



Fair Wear member since 2005
20 years of Fair Wear membership in 2025



Heigo Social Report 2025

Annual public reporting on Human Rights Due Diligence (HRDD)
Reporting period: 1 January 2025 – 31 December 2025



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About this report

This Social Report covers Heigo Nederland B.V.'s financial year 2025 and is intended to fulfil Fair Wear's annual public reporting requirement on human rights due diligence (HRDD). It has been prepared using the Fair Wear HRDD Step 5 Reporting Checklist (2025 update).

The report focuses on human rights in Heigo's garment supply chain and on the systems through which Heigo identifies, prevents, mitigates, tracks and, where necessary, remediates adverse impacts. Environmental and circularity topics are mentioned only where they are directly connected to sourcing decisions, purchasing practices or responsible business conduct.

Reporting principle

Heigo reports both progress and remaining challenges. A "Good" Brand Performance Check result is evidence that the HRDD system is functioning, but it is not presented as proof that every human-rights risk in the supply chain has been eliminated.

1. 2025 at a glance and company profile

In 2025, Heigo marked twenty years of Fair Wear membership. During those two decades, responsible purchasing and labour conditions have evolved from a separate compliance topic into a recurring part of sourcing, production planning and supplier management. The 2025 Brand Performance Check again placed Heigo in the “Good” category.

20 YEARS Fair Wear membership	GOOD Brand Performance Check 2025	100% production locations disclosed via Fair Wear transparency	EUROPE garment production concentrated in European countries
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Heigo and its sourcing model

Heigo develops, supplies and manages workwear, protective clothing, footwear and personal protective equipment. For its own Made To Match workwear, the company has direct influence over product development and production through its own garment factory, Varna Confectia in Novi Pazar, Bulgaria. External garment production is used where an article cannot be made within the own production set-up.

The sourcing strategy is deliberately European. Heigo has withdrawn garment production from countries with elevated due-diligence risks and gives priority to long-term relationships, its own factory and suppliers that can demonstrate credible social-performance systems. The company’s 2025 communication states that 100% of its production locations are disclosed in accordance with Fair Wear’s transparency framework.



Heigo logistics

2. HRDD policy, governance and management systems

Policy and responsible business conduct

Heigo has a public Human Rights Due Diligence policy and uses Fair Wear membership as the principal framework for human-rights due diligence in garment production. Fair Wear's Code of Labour Practices, the OECD due-diligence approach and internationally recognised labour rights provide the reference points for the company's social-compliance expectations. These expectations apply to Heigo's own production and to external production partners.

Fair Wear membership means that Heigo does not treat social compliance as a supplier certificate. The company is expected to identify and prioritise risks, adapt its own purchasing practices, maintain access to remedy, follow up assessments and corrective actions, and report publicly on progress. The annual Brand Performance Check provides independent review of how these systems are embedded in the business.

Governance and oversight

Responsibility	Role in HRDD
General Management	Sets direction and remains accountable for responsible business conduct and HRDD; decides on material sourcing, pricing, capacity or supplier issues.
Sustainability / Quality	Coordinates the HRDD framework, risk information, Fair Wear reporting, corrective-action follow-up and public reporting.
Purchasing / Product Development	Integrates supplier selection, costing, lead times, material choices and production feasibility into responsible purchasing decisions.
Sales / Tender teams	Translate fair-production commitments into customer proposals and avoid commercial commitments that create unrealistic production pressure.
Varna management & Fair Wear Team	Implements location-level actions, worker information, grievance access and monitoring at Heigo's own production location.

Information flow and decision-making

HRDD information is combined from Fair Wear assessments and Member Hub data, supplier questionnaires, CAPs, production planning, location visits, worker and management dialogue, grievance information and commercial sourcing data. Issues that cannot be resolved operationally are escalated to senior management, particularly where purchasing decisions, investment, production capacity or supplier relationships may be affected.

Management commitment

"Improving labour conditions is no longer a request but a requirement." — Piet Goossens, CEO

3. Risk identification, assessment and prioritisation

Heigo's European sourcing model reduces exposure to some country-level risks, but it does not remove the need for due diligence. Risks are assessed at both country and production-location level and are considered together with Heigo's own purchasing practices and leverage. At the owned factory, direct ownership creates strong leverage; at external suppliers and subcontractors, information quality and influence can be more dependent on the strength of the commercial relationship.

How we identified and prioritized risks

- 1 We scoped the relevant countries, production locations, subcontractors and sourcing relationships.
- 2 We Identified potential harms using Fair Wear country/location information, audit and CAP findings, grievance information, supplier data and local management/worker input.
- 3 Assess severity, including the scale and seriousness of the potential impact and whether the harm can be remedied.
- 4 Assess likelihood in the specific sourcing and production context, including product, country, workforce and purchasing-practice factors.
- 5 Prioritise the most severe impacts first, then consider likelihood, leverage and the feasibility of prevention or mitigation.
- 6 We assigned an owner, action, timeframe and evidence source, and reviewed progress through the HRDD management cycle.

Most significant human-rights risks

Priority risk	Why it is material
Living wage / wage gap	Wages can comply with legal minima while still falling short of a credible living-wage benchmark. Wage progression therefore remains a priority.
Working hours and production pressure	Peak demand, late changes or insufficient lead time can create overtime risks. Heigo's Beehive planning and purchasing practices are a key preventive control.
Freedom of association and worker voice	Workers need effective ways to organise, elect representatives, raise concerns and participate in social dialogue.
Discrimination and harassment	At Heigo discrimination is a zero-tolerance issue; particular attention is required to equal treatment, respectful workplaces and accessible grievance channels.
Health and safety	Garment production involves ergonomic, machinery, fire-safety and workplace-health risks that require continuous controls.
Subcontractor transparency	Human-rights risk can increase where production is subcontracted and Heigo has less direct information or leverage.

4. Action plans and responsible purchasing practices

Heigo's action plans combine location-level corrective action with changes to its own commercial practices. The objective is not only to correct an observed problem, but also to reduce the business conditions that can cause or aggravate it. Progress is tracked through Fair Wear assessments, CAP follow-up, production information, supplier dialogue and management review.

Area	2025 approach	Timing	How effectiveness is tracked
Wages	Use visibility of labour cost and production minutes in costing; continue wage-ladder/benchmark discussions; include living-wage considerations in relevant customer proposals.	Annual review / ongoing	Wage development and documented wage-gap trend.
Working hours	We plan realistic lead times, involve production early, avoid unnecessary last-minute changes and match capacity to demand.	Order cycle / ongoing	Overtime patterns, delivery performance and production-plan stability.
Worker voice	Maintain the Fair Wear Team, worker information, internal grievance route and access to the Fair Wear helpline.	Ongoing	Worker awareness, issues raised and resolution status.
Health & safety	Follow up assessment/CAP items; maintain workplace, fire-safety and ergonomic controls.	Ongoing / CAP deadlines	Closed actions and recurring findings.
Supplier transparency	Maintain complete production-location data, disclose through the Fair Wear portal and review external production relationships.	Annual / change-driven	Disclosure completeness and supplier review evidence.
Responsible purchasing	Use long-term relationships and fair production planning as sourcing criteria rather than purchasing on price alone.	Ongoing	Supplier continuity, planning quality and escalation of purchasing-practice risks.

Purchasing practices as a prevention measure

At Varna Confectia, the production cycle is planned with the factory before an order is released. The 2025 report documented normal lead times of approximately 8–12 weeks and early involvement of the production location in development and planning. These practices remain the basis for preventing production peaks and reducing pressure that could otherwise be transferred to workers (f.e. prevent excessive overtime).



Production and cutting equipment – Heigo / Varna Confectia

5. Production locations and supply-chain transparency

Transparency is a core element of Heigo's HRDD approach. In 2022, Heigo communicated that all garment production had been moved to European countries and that the company had withdrawn from countries with elevated due-diligence risks. This sourcing decision does not replace location-level due diligence, but it reduces exposure to some structural risks and increases the practicality of direct supplier engagement.

Tier-1 disclosure

2025 transparency result

Heigo reports 100% of its production locations through Fair Wear's transparency framework / portal, including the production locations that fall within Fair Wear's Tier-1 disclosure scope.

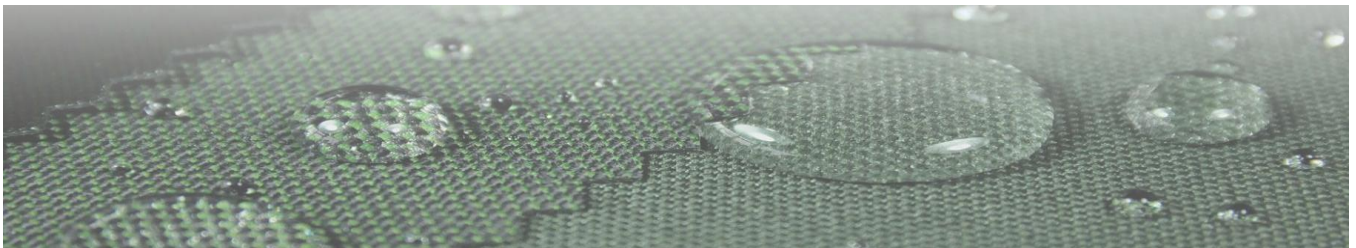
The primary production location for Heigo's own Made To Match programme is Varna Confectia in Novi Pazar, Bulgaria. External European production partners are used for products that cannot be produced in the own factory. Subcontractors are included in the company's production-location mapping and are part of the Fair Wear disclosure and monitoring process.

Supplier selection and relationship management

- Preference for own European production where technically and commercially feasible.
- Preference for long-term supplier relationships and, for external garment sourcing, suppliers with credible Fair Wear or comparable responsible-business systems. (Fair Wear-members)
- Review of social-performance information as part of supplier dialogue rather than relying only on product quality and price.
- Production-location and subcontractor information is maintained as part of the due-diligence data set and updated when sourcing changes.
- The company's leverage is assessed explicitly: direct ownership provides high leverage at Varna; external suppliers require stronger contractual, commercial and collaborative follow-up.

Assessment findings and corrective actions

Heigo uses Fair Wear assessment findings and Corrective Action Plans (CAPs) to convert identified issues into actions with responsible owners and follow-up. The 2025 report referenced CAPs for Varna Confectia and its subcontractor Grand 2023 (formerly Megahit 2020).



Workwear fabric detail – quality and sourcing decisions are connected to responsible production planning.

6. Owned production: Varna Confectia, Bulgaria

Varna Confectia is Heigo's own garment production company in Novi Pazar, Bulgaria and is central to the Made To Match sourcing model. Direct ownership gives Heigo greater visibility of production planning, labour-cost components, staffing, working-time patterns and corrective actions than is normally available in a conventional buyer-supplier relationship.



Sewing at Varna Confectia



Garment cutting and workmanship

Local HRDD implementation

The Fair Wear Team established at Varna Confectia supports continuous improvement of social compliance. Its role includes following up Corrective Action Plans, communicating the Code of Labour Practices, supporting worker information and contributing to implementation of the grievance mechanism. The factory has previously introduced regular worker communication, an internal grievance route, information on worker representation and a transparent explanation of how salaries are formed.

The production-planning and efficiency system (Beehive) provides real-time operational information. The purpose of the system is to make planning more transparent, reduce unnecessary manual administration and support a predictable production process. HRDD requires that productivity systems are not used in a way that creates excessive production pressure; therefore working hours, wages and worker feedback remain relevant safeguards alongside efficiency data.

Corrective-action cycle at our owned location

- 1 Identify an issue through assessment, worker input, management review or operational data.
- 2 Determine root cause and whether Heigo's own purchasing or planning practices contribute to the issue.
- 3 Agree a corrective or preventive action, owner, target date and required evidence.
- 4 Follow up through the Fair Wear Team, local management and Heigo management where commercial decisions are needed.
- 5 Verify effectiveness and close the item only when the underlying issue has been addressed or controlled.

7. Fair Wear Code of Labour Practices: focus areas

Heigo's HRDD programme is anchored in the eight Fair Wear labour standards. The table below summarises how the standards are addressed and where the main 2025 due-diligence focus lies. It should be read as a description of Heigo's controls and priorities, not as a claim that risk is absent.

Fair Wear labour standard	Heigo HRDD focus
1. Employment is freely chosen	Forced labour is a zero-tolerance risk. Supplier and employment practices are expected to ensure voluntary employment and freedom to leave employment in accordance with law.
2. Freedom of association and collective bargaining	Workers must be able to organise, elect representatives and raise issues without management interference. Worker voice and social dialogue remain a priority area.
3. No discrimination in employment	Equal and respectful treatment is required. Grievance access and awareness are important controls for detecting discrimination or harassment.
4. No exploitation of child labour	Child labour is a zero-tolerance risk. The owned production location has historically documented adult employees through personnel administration; supplier controls remain required.
5. Payment of a living wage	Living wage remains one of Heigo's most significant human-rights priorities. Legal compliance is the floor; Heigo continues to work on wage transparency, costing and closing the wage gap.
6. Reasonable hours of work	Production planning, lead times and capacity decisions are used to prevent structural excessive overtime. Working-time data remains part of monitoring.
7. Safe and healthy working conditions	Controls cover workplace safety, fire safety, machinery, ergonomics and occupational health. Assessment findings are addressed through CAP follow-up.
8. Legally binding employment relationship	Workers are expected to have lawful employment contracts and clear terms of employment. Employment documentation is part of location-level verification.

Living wage – a continuing improvement topic

Heigo does not present the living-wage topic as completed. Previous reporting showed that wages at the owned factory were above the legal minimum but that a gap to a living-wage benchmark remained. The company has used wage-ladder information, visibility of labour minutes and labour cost in costing, and customer/tender dialogue to create room for wage progression. For 2025, the most useful public indicator is not only the legal minimum but the current average wage, the relevant living-wage benchmark and the remaining gap.

8. Remediation and grievance mechanisms

Access to remedy is an essential part of Heigo's HRDD system. Workers should be able to raise concerns at production-location level and, independently of the factory, through the Fair Wear worker helpline. At Varna Confectia, the established internal grievance mechanism and the Fair Wear complaint channel are communicated as complementary routes. External production partners are also expected to communicate Fair Wear's complaint mechanism where applicable.

How a grievance is handled

Step	Approach
1. Access	Worker can use the internal route and/or the independent Fair Wear helpline.
2. Registration	The concern is recorded and assigned for follow-up; sensitive information is handled on a need-to-know basis.
3. Assessment	The issue, affected worker(s), urgency and relevant Fair Wear labour standard are assessed.
4. Root-cause review	Heigo considers both production-location causes and whether purchasing practices, planning or commercial pressure contributed.
5. Remediation / corrective action	Appropriate measures are agreed with the production location. At the owned factory, Heigo can use direct managerial leverage; at external suppliers it uses commercial and collaborative leverage.
6. Follow-up and closure	Actions are monitored until remedy has been provided and the cause is sufficiently addressed. Lessons are fed back into risk assessment and purchasing practices.

2025 grievance disclosure

For completeness, Heigo should also distinguish between Fair Wear helpline grievances and concerns raised through the factory's internal grievance mechanism. Aggregate reporting can protect individual workers while still showing whether the grievance system is being used and whether issues are resolved.

In 2025 Heigo didn't receive any grievances, nor internal nor external.



Garment-making detail .

9. Stakeholder engagement, policy engagement and collaboration

Meaningful stakeholder engagement helps Heigo understand impacts that cannot be identified from audit documentation alone. Heigo's approach combines direct engagement at the production location with Fair Wear dialogue, supplier relationships, customer engagement and sector collaboration. The purpose is to test risk assumptions, obtain practical feedback and improve the feasibility of corrective actions.

Stakeholder	2025 engagement route	HRDD purpose
Workers and worker representatives	Worker information, grievance mechanisms, representation and social dialogue at production-location level.	Identify lived impacts, validate priorities and assess whether actions work in practice.
Varna management / Fair Wear Team	Regular operational and social-compliance follow-up.	Implement and track location-level actions and escalate issues requiring Heigo decisions.
External suppliers and subcontractors	Supplier meetings, social-performance review and production planning dialogue.	Improve transparency and address risks beyond the owned factory.
Fair Wear	Brand Performance Check, assessments, Member Hub guidance, transparency and complaint mechanisms.	Independent verification, technical guidance and access to remedy.
Customers / public procurement bodies	Dialogue on fair production, responsible pricing, transparency and living-wage ambitions in offers, tenders and contract discussions.	Create commercial room for responsible purchasing and long-term improvements.
Industry / multi-stakeholder initiatives	Participation in relevant responsible-business and sustainability networks.	Share knowledge and contribute to an enabling environment for more responsible textiles.

Policy engagement

Heigo's policy engagement is primarily practical and sector-based rather than direct public lobbying. The company uses Fair Wear membership, sector dialogue and customer/procurement conversations to support stronger expectations on supply-chain transparency, responsible purchasing, fair labour conditions and credible due-diligence evidence. Where Heigo participates in broader sustainability initiatives, human-rights considerations are linked to the company's responsible-business approach.

Collaboration

Where production locations or suppliers are shared with other Fair Wear members or customers, collaboration can strengthen leverage and reduce conflicting requirements. Heigo's approach is to share relevant assessment/CAP information where permitted, align on corrective actions and avoid imposing unnecessary duplicated demands on the production location. Fair Wear provides Heigo the common framework for this collaboration.

10. Training, information management and public communication

Training and awareness

Human-rights due diligence only works when staff understand how their decisions affect production locations. Heigo therefore links Fair Wear and the Code of Labour Practices to functions such as management, purchasing, product development, sales/tenders, quality and sustainability. At production-location level, worker information covers the Code of Labour Practices, grievance routes and relevant corrective actions.

At the end of 2025 and the beginning of 2026, Heigo organised two training/awareness sessions for both employees and management. These training sessions took place at both Varna Confectia and Grand 2023.

Information management

The HRDD information set includes the production-location list, supplier and subcontractor information, risk assessments, audit/assessment findings, Corrective Action Plans, grievance information, visit and meeting notes, purchasing and planning data, and evidence of follow-up. Information is used both for Fair Wear reporting and for internal management decisions.

- Production-location information is maintained and disclosed through Fair Wear's transparency framework.
- CAPs and assessment findings are used as action trackers
- Production planning and labour-cost information are used to connect purchasing practices to social risks.
- Material HRDD issues are escalated when they require management decisions on capacity, price, lead time or supplier relationships.

Public communication

Heigo publicly communicates Fair Wear membership through its website and customer communications. The company publishes its Social Report, its Human Rights Due Diligence policy and its most recent Brand Performance Check through its own communication channels. The 2025 Brand Performance Check is presented on Heigo's website and was publicly communicated with the "Good" classification and the company's 100% production-location transparency.



Heigo office in Elst

11. Progress, effectiveness and priorities for 2026

What 2025 shows

2025 result / observation	Significance for HRDD
External accountability	The Brand Performance Check 2025 again resulted in “Good”, providing independent evidence that HRDD is integrated into Heigo’s business processes.
Transparency	Heigo communicated 100% production-location disclosure through Fair Wear’s transparency framework.
Sourcing strategy	Garment production is concentrated in Europe; Heigo has withdrawn from countries with elevated due-diligence risks.
Leverage	The own Varna Confectia factory gives Heigo direct leverage over production planning, corrective actions and local management systems.
Purchasing practices	Long-term relationships, early planning and labour-cost visibility are used as preventative HRDD measures.
Remaining challenge	Living wage progress, worker voice, training evidence and location-level effectiveness require continuous measurement.

2026 priorities

- Complete and document factory-level risk scoping for all active garment production locations and subcontractors, with explicit severity, likelihood, leverage and remediation considerations.
- Turn assessment findings and priority risks into time-bound location-level action plans with owners, deadlines and evidence of effectiveness.
- Strengthen worker awareness of the Fair Wear helpline and the Code of Labour Practices, with documented training coverage.
- Improve living-wage reporting by publishing a consistent wage benchmark, current wage level and year-on-year wage-gap movement for the owned factory.
- Introduce a small set of responsible-purchasing KPIs, such as lead-time stability, late order changes, overtime signals and payment performance, so we can demonstrate how our own practices support labour rights.
- Continue public disclosure of the Brand Performance Check, HRDD policy, production locations and annual HRDD report, with clear links between identified risks, actions and outcomes.

Continuous improvement

Heigo’s objective is not to present HRDD as “finished”, but to show a repeatable cycle: identify risks → prevent and mitigate → track effectiveness → provide remedy → learn and improve.



European textile production – sourcing and purchasing decisions are part of the HRDD prevention strategy.

12. Public references and accountability

This report should be read together with Heigo's other public and Fair Wear documentation. The combination of policy, production-location transparency, external Brand Performance Check and annual reporting allows customers, workers, stakeholders and Fair Wear to understand both Heigo's approach and its progress.

Public reference	Purpose
Human Rights Due Diligence Policy	Publicly available through Heigo's sustainability / MVO page. Describes the company's HRDD commitments and due-diligence approach.
Brand Performance Check 2025	Published through Heigo's own website. Latest result communicated as "Good".
Fair Wear transparency portal	Primary route for public disclosure of production locations in line with Fair Wear's Supplier Transparency Policy.
Social Report 2024	Previous annual social report and baseline for continuity in sourcing strategy, CAP follow-up, grievance mechanisms and responsible purchasing.
Fair Wear HRDD Step 5 Reporting Checklist – 2025 update	Used as the disclosure framework for this 2025 report; Appendix A maps each mandatory disclosure to the relevant section.

Publication and review

Heigo published the final validated version of this report through its own website and maintain the most recent Brand Performance Check and HRDD policy on the same public communication channel. Internally, the report is reviewed by the sustainability-manager and senior management.

Management statement

Heigo's commitment

Responsible production is part of Heigo's business model. Our responsibility extends beyond legal compliance: we aim to understand how our own sourcing and purchasing decisions affect people in the supply chain, to use our leverage where risks occur, and to report openly on both progress and remaining gaps.

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