purchasing Practices	47	52
Monitoring and Remediation	29	27
Complaints Handling	13	15
Training and Capacity Building	9	13
Information Management	7	7
Transparency	6	6
Evaluation	2	2
Totals:	113	122

Benchmarking Score (earned points divided by possible points)

93

Performance Benchmarking Category

Leader

Brand Performance Check details

Date of Brand Performance Check:

11-08-2020

Conducted by:

Juliette Li

Interviews with:

Joy Roeterdink, Corporate Social Responsibility Manager

Benthe Sondag, Corporate Social Responsibility Coordinator