



## BRAND PERFORMANCE CHECK

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Suit Supply B.V.

PUBLICATION DATE: JUNE 2015

this report covers the evaluation period 01-01-2014 to 31-12-2014

## ABOUT THE BRAND PERFORMANCE CHECK

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

FWF's Brand Performance Check is a tool to evaluate and report on the activities of FWF's affiliate members. The Checks examine how affiliate management systems support FWF's Code of Labour Practices. They evaluate the parts of affiliate 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 factories, and most factories work for many different brands. This means that in most cases FWF affiliates have influence, but not direct control, over working conditions. As a result, the Brand Performance Checks focus primarily on verifying the efforts of affiliates. Outcomes at the factory level are assessed via audits and complaint reports, however the complexity of the supply chains means that even the best efforts of FWF affiliates cannot guarantee results.

Even if outcomes at the factory level cannot be guaranteed, the importance of good management practices by affiliates cannot be understated. Even one concerned customer at a factory 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 factory 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 FWF'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 affiliate employees who play important roles in the management of supply chains, and a variety of documentation sources, financial records, supplier data. The findings from the Brand Performance Check are summarized and published at [www.fairwear.org](http://www.fairwear.org). The online [Brand Performance Check Guide](#) provides more information about the indicators.

## BRAND PERFORMANCE CHECK OVERVIEW

Suit Supply B.V.

Evaluation Period: 01-01-2014 to 31-12-2014

AFFILIATE INFORMATION	
Headquarters:	Amsterdam, Netherlands
Member since:	07-05-2007
Product types:	Fashion
Production in countries where FWF is active:	China, Macedonia, Turkey
Production in other countries:	Italy, Netherlands, Peru, Poland, Portugal, Spain, United Kingdom
BASIC REQUIREMENTS	
Workplan and projected production location data for upcoming year have been submitted?	Yes
Actual production location data for evaluation period was submitted?	Yes
Membership fee has been paid?	Yes
All suppliers have been notified of FWF membership?	Yes
SCORING OVERVIEW	
% of own production under monitoring	92%
Benchmarking score	72
Category	Good

## Summary:

Suitsupply meets most of FWF's management system requirements. Suitsupply has taken several important steps following the previous Brand Performance Check. It has now monitored over 90% of its supply base, meeting the requirement for members at 3+ years of membership.

The company has a consolidated and stable supplier base. 54% of its total purchasing volume in 2014 came from 4 key suppliers where they have substantial leverage. The company has long term partnerships, established contractual partnership agreements and is in some cases the only international buyer of the factory. This puts Suitsupply in a strong position to request improvements in working conditions. With a local buying office in China, close monitoring is possible at key Chinese suppliers who are also working together on making improvements.

Suitsupply has investigated solutions to increase the basic wage level at Chinese factories that use a piece rate system.

In the future, Suitsupply could work on investigating the root causes of overtime and on setting up a plan to prevent excessive overtime. In addition, the company should consider enrolling more suppliers in FWF's Workplace Education Programme.

## PERFORMANCE CATEGORY OVERVIEW

**Leader:** This category is for affiliates 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 FWF's belief that affiliates who are making a serious effort to implement the Code of Labour Practices—the vast majority of FWF affiliates—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 affiliates will receive a 'Good' rating.

**Needs Improvement:** Affiliates 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. Affiliates 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:** Affiliates 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. Affiliates may remain in this category for one year maximum, after which termination proceedings will come into force.

Categories are calculated based on a combination of benchmarking score and the percentage of own production under monitoring. The specific requirements for each category are outlined in the Brand Performance Check Guide.

## 1. PURCHASING PRACTICES

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.1 Percentage of production volume from suppliers where affiliate buys at least 10% of production capacity	54%	Affiliates with less than 10% of a factories' production capacity generally have limited influence on factory managers to make changes.	Supplier information provided by affiliate.	3	4	0

**Comment:** Suitsupply has a strong collaboration with a select number of suppliers. The close business relationship with the company's five biggest suppliers are laid down in contractual partnership agreements. At these suppliers Suitsupply has substantial leverage, with a buying volume ranging between 20% to 75% of the suppliers' total production capacity. Suppliers are experiencing growth through the growth of Suitsupply. Indirectly this means the company has more influence since they are an important purchaser of their product. Additional leverage is created by being the only international buyer and by setting up partner agreements when investing in new factories.

1.2 Percentage of production volume from suppliers where a business relationship has existed for at least five years	53%	Stable business relationships support most aspects of the Code of Labour Practices, and give factories a reason to invest in improving working conditions.	Supplier information provided by affiliate.	3	4	0
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**Comment:** 53% of Suitsupply's 2014 purchasing volume comes from suppliers where a business relationship exists for more than 5 years. The company aims at having long term relationships and has worked with their main suppliers since the start of the company.

1.3 All new suppliers are required to sign and return the Code of Labour Practices before first orders are placed.	Yes	The CoLP is the foundation of all work between factories and brands, and the first step in developing a commitment to improvements.	Signed CoLPs are on file.	2	2	0
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Comment: Questionnaires with the Code of Labour Practices of new suppliers are reviewed on file.

1.4 Company conducts human rights due diligence at all new suppliers before placing orders.	Yes	Due diligence helps to identify, prevent and mitigate potential human rights problems at new suppliers.	Documentation may include pre-audits, existing audits, other types of risk assessments.	4	4	0
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**Recommendation:** FWF recommends Suitsupply to cooperate with local stakeholders to further investigate the situation in their production countries, particularly when setting up production in a new country like Myanmar and Indonesia. A risk analysis as part of the decision-making process of selecting new suppliers is an important step to mitigate risk and prevent potential problems in terms of labour violations. Information from FWF country studies and wage ladders can be used. Health and Safety guidelines are made available by FWF for production staff who visit the factory frequently, to do an initial assessment of health and safety issues.

**Comment:** A preselection for new suppliers in China is done through the Chinese buying office. Suitsupply staff always visits the production location to conduct assessments. All production managers and buyers are instructed to conduct a visual inspection of the factory including paying attention to health and safety issues. While working on samples and prototypes, Suitsupply informs suppliers of FWF membership and the Code of Labour Practices. Historical correspondence or audits regarding CSR are requested. With its extensive experience in China, Suitsupply makes an assessment in terms of social compliance and performance comparing them to the existing suppliers. Suppliers need to show a willingness to cooperate and to improve before Suitsupply can continue the business relationship. A new business relationship started with a new shirts-factory in Poland with a Dutch owner and close partnership agreements. Suits have been made at the same suppliers for years. Suitsupply is in process of starting its own factory in Myanmar; this is an extensive process where Suitsupply places a significant investment in the local community, setting up its own team and recruiting skilled staff from villages. During a trial period the company visited six other factories to be able to compare and benchmark the paid wages in the area.

1.5 Supplier compliance with Code of Labour Practices is evaluated in a systematic manner.	Yes, and performance improvement is rewarded	A systemic approach is required to integrate social compliance into normal business processes, and supports good decisionmaking.	Documentation of systemic approach: rating systems, checklists, databases, etc.	2	2	0
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**Comment:** A supplier evaluation takes place with the Head of the Buying Department by receiving input from the Product Managers. Product Managers and Suitsupply China staff draft a report after each visit in which they have included the main points of the Corrective Action Plan. Suitsupply also receives input from their Chinese suppliers by having regular conversations regarding progress. Moreover, given the close relations with and between the Chinese suppliers, the Chinese suppliers share information and learn from each other through the cooperation with Suitsupply. In case order quantities increase, orders are spread across the 4 main suppliers in China. The suppliers who perform better or have showed significant improvements are rewarded with the extra orders.

1.6 The affiliate's production planning systems support reasonable working hours.	Strong, integrated systems in place.	Affiliate production planning systems can have a significant impact on the levels of excessive overtime at factories.	Documentation of robust planning systems.	4	4	0
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**Comment:** Suitsupply has a strong production planning system that is a shared process with suppliers. It has several means to support reasonable working hours; among others placing orders in low season and spreading production with never out of stock items. The company plans a year ahead and knows the production capacity of each supplier. The company spreads their monthly quantities across its suppliers who then have space to look for other clients. In case a new factory does not have enough capacity, the Suitsupply reserves capacity for the next year so that the factory can prepare for their orders. In some cases, Suitsupply has ensured financial commitment that enabled the factory to hire more personnel. Given that Suitsupply is a wholesale company, they are not guided by tight deadlines of retailers.



1.7 Degree to which affiliate mitigates root causes of excessive overtime.	Intermediate efforts	Some production delays are outside of the control of affiliates; however there are a number of steps that can be taken to address production delays without resorting to excessive overtime.	Documentation of root cause analysis and positive steps taken to manage production delays or improve factory processes.	3	6	0
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**Recommendation:** Suitsupply could discuss with factory management on the causes of excessive overtime and provide support to manage overtime. Outcomes of a root cause analysis can be used for identifying strategies that minimise the impact of its sourcing practice on working hours. If necessary, the affiliate could hire local experts to analyse root cause of excessive overtime in cooperation with the supplier. FWF could recommend qualified persons upon request.

**Comment:** Suitsupply delivers own fabrics. As a result, the company can ensure fabric arrives on time and control the entire production process. When suppliers indicated production time was too tight. Suitsupply responded by extending the lead times with two weeks. In case of delays, Suitsupply can split orders, use another style first or even spreads production through the network of Chinese suppliers. Suitsupply is flexible to place orders at suppliers in low seasons to limit the effects of peaks in demand and ease production pressure on suppliers in peak periods.

However, four audits that were conducted by FWF teams at Chinese suppliers in 2014 did show excessive overtime with workers working more than 7 days consecutively. At two of those suppliers, working hours were not recorded accurately. A fifth audit that was conducted in Macedonia showed no excessive overtime.

1.8 Affiliate's pricing policy allows for payment of at least the legal minimum wages in production countries.	Style-level policy	The first step towards ensuring the payment of minimum wages - and towards implementation of living wages - is to know the labour costs of garments.	Formal systems to calculate labour costs on per-product or country/city level.	4	4	0
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**Recommendation:** With the experience of local production staff and open relationship Suitsupply has with suppliers, a suggestion would be to investigate the cost of labour more closely in relation to the company's own pricing policy and the share that goes to workers' salaries.

**Comment:** Suitsupply can demonstrate the production costs at a style level and is aware of the overall prices of the factory. A cost break down can be made for each style with the price per complication. With that model, Suitsupply can estimate the shares for salary costs. For a few suppliers the exact cost of labour is known, including the margins of the suppliers.

1.9 Affiliate actively responds if suppliers fail to pay legal minimum wages.	No minimum wage problems reported	If a supplier fails to pay minimum wage, FWF affiliates are expected to hold management of the supplier accountable for respecting local labour law.	Complaint reports, CAPs, additional emails, FWF audit reports or other documents that show minimum wage issue is reported/resolved.	2	2	-2
1.10 Evidence of late payments to suppliers by affiliate.	No	Late payments to suppliers can have a negative impact on factories and their ability to pay workers on time. Most garment workers have minimal savings, and even a brief delay in payments can cause serious problems.	Based on a complaint or audit report; review of factory and affiliate financial documents.	0	0	-1
1.11 Degree to which affiliate assesses root causes of wages lower than living wages with suppliers and takes steps towards the implementation of living wages.	Factory-level approach	Sustained progress towards living wages requires adjustments to affiliates' policies.	Documentation of policy assessments and/or concrete progress towards living wages.	4	8	0

**Recommendation:** In piloting the solutions for the piece rate payment systems in China, FWF recommends to use the living wage benchmarks as calculated by local stakeholders in the Wage Ladder for calculating the minimum capacity needed for the basis wage setting.

**Comment:** Suitsupply discussed wage ladders with suppliers after an audit took place. In contractual agreements with Chinese suppliers, the legal salary increase is established which is in some cases covered by the factory and in other cases by Suitsupply. Together with FMO, Suitsupply has looked into solutions around the piece rate system in China. The pilot with one of their suppliers looked at ways to ensure a minimum wage for a minimum capacity as a basis for every worker. On top of this a bonus or more wage is possible for additional hours/skills.

For the start of business in Myanmar, Suitsupply has investigated wages that were paid in surrounding factories to ensure they would be above these benchmarks, with the intent to create a stable workforce.

1.12 Affiliate sources from an FWF factory member.	No	When possible, FWF encourages affiliates to source from FWF factory members. On account of the small number of factories this is a 'bonus' indicator. Extra points are possible, but the indicator will not negatively affect an affiliate's score.	Supplier information provided by affiliate.	N/A	1	0
1.13 Percentage of production volume from factories owned by the affiliate.	None	Owning a supplier increases the accountability and reduces the risk of unexpected CoLP violations. Given these advantages, this is a bonus indicator. Extra points are possible, but the indicator will not negatively affect an affiliate's score.	Supplier information provided by affiliate.	N/A	2	0

## PURCHASING PRACTICES

Possible Points: 40

**Earned Points: 31**

## 2. MONITORING AND REMEDIATION

BASIC MEASUREMENTS	RESULT	COMMENTS
% of own production under standard monitoring (excluding low-risk countries)	46%	
% of own production in low risk production countries where FWF's Low Risk policy has been implemented	46%	FWF low risk policy should be implemented. 0 = policy is not implemented correctly. N/A = no production in low risk countries.
Total of own production under monitoring	92%	Minimums: 1 year: 40%; 2 years 60%; 3 years+: 90% Measured as a percentage of turnover.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.1 Specific staff person is designated to follow up on problems identified by monitoring system	Yes	Followup is a serious part of FWF membership, and cannot be successfully managed on an ad-hoc basis.	Manuals, emails, etc., demonstrating who the designated staff person is.	2	2	-2

Comment: The Product Managers together with the CEO are for the overall purchasing policy. The Production Managers at Suitsupply headquarters and at the buying office in China are jointly responsible for the implementation of the Code of Labour Practices. Staff is present onsite in China almost daily to ensure high quality and set labour practices.

2.2 Degree of progress towards resolution of existing Corrective Action Plans	Intermediate	FWF considers efforts to resolve CAPs to be one of the most important things that affiliates can do towards improving working conditions.	Documentation of remediation and followup actions taken by affiliate.	4	8	-2
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**Recommendation:** To facilitate remediation, the affiliate could consider:

- Hire a local consultant to assist factory in developing an action plan and to assist factory management in investigating root causes.
- Organise supplier seminars.
- Provide factory training.
- Share knowledge/material.
- providing financial support to the supplier for implementing improvements.

FWF can assist in specific requests for finding pragmatic solutions to remediate findings.

**Comment:** Audit findings are discussed directly onsite with factory management. Particularly given that the Product Manager are located in China, close monitoring is made possible regular CAP follow up. Most of the corrective actions were addressed during last year; a few issues are still ongoing and status monitored regularly. Overtime, payment issues and effective dialogue remain issues to be remediated in China. At the supplier in Macedonia a worker representative was elected and since the last audit regular dialogue meetings are held. To solve the issue regarding sharing wage data with the FWF audit team, the factory has shown government inspection reports to ensure at least payment of minimum wage is guaranteed. At one factory in China, important improvements are made regarding the coverage of social security.

2.3 Percentage of production volume from suppliers that have been visited by the affiliate in the past financial year	72%	Formal audits should be augmented by annual visits by affiliate staff or local representatives. They reinforce to factory managers that affiliates are serious about implementing the Code of Labour Practices.	Affiliates should document all factory visits with at least the date and name of the visitor.	3	4	0
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**Comment:** Every season the Product Managers visit the garment suppliers. Labour standards and the status of the Corrective Action Plans are discussed during visits.

2.4 Existing audit reports from other sources are collected.	No existing reports/all audits by FWF or FWF affiliate	Existing reports form a basis for understanding the issues and strengths of a supplier, and reduces duplicative work.	Audit reports are on file; evidence of followup on prior CAPs. Reports of quality assessments.	N/A	3	0
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2.5 Audit Report and Corrective Action Plan (CAP) findings are shared with factory. Improvement timelines are established in a timely manner	Yes	2 part indicator: FWF audit reports were shared and discussed with suppliers within two months of audit receipt AND a reasonable time frame was specified for resolving findings.	Corrective Action Plans, emails; findings of followup audits; brand representative present during audit exit meeting, etc.	2	2	-1
2.6 High risk issues specific to the affiliate's supply chain are identified and addressed by the monitoring system.	Intermediate Capacity	Different countries and products have different risks associated with them; monitoring systems should be adapted to allow appropriate human rights due diligence for the specific risks in each affiliates' supply chain.	Documentation may take many forms; additional research, specific FWF project participation; extra monitoring activities, extra mitigation activities, etc.	3	6	0

**Recommendation:** It is recommended to further investigate steps towards the implementation of living wages, particularly at the supplier in Macedonia. FWF can provide assistance into supporting these steps. For Italy and Portugal FWF suggests to check working hours and subcontractors especially in the high season. Overtime and social dialogue remain the biggest challenges at the Chinese suppliers.

**Comment:** Given the local presence in China, Suitsupply is well aware of the risks associated with production in this country. The company has a structured approach to address issues at all the Chinese suppliers, enabling communication and cooperation between the suppliers to implement improvements.

2.6a High risk issues specific to Bangladesh are identified and addressed by the monitoring system and remediation activities.	Not sourcing in Bangladesh	Affiliates sourcing in Bangladesh should take additional action to address both building and fire safety and the prevention of violence against women.	Building, electrical and fire safety inspection reports, evidence of cooperation with other customers sourcing at the same factories (Accord signatories and/or FWF affiliates), etc.	N/A	3	0
2.6b High risk issues specific to Myanmar are identified and addressed by the monitoring system and remediation activities.	Not sourcing in Myanmar	Myanmar is still in the process of establishing the legal and civil society infrastructure needed to ensure compliance with labour rights. Extra care must be taken when doing business in Myanmar.	Shared CAPs, Wage Ladders per factory.	N/A	3	0

Requirement: Suitsupply is expected to implement FWF's guidelines on Myanmar describing specific due diligence steps that are required. Among others it is needed to specify how conditions for each labour standard in Myanmar will be improved in practice and specifically look at options that enhance social dialogue in the production location.

Comment: Suitsupply is setting up its own production location in Myanmar. Although trial orders have taken place, official production has not yet started.

2.7 Affiliate cooperates with other customers in resolving corrective actions at shared suppliers	No CAPs active or no shared suppliers.	Cooperation between customers increases leverage and chances of successful outcomes. Cooperation also reduces the changes of a factory having to conduct multiple Corrective Action Plans about the same issue with multiple customers.	Shared CAPs, evidence of cooperation with other customers.	N/A	2	-1
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Comment: As Suitsupply is in most cases the only international buyer and has high leverage at the factories that have been audited, the company can work on CAP implementation by itself.

2.8 Monitoring requirements are fulfilled for production in low-risk countries	Yes	Low risk countries are determined by the presence and proper functioning of institutions which can guarantee compliance with basic standards.	Documentation of visits, notification of suppliers of FWF membership; posting of worker information sheets, completed questionnaires.	2	2	0
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Comment: Suppliers in low risk countries are frequently visited and it is checked whether the CoLP is posted.

2.9 External brands resold by the affiliate who have completed and returned the external brand questionnaire. (% of external sales volume)	No external brands resold	FWF believes it is important for affiliates that have a retail/wholesale arm to at least know if the brands they resell are members of FWF or a similar organisation, and in which countries those brands produce goods.	Questionnaires are on file.	N/A	3	0
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2.10 External brands resold by affiliates that are members of another credible initiative. (% of external sales volume)	No external brands resold	FWF believes affiliates who resell products should be rewarded for choosing to stock external brands who also take their supply chain responsibilities seriously.	External production data in FWF's information management system. Documentation of sales volumes of products made by FWF or FLA members.	N/A	3	0
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## MONITORING AND REMEDIATION

Possible Points: 24

Earned Points: 16

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### 3. COMPLAINTS HANDLING

BASIC MEASUREMENTS	RESULT	COMMENTS
Number of worker complaints received since last check	1	At this point, FWF considers a high number of complaints as a positive indicator, as it shows that workers are aware of and making use of the complaints system.
Number of worker complaints in process of being resolved	1	
Number of worker complaints resolved since last check	1	

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
3.1 A specific employee has been designated to address worker complaints	Yes	Followup is a serious part of FWF membership, and cannot be successfully managed on an ad-hoc basis.	Manuals, emails, etc., demonstrating who the designated staff person is.	1	1	-1
3.2 System exists to check that the Worker Information Sheet is posted in factories	Yes	The Worker Information Sheet is a key first step in alerting workers to their rights.	Photos by company staff, audit reports, checklists from factory visits, etc.	2	2	0

Comment: Suitsupply checks whether the Code of Labour Practices is posted during factory visits. Despite Suitsupply's efforts one factory continues to refuse to post the Code of Labour Practices.

3.3 Percentage of FWF-audited factories where at least half of workers are aware of the FWF worker helpline.	20%	The FWF complaints procedure is a crucial element of verification. If factory-based complaint systems do not exist or do not work, the FWF worker helpline allows workers to ask questions about their rights and file complaints. Factory participation in the Workplace Education Programme also count towards this indicator.	Percentage of audited factories where at least 50% of interviewed workers indicate awareness of the FWF complaints mechanism + percentage of factories in WEP programme.	1	4	-2
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**Recommendation:** Suitsupply should inform the factory managers and workers about the existence of the hotline. The information sheet is the first step towards awareness raising about the existence and functioning of FWFs worker hotline. Moreover, participation in WEP trainings will contribute to raising awareness about the existence and the functioning of FWF's worker hotline. In addition to sending the worker information sheet, affiliates can use the worker information cards available for download on FWF's website.

**Comment:** Out of the five audits conducted by FWF in 2015, interviewed workers at one of the factories showed awareness given that a Workplace Education Programme training took place.

3.4 All complaints received from factory workers are addressed in accordance with the FWF Complaints Procedure	Yes	Providing access to remedy when problems arise is a key element of responsible supply chain management. Affiliate involvement is often essential to resolving issues.	Documentation that affiliate has completed all required steps in the complaints handling process.	3	6	-2
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**Recommendation:** The audit that was conducted at the factory where the plaintiff was employed, showed a finding that workers did not receive a copy of their labour contract. Suitsupply is expected to work on the corrective action plan in order to ensure all workers receive a copy of their labour contract. It is further recommended to check monitor and check the resignation policy in general and investigate whether this is a potential issue for other workers and/or other Chinese suppliers.

Comment: One complaint was submitted by a worker employed by a Chinese supplier. The complaint was related to resignation and outstanding payments. With support of Suit Supply, the factory and the worker came to an agreement that was acceptable to both parties:

The worker will be employed until the 28th of May. The factory agreed to pay all due wages until that date will be paid plus an additional half a month salary as severance pay. The payment will be made on 25 May. Given the short time the worker was employed by the factory, this was an acceptable solution to both parties.

3.5 Cooperation with other customers in addressing worker complaints at shared suppliers	No complaints or cooperation not possible / necessary.	Because most factories supply several customers with products, involvement of other customers by the FWF affiliate can be critical in resolving a complaint at a supplier.	Documentation of joint efforts, e.g. emails, sharing of complaint data, etc.	N/A	2	-2
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## COMPLAINTS HANDLING

Possible Points: 13

Earned Points: 7

## 4. TRAINING AND CAPACITY BUILDING

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
4.1 All staff is made aware of FWF membership requirements	Yes	Preventing and remediating problems often requires the involvement of many different departments; making all staff aware of FWF membership requirements helps to support cross-departmental collaboration when needed.	Emails, trainings, presentation, newsletters, etc.	1	1	-1

**Comment:** All staff members of Suitsupply is informed of FWF membership requirements. The Buying Department is well aware of the FWF membership and the activities carried out in connection with the membership. Information sessions on among others FWF membership is given to sales staff. New employees are informed about CSR related matters during their general training at "Suit school". All staff, whether IT, salespersons or executive, attend this training. In this training Suitsupply discusses working conditions and how to make a change in the textile industry.

4.2 Ongoing training in support of FWF requirements is provided to staff in direct contact with suppliers.	No	Sourcing, purchasing and CSR staff at a minimum should possess the knowledge necessary to implement FWF requirements and advocate for change within their organisations.	FWF Seminars or equivalent trainings provided; presentations, curricula, etc.	0	2	0
4.3 All sourcing contractors/agents are informed about FWF's Code of Labour Practices.	Yes	Agents have the potential to either support or disrupt CoLP implementation. It is the responsibility of affiliate to ensure agents actively support the implementation of the CoLP.	Correspondence with agents, trainings for agents, FWF audit findings.	1	2	-2

**Recommendation:** FWF recommends Suitsupply to further strengthen the involvement of agents to support the implementation of the CoLP.

Comment: Agents are informed about FWF membership and the necessity to comply with the FWF Code of Labour Practices.

4.4 Factory participation in Workplace Education Programme (where WEP is offered; by production volume)	61%	Lack of knowledge and skills on best practices related to labour standards is a common issue in factories. Good quality training of workers and managers is a key step towards sustainable improvements.	Documentation of relevant trainings; participation in Workplace Education Programme.	6	6	0
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Recommendation: In order to ensure awareness and enhance understanding of the relevant labour standards, grievance mechanisms and the importance of a good mechanism for communication between employers and workers in the workplace, FWF developed the Workplace Education Programme. Suitsupply is encouraged to further motivate its main suppliers to join WEP trainings. From 2016 onwards, this programme is also available in Macedonia.

Comment: A Workplace Education Programme training took place in 2014 at one of the most important Chinese suppliers.

4.5 Factory participation in trainings (where WEP is not offered; by production volume)	All production is in WEP areas.	In areas where the Workplace Education Programme is not yet offered, affiliates may arrange trainings on their own or work with other training-partners. Trainings must meet FWF quality standards to receive credit for this indicator.	Curricula, other documentation of training content, participation and outcomes.	N/A	4	0
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Comment: The suppliers located outside of areas where WEP is offered are either located in low risk or account for a production volume of below 2%.

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## TRAINING AND CAPACITY BUILDING

Possible Points: 11

Earned Points: 8

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## 5. INFORMATION MANAGEMENT

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
5.1 Level of effort to identify all production locations	Intermediate	Any improvements to supply chains require affiliates to first know all of their production locations.	Supplier information provided by affiliate. Financial records of previous financial year. Documented efforts by affiliate to update supplier information from its monitoring activities.	3	6	-2

**Recommendation:** It is advised to develop a systematic approach to complete the supplier list and ensure subcontractor information is included for the suppliers located outside of China.

**Comment:** Suppliers in China are regularly visited by the local buying office staff, including conducting in-line assessments where production is monitored closely. FWF audits did not identify unknown subcontractors.

5.2 A system exists to allow purchasing, CSR and other relevant staff to share information with each other about working conditions at suppliers	Yes	CSR, purchasing and other staff who interact with suppliers need to be able to share information in order to establish a coherent and effective strategy for improvements.	Internal information system; status CAPs, reports of meetings of purchasing/CSR; systematic way of storing information.	1	1	-1
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**Comment:** Within the buying department, all product managers are responsible for working on the implementation of the Code of Labour Practices with their suppliers. Findings and updates are shared in regular department meetings, where audit findings are also discussed. The head of buying oversees progress of the department. Supplier information is updated by product managers in FWFs online information management system.

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## INFORMATION MANAGEMENT

Possible Points: 7

Earned Points: 4

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## 6. TRANSPARENCY

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
6.1 Communication about FWF membership adheres to the FWF communications policy	Yes	FWF membership should be communicated in a clear and accurate manner. FWF guidelines are designed to prevent misleading claims.	Logo is placed on website; other communications in line with policy. Affiliates may lose points if there is evidence that they did not comply with the communications policy.	1	1	-2

Comment: FWF membership is mentioned on Suitsupply's corporate website in correct wording. FWF is occasionally mentioned in the company's newsletter that is shared with stakeholders and consumers.

6.2 Affiliate engages in advanced reporting activities	Yes	Good reporting by members helps to ensure the transparency of FWF's work and shares best practices with the industry.	Affiliate publishes one or more of the following on their website: Brand Performance Check, Audit Reports, Supplier List.	1	1	0
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Comment: Suitsupply has published the names of the factories they work with in the social report. A link to the previous performance check report is published on the website.

6.3 Social Report is submitted to FWF and is published on affiliate's website	Published on affiliate's website	The Social Report is an important tool for affiliates to transparently share their efforts with stakeholders.	Report adheres to FWF guidelines for Social Report content.	2	2	-2
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## TRANSPARENCY

Possible Points: 4

Earned Points: 4

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## 7. EVALUATION

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
7.1 Systemic annual evaluation of FWF membership is conducted with involvement of top management	Yes	An annual evaluation involving top management ensures that FWF policies are integrated into the structure of the company.	Meeting minutes, verbal reporting, Powerpoints, etc.	2	2	0

**Recommendation:** It is recommended to use the outcomes and recommendations of this performance check with the buying department, including the local buying office in China.

**Comment:** FWF membership is evaluated when writing the social report and reviewing the performance check. Head of buying department uses FWF membership in strategic sourcing decisions when evaluating with the CEO. Further progress on FWF membership is evaluated within the buying department in team meetings.

7.2 Changes from previous Brand Performance Check implemented by affiliate	75%	In each Brand Performance Check report, FWF may include requirements for changes to management practices. Progress on achieving these requirements is an important part of FWF membership and its process approach.	Affiliate should show documentation related to the specific requirements made in the previous Brand Performance Check.	4	4	-2
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**Comment:** Two requirements of last performance check were related to stimulating more suppliers to participate in the Workplace Education Programme. Suitsupply has started with one training in 2014 at one of the main Chinese suppliers. For the coming years it is recommended to continue suppliers' participation in the WEP. In addition, two other requirements from last year were implemented by adding the FWF logo on the company website and publishing the social report online.

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## EVALUATION

Possible Points: 6

Earned Points: 6

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## RECOMMENDATIONS TO FWF

Suitsupply would appreciate more guidance and support in the remediation process after conducting audits. Suggestions for concrete and pragmatic solutions would help to implement the improvements in a way that also benefits the factory.

## SCORING OVERVIEW

CATEGORY	EARNED	POSSIBLE
Purchasing Practices	31	40
Monitoring and Remediation	16	24
Complaints Handling	7	13
Training and Capacity Building	8	11
Information Management	4	7
Transparency	4	4
Evaluation	6	6
Totals:	76	105

BENCHMARKING SCORE (EARNED POINTS DIVIDED BY POSSIBLE POINTS)

72

PERFORMANCE BENCHMARKING CATEGORY

Good

## BRAND PERFORMANCE CHECK DETAILS

Date of Brand Performance Check:

20-05-2015

Conducted by:

Annabel Meurs

Interviews with:

Roos Fleuren (Head of Buying department)

Mirjam Witteveen (Product Manager)

Melanie Ditters (Product Manager)

Joy Roeterdink (Product Manager)

Matteo Novello (Product Manager)

Chantal de Waal (Legal Counsel)

Audit Summary:

Publication of the audit summary section previously included in Brand Performance Checks has been suspended while Fair Wear Foundation develops a new information system to manage and summarize the data.