



BRAND PERFORMANCE CHECK

Suit Supply B.V.

PUBLICATION DATE: NOVEMBER 2016

this report covers the evaluation period 01-01-2015 to 31-12-2015

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. The online [Brand Performance Check Guide](#) provides more information about the indicators.

BRAND PERFORMANCE CHECK OVERVIEW

Suit Supply B.V.

Evaluation Period: 01-01-2015 to 31-12-2015

AFFILIATE INFORMATION	
Headquarters:	Amsterdam, Netherlands
Member since:	07-05-2007
Product types:	Fashion
Production in countries where FWF is active:	China, India, Macedonia, Turkey
Production in other countries:	Italy, Netherlands, Peru, Poland, Portugal,
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?	No
SCORING OVERVIEW	
% of own production under monitoring	65%
Benchmarking score	52
Category	Needs Improvement

Summary:

In 2015, several internal changes have resulted in limited capacity at Suitsupply to implement FWF's management system requirements. 65% of Suitsupply's 2015 total purchasing volume is monitored, which is below the 90% required of brands in 3+ years of membership. The monitoring percentage comes from organizing FWF audits at 6 suppliers in China.

In 2016 Suitsupply organized more FWF audits and trainings as part of FWF's Workplace Education Programme and this is expected to result in a larger monitoring percentage next year. FWF recommends Suitsupply to create a sourcing strategy that prescribes the due diligence efforts that are required before starting production at a new supplier and set up an internal information sharing system that enables coherent monitoring shared by different staff and departments.

Suitsupply agreed with Dutch Development bank FMO to reach a living wage at their suppliers within 3 years and is looking into solutions for the piece rate system in China. FWF encourages this approach and suggests to continue these efforts with regard to living wage, by participating in FWF's living wage incubator.

The total benchmarking score has decreased compared to last year. This is partly due to insufficient due diligence when starting sampling at new suppliers and insufficient progress in the follow up of Corrective Action Plans. The company lacks a tool that gives an overview of all due diligence and monitoring efforts at each of their suppliers. Suitsupply plans to develop such a tool end 2016.

Suitsupply has a consolidated supplier base. The company has long term partnerships, and is in most cases the only international buyer of the factory. This puts Suitsupply in a strong position to request improvements in working conditions. The company has several means to support reasonable working hours; among others by spreading production with never out of stock items. However, excessive overtime is still a problem in all suppliers that have been audited, including in the factory where Suitsupply is the only buyer.

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	80%	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.	4	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 100% 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 buyer 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	69%	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: 69% of Suitsupply's 2015 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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Recommendation: FWF recommends Suitsupply to save the signed questionnaires of suppliers on a place that is accessible for all relevant staff.

Comment: Two new suppliers were selected in 2015. The supplier in India that produced a sample order for Suitsupply in 2015 sent back the signed questionnaire. However because it was sent to a Suitsupply employee that is no longer with the company, the questionnaire was no longer available on the company's server. The new supplier in China was visited by the local buying office of Suitsupply and also sent back the questionnaire to the local office.

1.4 Company conducts human rights due diligence at all new suppliers before placing orders.	No	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.	0	4	0
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Requirement: A formal process should exist to evaluate the risks of labour violations in the production areas where Suitsupply is operating. This evaluation should influence the decision on whether to place orders, how to prevent and mitigate risks, and what remediation steps may be necessary.

Recommendation: FWF recommends Suitsupply to set up a sourcing policy that includes a risk analysis as part of the decision-making process of selecting new suppliers. This risk analysis should describe the steps buyers have to take before placing a (sampling) order at a new factory, such as assessing possibly existing audit reports. This will be an important step to mitigate risk and prevent potential problems in terms of labour violations. FWF can give feedback on this sourcing policy.

Information from FWF country studies, wage ladders and extra guidance documents can be used. Suitsupply can further investigate the situation on their production countries by cooperating with local stakeholders. 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: Generally, new suppliers in China are preselected by the Chinese buying office. Suitsupply staff always visits the production location to conduct assessments. Though all production managers and buyers are instructed to conduct a visual inspection of the factory including paying attention to health and safety issues, the health and safety checklist provided by FWF is not stored on the server. The outcomes of visit inspections and assessing working conditions before the business relationship starts is not documented. 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. However, the quality of audit reports is not assessed, nor have external audit reports been shared among staff or stored in a place that is accessible for all staff.

Last year Suitsupply placed a sample order in India, a new production country for the company. There was no clear risk analysis in place before placing the sampling order. The production location was not entered into the database.

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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Recommendation: FWF recommends Suitsupply to make an overall matrix to track the performance of their suppliers and gather all information, such as their willingness to follow up on corrective action plans and complaints and whether there is proof of the posting of the FWF CoLP and whether a signed questionnaire is returned. With this overall matrix Suitsupply can easily check the status of monitoring at each supplier and what information is still missing.

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. Orders in low season months are given to suppliers who have shown progress in following up corrective action plans.

After an audit showed the use of fines in one of Suitsupply's Chinese suppliers that produces exclusively for the company, Suitsupply included in their contractual agreement that the use of these fines is prohibited. To reduce the excessive overtime at this supplier, Suitsupply placed less orders in order to reduce the working hours.

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 (October and November) and spreading production with never out of stock items. The company plans a year ahead, knows the production capacity of each supplier and guarantees a minimum order. 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, 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.

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. If necessary, the member could hire local experts to analyse root cause of excessive overtime in cooperation with the supplier. Where needed, FWF could recommend qualified persons. Upon request, FWF can organize a mini audit to check on working hours and verify progress.

Comment: Suitsupply delivers own fabrics to their manufacturing suppliers. 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. Despite above efforts, the three factory audits conducted by FWF teams in 2015 showed excessive overtime with workers working more than 7 days consecutively. In one of the factories Suitsupply has 100 % leverage. Suitsupply has taken action by reducing orders and ensuring more staff was hired. In another of the three factories Suit Supply leverage is low; when excessive overtime persists Suitsupply will look out for another supplier. In the brand performance check of 2017 it can be verified whether these measures have indeed reduced 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: FWF recommends that Suitsupply develops open costing with more suppliers such as already done for some suppliers.

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. Suitsupply has discussed the increase in legal minimum wage with their Turkish supplier and they informed the member their price would be able to cover this.

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: Suitsupply is recommended to analyse it's own pricing model and to investigate whether their price can absorb wage increases, particularly at factories where Suitsupply is the only buyer. Suitsupply can consider enrolling the factory where introduction of a higher minimum baseline wage is discussed in a new WEP training. This training focuses on worker/management dialogue and will be piloted early 2017.

Comment: Suitsupply agreed with FMO to reach a living wage at their suppliers within 3 years and is looking into solutions for the piece rate system in China. With one Chinese supplier Suitsupply has had intensive discussion on how a living wage can be reached within normal working hours. They are looking into a piecerate system with a higher minimum baseline wage for regular working hours. Suitsupply will participate in the FWF living wage incubator that starts end 2016, where members working on living wage are offered more guidance.

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.

For the start of business in Myanmar, Suitsupply has investigated wages that were paid in surrounding factories to ensure the supplier they partner with would pay wages 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: 28

2. MONITORING AND REMEDIATION

BASIC MEASUREMENTS	RESULT	COMMENTS
% of own production under standard monitoring (excluding low-risk countries)	65%	
% of own production in low risk production countries where FWF's Low Risk policy has been implemented	0%	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	65%	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 Production Managers and head of buying department 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	Insufficient	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.	-2	8	-2
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Requirement: Resolving and remediating non-compliances is one of the most important criteria FWF members can do towards improving working conditions. FWF expects members to examine and support remediation of any problem that they encounter. Coordinated efforts between different departments are required to ensure sustained responses to CAPs.

Recommendation: FWF recommends Suitsupply to develop guidelines for appropriate timeline and follow up of CAP findings, differentiated by severity of problem. Urgent issues require a short and strict timeline, and more follow up questions. In these cases, Suitsupply should ask for evidence to show remediation, and a timely verification activity should be scheduled. It is advised to register all documentation that proves CAP follow up on a location that is accessible for all staff in contact with the supplier.

Where suppliers are nontransparent about wage and time records because they are concerned that audit findings are shared with other buyers, FWF can offer to send a confidentiality agreement between audit supervisor, member company and supplier.

To facilitate remediation, Suitsupply could consider:

- Hiring a local consultant to assist factory in developing an action plan and to assist factory management in investigating root causes.
- Organising supplier seminars, or encouraging suppliers to participate in the seminars that FWF organize.
- Sharing 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 or via mail and Suitsupply could show communication about CAP follow up. However, follow up questions or evidence for remediation were not asked and / or not registered. Overtime, payment issues and effective dialogue remain the most important issues to be remediated in China.

2.3 Percentage of production volume from suppliers that have been visited by the affiliate in the past financial year	99%	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.	4	4	0
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Comment: Every season the Product Manager visits 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.	Yes	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.	1	3	0
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Recommendation: Existing reports form a basis for understanding the issues and strengths of a supplier, and reduces double work. Existing audits can be counted towards the monitoring threshold if the quality of the report is assessed using the FWF quality assessment tool and corrective actions are implemented.

Comment: Suitsupply requested external audit reports from the Indian supplier where the company placed a sample order. However, quality of the reports was not accessed.

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
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2.6 High risk issues specific to the affiliate's supply chain are identified and addressed by the monitoring system.	Insufficient 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.	0	6	0
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Requirement: The member's monitoring system should identify and address high risk issues that are specific to the members' sourcing practices. FWF provides policies and country-specific requirements, such as the Myanmar policy that includes extra requirements. Priorities in remediation efforts are guided by these policies.

Comment: There was no clear risk analysis in place before placing a sample order in India, which was a new country for Suitsupply. The company plans to create a sourcing policy that includes all monitoring steps that should be carried out before placing an order at a new production location.

The production location in Peru is not being monitored. Suitsupply agrees to start monitoring this supplier. Overtime and social dialogue remain the biggest challenges at the Chinese suppliers. In Myanmar Suitsupply has started a partnership with a factory that will produce for Suitsupply from 2016 onwards. Wages have been investigated in Myanmar, to ensure that the supplier pays above the benchmarks. In 2016 a FWF audit is scheduled. The questionnaire still needs to be sent, but Suitsupply's contract with the factory mentions the obligations under FWF membership.

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

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: Cooperation among costumers increases leverage, the chances of successful outcomes and long term improvements. A first step can be identifying other clients and their commitment to improving working conditions. In Turkey Suitsupply is recommended to work together with Inditex, the largest buyer at their Turkish supplier.

2.8 Monitoring requirements are fulfilled for production in low-risk countries	No	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.	0	2	0
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Requirement: All monitoring requirements need to be fulfilled for production in low-risk countries in order for it to be counted towards the monitoring threshold. All production sites in low-risk countries must:

- Be visited annually by Member company representatives;
- Be informed of FWF membership and return the completed CoLP questionnaire before production orders are placed;
- Be aware of specific risks identified by FWF;
- Have the FWF Worker Information Sheet posted in local languages.

Comment: Suitsupply visited all suppliers in low risk countries last year, but has not received the questionnaire from one supplier in Italy. Suitsupply could not show pictures of the posted working information sheet of it's suppliers in low risk countries.

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
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

MONITORING AND REMEDIATION

Possible Points: 27

Earned Points: 7

3. COMPLAINTS HANDLING

BASIC MEASUREMENTS	RESULT	COMMENTS
Number of worker complaints received since last check	0	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	0	
Number of worker complaints resolved since last check	0	

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

Recommendation: A specific staff person should be designated to address any complaints filed by factory workers, who is also aware of possibly existing audit report findings and earlier complaints.

Comment: The product manager that is the contactperson of the supplier follows up complaints that may occur at this supplier. From mid 2016 onwards, one specific staff person is designated to address all worker complaints.

3.2 System exists to check that the Worker Information Sheet is posted in factories	No	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.	0	2	0
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Requirement: Suitsupply must ensure that the Worker Information Sheet, including contact information of the local complaints handler of FWF, is posted in factories in a location that is accessible to all workers. Suitsupply should check by means of a visit whether the Worker Information Sheet is posted in the factories and document the posted Worker Information Sheets

Comment: During the performance check interviews, Suitsupply could not show pictures of the posting of the Worker Information Sheets at their suppliers. There is no system in place that gives an overview where the WIS is posted and where it is still missing.

3.3 Percentage of FWF-audited factories where at least half of workers are aware of the FWF worker helpline.	64%	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.	3	4	-2
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Recommendation: Suitsupply is recommended to check how the WEPs that have been planned in 2016 are received and how they can be followed up for further increasing workers' awareness. In addition to offering WEPs and sending the worker information sheet, members can use the worker information cards available for download on FWF's website to distribute when visiting suppliers or for instance agreeing with supplier that these cards are handed out together with the wage slips.

Comment: 6 Of the 10 audits conducted last 3 years showed that workers are aware of the CoLP. One WEP training has been conducted.

3.4 All complaints received from factory workers are addressed in accordance with the FWF Complaints Procedure	No complaints received	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.	N/A	6	-2
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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: 7

Earned Points: 4

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 are informed of FWF membership requirements. 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
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Recommendation: FWF recommends that all purchasing staff actively take part in training opportunities FWF offers such as: FWF seminars, the FWF annual conference and webinars. Upon request FWF can provide an in house training to all buyers and staff of China buying office.

4.3 All sourcing contractors/agents are informed about FWF's Code of Labour Practices.	Affiliate does not use agents	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.	N/A	2	-2
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4.4 Factory participation in Workplace Education Programme (where WEP is offered; by production volume)	24%	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.	2	6	0
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Requirement: Manufacturers and their workers should be systematically informed about FWF and the implementation of the Code of Labour Practices. All factory management and workers should be informed and aware about the relevant labour standards and grievance mechanisms.

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. The member should motivate its main suppliers to join WEP trainings.

Comment: In 2015 one WEP took place at a Chinese supplier of Suitsupply. In 2016 more WEPs are being organized.

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%.

TRAINING AND CAPACITY BUILDING

Possible Points: 9

Earned Points: 3

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, including sample orders and to keep FWF informed throughout the year, especially when starting sampling or sourcing in new production countries that are considered high risk.

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	No	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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Requirement: 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.

Recommendation: It is advised to make relevant staff aware of the available tools FWF offers, such as the Health and Safety guides. Purchasing staff is recommended to share reports from factory visits that include a status update of implementing the CoLP. Reports of visits, proof of CAP follow up and other relevant documents should be gathered and stored in a place that is known by all relevant staff.

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. However, until now relevant documents have not been filed in a consistent way that enables information sharing between staff. From mid 2016, a specific staff person is designated to make sure all relevant documents are stored on a central place and all monitoring efforts are documented.

INFORMATION MANAGEMENT

Possible Points: 7

Earned Points: 2

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 publishes the Brand Performance Check and Social report - including suppliers' names - on its 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

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 set up a yearly evaluation where FWF membership is discussed and the outcomes and recommendations of the performance check are shared. Suitsupply should share the brand performance check with with the buying department, including the local buying office in China.

Comment: The Head of Buying department shares concerning audit results with the CEO. The social report and brand performance check are also shared.

7.2 Changes from previous Brand Performance Check implemented by affiliate	No requirements were included in previous Check	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.	N/A	4	-2
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EVALUATION

Possible Points: 2

Earned Points: 2

RECOMMENDATIONS TO FWF

Suitsupply recommends FWF to update the country study Macedonia, because it is outdated.

SCORING OVERVIEW

CATEGORY	EARNED	POSSIBLE
Purchasing Practices	28	40
Monitoring and Remediation	7	27
Complaints Handling	4	7
Training and Capacity Building	3	9
Information Management	2	7
Transparency	4	4
Evaluation	2	2
Totals:	50	96

BENCHMARKING SCORE (EARNED POINTS DIVIDED BY POSSIBLE POINTS)

52

PERFORMANCE BENCHMARKING CATEGORY

Needs Improvement

BRAND PERFORMANCE CHECK DETAILS

Date of Brand Performance Check:

27-09-2016

Conducted by:

Annabel Meurs and Niki Janssen

Interviews with:

Roos Fleuren (Head of Buying department)

Joy Roeterdink (Product Manager)

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.