



Brand Performance Check

Suit Supply B.V.

Publication date: August 2025

This report covers the evaluation period 01-01-2024 to 31-12-2024

About the Brand Performance Check

Fair Wear Foundation (Fair Wear) believes that improving conditions for apparel product location workers requires change at many levels. Traditional efforts to improve conditions focus primarily on the product location. Fair Wear, however, believes that the management decisions of clothing brands have an enormous influence for good or ill on product location conditions.

Fair Wear's Brand Performance Check is a tool to evaluate and report on the activities of Fair Wear's member companies. The Checks examine how member company management systems support Fair Wear's Code of Labour Practices. They evaluate the parts of member company supply chains where clothing is assembled. This is the most labour intensive part of garment supply chains, and where brands can have the most influence over working conditions.

In most apparel supply chains, clothing brands do not own product locations, and most product locations work for many different brands. This means that in most cases Fair Wear member companies have influence, but not direct control, over working conditions. As a result, the Brand Performance Checks focus primarily on verifying the efforts of member companies. Outcomes at the product location level are assessed via audits and complaint reports, however the complexity of the supply chains means that even the best efforts of Fair Wear member companies cannot guarantee results.

Even if outcomes at the product location level cannot be guaranteed, the importance of good management practices by member companies cannot be understated. Even one concerned customer at a product location can have significant positive impacts on a range of issues like health and safety conditions or freedom of association. And if one customer at a product location can demonstrate that improvements are possible, other customers no longer have an excuse not to act. The development and sharing of these types of best practices has long been a core part of Fair Wear's work.

The Brand Performance Check system is designed to accommodate the range of structures and strengths that different companies have, and reflects the different ways that brands can support better working conditions.

This report is based on interviews with member company employees who play important roles in the management of supply chains, and a variety of documentation sources, financial records, supplier data. The findings from the Brand Performance Check are summarized and published at www.fairwear.org. The online [Brand Performance Check Guide](#) provides more information about the indicators.

Scoring overview

Total score: 168

Possible score: 202

Benchmarking Score: 83

Performance Benchmarking Category: Leader



Foundational system's criteria

100%



Sourcing strategy

86%



Identifying continuous human rights risks

100%



Responsible purchasing practices

69%



Quality and coherence of prevention and remediation system

87%



Improvement and prevention

82%



Communication, transparency and evaluation

73%

Summary:

Suitsupply has shown advanced results on performance indicators and has made exceptional progress. With a total benchmarking score of 83, the member is placed in 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. Contracts are in place with all suppliers. However, Fair Wear requires the brand to review these contracts to ensure they do not place a disproportionate burden on suppliers.

The brand conducts a detailed risk scoping for each sourcing country and has correctly identified key risks. Based on the outcomes of its risk scoping, Suitsupply adjusts its sourcing strategy. The CSR department is involved early in the decision-making process to ensure alignment with Suitsupply's ethical commitments.

In 2024, Suitsupply continues to source 2.43% of its FOB from a supplier in Myanmar. Following the military coup, the brand initially explored responsible disengagement in line with Fair Wear's guidance. However, it opted to continue the relationship due to the factory's skilled workforce, long-standing partnership, and prior investments. In response to the heightened risks, Suitsupply has strengthened its human rights due diligence (HRDD) measures, including frequent factory assessments, regular staff visits, and ongoing engagement with local stakeholders and the Workers' Coordination Committee (WCC). An additional grievance mechanism has been implemented to ensure worker voices are heard. In the past financial year, the brand also ensured that wages were raised beyond minimum compliance, and reached the 10000 kyat target wage from Fair Wear. The brand reports quarterly to Fair Wear on its assessments through the Myanmar progress reporting process.

In the past year, the brand placed additional focus on gender and freedom of association (FoA). It conducted in-depth assessments across all Chinese suppliers, including site visits and structured interviews with management and worker representatives. These assessments identified gaps and root causes, which informed the development of follow-up actions. While these actions are tracked systematically, implementation is still ongoing.

No progress was made on living wage indicators during the reporting period. Fair Wear also strongly recommends Suitsupply to integrate a clear strategy on financing of wage increases, herewith committing to a long-term process that leads to sustainable implementation of living wages.

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.

Company Profile Suit Supply B.V.

Member company information

Member since: [1 Jan 2007](#)

Product types: [Garments, clothing, fashion apparel](#)

Percentage of turnover of external brands resold [0%](#)

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

Number of grievances received last financial year [5](#)

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](#)

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

Production Country	Number of production locations	Percentage of production volume
China	15	72.76%
Italy	9	14.99%
Portugal	3	4.79%
Mauritius	2	2.53%
Myanmar	1	2.43%
India	1	1.58%
Indonesia	1	0.93%

Layer 1 Foundational system's criteria

Possible Points: 8

Earned Points: 8

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

Comment: [Suitsupply has a solid Human Rights Due Diligence policy in place.](#)

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](#)

Comment: [Suit Supply discloses 100% of production locations internally through Fair Wear's information management system.](#)

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

Comment: Suit Supply discloses 100% of production locations externally on Fair Wear's transparency portal.

1.8 Member complies with the basic requirements of Fair Wear's communication policy.: Yes

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

Possible Points: 84

Earned Points: 72

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 32 active suppliers. 96.38% of the production volume comes from suppliers where the member has at least 10% leverage at suppliers. 3.62% of the production volume comes from suppliers where Suitsupply buys less than 2% of its total FOB. This is comparable to the previous year.

Suitsupply's sourcing strategy explicitly focuses on increasing influence through consolidation. The brand maintains exclusive agreements with most of its suppliers, meaning the suppliers only produce for Suitsupply. In exchange, the brand offers long-term stability and books production capacity for multiple years. This approach results in the brand having high leverage with most of its suppliers. In cases where exclusive agreements are not in place, Suitsupply's sourcing strategy explicitly focuses on increasing influence through active cooperation with other clients.

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. 84% 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 contracts with the majority of its suppliers. Suitsupply has an indefinite contract with some suppliers, and the majority are under contract for three years or one year with automatic extension. Suitsupply mutually agrees with its suppliers on what works best for both parties.

Recommendation: Fair Wear recommends Suitsupply to commit to long-term contracts.

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.	Intermediate	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.	4	6	-2

Comment: Suitsupply conducts risk scoping and includes sector and country-level risks. The member is aware of its product risks, sourcing model risk and business model risk, but has yet to document these and include them in its risk scoping. 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. Furthermore, the risk scoping includes a specific section on gender issues, where the brand collects information on specific gender issues in its different sourcing countries.

The risk scoping process is informed by a variety of sources, ensuring that input from workers and suppliers is included. These sources include Fair Wear’s country profiles, external resources, and factory-level information. Based on the outcomes of its risk scoping, Suitsupply adjusts its sourcing strategy. The CSR department is involved early in the decision-making process to ensure that sourcing decisions are aligned with the brand’s ethical commitments and risk scoping. As a result of the risk scoping, some countries have been marked as no-go for sourcing. Additionally, based on its risk scoping result, the brand has diversified its sourcing strategy to reduce reliance on China.

Suitsupply sources 2.43% 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, this year, 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, the brand has identified high risks across all eight labour standards for Myanmar. The brand informs itself on the risks through engagement with Fair Wear and other NGOs, consultations with local stakeholders, weekly meetings with other brands active in Myanmar, input from the Workers' Coordination Committee (WCC), outcomes from audits and the grievance mechanism, and brand-led factory visits.

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 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.

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. Additionally, the brand started a dialogue with suppliers about human rights and how the supplier and Suitsupply can cooperate on this topic.

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, covering all production locations, the use of homeworkers, workforce demographics, and any subcontracting or outsourcing practices. Suppliers are also asked to provide existing audit reports, photographs of their facilities and those of any subcontractors, and details of any certifications held by these entities. Additionally, the brand requests information on the nationalities of workers in the facility to ensure that the Worker Information Sheet (WIS) and assessments are accessible and understandable to all employees. The presence of a functioning grievance mechanism is also a key point of inquiry.

Before placing a trial order, Suitsupply always conducts an on-site assessment. These assessments, along with the supplier's willingness to commit to social compliance, form the basis of the brand's sourcing decisions.

The member's sourcing strategy does not mention a preference for suppliers where workers are free to form or join a trade union and/or bargain collectively.

Recommendation: Fair Wear strongly recommends Suitsupply to privilege suppliers where workers can freely form or join a trade union and/or bargain collectively and make this explicit in its sourcing strategy.

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.	No production locations in the first year of business.	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.	N/A	6	0

Comment: In the previous financial year, Suitsupply has not added any 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. 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 assesses the risks through a combination of supplier surveys, factory assessment reports, on-site visits, training and complaint evaluations. The brand ensures it uses different tools that include input from workers, suppliers, and other stakeholders. These tools are Fair Wear factory onsite assessment, which includes input from workers and stakeholders, as well as worker surveys, and on-site visits. According to the brand, the findings from these activities feed into the brand’s overall supplier risk assessment document, where potential harms are evaluated for each production location based on their likelihood and severity. This process enables the brand to identify and prioritise the most significant risks for each supplier. However, the current version lacks adequate source referencing, which makes it difficult to verify the basis of the risk information provided.

In Myanmar, Suitsupply has enhanced its HRDD measures, including conducting frequent factory assessments, regular visits by Suitsupply staff, and ongoing engagement with local stakeholders and the Workers’ Coordination Committee (WCC). Additionally, the brand has implemented an extra grievance mechanism to ensure worker voices are heard. To further support its due diligence, Suitsupply uses a compliance tool to investigate the background of factory management, particularly to identify any potential military affiliations. The brand reports quarterly to Fair Wear on its assessments through the Myanmar progress reporting process.

Recommendation: The brand should add clear source references to its supplier risk assessment to enhance traceability.

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 the risks to FoA in all its sourcing countries and can explain the main risks per country and supplier, including the risks to women workers. The brand uses various monitoring tools, such as on-site assessments, grievance mechanisms, external research, and factory visits, to assess FoA risks. Identified issues include limited freedom of speech in Myanmar and China, state union interference with FoA and collective bargaining in China, weak worker representation in China, and a lack of female union representation in Indonesia. Suitsupply has a clear understanding of FoA status at each supplier and knows which ones have trade unions and CBAs in place.

In addition to regular monitoring, the brand conducted an additional assessment of FoA and social dialogue across all Chinese suppliers last year. This involved site visits and questionnaires with factory management and worker representatives. The assessment has given the brand a clearer picture of the status of FoA and social dialogue. While all suppliers had some form of worker communication channels in place, the assessment revealed limitations in their effectiveness, particularly in terms of worker engagement and record-keeping practices.

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 risk scoping. The member could show it understands the basic gender risks for its sourcing countries, such as indicators on gender violence and harassment, women's access to assets and the lack of laws related to sexual harassment.

Additionally, Suitsupply actively collects gender data per factory, including workforce and supervisor gender breakdowns by department, gender pay gaps, and sexual harassment grievances.

Last year, the brand also conducted a gender assessment of all its Chinese suppliers. This included site visits and questionnaires with management and worker representatives, gathering data on gender composition, relevant policies, childcare issues, and maternity leave. Suitsupply has begun analysing this data at both factory and country levels. Initial findings point to barriers such as limited opportunities for women to advance, increased vulnerability among migrant women workers, missing policies, and cases where women did not return to work after pregnancy. However, the brand noted that the assessment did not yield as many insights as expected and is still exploring how to improve gender data collection.

The member has not yet analysed how its business practices affect gender at its suppliers.

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 audit outcomes, unresolved high-risk issues, and progress towards payment of a living wage.

As most suppliers are booked by Suitsupply at full capacity, the brand is usually not able to increase orders for good performance. Instead, Suitsupply uses human rights performance to decide on long-term commitments. If suppliers score low, extra attention is given to see how they can improve. If suppliers fail to improve over a certain period, Suitsupply's Responsible Exit Policy, which is part of the supplier contract, comes into force.

Suitsupply shares the evaluation's outcome with its suppliers and, on occasion, with the worker representatives.

Recommendation: Fair Wear recommends Suitsupply to share and discuss the outcome of the supplier evaluation with the worker representatives.

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.

Additionally, the member actively monitors production by conducting on-site visits during production. Local quality control staff visit suppliers weekly to verify production capacity to ensure production is not being outsourced.

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 identified whether homework is prevalent in its sourcing countries.

The member brand identified that one supplier in Italy uses homeworkers for cufflinks and which 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 payment information is verified. Suitsupply also makes sure 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 has agreements in the form of purchase contracts, a supplier manual and code of conduct. The purchase contract includes payment terms and a termination policy. On a regular basis, contracts are re-negotiated, together with the suppliers, including CSR and the legal department, in this process.

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 mitigate financial risk for the supplier.

However, there is limited attention given to the brand's own commitment to responsible purchasing practices. Notably, 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 the buyer retains the right to terminate the agreement if the supplier's ability to perform is "prevented or adversely interfered with for any reason whatsoever," including government actions. This broad and vague clause could be used to shift the burden of force majeure events entirely onto the supplier.

Some of the contracts are indefinite, but both parties can terminate them with three 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 interchange of information between CSR and other departments to enable coherent and responsible business practices.

According to Suitsupply, responsible business practices are engrained in their day-to-day business. Suitsupply started developing Key Performance Indicators (KPIs) that should support good sourcing and pricing strategies. These KPIs are not in place yet.

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. The planning is finalised with suppliers 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, broken down by product type. To prevent delays related to fabric delivery, the brands has started to buy fabrics more upfront to be able to cover up gaps.

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.

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 avoiding overproduction. The lead time for this production is 12 days, and the full delivery cycle typically spans 2 to 3 weeks. To manage production pressure and minimise overtime, Suitsupply works with suppliers to develop annual forecasts, which are based on current year 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 Suitsupply conducts on-site visits to monitor whether orders are piling up or if adjustments are needed. During slower periods, NOS (Never Out of Stock) items are produced to maintain efficiency. Seasonal disruptions like 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 the wage levels at its suppliers and connects this understanding to its buying prices. Most suppliers of Suitsupply are working on the cut-make-trim(CMT) process and Suitsupply knows the labour minute value for most of its suppliers.

The extent to which Suitsupply has detailed insight into the labour cost component of its prices varies by supplier. 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 pricing for the next season.

Recommendation: Suitsupply is encouraged to continue its work on wages, collect information from the smaller suppliers, and adopt demanding fixed labour costs in its buying conditions.

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. The member brand has a quality and logistic office in China and works with local quality teams in Italy and Portugal. All purchasing orders are placed directly between the factories and the member brand.

Layer 3 Prevention, mitigation and remediation

Possible Points: 96

Earned Points: 80

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.	Advanced	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.	6	6	0

Comment: Suitsupply has prioritised risks and created action plans per supplier, which account for 100% of the total FOB. These actions are informed by factory-level risk assessments and assigned an 'urgency' score based on the significance of the identified risks.

In the case of Myanmar, where Suitsupply sources from one production location, the brand submits regular progress reports. 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, wage levels, and unfair dismissal. Based on the risk assessment and monitoring activities (as outlined in Indicator 2.7), Suitsupply has identified several follow-up actions for the Myanmar supplier. These include strengthening the age verification system, ensuring safe transportation for workers and monitoring the effectiveness of the grievance mechanism. In 2024, the main focus of Suitsupply for Myanmar was on raising wages beyond minimum compliance, they succeeded in ensuring a minimum wage of 10000 kyat per day for all workers.

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: Suitsupply includes a gender lens for its suppliers, which has fed into the improvement or prevention steps. Suitsupply defined actions related to living wages, discrimination, and sexual harassment, as these are high risks to women.

In Indonesia, Suitsupply followed up on the lack of women's participation in a factory union. Discussions with the union leader revealed that meetings were held after working hours, making it difficult for women to attend due to household responsibilities. As a result, the union agreed to reschedule meetings during working hours and began actively encouraging women to participate. Since then, women's involvement in the union has significantly increased.

In addition, based on the gender analysis conducted for its Chinese suppliers (as described under Indicator 2.9), Suitsupply has identified several follow-up actions. These include further investigation into the root causes of barriers faced by women, such as why some do not return to work after maternity leave, asking suppliers to establish an anti-harassment policy, and organising gender bias training. The brand has yet to implement these actions.

Recommendation: Suitsupply is recommended to start implementing the gender lens it included in its 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 included steps to encourage FoA and effective social dialogue in most action plans. For their Chinese suppliers, the brand conducted a specific assessment on FOA and Social dialogue with interviews and site visits. As part of this assessment, the brand took concrete follow-up steps, including setting up different types of grievance mechanisms to make sure all worker groups could access them, for example, offering non-digital options for older workers who don't use mobile phones. Suitsupply also plans to improve how these mechanisms are documented and to look more closely at whether existing worker bodies could help support more meaningful dialogue and improvements within the factories.

The member has yet to start implementing these steps.

Recommendation: Fair Wear recommends the member company to start implementing the defined steps.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.4 Member company actively supports a factory-level grievance mechanism.	Advanced	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.	6	6	0

Comment: Suppliers’ factory-level grievance mechanisms are assessed at the start of the business relationship. In addition, Suitsupply actively supports and monitors the effectiveness of factory-level grievance mechanisms through onsite assessments, tracking incoming grievances, reviewing follow-up actions, and engaging with worker representatives.

In Myanmar, an assessment revealed that all grievances submitted via the suggestion box were handled exclusively by management, limiting transparency and worker involvement. In response, Suitsupply supported the supplier in establishing an additional grievance channel through the worker committee. The brand is now exploring ways to connect both systems.

To support the effectiveness of internal grievance mechanisms, training sessions were organised. In addition, during the brand’s visits, the importance of having accessible and well-functioning grievance channels was also emphasised.

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 cooperates with other Fair Wear members at its shared suppliers, responding to CAPs and grievances if possible. Next, the member cooperates in taking more preventive measures, such as organising training sessions. For example, a joint training was held in Italy for several suppliers. At some suppliers that are not shared with other Fair Wear members, Suitsupply works together with other customers, especially for the CAP follow-up.

Indicators on implementation: improvement and prevention

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.6 Degree of verified actions.	60%	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 could demonstrate it has followed up on 60% of all outstanding actions. Improvement actions included ensuring the supplier set up a proper wage system to ensure piece rate workers receive minimum wage, organising training to ensure workers are aware of the worker representation and addressing health and safety issues. The CAP issues that require improvement actions and are still open are more complex or structural and, therefore, need more time to be remediated.

Suitsupply sources from one supplier in Myanmar. The brand's leverage at these suppliers is 12%. As described in previous indicators, Suitsupply closely monitors its suppliers in Myanmar with frequent factory assessments and hires a local consultant. The member brand monitors overtime and wage updates. Over the last financial year, the brand ensured the wages increased by 11% and it could show during the brand performance check that the wages for all workers now reach the 10,000 kyat target wage from Fair Wear. Furthermore, in response to heightened risks for workers commuting due to ongoing conflict, the brand collaborated with the supplier to establish additional drop-off points. Ensuring that workers are picked up and dropped off closer to their homes, improving the safety of the workers.

Recommendation: Fair Wear recommends Suitsupply to further implement actions that are more complex or structural.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.7 Degree of progress towards implementation of prevention programme.	Intermediate progress	Fair Wear expects members to show progress towards the implementation of prevention programmes. With this indicator, Fair Wear assesses the degree of progress based on the percentage of actions addressed within the set timeframe.	Update on prevention programmes.	4	6	-2

Comment: Suitsupply has identified some root causes of the CAP issues and discussed these with its suppliers. Some of the root causes discussed include a growing labour shortage among Chinese suppliers, which has led to increased recruitment of juvenile workers and a rise in the employment of elderly workers. Both groups are more vulnerable to risks such as lower wages, excessive overtime, and compromised health and safety conditions. The growing labour shortage was also identified as a root cause of one of the suppliers using disciplinary measures to enforce workers showing up to work. Suitsupply has enhanced its monitoring of the risk related to this root cause, but has yet to identify appropriate measures to address the root cause.

Another root cause identified for several CAP issues is the lack of social dialogue and FOA. The member has started developing preventive steps to address these root causes through training and awareness raising.

Due to the military takeover and the current situation in Myanmar, Suitsupply is conducting heightened human rights due diligence (HRDD). This includes frequent monitoring activities. Most root causes come back to operating in a conflict zone.

Recommendation: Fair Wear recommends Suitsupply to translate its root cause analysis into concrete preventive actions as part of the risk profiles.

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 5% of the member's total FOB. However, they remain part of Suitsupply's regular due diligence cycle. Risk assessment activities are conducted at less frequent intervals, but the brand continues to organise training sessions and assessments. In addition, the brand conducts regular visits to the supplier, during which the CSR team engages worker representatives in discussions on risks.

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: In the previous year, five out of five Fair Wear's full onsite assessment reports found findings on excessive overtime.

Suitsupply analysed the root causes of these findings. According to the brand, one root cause was a supplier's lack of communication, which did not inform the brand of upcoming delays. This prevented Suitsupply from adjusting its production planning in time to avoid overtime. Another root cause identified was a worker shortage, leading to increased overtime and the hiring of more migrant and juvenile workers, who are more vulnerable to excessive working hours.

As part of its standard process, the brand first reviews its own production planning when overtime issues arise. The brand collects and analyses working hours from all suppliers monthly and yearly. While overtime remains a concern at many suppliers, Suitsupply reports a gradual downward trend. However, the reduction of overtime has not yet been validated during on-site assessments.

Recommendation: Fair Wear strongly recommends Suitsupply to verify and validate if excessive overtime could be reduced. Fair Wear also advises the brand 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: In the previous financial year, all five Fair Wear full assessments at Suitsupply suppliers reported findings related to non-payment of the legal minimum wage or legally required wage elements. In five Chinese factories, auditors were unable to verify whether piece-rate workers received at least the minimum wage due to inadequate wage systems that did not allow comparison between gross wages and the workers’ entitled hourly rates.

In one factory, Suitsupply resolved the issue by supporting the implementation of a digital system to document wages and working hours. This solution was validated through a Fair Wear validation assessment. The brand is now working to roll out similar systems in the remaining factories.

A key root cause identified is the worker shortage in China, which has led to increased hiring of juvenile and elderly workers. Within the piece-rate system, the risk of being paid below the legal minimum wage remains high for workers, and especially for vulnerable groups. By implementing a digital wage system, the brand hopes to better monitor wage compliance and take timely action in the future.

In addition to the findings from the onsite assessment, the brand received four grievances related to living wages: one concerning unclarity in wage calculation, two regarding unlawful deductions of wage components, and one on illegal monetary fines. The brand addressed each complaint in accordance with Fair Wear’s grievance mechanism.

Recommendation: Fair Wear strongly recommends Suitsupply to ensure problems of payments below legal minimum wages are not just prevented going forward but also remediated retroactively.

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 maintains an overview of the lowest, average, and highest wage levels across its suppliers and compares these to national living wage benchmarks. With its main suppliers in China, the brand closely monitors wages and working hours, regularly discussing wage increases. The member has yet to develop a systemic and time-bound approach to getting wages increased 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. Suitsupply has an ad hoc plan regarding financing wage increases across its supplier base. 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, with wage increases planned every quarter. This resulted in an 11% wage increase in the last financial year. As a result, all workers now reach the 10,000 kyat target wage from Fair Wear.

Recommendation: Fair Wear recommends Suitsupply to integrate a clear strategy on financing of wage increases, herewith committing to a long-term process that leads to sustainable implementation of living wages. 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.	21%	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: Suitsupply uses fact-based costing to ensure its prices support the payment of a living wage estimate at suppliers. The member's direct suppliers in Italy have joined a collective bargaining agreement (CBA) ensuring negotiated wages. These suppliers are responsible for 15% of Suitsupply's FOB. The three suppliers (5% FOB) in Portugal also follow the sector-specific CBA. In addition, the Indonesia supplier (1% 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.	Advanced	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.	4	4	-2

Comment: Suitsupply always takes immediate action when complaints come in. It shares information about complaints and remediation steps taken with other departments and with other factories to prevent similar problems from occurring at different factories. Suitsupply uses the Fair Wear database to keep track of all incoming complaints, communication about follow-up, and feedback from the complaints handler, factory, and complainant.

In the previous financial year, Suitsupply received five complaints, four in China related to labour standards and living wages, and one in India concerning legally binding employment relationships. All grievances raised in 2024 have been resolved or closed, while two complaints from 2023 remain under investigation. In one of these unresolved cases, a factory delayed wage payments to encourage workers to return after the holiday. Although all outstanding wages have since been paid, Suitsupply is still working to address the underlying root causes.

The brand uses the outcomes of these complaints to inform preventive actions across its supply chain, including strengthening internal grievance mechanisms and developing digital systems to monitor wages and working hours more effectively.

Recommendation: Suitsupply could involve worker representatives in the remediation of complaints.

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.15 Degree to which member company implements training to address the risks identified.	Advanced	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.	6	6	0

Comment: Suitsupply has some CAP findings where training is a recommended follow-up action.

The member has enrolled all of its suppliers with findings related to management not communicating the Fair Wear Code of Labour Practices (CoLP), or where workers were unaware of the Worker Information Sheet (WIS) in the Fair Wear onboarding training.

In addition, Suitsupply has developed tailored onboarding training in collaboration with Fair Wear and MOST for its suppliers in Italy and Portugal. In Myanmar, the supplier has received health and safety training through the SMART programme.

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

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 uses training reports as part of its continuous monitoring of production locations.

When issues arise during training, the brand follows up to address root causes. For example, a violence and harassment training provided to an Indian supplier in 2023 contributed to new insights into the underlying causes of such issues at the factory. Following the training, one supervisor was dismissed, and a new female department head was appointed. Which improved the situation in the factory.

The brand uses the training results as input for its human rights due diligence, reassessing the likelihood of specific potential harms at the factory or country level.

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 2024, the brand disengaged from one supplier in China, as the brand was unable to provide the supplier with enough orders. A six-month phase-out plan was developed in collaboration with the supplier, during which orders were gradually reduced. The social impact was assessed and, given the low FOB and limited leverage, was considered minimal.

Suitsupply has discussed the responsible exit strategy with all its suppliers.

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.	Advanced	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.	6	6	0

Comment: Suit Supply undertakes activities related to human rights that go beyond Fair Wear's scope. Suitsupply actively monitors its entire leather and wool supply chains to gain deeper insight into sourcing practices. The brand extends its due diligence approach to its Tier 2 suppliers, as it has identified key risks and developed action plans for these suppliers. In addition, the company conducts training sessions for Tier 2 suppliers, particularly in Italy, to strengthen compliance and awareness.

Recommendation: Fair Wear encourages members to go beyond Fair Wear policy or scope requirements. Suitsupply is recommended to expand its activities for other deeper tier suppliers as well.

Layer 4 External communication, outreach, learning, and evaluation

Possible Points: 22

Earned Points: 16

Indicators related to communication

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
4.1 Member company actively communicates about Fair Wear membership.	Advanced	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.	4	4	0

Comment: Suitsupply communicates accurately about Fair Wear membership on its website. The member also informs customers and stakeholders about Fair Wear and its due diligence efforts through public speeches and presentations.

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: Suitsupply has submitted its social report, which Fair Wear reviewed. 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, as well as time-bound plans 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 external resources or outcomes of worker surveys, stakeholder consultations and 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.	Intermediate	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: to improve its RBC policy (1.1), evaluate its contracts (2.13), work towards wage increases with its Myanmar suppliers (3.6) and include in its social report how it conducts human rights due diligence in Myanmar (4.3).

Suitsupply followed up on 1.1, 3.6 and 4.3. One requirement related to the contracts is still open and needs to be addressed.

Recommendation: Suit Supply 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.: Yes

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

Recommendations to Fair Wear

Suitsupply would encourage Fair Wear to strengthen the integration of a gender lens across its methodologies, including in its grievance mechanisms and on-site assessments. Additionally, the brand recommends that the modular assessment on wages and working hours be expanded to more thoroughly assess working hours, particularly by examining the root causes of excessive overtime. Finally, given the importance of the role of freedom of association (FoA) in enabling other labour rights, the brand would appreciate more practical guidance and capacity-building tools to support suppliers in improving FoA and social dialogue mechanisms.

Brand Performance Check details

Date of Brand Performance Check: **03-07-2025**

Conducted by: **Sanne Beukers**

Interviews with: Joy Roeterdink - Head of Corporate Responsibility

Konstantinos Chatzikypraios - Administrator CSR

Michel van Lingen- CFO

Sanne Bakker- Sourcing Manager

Sophie Raatjes- Production Manager

Dalan Qiqige - Production Manager Custom Made

Enes Dedeic - Head of Legal

Leone van de Sande- Head of Finance