



# **Brand Performance Check**

**Suit Supply B.V.**

**Publication date: May 2026**

This report covers the evaluation period 01-01-2025 to 31-12-2025

## About the Brand Performance Check

Fair Wear's Brand Performance Check is a tool to annually evaluate and publicly report on the Human Rights Due Diligence (HRDD) efforts of the companies for which Fair Wear facilitates the implementation of HRDD. These efforts are assessed based on the standard that Fair Wear sets, which in turn is based on the OECD guidelines for business and human rights in the garment and footwear sector.

For the Brand Performance Check, Fair Wear focuses on the assembly stage of garment and textile production (i.e., Cut-Make-Trim factories and their supporting processes). Importantly, this focus does not entail a direct assessment of factories, but serves to evaluate how Fair Wear's affiliated companies translate their HRDD commitments into concrete practices and outcomes at factory level, vis-à-vis their suppliers.

During a Brand Performance Check, Fair Wear evaluates to what extent companies have integrated human rights due diligence into their core business practices and evaluates to what extent the practices of member companies support the Fair Wear Code of Labour Practices (CoLP) by scoring companies against a set of indicators. Based on this process, each company is assigned a benchmarking score and a corresponding category: Leader, Good or Needs Improvement. Each Brand Performance Check report is published online for transparency and accountability. Through these reports, Fair Wear member brands demonstrate the changes that are possible. For more information on the scope and indicators of the Brand Performance Check, [please see the Brand Performance Check Guide](#).

Based on their Brand Performance Check, brands are placed into a category that corresponds with their performance. Categories are calculated based on a combination of benchmarking scores. The specific requirements for each category are outlined in the Brand Performance Check Guide. The categories are as follows:

## Performance Check categories:

### Leader:

The **Leader** score signifies that a company has scored exceptionally well on the Brand Performance Check indicators. It could show it has comprehensive processes in place for Human Rights Due Diligence and made strong, demonstrable efforts to engage in prevention and remediation of (potential) harms.

### Good:

The **Good** score signifies that a company has scored well on the Brand Performance Check indicators. It could show it has appropriate processes in place for Human Rights Due Diligence and made demonstrable efforts to engage in prevention and remediation of (potential) harms.

### Needs Improvement:

The **Needs Improvement** score signifies that a company has not been able to demonstrate sufficient evidence of improvement on requirements from the previous Brand Performance Check or that it has not yet demonstrated sufficient efforts on the overall Brand Performance Check indicators.

## Disclaimer:

Brands receiving a Brand Performance Check have committed to work in accordance with Fair Wear's policies based on international standards, such as the UNGP's and the OECD Guidance for Responsible Supply Chains in the Garment and Footwear Sector, with the goal of achieving a positive impact on the working conditions in their supply chains.

The Fair Wear Brand Performance Check measures the results of the efforts of an affiliated brand to respect human rights and to carry out human rights due diligence (HRDD). HRDD is the process through which companies can identify, prevent, mitigate and address their actual and potential adverse impacts throughout their supply chains. The efforts are measured against a set of indicators developed by Fair Wear and publicly available on the Fair Wear website.

The statuses -Leader, Good, Needs Improvement- are granted according to calculated levels of achievement in the system. It does not compare the efforts and achievements of the affiliated brands against other non-affiliated brands.

# Scoring overview

Total score: 152

Possible score: 204

Benchmarking Score: 75

Performance Benchmarking Category: Leader



## Summary:

Suitsupply has shown advanced results on performance indicators and has made exceptional progress. With a total benchmarking score of 75, the member is placed in the Leader category.

Suitsupply has a sourcing strategy focused on influencing labour conditions. The brand works with suppliers where it holds significant leverage and maintains long-term relationships with most of its suppliers. In the previous financial year, the member brand began sourcing from two new countries to reduce dependence on a single sourcing nation. For both countries, the brand conducted a pre-sourcing risk-scoping exercise prior to onboarding suppliers.

Suitsupply sources 2.3% of its FOB from a supplier in Myanmar. Despite Fair Wear's strong recommendation to exit the country, the member company decided to stay. To respond to the heightened risks, Suitsupply has strengthened its human rights due diligence (HRDD) measures and reports quarterly to Fair Wear. The brand could show it has developed substantial action plans, based on the most significant risks. In 2025, the brand worked on increasing wages. However, the brand did not reach the target wage of 15,000 kyat, which is required by Fair Wear's guidance for member brands staying engaged in Myanmar.

During the reporting year, Suitsupply invested in standardising its risk-scoping approach. As a result, the brand is better able to compare and understand risks across sourcing countries. The member brand has yet to include product level, business model and sourcing models risks in its risk scoping. Based on the outcomes of its risk scoping, the brand determines the appropriate tools and frequency of assessment for each supplier. Monitoring inputs are translated into factory-level risk assessments using a scoring matrix for likelihood and severity. While structured, this approach is not yet fully aligned with Fair Wear's HRDD policy.

Suitsupply demonstrates strong purchasing practices regarding production planning and working hours. The brand shares long-term production forecasts, books capacity in advance, and adjusts lead times based on supplier capability. A notable improvement lies in supplier contracts. While contracts include the Fair Wear Code of Labour Practices and cover audit and training costs, they do not include provisions for fair prices to cover wages. Additionally, certain clauses may place disproportionate risk on the supplier.

The brand has strengthened monthly data collection and verification on wages and working hours, but no progress was made on living wages during the reporting period. Fair Wear therefore strongly recommends that Suitsupply develop a clear, long-term strategy for financing wage increases to enable sustainable living wage implementation.

# Company Profile Suit Supply B.V.

## Member company information

Member since: [1 Jan 2007](#)

Product types: [Apparel](#)

Member since [1 Jan 2007](#)

Product types [Apparel](#)

Business type [Retail](#)

(Main) selling markets [China](#), [France](#), [Italy](#), [Lithuania](#), [Switzerland](#), [Germany](#), [United Kingdom of Great Britain and Northern Ireland](#), [Netherlands](#), [United States of America](#) and [Australia](#)

Production countries, including number of production locations and total production volume.

Production Country	Number of production locations	Percentage of production volume
China	18	71%
Italy	12	11%
Portugal	3	4%
Mauritius	1	4%
Indonesia	1	4%
Myanmar	1	2%
India	1	2%
Cambodia	1	1%
Morocco	1	0%
North Macedonia	1	0%

Member of other MSI's/Organisations [Retraced](#)

Number of grievances received last financial year [14](#)

## **Basic requirements**

Definitive production location data has been submitted for the financial year under review? [Yes](#)

Projected production location data have been submitted for the current financial year? [Yes](#)

# Layer 1 Foundational system's criteria

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**Possible Points: 7**

**Earned Points: 7**

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1.1 Member company has a publicly shared Human Rights Due Diligence policy that has been adopted by top management.: [Yes](#)

1.2 All member company staff are made aware of Fair Wear's membership requirements, in particular the Fair Wear's HRDD policy and Fair Wear's Code of Labour Practices.: [Yes](#)

1.3 All staff who have direct contact with suppliers are trained to support the implementation of Fair Wear requirements, in particular the Fair Wear's HRDD policy and Fair Wear's Code of Labour Practices.: [Yes](#)

1.4 A specific staff person(s) is designated to follow up on problems identified by the monitoring system, including grievance handling. The staff person(s) must have the necessary competence, knowledge, experience, and resources.: [Yes](#)

1.5 Member company has a system in place to identify all production locations, including a policy for unauthorised subcontracting.: [Yes](#)

1.6 Member company discloses internally through Fair Wear's information management system, in line with Fair Wear's Transparency Policy.: [Yes](#)

1.7 Member company discloses externally on Fair Wear's transparency portal, in line with Fair Wear's Transparency Policy.: [Yes](#)

1.8 Member complies with the basic requirements of Fair Wear's communication policy.: [N/A](#)

**Comment:** In the financial year 2025/2026, the Fair Wear communication Guidelines are not applicable for consumer-facing communication due to changes in the policy related to the Empowerment of Consumer Directive (EU 2024/825). Therefore, this indicator is not applicable.

## Layer 2 Human rights due diligence, including sourcing strategy and responsible purchasing practices.

**Possible Points: 90**

**Earned Points: 76**

### Indicators on Sourcing strategy

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.1 Member company's sourcing strategy is focused on increasing influence to meaningfully and effectively improve working conditions.	Advanced	Fair Wear expects members to adjust their sourcing strategy to increase their influence over working conditions. Members should aim to keep the number of production locations at a level that allows for the effective implementation of responsible business practices.	Strategy document; consolidation plans, examples of implementation.	6	6	0

**Comment:** Suitsupply has a sourcing strategy addressing influencing labour conditions.

The member has 40 active suppliers. 95% of the production volume comes from suppliers where the member has at least 10% leverage at suppliers. 5% of the production volume comes from suppliers where Suitsupply buys less than 2% of its total FOB.

In the previous financial year, the member brand began sourcing from two new countries (Morocco and Cambodia) to reduce dependence on a single sourcing nation. This decision was prompted by tariffs from the United States. However, overall, Suitsupply's sourcing strategy still explicitly focuses on increasing influence through consolidation and active cooperation with other clients. As a result, the brand has high leverage with most of its suppliers.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.2 Member company's sourcing strategy is focused on building long-term relationships.	Intermediate	Stable business relationships underpin the implementation of the Code of Labour Practices and give factories a reason to invest in improving working conditions.	Strategy documents; % of FOB from suppliers where a business relationship has existed for more than five years; Examples of contracts outlining a commitment to long-term relationship; Evidence of shared forecasting.	4	6	0

**Comment:** Suitsupply's sourcing strategy focuses on maintaining long-term relationships. 76% of the members' total FOB volume comes from suppliers with whom Suitsupply has had a business relationship for at least five years.

The member commits to long-term agreements with its suppliers. Suitsupply has indefinite contracts with some suppliers; others are under contract for 1 to 3 years with automatic renewal. The contract can be terminated by either party with 3 to 6 months' notice. Suitsupply mutually agrees with its suppliers on what works best for both sides.

**Recommendation:** Fair Wear recommends Suitsupply to commit to long-term contracts (3-5 years) for all its suppliers and ensure the notice period is at least 6 months.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.3 Member company conducts a risk scoping exercise as part of its sourcing strategy.	Basic	Human rights due diligence, according to the OECD guidelines, requires companies to undertake a scoping exercise to identify and mitigate potential human rights risks in supply chains of potential business partners.	HRDD policy; Sourcing strategy linked to results of scoping exercise; HRDD processes, including specific responsibilities of different departments; Use of country studies; Analysis of business and sourcing model risks; Use of licensees and/or design collaborations.	2	6	-2

**Comment:** Suitsupply conducts risk scoping and includes sector and country-level risks. The brand’s risk-scoping approach is structured across three levels: country-level risks per labour standard based on desk research and international indicators; country-level risks based on aggregated results from all Suitsupply suppliers in that country; and individual factory-level risks.

During the reporting year, Suitsupply invested in standardising its risk-scoping approach, ensuring that the same sources, scoring logic, and definitions are applied consistently across countries. As a result, the brand is better able to compare and understand risks across sourcing countries.

In its risk scoping, the member has assessed the impact and prevalence of the risks correctly, identifying, for example, Freedom of Association and Forced Labour as high risks for China and Child Labour for Cambodia. The member brand has yet to include product level, business model and sourcing models risks in its risk scoping.

In 2025, Suitsupply started sourcing from Cambodia and Morocco. For both countries, the brand conducted a pre-sourcing risk-scoping exercise prior to onboarding suppliers. This exercise involved colleagues from purchasing and sourcing teams and aimed to identify key high-risk labour issues so that the brand could prepare mitigation strategies before entering new business relationships. For example, after identifying Child Labour as a prevalent country-level risk in Cambodia, Suitsupply conducted heightened due diligence assessments at its new supplier, focusing specifically on age-verification systems and child-labour prevention measures. While the risk scoping informed the brand's measures for prevention and mitigation, it did not determine the sourcing decision.

Suitsupply sources 2.3% of its FOB from a supplier in Myanmar. Following the military coup, the brand initially explored options for responsible disengagement in line with Fair Wear's recommendations. However, Suitsupply has decided to continue sourcing from Myanmar. This decision is based on the long-standing relationship with the factory, the high skill level of its workforce, and the significant investments made by the brand in the facility and local network. In its risk scoping, Suitsupply has identified high risks across all eight labour standards in Myanmar. To address these risks, the brand has engaged a local consultant to support ongoing risk identification and mitigation. The consultant conducts monthly factory visits, interviews workers, and gathers input from worker committees. In addition, Suitsupply continuously informs its risk assessment through engagement with Fair Wear, other NGOs such as EuroCham, consultations with local stakeholders, and insights from MADE audits and the grievance mechanism.

To date, Suitsupply sourcing strategy does not mention a preference for countries where workers can freely form or join a trade union and/or bargain collectively.

**Recommendation:** Fair Wear recommends Suitsupply to include all risk factors in its risk scoping. Fair Wear also strongly recommends Suitsupply to privilege countries where workers can freely form or join a trade union and/or bargain collectively and make this explicit in its sourcing strategy. In addition, the brand is recommended to adjust its sourcing based on the results of its risk scoping.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.4 Member company engages in dialogue with factory management about Fair Wear membership requirements before finalising the first purchase order.	Advanced	Sourcing dialogues aim to increase transparency between the member and the potential supplier, which can benefit improvements efforts going forward.	Process outline to select new factories; Material used in sourcing dialogue; Documents for sharing commitment towards social compliance; Meeting reports; On-site visits; Reviews of suppliers' policies.	4	4	0

**Comment:** It is the standard process for Suitsupply to inform new suppliers about its HRDD policy and Fair Wear membership by sending onboarding information, including the Fair Wear questionnaire and worker information sheet. This process has been followed for all four suppliers added last year. Additionally, a dialogue with suppliers about human rights and possible cooperation between the supplier and Suitsupply on this issue is among the brand's initial conversations with a potential new partner supplier.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.5 Member company collects the necessary human rights information to inform sourcing decisions before finalising the first purchase order.	Advanced	Human rights due diligence processes are necessary to identify and mitigate potential human rights risks in supply chains. Specific risks per factory need to be considered as part of the decision to start cooperation and/or place purchasing orders.	Questionnaire with CoLP, reviewing and collecting existing external information, evidence of investigating operational-level grievance system, union and independent worker committee presence, collective bargaining agreements, engaging in conversations with other customers and other stakeholders, including workers.	6	6	0

**Comment:** Suitsupply collects human rights information of potential new suppliers. This includes requests for comprehensive factory information, including the use of any subcontractors and the nationality of all workers per facility. Suppliers are also asked to fill in the questionnaire, provide existing audit reports or corrective action plans (CAPs) and any certifications that the facility and subcontractors might already have. Before a trial order is placed, a full audit is required, preferably through Fair Wear, to include worker and stakeholder input.

In the previous financial year, Suitsupply has onboarded four new suppliers, in Cambodia, Morocco, China and Italy. The brand followed the process as described for all new suppliers added in the previous year.

The information collected leads to sourcing decisions. For example, in 2025 Suitsupply initiated a trial period with a new supplier in Myanmar. During this period, the brand conducted an audit, monthly factory visits, including worker interviews, and health and safety checks to collect the necessary human rights information. Following several trial orders and taking into account the evolving geopolitical context and Fair Wear requirements, Suitsupply decided to end the trial period and discontinue production at this factory. The brand is currently continuing engagement with the factory to address and close outstanding non-compliances.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.6 Member actively ensures awareness of the Fair Wear CoLP, the grievance mechanism, and social dialogue mechanisms within the first year of starting business.	Advanced	This indicator focuses on the preliminary mitigation of risks by actively raising awareness about the Fair Wear Code of Labour Practices and complaints helpline. Discussing Fair Wear’s CoLP with management and workers is a key step towards ensuring sustainable improvements in working conditions and developing social dialogue at the supplier level.	Evidence of social dialogue awareness raised through earlier training/onboarding programmes, onboarding materials, information sessions on the factory grievance system and complaints helpline, use of Fair Wear factory guide, awareness-raising videos, and the CoLP.	6	6	0

**Comment:** Suitsupply has added four new suppliers in the previous financial year. The brand has shared Fair Wear’s CoLP and the grievance mechanism within the first year of doing business and the Worker Information Sheet has been posted.

Suitsupply has organised onboarding sessions for two of its new suppliers to raise awareness about the Fair Wear CoLP, the grievance mechanism and the importance of social dialogue.

**Recommendation:** Suitsupply is recommended to organise onboarding sessions specifically focusing on the CoLP and the grievance mechanism for the other new suppliers.

## Indicators on Identifying continuous human rights risks

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.7 Member company has a system to continuously assess human rights risks in its production locations.	Advanced	Members are expected to regularly evaluate risk in a systematic manner. The system used to identify human rights risks determines the accuracy of the risks identified and, as such, the possibilities for mitigation and remediation.	Use of risk policies, country studies, audit reports, other sources used, how often information is updated.	6	6	0

**Comment:** Suitsupply has a systematic approach to assessing human rights risks in its supply chain and has assessed the risks for each production location. All active production locations have undergone recent on-site assessments. Based on the outcomes of its risk scoping, the brand determines the appropriate tools and frequency of assessment for each supplier, prioritising those with the highest risk for more frequent monitoring. The brand monitors risks through a combination of factory assessment, supplier surveys, on-site visits, training, and grievance evaluations. The brand ensures it uses a range of tools that include input from workers, suppliers, and other stakeholders, for example through Fair Wear onsite assessments or through interviews during on-site visits.

Suitsupply translates the outcomes of its monitoring activities into a factory risk assessment. For each labour standard, the brand assigns a likelihood and severity score using a defined scoring matrix. These scores are combined into an overall significance score per labour standard, and subsequently into a total factory risk score. This allows Suitsupply to compare factories and to prioritise engagement and remediation efforts. The factory-level scoring takes the country risk score as a starting point and is adjusted based on findings from its monitoring tools.

However, while Suitsupply uses a structured methodology, its current approach is not yet fully aligned with Fair Wear's Human Rights Due Diligence (HRDD) policy. For example, likelihood scores are automatically reduced when findings are identified or closed, whereas under HRDD principles, the identification of issues should increase the likelihood of harm, and improvements should primarily affect severity scores. As a result, certain factories with serious findings (e.g. excessive overtime) may receive a lower overall risk score than the country baseline, leading to an inaccurate risk profile. In addition, the risk assessment does not include the sources and details of the findings on which the score is based, meaning it provides limited insight into the actual situation at the factory.

In Myanmar, where human rights risks are particularly high, Suitsupply has strengthened its due diligence measures. The brand conducts frequent factory assessments through MADE and works with a local consultant who carries out monthly factory visits, interviews workers, engages with worker committees, and maintains ongoing dialogue with local stakeholders. Suitsupply also reports quarterly to Fair Wear through the Myanmar progress reporting process. As part of this process, the brand provides evidence that its suppliers are not located in military-owned or blacklisted areas, have no direct links to the military, and do not employ military personnel.

**Recommendation:** Fair Wear recommends that Suitsupply further complete its risk assessment with the source and details of the findings. Fair Wear recommends Suitsupply to further align its risk assessment methodology with the Human Rights Due Diligence approach.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.8 Member company's human rights due diligence process includes an assessment of freedom of association (FoA).	Advanced	Freedom of association and collective bargaining are 'enabling rights.' When these rights are respected, they pave the way for garment workers and their employers to address and implement the other standards in Fair Wear's Code of Labour Practices - often without brand intervention.	Use of supplier questionnaire to inform decision-making, collected country information, and analyses.	6	6	0

**Comment:** In its risk assessment, Suitsupply has mapped Freedom of Association (FoA) risks across all its sourcing countries and can explain the main risks per country and supplier, including risk to women workers. The brand uses various monitoring tools, such as on-site assessments, grievance mechanisms, training and factory visits, to assess FoA risks. In addition, the brand has conducted a questionnaire specifically on FoA and collective bargaining for its production locations in China. The brand identified limited worker involvement in social dialogue mechanisms, as well as a lack of awareness in China. Suitsupply has a clear understanding of FoA status at each supplier and knows which ones have trade unions and CBAs in place.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.9 Member company includes a gender analysis throughout its human rights risk identification, to foster a better understanding of gendered implications.	Advanced	Investing in gender equality creates a ripple effect of positive societal outcomes. Members must apply gender analyses to their supply chain to better address inequalities, violence, and harassment.	Evidence of use of the gender mapping tools and knowledge of country-specific fact sheets.	6	6	0

**Comment:** Suitsupply has included gender in its human rights risk identification. Within its risk-scoping methodology, the brand applies a gender lens at country level for selected labour standards, highlighting gender-specific risks. However, this gender lens is currently limited in scope and is not yet consistently applied across all labour standards

In the previous financial year, Suitsupply has increased its gender data collection on the factory level. The brand conducted a workforce gender questionnaire with all direct suppliers, covering 83% of its FOB. Through this questionnaire, Suitsupply collected gender-disaggregated data on workforce composition, management representation, participation in trade unions and worker committees, access to training, and the existence of policies on gender-based violence and harassment (GBVH), pregnancy protection, and maternity leave. In addition, Suitsupply conducted a gender pay gap analysis for all Chinese suppliers, assessing differences between women’s and men’s access to living wages and average earnings.

Suitsupply has begun analysing the collected gender-disaggregated data at both the factory and country levels. The analysis shows that while women make up the majority of the workforce in most production locations, management positions are predominantly held by men. Female representation in social dialogue structures (trade unions and worker committees) is more balanced, reflecting the overall workforce composition. The data also shows that not all factories have policies in place on GBVH or pregnancy and maternity protection, indicating gaps in supplier management systems. Furthermore, the gender pay gap analysis confirms that a gender pay gap exists across multiple factories, with women generally less likely than men to earn above the living wage.

Based on these findings, Suitsupply has developed a high-level action plan to further address gender-related risks, deepen its gender analysis in the coming period, and identify meaningful actions (see indicator 3.2). The member has not yet analysed how its business practices affect gender at its suppliers.

**Recommendation:** Fair Wear recommends the member to add a gender lens to each Code of Labour Practices in its country-level risk scoping.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.10 Member company considers a production location's human rights performance in its purchasing decisions.	Advanced	Systematic evaluation is part of continuous human rights monitoring. A systematic approach to evaluating production location performance is necessary to integrate social compliance into normal business processes and to support good decision-making.	Supplier evaluation format, meeting notes on supplier evaluation shared with the factory, processes outlining purchasing decisions, link to responsible exit strategy.	4	4	0

**Comment:** Suppliers' human rights performance is evaluated systematically every year. The evaluation includes key social performance indicators such as onsite assessment outcomes, unresolved high-risk issues, and progress towards payment of a living wage. However, social performance outcomes are not currently translated into a quantified or weighted score within the overall supplier evaluation. As a result, it is not fully transparent to what extent social performance is weighted against other commercial or operational criteria in purchasing decisions.

However, the brand could demonstrate that social performance and the outcome of this evaluation influence purchasing decisions. For example, last year, when one supplier performed poorly on social criteria, Suitsupply engaged with the supplier to require improvements and communicated that continued business was conditional on demonstrable progress. This has led to improvements in the supplier's social performance.

Suitsupply shares the evaluation's outcome with its suppliers but not yet with the worker representatives.

**Recommendation:** Suitsupply is encouraged to clarify how human rights performance is weighted in its supplier evaluation system.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.11 Member company prevents and responds to unauthorised or unknown production and/or subcontracting.	Advanced	Subcontracting can decrease transparency in the supply chain and has been demonstrated to increase the risk of human rights violations. Therefore, when operating in higher-risk contexts where it is likely subcontracting occurs, the member company should increase due diligence measures to mitigate these risks.	Production location data provided to Fair Wear, financial records from the previous financial year, evidence of member systems and efforts to identify all production locations (e.g., interviews with factory managers, factory audit data, web shop and catalogue products, etc.), licensee contracts and agreements with design collaborators.	4	4	0

**Comment:** Suitsupply uses the outcomes of its human rights monitoring to respond to unauthorised subcontracting. When onboarding a new supplier, Suitsupply takes extra care to explain its subcontracting policy. The supplier contract includes a specific clause prohibiting unauthorised subcontracting. Suppliers are required to seek prior written approval from Suitsupply before engaging any new subcontractors.

Last year, the brand improved its traceability system, asked all its suppliers to redeclare their subcontractors, and collected more data on them. This did not result in any evidence of missing subcontractors in the database.

Additionally, the member actively monitors suppliers' capacity by conducting on-site visits during production.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.12 Member company extends its due diligence approach to homeworkers.	Advanced	Homeworkers should be viewed as an intrinsic part of the workforce, entitled to receive equal treatment and have equal access to the same labour rights, and therefore should be formalised to achieve good employment terms and conditions.	Supplier policies, evidence of supplier and/or intermediaries' terms of employment, wage-slips from homeworkers.	4	4	0

**Comment:** Suitsupply has assessed whether homework is prevalent in its sourcing countries.

The member brand identified two homeworkers in Italy who are used for the production of cufflinks and tie stitching. These homeworkers are closely monitored by Suitsupply's agent. The homeworkers, who fall under the supplier's CBA, are included in the monitoring system, visited frequently, and their payment information is verified. Suitsupply also ensures that the homeworkers have access to the Fair Wear grievance mechanism.

## Indicators on Responsible purchasing practices

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.13 Member company's written contracts with suppliers support the implementation of Fair Wear's Code of Labour Practices and human rights due diligence, emphasising fair payment terms.	Insufficient	Written, binding agreements between brands and suppliers, which support the Fair Wears CoLP and human rights due diligence, are crucial to ensuring fairness in implementing decent work across the supply chain.	Suppliers' codes of conduct, contracts, agreements, purchasing terms and conditions, or supplier manuals.	0	4	0

**Comment:** Suitsupply uses contracts with its suppliers. The member brand has agreements in the form of purchase contracts or partnership agreements, including a Code of Conduct and relevant CSR policies. The contract includes payment terms and a termination policy. On a regular basis, contracts are renegotiated with suppliers, including CSR and the legal department.

Payment terms are determined per supplier, but in the contracts reviewed, they range between 30 and 60 days. The agreements include the Fair Wear Code of Labour Practices and require suppliers to commit to these standards, along with additional risk policies such as child labour and migrant worker policies. Furthermore, the contracts specify that the brand will cover the costs of audits and general training. In one of the agreements, the brand also commits to purchasing unused stock, which helps to mitigate financial risk for the supplier.

However, the contracts do not include provisions for fair prices to cover wages. Additionally, certain clauses may place disproportionate risk on the supplier. For example, penalties for late delivery are applied without requiring proof of fault. And in some scenarios, including Force Majeur, Suitsupply can terminate the agreement without the supplier being entitled to claim damages, while the brand explicitly retains the right to claim damages from the supplier.

Some of the contracts are indefinite, but both parties can terminate them with three to six months' notice. Other contracts are fixed-term agreements with automatic extension. The brand indicated that these fixed-term arrangements are often initiated at the supplier's request, as they prefer the opportunity to periodically review and renegotiate the terms of the agreement.

**Requirement:** Suitsupply should evaluate its contracts to ensure that it does not place an unequal burden on its suppliers or include terms that limit the possibility of implementing the Code of Conduct.

**Recommendation:** Suitsupply is advised to review its contracts with suppliers against the principles mentioned in the Common Framework of Responsible Purchasing Practices (CFRPP). Fair Wear also strongly recommends that Suitsupply include the shared responsibility of CoLP implementation in its contracts and review and revise clauses that may place disproportionate risk on suppliers.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.14 Member company has formally integrated responsible business practices and possible impacts on human rights violations in its decision-making processes.	Intermediate	Corporate Social Responsibility (CSR), purchasing, and other staff that interact with suppliers must be able to share information to establish a coherent and effective strategy for improvements. This indicator examines how this policy and Fair Wear membership requirements are embedded within the member company.	Internal information systems, status Corrective Action Plans, sourcing score- cards, KPIs listed for different departments that support CSR efforts, reports from meetings from purchasing and/or CSR staff, and a systematic manner of storing information.	4	6	0

**Comment:** Suitsupply actively shares relevant CSR information with other departments. There is an active exchange of information between CSR and other departments to enable coherent, responsible business practices.

The member has not yet included responsible business practices in job role competencies, nor do sourcing and purchasing staff work with KPIs supporting good sourcing and pricing strategies.

**Recommendation:** Suitsupply is recommended to further work on adopting KPIs that support good sourcing and pricing strategies within its sourcing, purchasing and design departments. The member could also include responsible business practices in its job role competencies of sourcing and/ or purchasing staff.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.15 Member company's purchasing practices support reasonable working hours.	Advanced	Members' purchasing practices can significantly impact the levels of excessive overtime at factories.	Proof that planning systems have been shared with production locations, examples of production capacity knowledge that is integrated into planning, timely approval of samples, and proof that management oversight is in place to prevent late production changes.	6	6	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. Planning with suppliers is finalised six months in advance. Suitsupply produces two seasons per year, and the production plan is updated with suppliers weekly. Suitsupply can adapt deadlines or move (never-out-of-stock) productions based on the available capacity to prevent factories from working overtime. Due to the never-out-of-stock production, the member brand is able to book stable capacities per month. Suitsupply knows each factory's production capacity and the time needed to complete an order. Lead times are adjusted based on supplier capability. New factories are given longer lead times, up to 60 days.

Suitsupply shows high flexibility in moving production forward/back or shipping by air as a last resort to minimise the risk of excessive overtime. Suppliers are actively involved in forecasting, and the entire planning and production process is reviewed annually to identify improvements and reinforce collaboration.

Production planning and CSR teams work closely together. Working hours are tracked, and where excessive overtime is flagged, this is cross-checked against capacity planning data to identify whether the issue is structural. This includes checking whether production volumes exceeded what was agreed as the maximum capacity. When excessive overtime is identified, Suitsupply engages directly with the supplier to ask for feedback and input (see 3.9).

For its custom-made garments, Suitsupply operates a made-to-order business model with selected suppliers. This approach allows the brand to produce items per individual order. It reduces waste and avoids overproduction. The lead time for this production is 12 days, and the full delivery cycle typically spans two to three weeks. To manage production pressure and minimise overtime, Suitsupply works with suppliers to develop annual forecasts based on current data and assumptions for the following year. These forecasts help suppliers anticipate peak periods and plan capacity accordingly.

Suitsupply and its suppliers conduct monthly business reviews, and the brand conducts on-site visits to monitor whether orders are piling up or if adjustments are needed. During low production periods, Never Out of Stock (NOS) items are produced to maintain efficiency. Seasonal disruptions like the Chinese New Year are planned for in advance, often by extending delivery timelines.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.16 Member company can demonstrate the link between its buying prices and wage levels at production locations.	Intermediate	Understanding the labour component of buying prices is an essential first step for member companies towards ensuring the payment of minimum wages - and towards the implementation of living wages.	Interviews with production staff, documents related to member's pricing policy and system, buying contracts, cost sheets including labour minutes.	4	6	0

**Comment:** Suitsupply has a strong understanding of wage levels at its suppliers and links this knowledge to its buying prices. The brand performs a plausibility check by linking information on labour costs to the price and wage levels at the factory through its own calculations.

The extent of Suitsupply's detailed insight into the labour cost component of its prices varies by supplier. Suitsupply does not use a labour-minute value for its styles, as the brand believes that focusing on minutes could compromise quality.

To ring-fence labour costs is not yet a formal requirement in the brand’s buying terms. However, inflation and the rise of a legal minimum wage are always considered when setting prices for the upcoming season.

**Recommendation:** Suitsupply is encouraged to adopt demanding fixed labour costs in its buying conditions and consider working with open costing.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
2.17 All sourcing intermediaries play an active role in upholding HRDD and Fair Wear’s Code of Labour Practices and ensure transparency about where production takes place.	Advanced	Intermediaries have the potential to either support or disrupt CoLP implementation. It is members’ responsibility to ensure production relation intermediaries actively support the implementation of the CoLP.	Correspondence with intermediaries, trainings for intermediaries, communication on Fair Wear audit findings, etc.	4	4	0

**Comment:** Suitsupply does not make use of sourcing intermediaries.

## Layer 3 Prevention, mitigation and remediation

**Possible Points: 96**

**Earned Points: 68**

### Indicators on the quality and coherence of a members' prevention and remediation system

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.1 Member company integrates outcomes of human rights risk identification (layer 2) into risk prioritisation and creates subsequent action plans.	Intermediate	Based on the risk assessment outcomes, a factory risk profile can be determined with accompanying intervention strategies, including improvement and prevention programmes.	Overview of supplier base with accompanying risk profile and follow-up programmes.	4	6	0

**Comment:** Suitsupply has created actions covering 100% of its FOB. These action plans are based on findings from on-site assessments, grievance mechanisms, training, and factory visits. As the factory-level risk assessment (Indicator 2.7) is also based on these findings, the action plans are aligned with the identified factory-level risks.

However, Suitsupply is encouraged to further strengthen its approach by developing preventive actions based on risk assessment outcomes, rather than only creating actions in response to identified findings.

In Myanmar, where Suitsupply sources from a single production location and human rights risks are heightened, Suitsupply submits regular progress reports to Fair Wear.

These reports address key focus areas, including: Freedom of Association and Access to Remedy, grievance mechanisms, Forced Labour, economic linkages to the military, security risks, and other salient issues such as excessive overtime and wages.

The brand’s action plans for Myanmar are mainly informed by MADE audit findings and include actions such as organising training on child labour prevention and grievance handling, as well as a strong focus on improving occupational health and safety conditions. In 2025, Suitsupply also aimed to raise wages beyond minimum compliance. Wages were increased from 10,000 to 11,500 kyat. However, the target wage level of 15,000 kyat has not yet been achieved in Myanmar, resulting in a lower score for this indicator.

**Requirement:** Suitsupply should ensure its action plans for Myanmar suppliers include comprehensive measures to raise wages.

**Recommendation:** The brand is recommended to include concrete preventive actions based on potential harms in the factories.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.2 Member company’s action plans include a gender lens.	Intermediate	The prevention and improvement programmes should ensure equitable outcomes. Thus, a gender lens should be incorporated in all programmes regardless of whether or not the programme is specifically about gender.	Proof of incorporation of the gender lens in follow up programmes, including stakeholder input.	4	6	0

**Comment:** Based on the gender analysis conducted for its direct suppliers (as described under Indicator 2.9), Suitsupply has developed a high-level gender action plan aimed at strengthening gender-responsive due diligence and identifying meaningful actions at the supplier level.

Key actions include: rolling out the gender workforce questionnaire to all suppliers, supporting suppliers to strengthen gender sensitive policies, enrolling selected factories in gender-focused training programmes, and strengthening internal capacity by enrolling in Fair Wear’s gender-responsive HRDD training.

In addition to these high-level actions, Suitsupply has included gender-specific actions in several supplier-level action plans where gender-related findings were identified. Examples include strengthening pregnancy and maternity protection policies in Myanmar, establishing childcare facilities in India, and applying a gender lens to issues related to wages, overtime, and contract types. The Brand has not yet implemented a gender lens for all its factory action plans.

**Recommendation:** Suitsupply is recommended to extend its gender lens to all action plans.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.3 Member company's action plans include steps to encourage freedom of association and effective social dialogue.	Intermediate	Freedom of Association and Collective Bargaining are enabling rights. Therefore, ensuring they are prioritised in improvement and prevention programmes can help support improvements in all other areas.	Available prevention and improvement programmes, including stakeholder input.	4	6	0

**Comment:** Suitsupply has included steps to encourage FoA and effective social dialogue in its action plans. These steps primarily focus on providing workplace training to increase awareness of social dialogue mechanisms. During supplier visits, the brand checks workers' and management's awareness of Fair Wear's grievance mechanisms. In addition, Suitsupply collects data on freedom of association and existing social dialogue mechanisms through supplier questionnaires, which helps inform follow-up actions. The member has yet to make these steps more comprehensive.

In Myanmar, where risks to freedom of association and worker voice are particularly high, the brand has hired a local consultant to support its heightened due diligence efforts. This consultant conducts monthly worker interviews and plays an active role in facilitating social dialogue when issues arise, by bringing concerns to factory management and to the brand.

The brand has also applied a gender lens to its work on freedom of association and social dialogue. Suitsupply analyses women's participation in social dialogue structures and seeks to ensure that actions to promote FoA and effective social dialogue take into account gender-specific barriers and risks faced by female workers.

**Recommendation:** Suitsupply is strongly encouraged to ensure worker representatives are involved in the steps that the member takes to promote freedom of association and effective social dialogue.

Fair Wear recommends Suitsupply to include more comprehensive steps in its action plans.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.4 Member company actively supports a factory-level grievance mechanism.	Basic	Fair Wear’s complaints helpline is a safety net in case local grievance mechanisms do not provide access to remedy. Members are expected to actively support and monitor the effectiveness of operational-level grievance mechanisms as part of regular contact with their suppliers.	Communication with suppliers, responses to grievances, minutes of internal worker committees, evidence of democratically elected worker representation, evidence of handled grievance, review of factory policies, and proof of effective social dialogue.	2	6	0

**Comment:** Suitsupply assesses the existence and functioning of factory-level grievance mechanisms through on-site assessments. When shortcomings related to grievance mechanisms are identified, the brand follows up through Corrective Action Plans (CAPs) and monitors remediation during follow-up assessments.

For example, at a supplier in India, gaps were identified related to the absence of a grievance handling committee and a grievance box. In 2025, these issues were validated as resolved: a grievance committee was established in line with legal requirements, a suggestion box was installed in an accessible. In addition, the brand supports the effectiveness of factory-level grievance mechanisms by providing regular training on the Code of Labour Practices, aimed at increasing workers’ awareness of their labour rights and available grievance channels.

However, beyond on-site assessments and CAP follow-up, the brand does not yet proactively monitor or assess the effectiveness of factory-level grievance mechanisms.

**Recommendation:** Fair Wear recommends Suitsupply to support and monitor the internal grievance mechanisms at suppliers.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.5 Member company collaborates with other Fair Wear members or customers of the production location.	Advanced	Cooperation between Fair Wear members increases leverage and the chances of successful outcomes. Cooperation also reduces the chances of a factory needing to conduct multiple improvement programmes about the same issue with multiple customers.	Communication between different companies.	6	6	0

**Comment:** Suitsupply collaborates with other Fair Wear members and customers at shared suppliers whenever possible to address CAPs and grievances. Beyond following up on CAPs, the company also actively participates in preventive efforts. For example, with its Italian suppliers, the brand is part of the Italian working group, where it works alongside other brands, including both Fair Wear members and non-members, to organise workplace training.

### Indicators on implementation: improvement and prevention

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.6 Degree of verified actions.	50%	Fair Wear expects members to show progress towards the implementation of improvement programmes. Members are expected to be actively involved in the examination and remediation of any factory-specific problem.	Progress reports on improvement programmes.	4	6	-2

**Comment:** During the performance check, Suitsupply demonstrated that it had verified and completed 50% of the outstanding actions linked to findings from the previous three financial years.

Examples of completed improvement actions include measures related to health and safety, such as ensuring evacuation drills are conducted in accordance with requirements, and organising training on social dialogue. In addition, Suitsupply has worked on more complex and structural issues. One outstanding action at a supplier in China is to ensure that workers receive a permanent contract when they are legally entitled to one. The brand has been investigating the situation and working with the supplier to address the issue. This action remains open at the time of assessment.

Suitsupply applies a strict verification approach and only completes actions once sufficient evidence has been received and verified.

Suitsupply sources from one supplier in Myanmar, where its leverage is approximately 14%. As described under previous indicators, the brand closely monitors this supplier. The actions completed and verified in Myanmar are mainly informed by MADE audit findings and include improvements in health and safety, such as ensuring the presence of doctors or nurses in the factory, as well as measures to ensure that workers receive one day off per week.

In addition, in 2025, Suitsupply aimed to raise wages beyond minimum compliance at this supplier. Wages were increased from 10,000 kyat to 11,500 kyat. However, the target wage level of 15,000 kyat has not yet been reached, and this remains an area for continued improvement.

**Recommendation:** Fair Wear recommends that Suitsupply further implement actions that are more complex or structural. The brand is also recommended to further specify actions under each finding, to enable better tracking of progress at the action level rather than only at the finding level.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.7 Degree of validated, solved findings.	38%	Validated solved findings are findings that have effectively been prevented, mitigated or remediated. This indicator assesses if actions have led to findings being solved and therefore measures actual progress at suppliers.	Fair Wear Member Hub.	4	6	-2

**Comment:** Suitsupply can prove that 38% of findings were validated and solved within the set timeframe. The validation shows that the brand's action plans have led to the intended results, and findings of actual or potential harms have been effectively prevented or remediated.

For example, at one of its suppliers in India, Suitsupply successfully resolved 71 findings. These included ensuring that workers are paid upon resignation, introducing formal performance reviews, and removing restrictions on workers' movement.

40% of findings were validated and confirmed as not resolved, suggesting that the brand's action plans have not sufficiently addressed the issue. Examples include the continued use of temporary contracts for workers who should be permanently employed at suppliers in China, and promotion of overtime work at its supplier in Myanmar.

Suitsupply has validated findings at 14 factories through follow-up onsite assessments, either through targeted validation assessments or full assessments. These assessments were conducted by Fair Wear and include worker input. It is standard practice for Suitsupply to validate improvements on findings through follow-up assessments. The timing of validation assessments depends on the priority and severity of the issue, but in most cases, these take place within one year, as the brand aims to avoid leaving findings open for extended periods.

**Recommendation:** Fair Wear recommends that Suitsupply implement additional actions where needed to ensure that outstanding findings are effectively resolved.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.8 Member company validates risk profile and maintains regular dialogue with factories where no action plan is needed.	Advanced	When no improvement or prevention programme is needed, Fair Wear expect its member companies to actively monitor the risk profile and continue to mitigate risks and prevent human rights abuses.	Use of Fair Wear workers awareness digital tool to promote access to remedy. Evidence of data collected, worker interviews, monitoring documentation tracking status quo.	6	6	0

**Comment:** Suitsupply has some suppliers in Portugal where action plans are not needed. These cover 4% of the member's total FOB. However, they remain part of Suitsupply's regular due diligence cycle. Risk assessment activities are conducted less frequently, but the brand continues to organise training sessions and assessments. In addition, the brand conducts annual visits to the supplier.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.9 Degree to which member company mitigates root causes of excessive overtime.	Intermediate	Member companies should identify excessive overtime caused by the internal processes and take preventive measures. In addition, members should assess ways to reduce the risk of external delays.	This indicator rewards self-identification of efforts to prevent excessive overtime. Therefore, member companies may present a wide range of evidence of production delays and how the risk of excessive overtime was addressed, such as: reports, correspondence with factories, collaboration with other customers of the factory, use of Fair Wear tools, etc.	4	6	0

**Comment:** There are currently 40 findings in Suitsupply's factories related to excessive overtime, of which 4 have been resolved. The majority of these findings relate to suppliers in China, where excessive overtime remains a recurring challenge.

Suitsupply has analysed the root causes of excessive overtime findings. Key factors identified include: Limited transparency from suppliers, particularly when upcoming production challenges are not communicated in a timely manner; Production pressure from other clients, increased overtime in periods leading up to holidays; geopolitical and economic developments, which can disrupt production planning and lead times.

To address these risks, Suitsupply promotes greater transparency into working hours by collecting monthly working hours data from its suppliers. In addition to ensuring its suppliers work with an electronic working-time registration system, which is intended to improve the accuracy and reliability of recorded working hours.

The brand actively monitors working hours on an ongoing basis, using the monthly data collection to identify excessive overtime at an early stage. When excessive overtime is detected, it is standard practice for Suitsupply to assess its own purchasing and planning practices to ensure they are not contributing to production pressure and flag overtime concerns internally with production planning colleagues to adjust timelines or order placement where possible. Additional root causes are addressed through collaboration with other brands and by accounting for peak seasons during production planning.

While overtime is a clear priority area and considerable efforts have been invested, Suitsupply cannot yet demonstrate a validated reduction in excessive overtime at the majority of its suppliers.

**Recommendation:** Fair Wear advises Suitsupply to discuss with its supplier which solutions included in the Fair Working Hours Guide are applicable.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.10 Member company adequately responds if production locations fail to pay legal wage requirements and/or fail to provide wage data to verify that legal wage requirements are paid.	Intermediate	Fair Wear members are expected to actively verify that all workers receive legal minimum wage. If a supplier does not meet the legal wage requirements or is unable to show they do, Fair Wear member companies are expected to hold the management at the production location accountable for respecting local labour law.	Complaint reports, CAPs, additional emails, Fair Wear Audit Reports or additional monitoring visits by a Fair Wear auditor, or other documents that show the legal wage issue is reported/resolved.	2	4	-2

**Comment:** There are currently 56 findings in Suitsupply's factories related to non-payment of the legal minimum wage or legally mandated wage components, of which 10 have been resolved. The findings include instances of minimum wages not being paid, as well as allowances, bonuses, or overtime premiums not being provided.

In three factories, findings of wage verification issues for piece-rate workers were successfully resolved. In these cases, the factories implemented a wage comparison system that compares workers' gross wages with their legally due hourly wages, ensuring that piece-rate workers receive at least the applicable legal minimum wage. At other factories with similar findings, Suitsupply is working towards the implementation of the same wage comparison methodology, combined with the introduction of electronic working-time registration systems. These systems are intended to improve the accuracy of working-hours data and enable more reliable wage calculations, particularly for piece-rate workers.

Suitsupply also promotes wage transparency by closely monitoring wage data across its supply base. Every month, the brand systematically collects and reviews data on wages for normal working hours, overtime wages and the gross and net monthly wages. This allows Suitsupply to identify cases where wages may fall below the legal minimum wage and to follow up with suppliers accordingly.

While monitoring and verification practices have strengthened, a significant number of findings still need to be remediated.

**Recommendation:** Suitsupply should identify root causes with factory management and resolve the open issues on legal minimum wage or legally mandated wage components.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.11 Degree to which member company assesses and responds to root causes of wages 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.	Member companies may present a wide range of evidence of how payment below living wage was addressed, such as: internal policy and strategy documents, reports, wage data/wage ladders, gap analysis, correspondence with factories, etc.	4	6	0

**Comment:** Suitsupply systematically collects data on the lowest, average, and highest wage levels across its suppliers and compares these figures to national and regional living wage estimates. For its main suppliers in China, the brand collects detailed monthly wage and working hours data, allowing it to assess how many workers earn below or above living wage estimates and to calculate the wage increases required to reach a living wage level. The brand has identified the root causes of wages falling below the living wage estimate, pointing to limited leverage of the brand, the lack of collaboration with other brands, and specific regional context factors.

While the brand has increased its monitoring and verification efforts, it has yet to develop a systematic and time-bound approach to raising wages towards a living wage.

**Recommendation:** Fair Wear encourages Suitsupply to discuss with suppliers different strategies to work towards higher wages and develop a systemic and time-bound approach. Fair Wear also recommends Suitsupply to involve worker representatives and local organisations in assessing 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
3.12 Member company determines and finances wage increases.	Basic	Member companies should have strategies in place to contribute to and finance wage increases in their production locations.	Analysis of wage gap, strategy on paper, demonstrated roll out process.	2	6	0

**Comment:** Suitsupply has an overview of wages paid in production locations. Suitsupply started analysing the costs of financing wage increases across its supply chain. The member brand does not yet have a strategy for financing wage increases at its suppliers.

In its supplier in Myanmar, the brand is systematically working towards higher wages. This resulted in an 15% wage increase in the last financial year. However, the brand did not reach the target wage of 15,000 kyat, which is required by Fair Wear's guidance for member brands staying engaged in Myanmar.

**Requirement:** Fair Wear recommends that Suitsupply integrate a clear strategy for financing wage increases, herewith committing to a long-term process that leads to the sustainable implementation of living 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
3.13 Percentage of production volume where the member company pays its share of the living wage estimate.	27%	Fair Wear requires its member companies to act to ensure a living wage is paid in their production locations to each worker.	Member company's own documentation such as reports, factory documentation, evidence of Collective Bargaining Agreement (CBA) payment, communication with factories, etc.	2	6	0

**Comment:** The member's direct suppliers in Italy have joined a collective bargaining agreement (CBA), ensuring negotiated wages. These suppliers are responsible for 11% of Suitsupply's FOB. The three suppliers (4% FOB) in Portugal also follow the sector-specific CBA. In addition, the Indonesia supplier (12% FOB) has a CBA in place.

**Recommendation:** We encourage Suitsupply to show that discussions and plans for wage increases have resulted in the payment of a target wage.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.14 Member addresses grievances received through Fair Wear's helpline in accordance with the Fair Wear's Access to Remedy Policy.	Intermediate	Members are expected to actively support the operational-level grievance mechanisms as part of regular contact with their suppliers. The complaints procedure provides a framework for member brands, emphasising the responsibility towards workers within their supply chain.	Overview of supporting activities, overview of grievances received and addressed, etc.	2	4	-2

**Comment:** During the previous financial year, Suitsupply received 14 grievances through Fair Wear's helpline related to living wages, reasonable working hours, safe and healthy working conditions, and legally binding employment relationships at suppliers in China, India, and Myanmar. Of these grievances, five remain open, five were closed following remediation, and the remaining complaints were closed for other reasons (e.g. due to insufficient evidence or withdrawal by the complainants).

For one grievance in which multiple issues were raised, Suitsupply requested a modular assessment focusing on wages and working hours in order to collect additional information and better understand the root causes of the complaints. The brand is currently following up on the outcomes of this assessment, and the grievance remains open at the time of the check. In another grievance concerning outstanding wages owed to workers who had resigned, Suitsupply followed up directly with the factory. This grievance was successfully resolved, with all due wages paid to the affected workers.

Overall, Suitsupply responded to these complaints in line with Fair Wear's Complaints Procedure. However, the brand should take care to respond to grievances in a timely manner. In one case, the complainants expressed dissatisfaction with how long the process took.

The grievance outcomes are reflected in the risk assessment and action plans. However, the brand could further develop concrete preventive measures to prevent similar issues from recurring.

**Recommendation:** The member is recommended to take steps to prevent similar complaints from occurring in its supply chain.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.15 Degree to which member company implements training to address the risks identified.	Intermediate	Training programmes can play an important role in improving working conditions, especially for more complex issues, such as freedom of association or gender-based violence, where factory-level transformation is needed.	Links between the risk profile and training programme, documentation from discussions with management and workers on training needs, etc.	4	6	0

**Comment:** Suitsupply has six open findings, for which training has been recommended as a follow-up action. In response, the member has enrolled all these suppliers in Fair Wear’s onboarding training programme, aiming to strengthen basic knowledge of labour standards and worker rights. In addition, Suit supply has implemented onboarding training at suppliers where this was not part of the CAP.

In Italy, the brand collaborated with the Italian working group to jointly develop and deliver supplier training. Furthermore, at a new supplier in Cambodia, Suitsupply provided enhanced due diligence training focused on child labour, reflecting the higher risk associated with new sourcing relationships. However, these training were not verified by Fair Wear, and can thus not be counted towards the Brand Performance Check.

The brand determines the type and scope of training required for each supplier based on its risk assessment.

**Recommendation:** Suitsupply should ensure its external training is verified by Fair Wear before the Brand Performance Check.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.16 Degree to which member company follows up after a training programme.	Advanced	Training is a crucial tool to support transformative processes but complementary activities such as remediation and changes at the brand level are needed to achieve lasting impact	Evidence of engagement with factory management regarding training outcomes, documentation on follow-up activities, and proof of integration into further monitoring and risk profiling efforts.	6	6	0

**Comment:** Suitsupply follows up on all training by sharing training reports, requesting participant feedback, and ensuring the training knowledge is shared with other workers who did not participate. If issues arise during training, these are incorporated into the factory-level risk assessment, and the brand develops follow-up actions to address them in its factory-level action plan.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.17 The member company's human rights due diligence system includes a responsible exit strategy.	Advanced	Withdrawing from a non-compliant supplier should only be the last resort when no more impact can be gained from other strategies. Fair Wear members must follow the steps as laid out in the responsible exit strategy.	Exit strategy policy, examples of supplier communications.	4	4	0

**Comment:** Suitsupply’s human rights due diligence system includes a responsible exit strategy. In addition, the brand is developing a standardised form to ensure all required steps are followed when a responsible exit is considered. However, the responsible exit strategy is not yet formalised in a policy document or included in the supplier contracts.

In 2025, Suitsupply did not disengage from any production locations. Suitsupply has discussed its responsible exit approach with all suppliers.

**Recommendation:** Suitsupply could include the responsible exit strategy as part of its suppliers' agreement or contract.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.18 Member company’s measures, business practices and/or improvement programmes go beyond the indicators or scope.	Intermediate	Fair Wear would like to reward and encourage members who go beyond the Fair Wear policy or scope requirements. For example, innovative projects that result in advanced remediation strategies, pilot participation, and/or going beyond tier 2.	Overview of Human Right risk monitoring, remediation and prevention activities and processes.	4	6	0

**Comment:** Suitsupply undertakes human rights–related activities beyond Fair Wear’s standard scope. The brand occasionally conducts audits deeper in the supply chain, including at fabric suppliers and distribution centres. When issues are identified through these audits, Suitsupply follows up with the supplier through corrective action plans (CAPs).

In addition, in Italy, Suitsupply has provided training sessions to tier-2 suppliers, extending capacity-building efforts beyond its direct production locations.

## Layer 4 External communication, outreach, learning, and evaluation

**Possible Points: 18**

**Earned Points: 8**

### Indicators related to communication

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
4.1 Member company actively communicates about Fair Wear membership.	In the financial year 2025/2026 the Fair Wear communication Guidelines are not applicable due to changes in the policy related to the EU Empowerment of Consumer Directive.	Fair Wear membership includes the need for a brand to show its efforts, progress, and results. Fair Wear members have the tools and targeted content to showcase accountability and inform customers, consumers, and retailers. The more brands communicate about their sustainability work, the greater the overall impact of the work of the Fair Wear member community.	Member website, sales brochures, and other communication materials.	N/A	4	0

**Comment:** In the financial year 2025/2026, the Fair Wear communication Guidelines are not applicable for consumer-facing communication due to changes in the policy related to the Empowerment of Consumer Directive (EU 2024/825). Therefore, this indicator is not applicable.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
4.2 Member company sells external brands with a Human Rights Due Diligence system (if applicable).	No reselling of external brands	Some member companies resell other brands, which Fair Wear refers to as 'external production'. These members are expected to investigate the Human Rights Due Diligence system of these other brands, including production locations and the availability of monitoring information.	External production data in Fair Wear's information management system, collected information about other brands' human rights due diligence systems, and evidence of external brands being part of other multi-stakeholder initiatives that verify their responsible business conduct.	N/A	4	0

**Comment:** Suitsupply does not sell external brands.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
4.3 Human rights due diligence reporting is submitted to Fair Wear and is published on the member company's website.	Intermediate	The social report is an important tool for member companies to share their efforts with stakeholders transparently. The social report explicitly refers to the workplan and the yearly progress related to the brands goals identified in the workplan.	Social report.	2	4	0

**Comment:** In the previous financial year, Suitsupply submitted a Human Rights Due Diligence Report (HRDD Report), which was reviewed by Fair Wear. The brand has also published the report on its website. The brand has provided information in its social report on how it conducts human rights due diligence in Myanmar. However, it has not yet reported on the wage levels in the factory.

**Recommendation:** Suitsupply is recommended to report on the wage levels in its Myanmar factory.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
4.4 Member company engages in advanced reporting activities.	Intermediate	Good reporting by members helps ensure the transparency of Fair Wear's work and helps share best practices within the industry. This indicator reviews transparency efforts reported beyond (or included in) the social report.	Brand Performance Check, audit reports, information about innovative projects, specific factory compliance data, disclosed production locations (list tier 2 and beyond), disclosure of production locations, alignment with the Transparency Pledge.	2	4	0

**Comment:** Suitsupply published its social report on its website, which includes factory-level data and remediation results. The factory-level data the member included, amongst other things, is aggregated information on main factory assessment findings and complaint details. Suitsupply has yet to disclose its full factory list and its time-bound prevention, remediation, and mitigation actions.

**Recommendation:** Suitsupply is recommended to publish a complete factory list.  
 Fair Wear recommends that Suitsupply publish concrete remediation action for its suppliers.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
4.5 Member company has a system to track implementation and validate results.	Advanced	Progress must be checked against goals. Members are expected to have a system in place to track implementation and validate the progress made.	Documentation of top management involvement in systematic annual evaluation includes meeting minutes, verbal reporting, PowerPoint presentations, etc. Evidence of worker/supplier feedback.	6	6	0

**Comment:** Suitsupply has a system for tracking progress and checking whether implemented measures have been effective in preventing and remediating human rights violations. The internal evaluation system involves top management. In its evaluation system, the member brand includes triangulated information from external sources such as supplier feedback through the Better Buying Project.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
4.6 Level of action/progress made on requirements from previous Brand Performance Check.	Insufficient	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 should show documentation related to the specific requirements made in the previous Brand Performance Check.	-2	4	-2

**Comment:** The previous performance check included the following requirements: Suitsupply should evaluate its contracts to ensure that it does not place an unequal burden on its suppliers or include terms that limit the possibility of implementing the Code of Conduct. This requirement was not met this year.

**Recommendation:** Suitsupply is strongly recommended to address the requirements that are still outstanding.

## 5 Appreciation chapter

5.1 Member company publicly responded to problems/allegations raised by consumers, the media, or NGOs.: [Not applicable](#)

5.2 Member company actively participated in lobby and advocacy efforts to facilitate an enabling environment in production clusters.: [Not applicable](#)

5.3 Member company actively contributed to industry outreach, visibility, and learning in its main selling markets.: [Not applicable](#)

## Recommendations to Fair Wear

Suitsupply recommends that Fair Wear further develop tools and guidance to support more gender-responsive human rights due diligence. In addition, the brand would welcome tools to improve the collection of wage data, as well as more practical guidance on addressing wages in contexts where brand leverage is limited. Suitsupply notes that existing guidance is sometimes too theoretical, and they would appreciate more practical tools. Furthermore, the brand would benefit from a better alignment with the Retraced platform to avoid duplication of work.

# Brand Performance Check details

Date of Brand Performance Check: **31-03-2026**

Conducted by: **Sanne Beukers**

Interviews with: **Liza Klein Nagelvoort - Head of Production**

**Hayley Warren - CSR Manager**

**Konstantinos Chatzikypraios - CSR Coordinator**

**Philip Murdock - CSR Coordinator**

**Sanne Bakker- Sourcing Manager**

**Sophie Raatjes- Production Manager**

**Dalan Qiqige - Production Manager Custom Made**