



Brand Performance Check

Suit Supply B.V.

Publication date: April 2025

This report covers the evaluation period 01-01-2023 to 31-12-2023

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: 162

Possible score: 208

Benchmarking Score: 78

Performance Benchmarking Category: Leader



Summary:

Suit Supply B.V. (Suitsupply) has shown advanced results on performance indicators and has made exceptional progress. With a total benchmarking score of 78, the member is placed in the Leader category.

After financially recovering from COVID-19, 2023 was a successful year for Suitsupply. The member brand could show a growth of ca. 20%. At the same time, Suitsupply wants to focus on its strong sourcing strategy, addressing influencing labour conditions. The sourcing strategy includes a consolidation plan. The member brand's sourcing strategy also emphasises increasing influence through active cooperation with other clients. Suitsupply has focused on long-term supplier relationships for many years.

The member has conducted a detailed risk scoping in line with the OECD guidelines for each sourcing country, considering all risk levels. In this risk-scoping exercise, Suitsupply has assessed the likelihood and severity of each risk and has started to include a gender analysis. A risk-mapping of freedom of association (FoA) is done for each sourcing country and on factory level. Suitsupply has a good understanding of its suppliers' human rights performance, which is evaluated systematically yearly. This evaluation is used to decide on long-term commitments and overall sourcing.

Following Fair Wear's Policy on Business in Myanmar, Suitsupply hands in a Myanmar progress report to show frequent monitoring of the situation. To show continuous support to this location, it has committed to contributing to a living wage in 2024.

Suitsupply has started to define where improvements are possible, focusing on factory-worker dialogue at its main suppliers. Fair Wear recommends to extend its gender lens to follow-up on both improvement and prevention actions. 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.

In 2023, Fair Wear implemented a new performance check methodology aligned with the OECD guidelines on HRDD. This new methodology raises the bar and includes some new indicators, which may result in a lower score for member brands. Because of this transition, Fair Wear temporarily lowered the scoring threshold.

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 complaints received last financial year 6

Basic requirements

Definitive production location data has been submitted for the financial year under review? Yes

Work Plan and projected production location data have been submitted for the current financial year? Yes

Membership fee has been paid? Yes

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

Production Country	Number of production locations	Percentage of production volume
China	15	70.04%
Italy	9	14.3%
Portugal	3	7.91%
Mauritius	2	3.9%
Myanmar	1	3.19%
United Kingdom of Great Britain and Northern Ireland	1	0.22%
North Macedonia	1	0.17%
India	1	0.15%
Indonesia	1	0.12%

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 Responsible Business Conduct \(RBC\) Policy in place, but some elements, including a gender lens and social dialogue, are not explicitly mentioned. The RBC policy is not yet published.](#)

Requirement: [Suitsupply needs to improve its RBC policy and include a Human Rights Due Diligence policy as well, to ensure better alignment with the OECD guidelines.](#)

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 complaints 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: Suitsupply 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: Suitsupply 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: 90

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 34 active suppliers. 93% of the production volume comes from suppliers where the member has at least 10% leverage at suppliers. And 9% of the production volume comes from suppliers where Suitsupply buys less than 2% of its total FOB. Suitsupply can demonstrate consolidation by having a small supply chain. The member brand's sourcing strategy emphasises 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 has a sourcing strategy that focuses on maintaining long-term relationships. 77% of the member's 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 is under contract for three years or one year with automatic extension. Suitsupply mutually agrees with its suppliers on what works best for both parties. Even though Suitsupply strongly commits to long-term relationships, it has yet to be implemented with all suppliers.

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

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 all risk factors: country, sector, business model, sourcing model and product level. Different departments are included in that process. For example, the risks related to the use of chemicals for dyeing and subcontracting in production are documented, as well as the risks of the member brand's dependence on one main sourcing country, with identified high risks on an economic level as well. The risk assessment is based on different sources and includes Fair Wear's Code of Labour Practices (CoLP). The risk scoping includes a gender lens. Input from workers, factories, and stakeholders is included in the risk scoping by contacting local stakeholders in production countries, collecting information from websites of non-governmental organisations (NGOs), information from factory visits, and updates on country information during supplier meetings. Since 2023, Suitsupply started sourcing from a factory in Indonesia. Based on business practices in the past, the member brand has experience with sourcing in this country. Suitsupply identified that especially excessive overtime, as well as safe and healthy working conditions, are a high risk in Indonesia.

In its risk scoping, Suitsupply has assessed the impact and prevalence of all risks correctly. For instance, Suitsupply has assessed a high risk of forced labour and the lack of Freedom of Association (FoA) in China for its tier 1 and tier 2 suppliers. Suitsupply adjusts its sourcing strategy based on the risk scoping, as outcomes of the scoping are included in decision-making regarding production countries. The risk scoping shows Myanmar having the highest likelihood and impact of CoLP violations. The result of this exercise is used to decide whether or not to enter a production country. Currently, Suitsupply continues production in Myanmar through one supplier.

To date, Suitsupply's 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 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 Fair Wear membership by sending onboarding information, including the Fair Wear questionnaire and worker information sheet. This process has been followed for two new suppliers added last year. Additionally, the brand started a dialogue with its new 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 by self-assessments and organising Fair Wear audits or external factory assessments, which include worker input, before finalising the first purchase order. Through these assessments, Suitsupply checks the internal grievance mechanism and the presence of worker committees. Suitsupply followed this process for all new suppliers added in the previous year. Overall, Suitsupply bases its sourcing decisions on the outcome of the factory assessments and the supplier's willingness to commit to social compliance. The Corporate Social Responsibility (CSR) team is in close contact with the production team and has the last say based on the human rights situation at a potential factory.

In 2023, Suitsupply onboarded two new production locations in Indonesia and Italy. Before production started, an external factory assessment was conducted. The reports include information from workers or stakeholders.

The member brand's sourcing strategy does not privilege suppliers where workers are free to form 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.	Basic	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.	2	6	0

Comment: Suitsupply has added two new suppliers. The member brand has shared information about Fair Wear's CoLP and the complaints helpline within the first year of business. The Worker Information Sheet (WIS) has been posted at all production locations. Suitsupply has not yet organised onboarding sessions for its new suppliers in Indonesia and Italy to raise awareness about the Fair Wear CoLP, the complaints helpline, or the importance of social dialogue.

Recommendation: Suitsupply is recommended to organise onboarding sessions specifically focusing on the CoLP and the complaints mechanism within the first year of business.

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 systematically identifies human rights risks in its supply chain and has assessed the risks for each production location. It has determined the appropriate monitoring tools and frequency per country and per supplier. The brand monitors its suppliers by organising monitoring visits and decides on the frequency of visits and factory assessments based on the risk analysis. A monthly meeting with the CSR team is held on Corrective Action Plan (CAP) follow-up, audit planning and training needs, crosschecked with the risk analysis. The risk assessment on the factory level mainly includes information from the member brand's supplier survey, factory assessment reports, onsite visits, training reports and complaints. Suitsupply uses Fair Wear factory assessments, which include worker and stakeholder input, and other third-party audits in its monitoring. The risk assessment also includes a systematic approach to determining the risk level based on the likelihood and severity of potential harm. The brand's monitoring tools include worker, stakeholder or supplier input.

Most factories from which Suitsupply sources are located in China, where the brand identified several higher risks, such as excessive overtime and limited (or restricted) access to FoA. For its Chinese suppliers, the member brand ensures it uses different tools that include input from workers, suppliers, and other stakeholders. These tools are frequent factory assessments, worker surveys, and on-site visits.

Suitsupply has drafted a responsible disengagement plan for its production location in Myanmar. This plan has been reviewed by Fair Wear. No other suppliers in Myanmar have been onboarded since 2018. Suitsupply's enhanced HRDD measures include frequent factory assessments and visits by the brand's CSR staff and a local person, exchanges with workers and worker representatives. The outcomes of these meetings, as well as the findings of the assessment reports, are closely monitored by the brand's CSR team.

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: Suitsupply has mapped the risks to Freedom of Association (FoA) in all its sourcing countries and can explain the main risks per country, including the risks to women workers. Sources used are Fair Wear audits, UN Women reports, external audits and ILO reports. The risks to FoA are included in the detailed risk assessment overview that Suitsupply uses. The main risks identified are limited freedom of speech, the undermining of FoA and collective bargaining agreements (CBAs) by state unions (China), and discrimination of union members (Myanmar). For the production location in Indonesia, Suitsupply identified a risk for women related to FoA. It is not possible for women to join a worker committee, as meetings are held after working hours. As most women are responsible for family care, it is not possible for women to attend these meetings.

The member knows which suppliers have trade unions and CBAs in place, but systematically tracking where significant obstacles exist to these rights is yet to be done. Suitsupply has started to define where improvements are possible, focusing on factory-worker dialogue at its main suppliers.

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.	Intermediate	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.	4	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 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. The data it collects are related to the gender wage gap, unequal access to the same job levels and sexual harassment. This information is collected through audits, training follow-up and periodic dialogue with factory management. In 2023, Suitsupply sent out a questionnaire to its suppliers in China to collect data, especially on gender equality related to FoA and social dialogue, as well as functioning internal grievance mechanism.

Suitsupply has not yet specifically looked into how its business practices affect gender at its suppliers. The member has yet to analyse the collected gender-disaggregated data to every Code of Labour Practices at the factory and country levels.

Recommendation: Fair Wear strongly recommends Suitsupply to collect gender data for all factories. Furthermore, the member brand is recommended to collect gender data per factory related to every Code of Labour Practices and link the risks to its activities. This should involve speaking to relevant stakeholders, including worker representatives, brand staff, factory management, etc., to gain a deeper understanding of the role the member brand plays in this risk.

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 performance indicators are based on the Fair Wear Code of Labour Practices, and audit findings and CAPs are included in the evaluation. Suitsupply quantifies the performance and uses graphics to demonstrate the suppliers' improvements in remediation. The performance of suppliers is based on the development over time instead of the status at a point in time. The progress tool contains the eight labour standards and several enablers: transparency, factory attitude, social compliance knowledge and experience. Information about gender equality and FoA is also included.

For those that perform well, order volumes are kept and, in some cases, increased. Suitsupply also uses human rights performance to decide on long-term commitments. Suitsupply evaluates the performance annually, for suppliers in high-risk countries more frequently. The supplier evaluation influences sourcing decisions. 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.

If possible, the compliance evaluation per supplier is communicated with the main suppliers and worker representatives and shared internally with the buyers.

Recommendation: Fair Wear recommends Suitsupply to share and discuss the outcome of the supplier evaluation with all its suppliers and their 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. There is no evidence of missing first-tier locations in the database. Suitsupply identified a high risk for subcontracting especially in Italy. The member actively prevents unauthorised subcontracting by visiting suppliers during production and checking machinery, capacity and order volume.

Moreover, according to the supplier contracts signed by the supplier every year, unauthorised subcontracting is forbidden. Therefore, suppliers must not utilise subcontractors or third parties or change factories or subcontractors producing Suitsupply products without first obtaining written approval from top management.

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. Suitsupply has a homeworker policy in place. The member brand identified that one supplier in Italy uses homeworkers for cufflinks, and these are closely monitored by Suitsupply's agent. The homeworkers 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 complaint hotline and 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 generally 60 to 90 days, in a few cases more but this is only for the large suppliers and clearly agreed upon by both parties. The contract stipulates that Suitsupply covers all audit and training costs.

Although the contract includes the Code of Labour Practices, it does not support the implementation of human rights due diligence. In case of delays or quality issues, there is no penalty, but Suitsupply has the right to terminate the contract immediately. Proof of fault or a mention of shared responsibility is yet to be included.

Suitsupply works with several indefinite contracts that can be terminated by both parties with three month's notice. All suppliers are paid directly; there are no contracts with suppliers via an intermediary.

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 Suitsupply to include the shared responsibility of CoLP implementation in its contracts, including fair payment terms.

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 confirmed with suppliers a year 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 (without peak and low seasons). Suitsupply knows each factory's production capacity and the time needed to complete an order. The member brand mostly works with nominated fabric suppliers and knows the shipment and production times of its Tier 2 suppliers.

Suitsupply shows high flexibility in moving production forward/back or shipping by air as a last resort to minimize the risk of excessive overtime. The member brand actively involves suppliers in the forecasting. The planning and production process is evaluated yearly with the suppliers.

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 (>90%) are working on the cut-make-trim(CMT) process. Each supplier provides a target price to Suitsupply. Suitsupply can adjust or simplify the design to reach an agreement if the price does not fit the brand's price estimations. Inflation and the rise of a legal minimum wage are always considered when setting pricing for the next season.

At the main suppliers, labour minute costs are known by Suitsupply and the minutes necessary to produce its garments. Fixed labour costs are not yet demanded in the buying conditions.

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: 76

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 per production country and created action plans per production country. Suitsupply has also prioritised risks and created action plans per supplier, counting for 100% of the total FOB. These match the risk profile. Suitsupply has prioritised risks and created action plans also for its Tier 2 suppliers.

On a regular basis, Suitsupply hands in a Myanmar progress report for the one production location, covering the following focus areas: FoA and access to remedy, grievance mechanisms, forced labour, economic linkages to the military, security risks, addressing salient risks (OT, wages, unfair dismissal). The action plan shows that Suitsupply conducts regular factory assessments in cooperation with The Compliance Network (TCN), and regular on-site visits. The member brand hired a local consultant who is in the factory regularly to speak to worker representatives.

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. Suitsupply also discussed the collected gender-disaggregated wage data with its core suppliers to encourage them to investigate the wage structure and the gender pay gap. Suitsupply focuses on strengthening social dialogue opportunities for women. Suitsupply supports female workers to be part of worker committees to improve women's representation in social dialogue. The member brand enrolled its supplier in India in the Fair Wear violence and harassment prevention training in 2022.

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 included some steps to encourage FoA and effective social dialogue in its improvement or prevention actions. These steps are: strengthening the internal grievance mechanism at its suppliers, especially focussing on the factory in Myanmar. Whenever possible, Suitsupply includes worker representatives in CAP follow-up as well as in the start and ending meetings of factory assessments. Suitsupply partly applies a gender lens for FoA and ensures its steps to promote FoA and effective social dialogue address the specific risks for 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.

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' internal grievance mechanisms are assessed at the start of the business relationship or are monitored systematically every year. Suitsupply actively supports and monitors the effectiveness of internal grievance mechanisms. Through audits, Suitsupply checks if internal grievance mechanisms exist and function properly. In 2023, the member brand sent out a supplier questionnaire with questions on internal grievance mechanisms. At its main suppliers, it is checked with the supplier if complaints have come in and how the factory has handled them. Worker representatives are also asked about internal complaints handling, and worker committees' functionality is checked via documentation (meeting minutes, election procedure, etc.). To support the effectiveness of internal grievance mechanisms, training sessions were organised.

Since the previous financial year, Suitsupply added the outcome of assessments of grievance mechanisms to its supplier evaluation system.

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 complaints if possible. Next, the member cooperates in taking more preventive measures, such as organising training programmes. At some suppliers that are not shared with other Fair Wear members, Suitsupply works together with other customers, especially for the CAP follow-up.

Recommendation: Even though Suitsupply already works together with other Fair Wear members or other customers, Fair Wear recommends reaching out to other customers in all of its production locations.

Indicators on implementation: improvement and prevention

Performance indicators	Result	Relevance of indicator	Documentation	Score	Max	Min
3.6 Degree of verified actions.	58%	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: In the past financial year, Suitsupply has received six Fair Wear factory assessments in China and India, as well as seven external factory assessments from suppliers in Italy, Portugal, Mauritius and Indonesia. During the performance check, the member could demonstrate with a sample that more than half of the CAP issues requiring improvement actions have been followed up. Improvement actions include health and safety measures, organising awareness-raising training sessions, dialogue with suppliers on wage registration and proper payment. 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 hiring a local consultant. The member brand monitors overtime and wage updates. During the performance check, the brand could demonstrate that it monitors the wages at its factory. The wages are lower than the living wage estimate of 10.000 MMK/day. The overview shows that the actual wage paid to workers on average is 6,800 MKK per day (without bonuses), whereas Fair Wear's guidance is 10.000 MMK/day or equal 3,55 USD/day. To show continuous support to this location, it has committed to contributing to a living wage in 2024.

Requirement: Members staying in Myanmar must work towards wage increases with their suppliers, as low wages are one of the most urgent harms in the country.

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 investigates the root causes of some issues and concludes that the main root causes of all issues are lack of social dialogue, especially insufficient internal grievance mechanism. The member has started developing preventive steps addressing these root causes, focusing on repetitive findings and social dialogue. No root causes in terms of the member brand's own purchasing practices were found.

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 identify root causes of CAP issues together with its suppliers.

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, such as Portugal and the United Kingdom, where improvement or prevention steps are not deemed necessary. These cover less than 8% of the member's total FOB. Suitsupply regularly reviews changes to the risk situation at its suppliers in Portugal through external audits. Additionally, the member brand visits these suppliers on a regular basis. During visits, the CSR team also involves worker representatives in discussions about human rights 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 2023, three of six Fair Wear factory assessments showed findings of excessive overtime. The external factory assessments do not show any excessive overtime findings. Suitsupply analysed the root causes of these findings. For the supplier in India, Fair Wear factory assessment shows falsified overtime documentation. Suitsupply closely followed up on this finding by also visiting the supplier onsite. The supplier in India produces custom-made shirts. Together with the supplier, Suitsupply set up a different production plan by setting up production lines and improving the forecasting system. Excessive overtime hours were found at two suppliers in China as well. For one supplier, Suitsupply mentioned low leverage and influence of other customers producing in the factory. For the other factory, the working hours recorded did not reflect the hours actually worked. During interviews with workers and management, it was identified, that most workers work excessive overtime during peak season. Suitsupply was in close contact with the supplier to ensure a solid hour registration system was set up. Additionally, Suitsupply decided to switch some orders from shipment to air freight during peak season and to balance capacities with other suppliers as well to make sure overtime hours can be reduced.

Two other supplier complaints in China also address excessive overtime. The member brand monitored the working hours of both suppliers and is working on a plan to gradually reduce the excessive overtime hours. In all cases, it has not yet been validated if the overtime hours could be reduced.

Recommendation: Fair Wear strongly recommends Suitsupply to verify and validate if excessive overtime could be reduced. Fair Wear also recommends cooperating with other customers at the factory to increase leverage when mitigating excessive overtime.

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 2023, four out of six Fair Wear factory assessments included findings regarding non-payment of legal minimum wage/ legally required wage elements. The external factory assessments do not show the failure of legal minimum wage payments. The factory assessment from the production location in India showed a falsification of wage records and that not all workers were paid the legal minimum wages because the workers were paid for the lower working grade. Additionally overtime payments were not paid as well. Suitsupply was in close contact with the factory to remediate the findings and identified a lot of changes in the human resources (HR) department. Additionally, the supplier mentioned high price pressure in the market. Therefore, Suitsupply also adjusted its buying prices. Payslips and other documents showed that the supplier remediated the findings.

Three factory assessments from factories in China related to non-payment of legal minimum wage/ legally required wage elements. These factory assessments showed the following findings: wages could not be verified due to inconsistent or incomplete records, piece rate workers were not guaranteed legal minimum wages and allowances, and bonuses or social security benefits were not paid as legally required. Suitsupply followed up on these cases by sharing a wage calculation sheet, which is tracked and checked by Suitsupply on a regular basis. Suitsupply's purchasing department is involved in the follow up process with the suppliers as well. For one supplier, the member brand supported the supplier by setting up a new HR system to better record working hours to ensure the piece rate payments can actually meet the legal minimum wage requirements.

All cases were verified by the member brand itself but not yet validated by a third-party assessment.

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 understands which suppliers pay wages below living wage estimates as a consequence of the member's policies/actions. The member brand has an overview of the wage levels (lowest, average, and highest) at its suppliers and compares it to different national living wage estimates. Suitsupply discusses wages with its main suppliers in China and has continued to analyse and encourage wage increases. The member keeps track of wage levels and the gap towards the estimated living wage in their supply chain on a regional and country level.

Suitsupply has adopted a more holistic approach to monitoring wages and hours per supplier for its core suppliers in China but has yet to develop a more time-bound plan.

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 the finance wage increases across its supplier base. The member brand does not yet have a strategy on how to finance wage increases at its suppliers.

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.	20%	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 13% of Suitsupply's FOB. Two suppliers (7% FOB) in Portugal following the sectoral collective bargaining agreement for the shoe industry. In the case of the footwear industry, CBAs negotiated by unions and employer associations define sector-specific wages, and these are higher than the national minimum wage. This could be verified through a third-party factory assessment end of 2023. The factory in Indonesia has a CBA in place, too. This is yet to be verified by a factory assessment.

Recommendation: Fair Wear encourages Suitsupply to show that discussions and plans for wage increases have resulted in the payment of a target wage (see indicators 3.11 and 3.12).

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 2023, Suitsupply received six complaints. Four complaints were addressed from production locations in China, related to 'living wage' and 'reasonable hours of work'. In two cases, the member brand monitored the working hours of both suppliers and is working on a plan to gradually reduce the excessive overtime hours. In all cases, it has not yet been validated if the overtime hours could be reduced.

Suitsupply also received one complaint from its factory in Myanmar. This complainant addressed findings related to 'living wage'. The complainant informed Fair Wear that after resigning, the complainant did not receive the last monthly salary. After Suitsupply reached out to the factory management, it was identified that there was a misunderstanding between HR and the complainant. The salary was paid, and the complaint was solved. As a preventive measure, Suitsupply asked the factory management to arrange training sessions on resignation processes/policies for workers. In another factory, the complainant reached out to Fair Wear about a late salary payment. After involving the member brand and factory management, the complainant received the outstanding payment immediately. In one Chinese factory, a worker reported that every year the factory withholds workers' salaries around Chinese New Year, fearing they would not return to work after the holidays. As this case is still under investigation, there is no final conclusion possible yet and will be validated during the next Brand Performance Check.

In the previous financial year, Suitsupply also received one complaint from its factory in North Macedonia related to 'no discrimination' and 'safe & healthy working conditions'. Workers from the finishing department reported verbal harassment and mobbing from the supervisor. Together with Fair Wear, the member brand investigated the initial claim with the factory management. It was informed that the factory was aware of the situation and reported that already the case was reported through their internal grievance mechanisms. During the investigation, the complainant confirmed that the factory reacted immediately and that there has been an ongoing process to remediate the case. Another supervisor was assigned to that department and the complaint was closed. No preventive measures have been taken place yet.

Recommendation: The member is recommended to take steps to prevent similar complaints from occurring at its supplier or in its supply chain. Suitsupply is also recommended to analyze all complaints received every year to make a plan for working on root causes and recurring issues and integrate this into the factory risk profile and follow-up action plans.

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 some CAP findings where training is a recommended follow-up action. The member has enrolled some of its suppliers with findings on limited awareness about the Code of Labour Practices or Health and Safety measures in relevant training modules, either provided by Fair Wear or external organisations (e.g. in Italy). In addition, it has enrolled its Indian production locations in the violence and harassment prevention programme. In 2023, Suitsupply organised onboarding sessions for seven suppliers in China.

Recommendation: Suitsupply is recommended to implement training for all factories where this follows from the systematic factory 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. The training results are used 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 risk monitoring includes a responsible exit strategy shared with all suppliers at the start of business. The member followed the steps in the responsible exit strategy.

In 2023, Suitsupply stopped production with ten suppliers from China, Portugal, Italy, and Vietnam. This is part of the member brand's sourcing strategy to consolidate the tail-end supplier base and focus on strategic supplier relationships. In all cases, the FOB and the leverage were very small, and only a few quantities were produced in these factories. Suitsupply could show that it has discussed the responsible exit strategy with its suppliers. The exit process starts at least one year in advance, and a clear agreement is made on using the remaining fabric, for example.

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 activities related to human rights that go beyond Fair Wear's scope. Suitsupply monitors its entire leather and wool supply chain to understand its sources better. Suitsupply has prioritised risks and created action plans also for its Tier 2 suppliers.

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: 14

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.	Insufficient	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.	0	4	0

Comment: Suitsupply has submitted its social report. Suitsupply has also published the report on its website. However, Suitsupply has not provided sufficient information in its social report on how it conducts human rights due diligence in Myanmar.

Requirement: Suitsupply needs to include in its social report how it conducts human rights due diligence in Myanmar.

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 include, amongst others, main factory assessment findings, complaint details, questionnaire outcomes, and risk analysis results. 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 and stakeholder consultations.

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 three requirements, two of which addressed the topic of supply chain transparency because Suitsupply did not publish and submit its social report for the previous brand performance check. A social report about 2023 was published, and therefore, two requirements followed up. One requirement related to responsible purchasing practices and supplier contracts is still open and has not been addressed yet.

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.: **Yes**

Comments: Suitsupply participated in the OECD Forum Session in Paris addressing human rights due diligence processes in garment supply chains. Additionally, Suitsupply's CSR person provided business consultation on the Corporate Sustainability Due Diligence Directive (CSDDD) and gender-related matters at the Dutch Ministry of Foreign Affairs. Additionally, engaged in discussions with the UN Special Rapporteur on Climate Change and Human Rights, focusing on climate adaptation strategies in production countries.

5.3 Member company actively contributed to industry outreach, visibility, and learning in its main selling markets.: **Yes**

Comments: Suitsupply reaches out to stakeholders in the industry and advocates for collaboration on a variety of topics. One of the main topics it advocates for is transparency.

Recommendations to Fair Wear

Suitsupply mentioned that it would need more support from Fair Wear to collect gender data, especially during factory assessments and training programmes. The member brand also mentioned further support and guidance for member brands sourcing in Italy is needed, especially building up a grievance mechanism and training programmes in Italy to avoid having different systems in place, also for other countries where Fair Wear is not yet active.

Brand Performance Check details

Date of Brand Performance Check: **06-11-2024**

Conducted by: **Victoria Lauer**

Interviews with: Joy Roeterdink - Head of CSR

Konstantinos Chatzikypraios - CSR

Michel van Lingen - CFO

Sanne Bakker - Head of Quality & Sourcing

Enes Dedeic - Head of Legal

Aylin Tuzkapan - Legal Council

Dalan Qiqige - Head of Custom Made

Milan Schinkelshoek - Data Analyst