



BRAND PERFORMANCE CHECK

Suit Supply B.V.

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this report covers the evaluation period 01-01-2017 to 31-12-2017

ABOUT THE BRAND PERFORMANCE CHECK

Fair Wear Foundation 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. FWF, however, believes that the management decisions of clothing brands have an enormous influence for good or ill on product location conditions.

FWF's Brand Performance Check is a tool to evaluate and report on the activities of FWF's member companies. The Checks examine how member company management systems support FWF'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 FWF 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 FWF 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 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 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.

BRAND PERFORMANCE CHECK OVERVIEW

Suit Supply B.V.

Evaluation Period: 01-01-2017 to 31-12-2017

MEMBER COMPANY INFORMATION	
Headquarters:	Amsterdam, Netherlands
Member since:	07-05-2007
Product types:	Fashion
Production in countries where FWF is active:	China, Indonesia, Republic of Macedonia, Myanmar, Romania
Production in other countries:	Italy, Malaysia, Mauritius, 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
SCORING OVERVIEW	
% of own production under monitoring	97%
Benchmarking score	80
Category	Leader

Summary:

SuitSupply has shown advanced results on performance indicators and has made exceptional progress. With 97% of production under monitoring, SuitSupply fulfils FWF's monitoring threshold for brands that have been a FWF member for more than three years. The company scored 80 on its benchmark score. Hence, FWF has awarded SuitSupply a Leader rating.

SuitSupply introduced a stricter due diligence process in 2016 which it continued and improved in 2017; before sample orders are placed, staff request external audit reports or organise FWF audits. An order is only placed if SuitSupply has sufficient knowledge of what is happening on the factory work floor. This year, the member company's monitoring percentage remained well above the threshold needed for a leader.

The member company continued its efforts to reduce excessive overtime and to work towards a living wage at its Chinese suppliers. In 2017, further steps were made to reduce bottlenecks in the production process at multiple Chinese suppliers. Although the implemented measures have indeed led to fewer overtime hours, excessive overtime has remained an issue which needs SuitSupply's continued attention.

FWF has noted SuitSupply's efforts to take further steps to help its Burmese supplier implement the FWF Code of Labour Practice, especially by training workers and management to enhance social dialogue. The company collaborated with a local labour union to train the workers and management on freedom of association, which has led to the establishment of a workplace coordination committee. The company aims to work towards the establishment of a union. These activities will be assessed further in the next Brand Performance Check.

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 FWF's belief that member companies who are making a serious effort to implement the Code of Labour Practices—the vast majority of FWF 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.

1. PURCHASING PRACTICES

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.1a Percentage of production volume from production locations where member company buys at least 10% of production capacity.	92%	Member companies with less than 10% of a production location's production capacity generally have limited influence on production location managers to make changes.	Supplier information provided by member company.	4	4	0

Comment: SuitSupply has a strong collaboration with a select number of suppliers. The close business relationship with the company's Chinese, Burmese and Vietnamese suppliers are laid down in contractual partnership agreements. Suppliers are experiencing growth through the growth of SuitSupply. This shows the member company's high level of influence, being an important buyer at most of its factories.

In the past few years, SuitSupply has utilized maximum capacity of most of their Chinese suppliers. In order to cater for more capacity and spread risks, the company has started a new sourcing strategy that expands production to other Asian countries, such as Myanmar and Vietnam. This new strategy is implemented in a step-by-step approach to keep control over the quality of the production and capacity planning.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.1b Percentage of production volume from production locations where member company buys less than 2% of its total FOB.	15%	FWF provides incentives to clothing brands to consolidate their supplier base, especially at the tail end, as much as possible, and rewards those members who have a small tail end. Shortening the tail end reduces social compliance risks and enhances the impact of efficient use of capital and remediation efforts.	Production location information as provided to FWF.	2	4	0

Comment: Compared to the previous brand performance check of SuitSupply, the company has added more production locations where SuitSupply buys less than 2% of its total FOB. This is partly due to the accessories in their assortment which can be very specialised products. On the other hand, the company is hitting maximum production capacity at many of its production sites and needs to expand to new factories. This has also resulted in an increase in the number of production locations where SuitSupply buys less than 2% of its total FOB.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.2 Percentage of production volume from production locations where a business relationship has existed for at least five years.	75%	Stable business relationships support most aspects of the Code of Labour Practices, and give production locations a reason to invest in improving working conditions.	Supplier information provided by member company.	4	4	0

Comment: 75% of Suitsupply's 2017 purchasing volume comes from suppliers where a business relationship exists for at least 5 years. This is an increase of 14% compared to the year before. The company aims to build long-term relationships and has worked with their main suppliers since the start of the company.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.3 All new production locations are required to sign and return the questionnaire with the Code of Labour Practices before first bulk orders are placed.	Yes	The CoLP is the foundation of all work between production locations and brands, and the first step in developing a commitment to improvements.	Signed CoLPs are on file.	2	2	0

Comment: In 2017, SuitSupply started sourcing from 5 new production locations, which have returned the signed questionnaire and posted the Code of Labour Practice in the factory.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.4 Member company conducts human rights due diligence at all (new) production locations before placing orders.	Advanced	Due diligence helps to identify, prevent and mitigate potential human rights problems at suppliers.	Documentation may include pre-audits, existing audits, other types of risk assessments.	4	4	0

Comment: SuitSupply has invested in due diligence before placing orders at new production locations. The CSR department developed a risk assessment tool indicating the severity and likelihood of Code of Labour Practices violations per country. This tool informs the buying department and is used when discussing potential new production countries.

Before starting with a new supplier, SuitSupply discusses its FWF membership with them, and stresses the importance of the supplier being committed to cooperate and be transparent. The member company asks the supplier to fill in the FWF questionnaire. Next to that, an external audit report is requested. Where this report does not exist, or provides too little information, SuitSupply asks the supplier to cooperate with an audit. The member company also consults online resources and local NGOs to develop an understanding of the potential risks of Code of Labour Practices violation in the country.

All buyers are made aware that this due diligence process needs to take place before sampling. The CSR manager has trained all buyers on this due diligence system and continues to do so with new buyers.

SuitSupply was able to illustrate its human rights due diligence process by presenting the example of a highly specialised product which has been planned for the last few years. The product was initially planned with an Indian supplier. However, the external audit report provided too little information about the actual working conditions. SuitSupply asked them if they would cooperate with a FWF audit. The agent and supplier were not willing. SuitSupply then refused to start production with a supplier without knowing the working conditions. Because the member could not find another suitable supplier in 2016, the new product item was not made that year. In 2017, SuitSupply found a Turkish supplier. After taking each step in their due diligence system carefully, they are now planning the production of the product for next season. This case shows that due diligence is taken very seriously by SuitSupply and considered a leading factor in deciding whether the buying department can continue sourcing a specific product.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.5 Production location compliance with Code of Labour Practices is evaluated in a systematic manner.	Yes, and leads to production decisions	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

Comment: SuitSupply has developed a matrix that shows the social performance of their suppliers and the status of monitoring. This performance matrix helps the company in their discussions on performance with its suppliers. Specific agreements are made with suppliers that reward better performance in terms of social compliance and quality of the production. SuitSupply provided the example of suppliers that had shown progress on their corrective action were rewarded with Never-Out-of-Stock (NOS) items that can be produced in low season and fill up empty spaces in the production planning.

In case the evaluation of the supplier's commitment to implement the Code of Labour Practice sustains point of improvement, this can and has resulted in discontinuation of the business relationship when Corrective Action Plans are structurally not followed up. SuitSupply communicates from the start that it has interest in growing together with its suppliers, but there needs to be commitment from suppliers to work on remediation. SuitSupply actively responds to needs by providing trainings on issues identified during audits and joint investments to improve working conditions in the factories.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.6 The member company's production planning systems support reasonable working hours.	Strong, integrated systems in place.	Member company production planning systems can have a significant impact on the levels of excessive overtime at production locations.	Documentation of robust planning systems.	4	4	0

Comment: SuitSupply has a strong integrated production planning system that is a shared process with its base suppliers. Minimum orders are guaranteed for suppliers that take up 80% of the total FOB. The company plans a year ahead, reserving capacity, and knows the production capacity of each supplier per week. This information is updated on a biweekly basis and used to even out high and low season as much as possible.

SuitSupply 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 (NOS) items. Planning is furthermore based on the capabilities of the suppliers. Capacity is gradually increased if the companies perform well. In case a new factory does not have sufficient capacity, SuitSupply reserves capacity for the next year so that the factory can prepare for their orders.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.7 Degree to which member company mitigates root causes of excessive overtime.	Intermediate efforts	Some production delays are outside of the control of member companies; however there are a number of steps that can be taken to address production delays without resorting to excessive overtime.	Evidence of how member responds to excessive overtime and strategies that help reduce the risk of excessive overtime, such as: root cause analysis, reports, correspondence with factories, etc.	3	6	0

Comment: In recent years, SuitSupply started a project with FMO for its Chinese suppliers to reduce excessive overtime and to work towards a living wage. In this project SuitSupply investigates the root causes of overtime, starting with factories that can take a leader role towards the other Chinese suppliers of SuitSupply. As FMO particularly focuses on efficiency, SuitSupply aims to get workers involved in the process; they are the ones who know where the hiccups in the production process take place.

The company introduced trainings on open dialogue between factory management and workers which led to different results. In some factories the training indeed led to a fruitful conversation between management and worker representation whereas other trainings led to misunderstandings between the two parties. In order to create better understanding between the management and worker representation, SuitSupply has sent out a survey to learn more about workers' interest.

Together with one of the pilot factories, SuitSupply redesigned the production lines for more efficiency. They increased the number of workers per line for the same number of pieces in order to have better cooperation in the lines. To improve efficiency even more, SuitSupply jointly invested in a transport system. Another way to approach the issue is by looking at the efficiency and quality of the machines. SuitSupply supports its suppliers in selecting investment-worthy machines. The Chinese buying office assists in this. In its Mauritian factory there are engineers on site who track and monitor the machine efficiency and energy use.

SuitSupply delivers own fabrics to their manufacturing suppliers. As a result, the company can ensure fabric arrives on time and monitor the entire production process. In case of delays, SuitSupply can split orders, use another style first, spread out production through the network of Chinese suppliers or offer airfreight or transport by train.

Despite the considerable efforts mentioned above, the factory audits in China conducted by FWF teams in 2017 still show excessive overtime with workers working more than 60 hours for more than 7 days consecutively. SuitSupply agrees with the findings and aims to improve on this but struggles with the current culture among workers that supports voluntary overtime. The trainings and workers' survey carried out by SuitSupply aim to improve this culture.

Recommendation: SuitSupply is recommended to share the lessons learned of their pilots with its other suppliers. Upon request, FWF can organise monitoring visits to check on working hours per month per production line to verify progress.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.8 Member company'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

Comment: SuitSupply could demonstrate production costs at style level and is aware of the overall prices of the factory. The company was able to show that a cost breakdown can be made for each style with the price per complication. With that model, SuitSupply can estimate the shares for salary costs. As a follow-up to last year's recommendation, more work has been done with some suppliers to learn about the cost of labour. The company is able to break down the CMT costs to see what share goes to workers' salaries.

In addition to knowing production costs and estimation of salary costs, SuitSupply's Chief Product Officer has worked on a pricing strategy for SuitSupply's product that allow and anticipate for wage increases in the coming five years in their main production locations.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.9 Member company actively responds if suppliers fail to pay legal minimum wages.	Yes	If a supplier fails to pay minimum wage, FWF member companies 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.	1	2	-2

Comment: In one occasion, FWF's audit team discovered that employees of a Chinese factory were paid below minimum wage. They were elderly and working in a casual capacity. The factory had the aim to support these elderly employees in offering them jobs but with no hours or piece-rate commitments. As such, they were earning below minimum wage. SuitSupply discussed the matter with management which recognised the mistake. Factory management has implemented a system to ensure that all workers received minimum wages and correctly calculated overtime.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.10 Evidence of late payments to suppliers by member company.	No	Late payments to suppliers can have a negative impact on production locations 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 production location and member company financial documents.	0	0	-1

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.11 Degree to which member company assesses root causes of wages lower than living wages with suppliers and takes steps towards the implementation of living wages.	Production location level approach	Sustained progress towards living wages requires adjustments to member companies' policies.	Documentation of policy assessments and/or concrete progress towards living wages.	4	8	0

Comment: SuitSupply agreed with FMO to reach a living wage at their suppliers and is looking into solutions for the piece rate system in China. With one Chinese supplier that plays a positive leader role among the suppliers of SuitSupply, the member company had intensive discussion on how a living wage can be reached within normal working hours. SuitSupply participates in the FWF living wage incubator that launched in 2017. In this incubator, FWF members are offered more expert advice on how to work towards living wages.

In terms of worker involvement, SuitSupply started a wellbeing study to learn how worker satisfaction at this supplier could be improved. The study showed that a large part of income of the workers is spent on child care which has been taken up with the factory management. The well-being study is followed up with a survey. The company also did a social dialogue training in the factory to educate workers on social dialogue and a follow-up training is planned for 2018. In 2017, worker dialogue sessions have been organised by factory management. The trainings focused on basics of social dialogue, i.e. teach workers how the structure for negotiating looks like. The current topics discussed are small but SuitSupply hopes to be able to discuss bigger topics in the future through the official workers' representation, such as living wage.

Suitsupply furthermore carried out a benchmark study in the factory of their pilot project on which they established a target floor wage. The brand managed to pay the wage according to this benchmark which meant that wages have risen by 10-15% in this pilot factory.

In terms of understanding buying prices in relation to wages, SuitSupply carried out a wage analysis based on annual salaries per worker and department 2013-2017, executed labour minute costing calculations, identified gross versus net wage and local income taxes, and identified the percentage of CMT price that contributes to gross salaries. In order to pay higher wages at the production location SuitSupply investigates energy efficiency measures and improved efficiency measures.

As a follow-up to last year's recommendation, the company made an overall pricing strategy for the coming 5 years that allows for wage increases.

Recommendation: Suitsupply could start with conducting workers' well being study at the other Chinese suppliers.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
1.12 Percentage of production volume from factories owned by the member company (bonus indicator).	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 member company's score.	Supplier information provided by member company.	N/A	2	0

PURCHASING PRACTICES

Possible Points: 44

Earned Points: 34

2. MONITORING AND REMEDIATION

BASIC MEASUREMENTS	RESULT	COMMENTS
% of own production under standard monitoring (excluding low-risk countries)	79%	
% of production volume where monitoring requirements for low-risk countries are fulfilled	18%	FWF low risk policy should be implemented. 0 = policy is not implemented correctly. N/A = no production in low risk countries.
Meets monitoring requirements for tail-end production locations.	Yes	
Total of own production under monitoring	97%	Minimums: 1 year: 40%; 2 years 60%; 3 years+: 80-100% 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: Since mid-2016 SuitSupply has appointed a CSR manager that is the first contact person for FWF and responsible for follow-up on problems identified by its monitoring system. The CSR manager is supported by a CSR coordinator and a representative in the China office.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.2 Quality of own auditing system meets FWF standards.	Member makes use of FWF audits and/or external audits only	In case FWF teams cannot be used, the member companies' own auditing system must ensure sufficient quality in order for FWF to approve the auditing system.	Information on audit methodology.	N/A	0	-1

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.3 Audit Report and Corrective Action Plan (CAP) findings are shared with factory and worker representation where applicable. 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

Comment: SuitSupply could show that Audit reports and CAPs were timely shared with their suppliers. The company adapts the CAP template to provide prioritization of the issues found to help the factories focus on the most important issues at hand.

Recommendation: In case worker representation is applicable, FWF advises SuitSupply to share the CAP with worker representative as well as involve them in setting the timeframe for realising improvements.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.4 Degree of progress towards resolution of existing Corrective Action Plans and remediation of identified problems.	Intermediate	FWF considers efforts to resolve CAPs to be one of the most important things that member companies can do towards improving working conditions.	CAP-related documentation including status of findings, documentation of remediation and follow up actions taken by member. Reports of quality assessments. Evidence of understanding relevant issues.	6	8	-2

Comment: CAP follow up is coordinated by the CSR manager together with the coordinator. SuitSupply could show active follow up of the audits in China and has a clear system in place to keep track of all CAP follow-up. SuitSupply has also appointed one person of the China buying office to check CAP follow-up and support suppliers in the process of Code implementation. The person of the China buying office also visits locations in other production countries to improve the production quality, monitoring and follow-up of CAP issues.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.5 Percentage of production volume from production locations that have been visited by the member company in the previous financial year.	98%	Formal audits should be augmented by annual visits by member company staff or local representatives. They reinforce to production location managers that member companies are serious about implementing the Code of Labour Practices.	Member companies should document all production location visits with at least the date and name of the visitor.	4	4	0

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.6 Existing audit reports from other sources are collected.	Yes and quality assessed	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.	2	3	0

Comment: In 2017, SuitSupply requested an external audit report before placing an order at new suppliers. For all new suppliers that have an external audit report, the quality of the report was assessed by using FWF Audit Quality Assessment Tool. If there is no existing audit report or insufficient information based on available audit reports, SuitSupply requests an external audit report themselves. For its new production locations, SuitSupply tried to be involved in the follow up on existing CAPs, but the other brands in the factories were not willing to collaborate. However, when the CAP of other sources was shared, SuitSupply tried to implement the corrective actions themselves (without the collaboration of the other brand). The company was able to provide one example of a factory in which it followed up on a CAP of another non-FWF brand.

Recommendation: The good practice showed by SuitSupply to follow up on CAP results of audit reports requested by another brand is noted by FWF. FWF encourages the company to implement this practice wider, more structural and with the collaboration of the other brands in their factories.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.7 Compliance with FWF risk policies.	Average score depending on the number of applicable policies and results	Aside from regular monitoring and remediation requirements under FWF membership, countries, specific areas within countries or specific product groups may pose specific risks that require additional steps to address and remediate those risks. FWF requires member companies to be aware of those risks and implement policy requirements as prescribed by FWF.	Policy documents, inspection reports, evidence of cooperation with other customers sourcing at the same factories, reports of meetings with suppliers, reports of additional activities and/or attendance lists as mentioned in policy documents.	4	6	-2
Compliance with FWF enhanced monitoring programme Bangladesh	Policies are not relevant to the company's supply chain			N/A	6	-2
Compliance with FWF Myanmar policy	Intermediate			3	6	-2
Compliance with FWF guidance on abrasive blasting	Policies are not relevant to the company's supply chain			N/A	6	-2
Compliance with FWF guidance on risks related to Turkish garment factories employing Syrian refugees	Intermediate			3	6	-2
Other risks specific to the member's supply chain are addressed by its monitoring system	Advanced			6	6	-2

Comment: SuitSupply's CSR department has made a clear overview of country risks for its buying department. This allows the company to be aware of specific risks per country and actively use this in their decision-making process. Besides a general risk analysis, it has specific policies in place regarding specific topics for this indicator.

Regarding Myanmar, SuitSupply submitted an annual supplier register including the name of their supplier in Myanmar. Using this information, FWF published an aggregated list of factories in Myanmar supplying FWF members. This supplier information is also communicated in SuitSupply's sustainability report. SuitSupply investigated wage levels in surrounding factories in Myanmar and compared this to the wage scale at their supplier. However, the wage ladder per factory was not published which had been set as a requirement for last year's brand performance check.

End of 2016 a FWF audit was organised in the Burmese factory which showed besides issues related to occupational health and safety, improper internal grievance mechanisms and no worker representation or union present in the factory. As a result, the factory was re-audited at the end of 2017 by FWF showing that the factory made progress on the issues related to social dialogue. A local labour union trained the workers and management on freedom of association which led to the establishment of a workplace coordination committee. The factory has furthermore conducted Worker Education Program training and a social dialogue training with Impactt.

Regarding employing refugees or illegal workers as well as child labour remediation/juvenile workers, SuitSupply has specific policies in place that provides guidelines on how to handle in case such issues arise in their supply chain.

Recommendation: FWF recommends including the information on wage levels at the supplier compared against available benchmarks in the next social report, or on the company website. FWF will use this information to assess how each member progresses towards payment of living wages in cooperation with its suppliers.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.8 Member company cooperates with other FWF member companies in resolving corrective actions at shared suppliers.	Active cooperation	Cooperation between customers increases leverage and chances of successful outcomes. Cooperation also reduces the chances 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.	2	2	-1

Comment: Due to the product lines that SuitSupply offers, the company doesn't have many shared suppliers with other FWF member brands. Nevertheless, SuitSupply shares a supplier in Peru and Italy with other FWF members. SuitSupply agreed to share audit results, checklists and pictures and reports of visits.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.9 Percentage of production volume where monitoring requirements for low-risk countries are fulfilled.	50-100%	Low-risk countries are determined by the presence and proper functioning of institutions which can guarantee compliance with national and international standards and laws.	Documentation of visits, notification of suppliers of FWF membership; posting of worker information sheets, completed questionnaires.	1	2	0

Comment: For all suppliers in low risk countries, SuitSupply could show that monitoring requirements were fulfilled in 2017.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.10 Extra bonus indicator: in case FWF member company conducts full audits above the minimum required monitoring threshold.	90%+	FWF encourages all of its members to audit/monitor 100% of its production locations and rewards those members who conduct full audits above the minimum required monitoring threshold.	Production location information as provided to FWF and recent Audit Reports.	3	3	0

Comment: SuitSupply has monitored 97% of their total FOB volume.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.11 Questionnaire is sent and information is collected from external brands resold by the member company.	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	2	0

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.12 External brands resold by member companies that are members of another credible initiative (% of external sales volume).	No external brands resold	FWF believes members who resell products should be rewarded for choosing to sell external brands who also take their supply chain responsibilities seriously and are open about in which countries they produce goods.	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

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
2.13 Questionnaire is sent and information is collected from licensees.	No licensees	FWF believes it is important for member companies to know if the licensee is committed to the implementation of the same labour standards and has a monitoring system in place.	Questionnaires are on file. Contracts with licensees.	N/A	1	0

MONITORING AND REMEDIATION

Possible Points: 32

Earned Points: 26

3. COMPLAINTS HANDLING

BASIC MEASUREMENTS	RESULT	COMMENTS
Number of worker complaints received since last check	2	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		
Number of worker complaints resolved since last check	2	

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

Comment: Since mid-2016 SuitSupply has appointed a CSR manager that is the first contact person for FWF and responsible for complaint handling. The CSR manager is supported by a CSR coordinator and a representative in the China office.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
3.2 System is in place 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 production location visits, etc.	2	2	0

Comment: SuitSupply could show pictures of all Worker Information Sheets. The CSR manager instructs colleagues to physically check this during factory visits.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
3.3 Percentage of FWF-audited production locations where at least half of workers are aware of the FWF worker helpline.	69%	The FWF complaints procedure is a crucial element of verification. If production location 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. Production location participation in the Workplace Education Programme also count towards this indicator.	Percentage of audited production locations where at least 50% of interviewed workers indicate awareness of the FWF complaints mechanism + percentage of production locations in WEP programme.	3	4	0

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
3.4 All complaints received from production location 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. Member company involvement is often essential to resolving issues.	Documentation that member company has completed all required steps in the complaints handling process.	3	6	-2

Comment: SuitSupply engaged the factory management to discuss the two complaints and its remediation. SuitSupply enrolled both factories that had complaints in WEP trainings.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
3.5 Cooperation with other customers in addressing worker complaints at shared suppliers	No complaints or cooperation not possible / necessary	Because most production locations supply several customers with products, involvement of other customers by the FWF member company 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	0

Comment: The complaints were not at production locations that SuitSupply shares with other FWF member brands. SuitSupply attempted to cooperate with other brands when addressing the complaints but found the other brands unwilling to cooperate.

COMPLAINTS HANDLING

Possible Points: 13

Earned Points: 9

4. TRAINING AND CAPACITY BUILDING

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
4.1 All staff at member company are made aware of FWF membership.	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.

SuitSupply also introduced a new training specifically for the buying staff, which also includes a new training about sourcing risks and due diligence.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
4.2 All staff in direct contact with suppliers are informed of FWF requirements.	Yes	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.	2	2	-1

Comment: SuitSupply's CSR manager provides training on FWF Code of Labour Practice implementation and the required due diligence in every stage of production to all staff that is in direct contact with suppliers.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
4.3 All sourcing contractors/agents are informed about FWF's Code of Labour Practices.	Yes + actively support COLP	Agents have the potential to either support or disrupt CoLP implementation. It is the responsibility of member company to ensure agents actively support the implementation of the CoLP.	Correspondence with agents, trainings for agents, FWF audit findings.	2	2	0

Comment: SuitSupply trained its two agents, in Italy and Peru, to use the Health and Safety checklist, on how to check follow up on CAPs, and support the implementation of the FWF Code of Labour Practice. The checks and outcomes are regularly shared with SuitSupply.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
4.4 Production location participation in Workplace Education Programme (where WEP is offered; by production volume)	88%	Lack of knowledge and skills on best practices related to labour standards is a common issue in production locations. 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

Comment: SuitSupply enrolled more suppliers in the Workplace Education Programme, and therefore the percentage increased from 78% in 2016 to 88% in 2017.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
4.5 Production location participation in trainings (where WEP is not offered; by production volume)	0%	In areas where the Workplace Education Programme is not yet offered, member companies 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.	0	4	0

Comment: SuitSupply is active in Mauritius, where FWF does not offer the Workplace Education Programme. The member company investigated online training tools for this supplier, but the implementation costs were considered too high in relation to the quality and output of the training.

Recommendation: All factory workers and management should be informed about FWF, labour standards and grievance mechanisms. In order to further communication between employers and workers in the workplace FWF recommends SuitSupply to ensure suppliers participate in trainings. Trainings must meet FWF quality standards to receive credit for this indicator: top management, supervisors and workers should be included in the trainings, separately. Workplace standards and dispute handling should be included in the training. At least 10-20% of the workforce must be trained, depending on the size of the factory. Worker participation should be balanced and representative.

Before starting a training, SuitSupply is recommended to check with FWF if the training fulfils FWF quality standards.

TRAINING AND CAPACITY BUILDING

Possible Points: 15

Earned Points: 11

5. INFORMATION MANAGEMENT

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

Comment: The suppliers in other countries than China are annually visited by staff based in the Netherlands (by both CSR and buying department). Suppliers in China are regularly visited by the Amsterdam-based staff as well as local buying office staff, including conducting in-line assessments where production is monitored closely. FWF audits did not identify unknown subcontractors. If SuitSupply found undisclosed subcontractors, the company used a similar onboarding procedure as with other suppliers. SuitSupply has contacted FWF throughout the year to discuss potential new suppliers for sampling or full production.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
5.2 CSR and other relevant staff actively share information with each other about working conditions at production locations.	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

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 meetings, where audit findings are also discussed.

The CSR manager worked in a systematic manner to file all relevant documents, enabling easy information sharing among staff. The CSR manager also visited most production locations. After each factory visit, the relevant staff is informed about issues or progress made related to the Code of Labour Practices which they need to pay specific attention to when visiting their supplier.

INFORMATION MANAGEMENT

Possible Points: 7

Earned Points: 7

6. TRANSPARENCY

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
6.1 Degree of member company compliance with FWF Communications Policy.	Minimum communications requirements are met AND no significant problems found	FWF's communications policy exists to ensure transparency for consumers and stakeholders, and to ensure that member communications about FWF are accurate. Members will be held accountable for their own communications as well as the communications behaviour of 3rd-party retailers, resellers and customers.	FWF membership is communicated on member's website; other communications in line with FWF communications policy.	2	2	-3

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, and a clickable FWF logo leads to the FWF page with the company's profile.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
6.2 Member company engages in advanced reporting activities	Production locations are disclosed to the public	Good reporting by members helps to ensure the transparency of FWF's work and shares best practices with the industry.	Member company publishes one or more of the following on their website: Brand Performance Check, Audit Reports, Supplier List.	2	2	0

Comment: SuitSupply mentions the names and locations of all suppliers in its 2017 sustainability report which is published on the company's website.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
6.3 Social Report is submitted to FWF and is published on member company's website	Complete and accurate report published on member's website	The social report is an important tool for members to transparently share their efforts with stakeholders. Member companies should not make any claims in their social report that do not correspond with FWF's communication policy.	Social report that is in line with FWF's communication policy.	2	2	-1

Comment: The sustainability report 2017 is published on the brand website, containing information of all production locations.

TRANSPARENCY

Possible Points: 6

Earned Points: 6

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

Comment: After receiving the last FWF Brand Performance Check, a new structure for the CSR department was set up. The CEO, CPO and CSR manager communicate directly about concerning or urgent issues. In addition, the CSR manager presents progress made two times a year to the board of SuitSupply.

PERFORMANCE INDICATORS	RESULT	RELEVANCE OF INDICATOR	DOCUMENTATION	SCORE	MAX	MIN
7.2 Level of action/progress made on required changes from previous Brand Performance Check implemented by member company.	66%	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.	Member company should show documentation related to the specific requirements made in the previous Brand Performance Check.	4	4	-2

Comment: Last years' brand performance check had three requirements regarding the high-risk policy on Myanmar:

1. FWF requires the member company to publish the wage ladders per factory, compared against available benchmarks.
2. FWF requires SuitSupply to describe specific activities to monitor and implement labour standards at the Burmese supplier in the annual work plan and social report.
3. The member company is required to promote processes that enhance social dialogue within the Burmese factory.

SuitSupply has taken action on two out of three requirements (requirements 2 and 3) as described above but did not publish the wage ladder of the Burmese factory, which needs to be followed up with FWF in the next Brand Performance Check. One of the issues that related to this is the lack of a Living Wage benchmark for Myanmar.

EVALUATION

Possible Points: 6

Earned Points: 6

RECOMMENDATIONS TO FWF

- SuitSupply would like a more user-friendly database with more functionalities where signed questionnaires and other documents can be uploaded and that can easily show which audits need to be renewed, what the current monitoring percentage is etc.
- In relation to the above, SuitSupply would prefer one login for all portals instead of separate logins.
- SuitSupply finds the WEP basic module very basic and urges FWF to improve the training to ensure that workers awareness is increased.

SCORING OVERVIEW

CATEGORY	EARNED	POSSIBLE
Purchasing Practices	34	44
Monitoring and Remediation	26	32
Complaints Handling	9	13
Training and Capacity Building	11	15
Information Management	7	7
Transparency	6	6
Evaluation	6	6
Totals:	99	123

BENCHMARKING SCORE (EARNED POINTS DIVIDED BY POSSIBLE POINTS)

80

PERFORMANCE BENCHMARKING CATEGORY

Leader

BRAND PERFORMANCE CHECK DETAILS

Date of Brand Performance Check:

20-07-2018

Conducted by:

Jesse Bloemendaal, Hector Chavez

Interviews with:

Joy Roeterdink - CSR manager

Brigitta Danka - CSR coordinator

Roos Fleuren - Chief Product Officer

Laura Slabbers - Buyer Ties& accessories

Jonne Kuipers - Buyer Suits