



## **Brand Performance Check**

### **Suit Supply B.V.**

**Publication date: November 2022**

This report covers the evaluation period 01-01-2021 to 31-12-2021

## 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 year's 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 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: 01-01-2021 to 31-12-2021

Member company information	
Headquarters:	Amsterdam , Netherlands
Member since:	2007-07-05
Product types:	Garments, clothing, fashion apparel
Production in countries where Fair Wear is active:	China, India, Myanmar, North Macedonia, Viet Nam
Production in other countries:	Italy, Mauritius, Portugal, United Kingdom of Great Britain
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	98%
Benchmarking score	95
Category	Leader

## Summary:

Suitsupply has shown advanced results on performance indicators and has made good progress. Suitsupply has a benchmarking score of 95 and monitored production locations accountable for 98% of its FOB. With this benchmarking score, Suitsupply is again awarded the 'Leader' status.

## Corona Addendum:

Suitsupply has built a solid system to mitigate and remediate risks, including COVID-19-related risks. Even though sales did not significantly drop because of the pandemic, Suitsupply had the challenging task of ensuring restoration and restructuring its supply chain. Similar to 2020, Suitsupply did not take any unilateral decisions regarding orders in 2021 and offered flexibility in delivery times. Its focus has been on supporting its suppliers as well as possible, both in planning, production and working conditions.

Even though auditing possibilities were limited, Suitsupply could still monitor production locations responsible for 86% of the total FOB. The member used virtual meetings and supplier questionnaires as alternative monitoring tools. The CSR team has frequent contact to check in on needs. The local office in China and the intermediates in Italy and Portugal were highly involved and kept track of the situations during the pandemic.

With the restart of production at its suppliers, Suitsupply recognised excessive overtime as a high risk in China in 2021. The member brand could show proper response and mitigation of findings and complaints related to this. Documentation was collected and verified; a close dialogue took place with the core suppliers in China.

Suitsupply has continued its work on living wages in 2021, building on the steps made in the previous years at its core Chinese suppliers. Suitsupply is encouraged to expand this work to smaller suppliers.

As Suitsupply's core suppliers in China are all located in the same region, the supply chain was severely affected by COVID-19. In 2021, Suitsupply was looking to expand its supplier base outside this region. Concretely, Suitsupply added one new supplier in India, a new production country for Suitsupply. The member brand followed a proper due diligence process.

Overall, Suitsupply has shown advanced progress on most indicators and has successfully integrated the mitigation of COVID-19 crisis risks into its regular monitoring systems.

## 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.	95%	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 accounts for 95% 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.	8%	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.	3	4	0

**Comment:** Suitsupply buys less than 2% of its total FOB at 8% 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.	84%	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 highly values long-term relationships with suppliers. The brand sourced 84% of its FOB at production locations where a business relationship has existed for at least five years.



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 one new supplier in 2021. This new supplier signed and returned the questionnaire with the Code of Labour Practices before placing the first bulk orders.

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 due diligence in new production countries with criteria based on the Fair Wear Code of Labour Practices. Risk profiles are developed for various countries based on the probabilities of risks, consequences, and the likelihood to remediate if labour violations are found. Suitsupply included gender in its risk assessment, both for the country level and supplier level.

In 2021, Suitsupply conducted this due diligence process for India as a new production country. The main reason to start sourcing from India was the expertise of one specific supplier in this production country. Suitsupply is aware of the country-specific risks for India and has followed the due diligence process carefully.

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

- Collecting existing audit reports to have an impression;
- Discussion with the potential supplier on the importance of compliance;
- Suitsupply signs a pre-production agreement with the potential supplier after sampling and trials. 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

Suitsupply followed this process for the new production location in India. Moreover, the brand's CEO, Head of Design and CSR team visited the production location beforehand. The member also immediately followed the Fair Wear audit on the main findings before production. The CSR team was closely involved and prioritised the remediation of wage-related issues before production could start. More information about this is under indicator 1.9. The potential supplier agreed upon commitment to remediate findings. The agreements were set in writing in the purchasing contract. During the due diligence and follow-up process, Suitsupply was in close contact with Fair Wear staff in India.

During COVID-19, Suitsupply used multiple sources to stay updated on developments and risks related to the pandemic. The brand used a risk analysis per country and collected information through frequent contact with its suppliers and the supplier questionnaire. Suitsupply kept a COVID log per country and supplier to keep a clear overview. This log contained information about vaccinations, planning, overtime, factory lockdowns, potential delays and payment of wages. It was noticed that - in this second COVID-year - suppliers had the health situation well under control. A shift in focus happened to attracting and training multi-skilled workers to decrease the risk of capacity issues in the future.

In 2021, Suitsupply commissioned five Fair Wear audits and three external audits. Visits were only limited possible; alternatively, Suitsupply has intensified its virtual meetings with suppliers. Online meetings were held frequently, and virtual factory tours were done when visits could not occur.

Suitsupply identified excessive overtime as the highest risk in its supply chain in 2021. Transitioning from extended factory lockdowns in 2020 to delivery and the brand's increased demand in 2021 has been challenging. It was challenging to recruit sufficient workers after the lockdowns, and Suitsupply foresaw material delays.

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 suppliers' improvements in remediation. According to Suitsupply, the factories start at very different levels. Therefore, the performance of suppliers is based on the development over time instead of the status at a point in time. The progress tool contains the eight labour standards and several enablers; transparency, factory attitude, social compliance knowledge and experience. Gender is also included in this progress tool to monitor gender equality.

The compliance evaluation per supplier is communicated with the supplier at stake and shared internally with the buyers. The suppliers can make improvements based on feedback, while Suitsupply can make purchasing decisions based on the performance of the suppliers. For those that perform well order volumes are kept and in some cases increased. The frequency of performance evaluation may differ per supplier, depending on the supplier's size, compliance and relationship. Some suppliers are assessed annually, others up to four times per year.

Suitsupply did not phase out suppliers in 2021. Two suppliers are being phased out in the next year, which will be verified in the next financial year. There were no cancellations or reductions of orders.

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 a long-term (3 years) production planning with suppliers in advance. The suppliers must reserve production capacity for Suitsupply based on the production agreement. The planning is confirmed with suppliers every six months. Suitsupply produces two seasons per year and 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. The more complicated styles are usually placed earlier to incorporate more time for possible delays.

In 2021, there was a significant peak in working hours due to the recovery after the hard lockdowns in 2020. The brand showed good efforts to support reasonable working hours. Suitsupply tried to mitigate the risk of excessive overtime by adding capacity and, in some cases adding production locations (the new Indian supplier). With its high percentage of never-out-of-stock and basic styles (around 80%), Suitsupply could give suppliers flexibility for their own production planning. In case of late deliveries, Suitsupply uses air freight to avoid additional pressure on the workers. Suitsupply always covers the costs of airfreight.

The member brands mitigated the high risk of overtime during the power cuts in China by introducing shorter work days and working in shifts. The power availability was different each day, and suppliers had to switch instantly. Suitsupply was in close contact with the supplier to offer support and share updates.

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:** Even though Suitsupply's planning system supports reasonable working hours, excessive overtime still occurs at the brand's suppliers. In 2021, Fair Wear conducted six audits at production locations supplying Suitsupply. Each audit showed findings of overtime. Suitsupply shared the results with the suppliers and created a clear graphic of working hours per year for each supplier to discuss the situation effectively. The picture shows a peak in overtime in 2021, in line with the audit results. Suitsupply and its suppliers identified the high demand for products and delays in fabric and material supplies as the root cause. Also, due to the higher demand in 2021, several suppliers expanded their workforce and added production lines to their factories. Training workers for a new production line costs a lot of working hours.

Due to the pandemic-related impact on working hours in 2021, Suitsupply postponed its plan to identify root causes linked to purchasing practices.

**Recommendation:** Suitsupply is encouraged to 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 for 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. Each supplier provides a target price to Suitsupply. Suitsupply can adjust or simplify the design to reach an agreement if the price does not fit the brand's price estimations. In 2021, a repricing was done in close dialogue with its suppliers due to material and electricity cost increases. Inflation and the rise of LMW are always considered when setting pricing for the next season. Additional costs related to COVID-19 have been absorbed in the overhead expenses by each supplier. Suitsupply always accepts higher prices due to increased costs.

For its core suppliers (75% of total FOB), Suitsupply knows the exact percentage of the CM/CMT price 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 costing system, and the calculation of costs may vary per supplier. All CM/CMT suppliers are required to have a costing system and inform Suitsupply which part goes to the wages. Working hours documentation and payslips are requested at the core suppliers to gain insight into wage gaps.

The recommendation given in the previous year remains valid, as Suitsupply did not focus on training smaller suppliers who don't use open costing due to COVID-19-related priorities.

**Recommendation:** Suitsupply is encouraged to provide suppliers who 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:** In 2021, during the audit of the new Indian supplier, it was found that not all workers received at least a legal minimum wage. Suitsupply initiated this Fair Wear audit during the supplier onboarding process, and the brand actively responded and immediately followed up with the supplier. Suitsupply did remediation in contact with the Fair Wear country representative in India. Fair Wear's auditors did verification before Suitsupply placed the first orders.

Other audits in 2021 show there were several issues related to the payment of entitled leaves and overtime premiums. Suitsupply could show follow-up during the performance check through dialogue with suppliers to take steps to remediate. The main issue is that piece-rate workers are not paid when they enjoy statutory holiday or annual leaves. Suitsupply is aware of this and is in dialogue with its suppliers to find ways to accurately compare piece rate with legal minimum wage and overtime premiums. Due to COVID-19, Suitsupply did not have enough capacity to take considerable steps and focused on monitoring the payment of legal minimum wage during the factory lockdowns.

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:** Suitsupply pays its orders on time and, in some cases, prepays the orders upon request of the suppliers. During COVID-19, Suitsupply did not negotiate discounts or other cuts in payment.

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:** The strategy of Suitsupply is to focus on long-term partners. A fixed labour component that annually increases and stability in orders are strategies the brand uses to support a living wage.

Suitsupply has been an active participant in the living wage projects of Fair Wear. Suitsupply clearly understands wage levels and compares wages per factory with living wage benchmarks. At its Chinese core suppliers, the mode wage growth was generally smaller in 2021 compared to the previous year. Suitsupply explains this is due to the expanded workforce with younger, less experienced workers. During the shorter factory lockdowns in 2021, Suitsupply checked the payment of wages by requesting payslips and other wage documentation.

In 2021, Suitsupply discussed with its core suppliers the topic of a living wage and continued to analyse and encourage wage increases, but the focus was on surviving the pandemic. In 2023 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:** Like the previous financial year, Suitsupply focused on factories with 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 in one region. Some of the factories are in the Fair Wear living wage incubator project. Suitsupply updated its target wage for the factories in China to 3789 RMB but did not push for a wage increase due to the pandemic. Nevertheless, Suitsupply could show that the core Chinese suppliers did increase wages in dialogue with its workers.

The general product price of Suitsupply is calculated based on the labour cost of each item. Suitsupply could show that its fees cover at least the cost of paying the target wages for its Chinese suppliers. The money to cover target wage expenses comes from an increase in the selling price. Price increases to reach a target wage have been standard practice at Suitsupply for the past few years but are usually done over a more extended period to increase the selling price more fluidly. However, due to COVID-19, the selling price increased significantly in one action to cover the higher costs, including the target wages.

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

**Recommendation:** In order to continue progress on this topic, it is advised to start focusing on target wages building towards a living wage estimate for the smaller suppliers as well. 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.	75%	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.	6	6	0

**Comment:** Similar to the previous financial year, Suitsupply has been focusing on keeping the wage levels stable, and it did not proactively push for higher wages due to the pandemic. Nevertheless, Suitsupply could show during the check that a new target wage was set and that its eleven Chinese suppliers pay this target wage to their workers. These production locations represent 50% of Suitsupply's total production volume. Two Chinese suppliers met the living wage standards the Global Living Wage coalition set the previous year. However, this living wage level increased in 2021, and despite paying higher wages at these suppliers in 2021, it still needs to meet the new living wage level.

Suitsupply yet needs to set a target wage for suppliers outside of China. With its new Indian supplier, Suitsupply discussed the importance of social dialogue and worker representation to understand the needs regarding wages. For its suppliers in Italy, Suitsupply could show that all workers receive a wage that meets at least the CBA level. Wages set in a Collective Bargaining Agreement are a good step towards a living wage.

**Recommendation:** Suitsupply is also encouraged to roll out its approach to suppliers in other production countries.

## 1. Purchasing Practices

**Possible Points: 52**

**Earned Points: 46**

## 2. Monitoring and Remediation

Basic measurements	Result	Comments
% of production volume where an audit took place.	88%	
% 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:	98%	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:** Suitsupply has a CSR team designated to implement the Code of Labour Practices. In addition, QC staff is regularly requested to, during factory visits, 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

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 three months of receiving the report. The member brand and supplier discuss the CAP, and both parties agree on a timeline promptly. This person is always invited to the closing meeting when worker representatives are present—keeping the representatives up to date on the CAP follow-up after the audit is complex, especially since most factories have a significant language barrier.

For the new Indian supplier, one of the Suitsupply employees has been in direct contact with workers during follow-up. This person has Indian roots, speaks the same language as the workers and has visited the supplier several times. Various conversations with workers took place to collect information directly from workers regarding their needs.

**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 has a proper system to monitor and file improvements after an audit. Follow-up actions are categorised within a clear time frame. CSR staff remains in frequent contact with the suppliers to request updates. Usually, during yearly on-site visits, Suitsupply discusses corrective actions with the factory management or agent. QC staff visiting factories are asked to report to the CSR department on their findings regarding compliance. When necessary, Suitsupply works with local unions and other CSOs to organise projects to improve working conditions. Dependent on the audit findings, Suitsupply plans training at the factory to address the issues. Any updates or new findings identified during training or through filed complaints will be immediately integrated into the CAP and followed up through the system.

CSR staff discuss with factory management to motivate them towards improvements on-site.

Suitsupply showed a follow-up of nine Fair Wear audits during the performance check; three audits at the end of 2020 and six audits in 2021. Suitsupply tracks and monitors improvements with a clear overview of up-to-date information per supplier. Findings in the CAP are only closed once verified through an audit. As factory visits were severely limited in 2021, Suitsupply used alternative monitoring tools such as regular COVID-19 questionnaires, local intermediates to visit the premises instead and virtual factory tours. Suitsupply showed progress, and many findings were resolved in 2021, varying from health and safety issues to working hours and FoA-related matters. To work on more complex findings, such as worker awareness and living wage, Suitsupply initiated WEP training at four production locations in 2021. The follow-up of the audit at the Indian supplier (see indicator 1.4) proved that Suitsupply has a proper monitoring and remediation system in place. Suitsupply prioritised the findings, was in close contact with the supplier to collaborate in follow-up, visited the factory, arranged WEP training and interviewed workers to verify improvements.

Similar to 2020, the COVID-19 situation at each supplier was orderly documented in a detailed overview. Close dialogue with suppliers was shown, and as the health and safety situation was well under control, Suitsupply focused on awareness-raising issues related to wages and working hours.

**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.	90%	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.	4	4	0

**Comment:** During the pandemic, Suitsupply's local team in China was able to conduct visits. The production locations in Italy could be visited in the second half of the year. Production locations good for 79% of its FOB were visited in 2021. For other sites, virtual visits were arranged.

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 sourcing risks in Myanmar as child labour, union-busting, lack of minimum wages, and undocumented workers. There is currently one supplier in Myanmar, accounting for 0,02% of the total FOB. In the last couple of years, Suitsupply has audited the factory every year, improving social dialogue and increasing wages. Suitsupply used a corruption tool to check if the supplier had any military ties. In 2021, Suitsupply had monthly meetings with the supplier to monitor the COVID-19 situation. Absenteeism has been very high, and Suitsupply prioritised the setup of a functioning grievance mechanism. The supplier initiated training on the grievance mechanism, and workers used the hotline several times.

### Prevention of abrasive blasting

Prevention of abrasive blasting starts at the design level at Suitsupply. All denim products are raw jeans without 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 to visit the production locations in Italy on behalf of the brand. Suitsupply has drafted and communicated to suppliers a policy to ban abrasive blasting.

### China

Besides excessive overtime, limited social dialogue and the absence of workers' right to Freedom of Association, Suitsupply is aware of the risk of bonded labour in China. Suitsupply attended Fair Wear's webinar on this topic in 2021. Also, the risk of juvenile workers being treated as regular workers is a risk that Suitsupply is aware of. Local staff in China is informed and involved in the follow-up of findings. Suitsupply closely monitors the risk of juvenile workers among migrants and minorities.

### COVID-19

Suitsupply's local staff in China could monitor if the risks related to COVID-19 were sufficiently dealt with. Intermediates in Italy and Portugal distributed the questionnaires to monitor the situation. Suitsupply used the COVID-19 questionnaires for the other production countries at strategic moments and followed up digitally if it identified issues. Overall, COVID-19 health and safety measures became standard practice in 2021, and there were no significant issues. Any wage gaps caused by the COVID-19 factory lockdowns are analysed, as mentioned under indicator 1.8.

### Gender

Suitsupply aims to include the gender component in the following years at its Chinese and Italian suppliers and tries to collect sufficient data and training to take further steps.

**Recommendation:** Migrants and minorities, especially if they do not speak the same language, are more vulnerable to any violation, including bonded labour and child labour. Suitsupply is expected to monitor these risks in China closely. It is known in China that apprenticeship programmes, with long hours, little pay and no medical checks are a severe violation and fall under child labour and/or forced labour. If suppliers want to retain this workforce, they must pay attention to job satisfaction and what they can do to support and protect juvenile workers, pay the minimum wage with no excessive overtime and under no circumstances hire children under 16 years old. Suitsupply is encouraged to continue monitoring its Chinese suppliers. Also, there are programmes to help young workers and factories focus on creating decent work for young workers and supporting young people to achieve their full potential, thus contributing towards UN SDG 8 on Decent Work and Economic Growth.

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 actively works with other Fair Wear member companies to conduct audits and follow up on the Corrective Action Plans. It also actively cooperates with other brands in the follow-up of non-Fair Wear audits.

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.	100%	Low-risk countries are determined by the presence and proper functioning of institutions which can guarantee compliance with national and international standards and laws. 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 ensured that all low-risk countries' production locations have posted the Code of Labour Practices. Signed CoLPs and posted WIS are on file in the Fair Wear database for all low-risk suppliers. Suitsupply has visited 79% of its production locations in low-risk countries. Additionally, Suitsupply has audited all production locations in low-risk countries in the last three 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 does not distinguish between main suppliers and subcontractors; auditing is done at all production locations regardless of size. In 2021, Suitsupply's tail-end consisted of six sewing facilities, accounting for 4,14% of the total production volume. All of these facilities were audited in the past three years due to travel restrictions and other COVID-19-related priorities.

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

## 2. Monitoring and Remediation

**Possible Points: 27**

**Earned Points: 29**

### 3. Complaints Handling

Basic measurements	Result	Comments
Number of worker complaints received since last check.	5	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:** Suitsupply has specific employees from the CSR team designated to address worker complaints. The local team in China is also involved in handling complaints from Chinese suppliers.

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 2021 have posted the CoLP with the complaints hotline number. In countries where Fair Wear is inactive, Suitsupply has implemented the whistleblower system SpeakUp from People's Intouch. This system is available for both worker complaints and supply chain complaints.

During factory visits, Suitsupply staff is always requested by the CSR team to check if the Worker Information Sheet is posted on-site.

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.	All production in low-risk countries/training not possible	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.	N/A	6	0

**Comment:** Because of travel restrictions in 2021 that limited the possibility of conducting training, this indicator was not applicable in 2021.

Suitsupply conducted training to actively raise awareness of the Fair Wear CoLP at suppliers accountable for 68% of the total FOB in high-risk countries in the past three financial years.

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:** In 2021, Suitsupply received five complaints from workers at Chinese suppliers. All complaints have been addressed following the Fair Wear Complaints procedure. The main topics were the payment of wages and overtime hours.

At one Chinese factory, four workers filed complaints in 2021, all related to leave and resignation not being approved. Suitsupply addressed the issues with the factory management immediately. The specific cases have been partly resolved, and Suitsupply requested clear evidence. The four complaints were related to the same topic, so Suitsupply further investigated the underlying issue. During the process, Suitsupply discovered that the supplier hired a new HR person who did not follow the correct leave and resignation procedures. Suitsupply could show that preventative steps are discussed with the supplier. The new HR person is being trained on resignation procedures, and planning another WEP training in the next year is being discussed.

Another complaint filed at a supplier in China was related to excessive overtime. Suitsupply showed a proper response through a close dialogue with the supplier to explain that excessive overtime hours should always be voluntary and should not be linked to the bonus system for attendance. Suitsupply checked follow-up, including the proper payment of bonus for attendance.

**Recommendation:** Where applicable, worker representation should be involved in agreeing to the Corrective Action Plan.

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

### 3. Complaints Handling

**Possible Points: 9**

**Earned Points: 9**

## 4. Training and Capacity Building

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
4.1 All staff at member company are made aware of FWF membership.	Yes	Preventing and remediating problems often requires the involvement of many different departments; making all staff aware of Fair Wear membership requirements helps to support cross-departmental collaboration when needed.	Emails, trainings, presentation, newsletters, etc.	1	1	0

**Comment:** New staff at Suitsupply are required to follow the introduction course, Suitschool. CSR is a vital component of this programme. The Suitschool was partly done digitally in 2021 due to COVID-19. The CSR team gave a digital sustainability course to all US, China and Europe sales staff. Suitsupply's Fair Wear membership was an essential topic in this course.

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 production processes. At the headquarter, the CSR team gave this training in person in 2021. In China, two former Suitsupply employees run the local quality office. These persons are in frequent contact with Suitsupply's CSR team and monitor and visit facilities on behalf of Suitsupply. For the Italian and Portuguese suppliers, Suitsupply works with two intermediaries who are frequently informed about Fair Wear processes and CAPs.

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 intermediate in Italy and one in Portugal that monitors suppliers on behalf of the company. These persons have been trained in Fair Wear requirements. The intermediates provide support in the organization of activities and audit follow-up.

During the pandemic, local people in Italy and Portugal received online CSR training customised to cover risks related to COVID-19. In 2021, there was frequent contact between intermediates and Suitsupply regarding monitoring COVID-19, audit follow-up and general social compliance.

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.	All production in low-risk countries/training not possible	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.	N/A	6	0

**Comment:** Because of travel restrictions in 2021 that limited the possibility of conducting training, this indicator is non-applicable.

In the past three years, Suitsupply conducted a WEP Communication training at one supplier in Myanmar. Suitsupply worked with a local organisation in China to provide a summer programme for the workers' children. Suitsupply believes that the programme contributed to workers' well-being and a better relationship between the management and workers. The programme received good feedback from the workers. In 2021, the children's programme continued but could not be expanded due to COVID-19.

Another vital topic for Suitsupply in transformative processes is gender. One supplier in Mauritius works with the BSR Gender Tool to close the gender gap.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
4.5 Degree to which member company follows up after a training programme.	No training programmes have been conducted or member produces solely in low-risk countries	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.	N/A	2	0

## 4. Training and Capacity Building

**Possible Points: 5**

**Earned Points: 5**



## 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:** Before production, Suitsupply requests suppliers to sign the agreement that they do not subcontract any orders without approval. Suitsupply audits nearly all production locations to check for subcontractors. In case subcontractors are found, Suitsupply registers them and conduct an audit at the facility. Suitsupply also registers the names and addresses of home-based workers.

In China and Italy, the local teams visit production locations weekly. They organised this during the pandemic, before and after lockdown periods. During these visits, the local staff inspects the production lines. In addition, Suitsupply uses an RFID barcode system to match the garments with production locations, which reduces the risk of unauthorised and unidentified sites.

The audits are used as a tool to double-check all data. In 2021, one Italian supplier claimed it did not use subcontractors, but during the audit, it came to light that it did use a subcontractor. Suitsupply immediately followed up, and it appeared that the supplier needed to understand the definition of subcontracting. Suitsupply showed email communication addressing the matter and clearly explaining the requirements to the supplier. The member audited this missing subcontractor right away.

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:** Even though the CSR team does most of the work, all staff in contact with suppliers is frequently updated. Production and Product teams are always involved in understanding social compliance issues and showing commitment towards suppliers.

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## 5. 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:** Suitsupply complies with Fair Wear's Communication policy in its communication about its membership and the leader status.

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 signed the Transparency Pledge, and the supplier list is disclosed to the public. All suppliers are disclosed to other members in its internal system and on the Fair Wear website.

Performance indicators	Result	Relevance of Indicator	Documentation	Score	Max	Min
6.3 Social Report is submitted to FWF and is published on member company's website.	Complete and accurate report submitted to FWF	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.	1	2	-1

**Comment:** A complete and accurate social report of Suitsupply is submitted to Fair Wear. The report is not yet published on the member's website.

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## **6. Transparency**

**Possible Points: 6**

**Earned Points: 5**

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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 quarterly. After each performance check, recommendations are discussed. Follow-up and subsequent actions are agreed upon, and separate meetings are scheduled with different team members to follow up. The involvement of top management in evaluation and remediation has improved since the pandemic, as more communication was needed. Updates on the COVID-19 situation and challenges were proactively shared with all Suitsupply staff by the CEO.

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

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## 7. Evaluation

**Possible Points: 2**

**Earned Points: 2**

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## Recommendations to Fair Wear

- Suitsupply recommends creating a digital video for training workers in china, as a follow-up to WEP Basic in order to reach more workers
- In some audit reports misinformation is provided by Fair Wear, because of the use of other existing reports as a template. In those cases, incorrect or conflicting findings are mentioned, as these were still in the report template. Good to be cautious of this.
- Suitsupply would like to see that suppliers that are shared with other Fair Wear members are automatically linked to each other by the brand liaison, rather than project or audit driven.
- The Fair Wear requirements regarding the topic of Gender are not in balance with the provided tools for brands. Suitsupply feels that the push to take steps in this area misses concrete guidance. The Gender Toolkit is considered a good piece of information but the tools are missing to take actual steps. More gender-related data in audit reports would be appreciated.

# Scoring Overview

Category	Earned	Possible
Totals:	103	108

Benchmarking Score (earned points divided by possible points)
95

Performance Benchmarking Category
Leader

## Brand Performance Check details

Date of Brand Performance Check:

05-10-2022

Conducted by:

Hendrine Stelwagen

Interviews with:

Joy Roeterdink - CSR Manager

Jana Heuer - CSR

Irene Dost - Production Team Shirts

Roos Fleuren - Product Director

Liza Klein Nagelvoort - Head of Production