

First published in 2019, this resource tool is designed to assist unions and worker rights organizations to identify points of leverage for pressuring companies to take action to remediate cases of labour rights violations in their wholly-owned or supplier factories.

The 2021 version includes recent changes in ownership of brands, additional brands that now disclose supplier factories and updated criteria for identifying brands that have demonstrated willingness to engage with labour organizations to resolve violations.

The "Companies and their Brands" Chart (pp. 5–12) includes primarily North American-based companies that source from Mexico and Central America, as this is the geographic focus of MSN's work. It is not, however, an exhaustive listing, since the majority of apparel and sportswear companies do not publicly disclose where their products are made.

Of course, the majority of the companies listed also source from other regions of the world, so we hope this information and methodology will also be a useful tool for labour organizations in those regions.

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User's Guide

Key information contained in the Chart (pp.5–12)

Prominent apparel companies are listed in alphabetical order along with the brands they own (Columns 1 & 2). The checkmarks in other columns note which companies:

- own manufacturing facilities and therefore are direct employers of workers who make their apparel products (Column 3);
- disclose the names and addresses of their supplier factories and, in some cases, the name of the parent company that owns the factory (Column 4);
- produce apparel for universities, and therefore are vulnerable to pressure from university buyers and students (Column 5);
- are members of multi-stakeholder initiatives, and therefore can be the subject of third-party complaints (Column 6);
- are publicly traded and therefore are susceptible to shareholder pressure (Column 7); and
- have signed agreements with unions on labour rights issues and/or have a demonstrated record of helping to resolve factory-level violations (Column 8).

Explanatory Notes

Columns 1 & 2:

Many companies own more than one brand, and the brands they own often change over time. Given that many companies buy and sell brands to and from other companies on a regular basis, it is worth verifying the current "brand" list by checking the company's website. This is particularly true for large companies like VF Corporation, Hanesbrands, Inc. and Amazon.com, Inc., each of which owns multiple brands.

To the best of our knowledge, all companies listed in the Chart currently have production in Mexico and/or Central America; however, it is difficult to determine which of the companies' brands are produced in which factories or countries. To date, only Nike, Inc. and VF Corporation disclose which brands are made in which factories.

The name of the company and the name of one of its prominent brands is often the same. For example, Nike, Inc. owns the brand "Nike," but also owns the "Converse" brand. Many companies produce different "lines" of the same brand – for example "Gap Kids" or "Ralph Lauren Big and Tall." When such brand names are very similar, in most cases we've opted to not duplicate them in the list.

You may want to use the search function to identify the company that owns the brand, or vice versa, that you are interested in learning more about. The name and/or logo of the brand is generally found on the garment's label, though some are printed on the fabric itself.

A note on "Licensees"

We have not included "licensee" companies, which have a contractual agreement that gives them the right to produce and sell brand-name products of another company in certain geographical regions or retail chains. Unfortunately, these opaque sourcing relationships add to the confusion as to which company is the direct client with a specific factory. For example, when the LD El Salvador factory closed in March of 2018, workers were making Levi's, Tommy Hilfiger and Ralph Lauren products. However, it turned out that all three brands' production had been placed through a single licensee, Global Brands Group (GBG), which was essentially invisible at the factory. GBG is one of the largest companies in the garment sector worldwide and to date discloses no information on which countries and factories where it sources the wide range of brands it is "licensed" to produce.

Some brands, such as adidas, Hanesbrands, Inc., Fruit of the Loom, Inc., Kontoor, Inc. and New Balance, Inc., disclose which of their factories produce "licensed" products, although they do not disclose the name of the licensee company. In two recent cases in Guatemala, PVH Corp. has involved its licensees in remediating labour rights violations, Centrix at Elim and Peerless at Sam Sol. It is essential that relationships with licensees become more transparent.

Manufacturer (Column 3)

Companies with a checkmark in this column own at least some of the factories where their products are made. As a result, the company is the direct employer of the workers at those factories and thus has the ability to directly implement corrective action where workers' rights are being violated, improve wages and directly negotiate with worker representatives where there is a union. In Honduras, for example, Hanesbrands, Inc., Gildan Activewear, Inc. and Fruit

User's Guide (continued)

of the Loom, Inc. own the majority of facilities where their products are produced and each is a major employer and has negotiated collective bargaining agreements with unions in that country. In addition to producing their own products, these companies often manufacture products for other major apparel brands and retailers.

Supply chain disclosure (Column 4)

A growing number of companies publicly disclose the names and addresses of the factories that make their goods. When supplier factory information is disclosed, it is much easier to link the brand or brands to a particular factory. Some companies disclose additional information, such as the name of the parent company that owns the factory, which can add an additional pressure point. For example, when seeking corrective action for egregious violations of freedom of association at the SAE-A/Winners factory in Guatemala, the Worker Rights Consortium (WRC) wrote to all brand clients of the large Korean multinational that owns the factory, and not just those sourcing from the one Guatemala factory. Brands often have long-term business relationships with large manufacturing companies that own factories in different regions of the world.

Despite the growing trend toward supply chain transparency, secrecy is still the norm in this industry. Of the companies listed on the Chart, just over half disclose at least the names and addresses of their supplier factories. (See pp. 13-14 for links to companies' factory lists.) Unfortunately, most disclosure information is only available in English.

Transparency Pledge Coalition and Open Apparel Registry (OAR)

MSN is a member of the **Transparency** Pledge Coalition, an international coalition of nine human and labour rights and trade union organizations working to improve transparency in garment and footwear supply chains. The Transparency Pledge standard requires that companies disclose the full name and address of each authorized production unit and processing facility; parent company of the business at the site; type of products made; and approximate number of workers at each site. The Transparency Pledge Coalition website is available at: https://transparencypledge.org. See the status of apparel brands and retailers' commitments and implementation of the Pledge standard at: https://transparencypledge.org/aligned.

The Open Apparel Registry (OAR) an open-source tool mapping garment facilities worldwide and is another useful resource for brand and retailer disclosure. It provides a list of searchable facilities by country and contributor (source of information). Of note, the OAR website is available in various languages, including Spanish. See https://openapparel.org.

University licensee (Column 5)

The companies that have a checkmark in this column produce apparel products bearing the name and/ or trademarks of universities and their sports teams, and thus may be more vulnerable to pressure, because many universities have ethical licensing and purchasing policies and codes of conduct. Those policies often have stronger requirements than company codes. Also, many universities that have adopted ethical licensing/purchasing policies are members of the Worker Rights Consortium (WRC) and/or the Fair Labor Association (FLA), both of which receive and investigate complaints of labour rights violations occurring at factories that supply universitylicensed apparel. While both the WRC and FLA publish reports on the findings of their investigations and the status of corrective action, the WRC's reports provide more detail regarding their investigative findings and the steps the employer has and has not taken to comply with the corrective action plan.

Member of a Multi-Stakeholder Initiative (Column 6)

The Fair Labor Association (FLA) is a multistakeholder initiative (MSI) whose company members include major North American brands and some manufacturers in the garment sector. The FLA has a mechanism through which workers, unions and worker rights organizations can register complaints about alleged FLA code violations at specific factories, which can trigger an investigation. To access information on current complaints, see: https://www.fairlabor.org/third-party-complaint-tracking-chart.

User's Guide (continued)

The effectiveness of the FLA's complaint mechanism has been the subject of some debate. As noted above, the WRC is another vehicle for workers to file complaints that can result in investigations, although its scope is primarily – although not exclusively – brands producing university-licensed products.

There are other MSIs based in the UK and Europe in which a number of high-profile brands and retailers based in those countries are members. The Chart includes two companies that are members of the UK-based Ethical Trading Initiative (ETI), because they both source apparel products from and are major retailers in Mexico. However, that MSI does not have a very robust complaints process.

Publicly-traded company (Column 7)

When a company is publicly traded – that is, its shares are bought and sold by outside investors – Canadian and US law requires that it report more information to the public about the company and its activities. In some cases, institutional shareholders, such as unions that manage pension funds and religious orders that invest in a publicly traded company, have supported pro-worker campaigns by pressuring companies in which they hold shares to improve labour rights policies and practices. In some of these cases, workers and/or labour rights organizations have been able to give testimony on labour rights issues at annual company shareholder meetings.

Signed agreements and/or worked with unions and labour rights organizations to resolve abuses (Column 8)

The companies with a checkmark in this column are ones that have signed agreements with unions addressing systemic issues and/or where there is documented evidence (either public reports or MSN direct experience) that the company has worked with unions or labour rights organizations to resolve specific cases of worker rights violations in garment or footwear factories.

The willingness of companies to constructively engage with unions and labour rights organizations, and take action to remediate abuses can change over time. For example, in MSN's experience, companies have been less open to seriously engaging with unions or labour rights organizations on factory violations and systemic issues during the COVID-19 pandemic such as responding to specific complaints regarding underpayment of wages and benefits and non-payment of legal severance.

Two examples of legally binding agreements are the Accord on Fire and Building Safety in Bangladesh, and the Lesotho Agreements to Combat Genderbased Violence in Lesotho's Garment Industry. The majority of companies that signed the Bangladesh Accord are European, although some North American companies also joined the initiative, including American Eagle Outfitters, Inc., Fanatics, Inc., Fruit of the Loom, Inc., Knights Apparel, Loblaw Companies, Ltd. (Joe Fresh), Outerstuff, Inc., and PVH Corp. Brand signatories to the Lesotho agreement are Levi Strauss & Co., Kontoor, Inc., and The Children's Place, Inc. For more information on the Bangladesh Accord and the Lesotho agreements see https://bangladeshaccord.org and https://www. workersrights.org/initial-fact-sheet-agreements-tocombat-gender-based-violence-in-lesothos-garmentindustry-2.



(If yes, the company has more control over the factory)



factory to the brand)







Member of MSI (If yes, may be able to file a complaint)



Publicly traded (If yes, can find more public information, may approach investors)



(If yes, may be more open to responding, or have set precedents)

Chart: Companies and their brands

COMPANY NAME	BRANDS IT OWNS	Q		C	ŲŴĮ	E _w S.	COMPANY NAME	BRANDS IT OWNS		Q		CO	ŲŲ	*
Abercrombie & Fitch Co.		✓			✓		Amazon, Inc. (cont'd)	Lark & Ro						
	Abercrombie & Fitch							Mae						
	Hollister							Meraki						
adidas		✓	✓	FLA	✓	✓		Paris Sunday						
	adidas							Scout + Ro						
	Reebok					Scout + Ro Society New Yo Truth & Fable	Society New York							
Aeropostale, Inc.	Aeropostale							-						
Amazon.com, Inc.							American Eagle Outfitters I	nc.					√	√
	Amazon Essentials							Aerie						
	Aurique							American Eagle Outfitters						
	Buttoned Down							Tailgate*			✓	FLA		
	Cable Stitch							Todd Snyder New York						
	Coastal Blue						*Tailgate is a "Category C" and as co	Illegiate licensed apparel is sul	□ bject to th	ne monit	oring an	d compla	int proc	esses
	Cove 10						Tailgate*							
	Daily Ritual						Amer Sports Co.			✓		FLA	✓	
	Ella Moon							Arc'teryx						
	Find							Peak Performance						
	Franklin Tailored							Salomon						
	Goodthreads						Aritzia, Inc.						√	
	Iris Lilly							Auxiliary						
	James & Erin							Babaton						





Supply chain disclosure (If yes, can link the factory to the brand)



University licensee (If yes, complaints can be made to the WRC and FLA)



Member of MSI (If yes, may be able to file a complaint)



Publicly traded
(If yes, can find more public information, may approach investors)



Signed agreements and/or worked with unions/labour rights orgs

(If yes, may be more open to responding, or have set precedents)

COMPANY NAME	BRANDS IT OWNS	Q	C _O	ijŀij	· Simon	COMPANY NAME	BRANDS IT OWNS		Q		Ç	ijŶij	Eus.
Aritzia Inc. (cont'd)	Denim Forum					Authentic Brands Group	Van Heusen						
	Main Character					LLC (cont'd)	Vision Street Wear						
	Sunday Best						Volcom				FLA		
	Super World					*Although not well known, ABG cu Monroe, Muhammad Ali, Elvis Pres	urrently owns 38 brands, man	y linked t	o celebi	rities, inc	luding N	/larilyn	
	Talula					C&A	siey and Michael Jackson.		✓		ETI		✓
	TNA						Angelo Litrico						
	Wilfred						Avanti						
Authentic Brands Group LL	С						Baby Club						
	Aeropostale						C&A						
	ARROW						Canda						
	Bandolino						Clockhouse						
	Barneys New York						Here & There						
	Brooks Brothers						Palomino						
	Forever 21						Rodeo Sport						
	Fredericks of Hollywood						Westbury						
	Geoffrey Beene Brands						Yessica						
	IZOD						Yessica Pure						
	Jones New York						Your Sixth Sense						
	Juicy Couture					Carhartt, Inc.	Carhartt	✓	✓				
	Lucky Brands					Carter's Inc						✓	
	Nautica						Carter's						
	Spyder						Child of Mine (Walmart exclusive)						





Supply chain disclosure (If yes, can link the factory to the brand)



University licensee (If yes, complaints can be made to the WRC and FLA)



Member of MSI (If yes, may be able to file a complaint)



Publicly traded (If yes, can find more public information, may approach investors)



Signed agreements and/or worked with unions/labour rights orgs (If yes, may be more open to

responding, or have set precedents)

COMPANY NAME	BRANDS IT OWNS	Q		Co	ijŴij	ems.
Carter's Inc (cont'd)	Genuine Kids (Target exclusive)					
	Just One You (Target exclusive)					
	Oshkosh B'Gosh					
	Precious Firsts (Target exclusive)					
	Simple Joys (Amazon exclusive)					
	Skip Hop					
Columbia Sportswear Com	pany	✓	√	FLA*	√	
	Columbia					
	Mountain Hardwear					
	prAna					
	Sorel					

*Colombia Sportswear is a "Category B" member of the FLA, which means that only their collegiate licensed
apparel is subject to the monitoring and complaint processes of the FLA.

Dallas Cowboys Merchandising (DCM)	Dallas Cowboys		~		
Delta Apparel, Inc.			√	FLA	✓
	Fun Tees				
	MJ Soffe				
	Salt Life Coast				

^{*}Delta Apparel is a "Category C" member of the FLA, which means that their collegiate licensed apparel is subject to the monitoring and complaint processes of the FLA.

COMPANY NAME	BRANDS IT OWNS	 Q	Co	jļvj	· ma
Dick's Sporting Goods, Inc.		✓		✓	
	Alpine Design				
	Calia				
	DSG				
	Fitness Gear				
	Lady Hagen				
	Second Skin				
	Walter Hagen				
Disney [The Walt Disney Co	mpany]	✓		✓	
	Captain America				
	Disney				
	Spiderman				
	Star Wars				
*Dianay ayına many maya hıranda t	Toy Story				

^{*}Disney owns many more brands than are listed above. For example it owns production rights for all Disney characters such as Mickey Mouse and Toy Story as well as all Marvel characters.

Esprit Holdings, Ltd.	Esprit				✓
Fanatics, Inc.		✓	✓	FLA	✓
	Fanatics Apparel				
	Majestic				
	Top of the World				
	Winecraft				





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Member of MSI (If yes, may be able to file a complaint)



Publicly traded (If yes, can find more public information, may approach investors)



COMPANY NAME	BRANDS IT OWNS		Q		G	ijijſ	·sima.	COMPANY NAME	BRANDS IT OWNS	=	Q		G	jjůj	Em3
Fruit of the Loom, Inc.		✓	✓	√	FLA		√	Gildan Activewear, Inc.	Gildan						
	AVAI	(cont'd)		(cont'd)	Gold										
	Bestform								Goldtoe						
	BVD								Kushyfoot						
	Dudley								Peds						
	Exquisite Form Fully								Prim & Preux						
	Fruit of the Loom								Secret						
	Jerzees								Silks						
	Lily of France							Guess, Inc.						√	
	Russell Athletic								G by Guess						
	Spalding								Guess Factory						
	Vanity Fair								Marciano						
Gap Inc.			✓			✓	✓	Hanesbrands, Inc.		√	✓	√	FLA	√	√
	Athleta								Alternative						
	Banana Republic								Bali						
	Gap								Berlei						
	Old Navy								Bonds						
Gildan Activewear, Inc.		✓	✓	✓	FLA	✓	✓		Brands by Region						
	AlStyle								Bras N things						
	American Apparel								Champion						
	Anvil								DIM						
	Comfort Colors								Hanes						





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University licensee (If yes, complaints can be made to the WRC and FLA)



Member of MSI (If yes, may be able to file a complaint)



Publicly traded (If yes, can find more public information, may approach investors)



COMPANY NAME	BRANDS IT OWNS	-	9	G	jļúj	· S	COMPANY NAME	BRANDS IT OWNS	===	Q	Co.	ijŴſ	E M
Hanesbrands, Inc.	Maidenform Nur Der/Nur Die Playtex Rinbros Ritmo Sheridan Sol y Oro Tensor Wonder Bra U.S. Intimates Zorba	JC Penney, LLC					✓						
cont'd) L N F F	Knights Apparel							Ambrielle					
	Lovable							a.n.a					
	Maidenform							Arizona Jean Co.					
	Nur Der/Nur Die							City Streets					
	Playtex							Flirtittude					
	Playtex Rinbros Ritmo Sheridan Sol y Oro Tensor		J. Ferrar										
			JCP										
			Liz Claiborne										
								Okie Dokie					
								St. John's Bay					
								Stafford					
								Stylus					
								The Foundry					
Inditex, S.A.	Zorba ditex, S.A. Bershka	Worthington											
,			Xersion										
		Jockey International, Inc.											
	Oysho							Jockey					
	Pull & Bear							Life					
	Stradivarius						Kohl's Corporation					✓	
	Uterque							American Beauty					
	Zara							Apt. 9					





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Member of MSI (If yes, may be able to file a complaint)



Publicly traded (If yes, can find more public information, may approach investors)



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COMPANY NAME	BRANDS IT OWNS		Y		, O	10.50	Eus.	COMPANY NAME	BRANDS IT OWNS	Y		,0	ll.nll	·§ ^m §.
Kohl's Corporation (cont'd)	Croft & Barrow							Lululemon Athletica, Inc.	Lululemon	✓		FLA	√	✓
	Jumping Beans							Mountain Equipment	MEC	✓		FLA		√
	So							Company, Ltd.						
	Sonoma Goods for Life							New Balance, Inc.	Brine	√		FLA		
	Tek Gear								New Balance					
	Urban Pipeline								Warrior					
Kontoor Brands, Inc.			√			√	√	Nike, Inc.	VValiloi			FLA	√	
Romoor Brands, mc.			_			_	_	NIKE, INC.		~	√	FLA	~	
	Lee								Converse					
	Rock & Republic								Jordan Brand					
	Riders, by Lee								Nike					
	Wrangler							Patagonia, Inc.	Patagonia	✓		FLA		
*Kontoor Brands is a spin off complisted company on the New York S		May 22,	2019 it	became	e a sepa	rate pul	olicly	Puma		✓		FLA	√	✓
									Cobra Golf		√			
Lacoste, S.A.	Lacoste								Puma					
Levi Strauss & Co			~			✓	✓	PVH Corp		✓			√	✓
	DENIZEN								Calvin Klein					
	Dockers													
	Levi's								Olga					
	Signature by Levi								Tommy Hilfiger					
	Strauss & Co.								True & Co.					
L.L. Bean, Inc.	L.L. Bean		✓				✓		Warners					





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University licensee (If yes, complaints can be made to the WRC and FLA)



Member of MSI (If yes, may be able to file a complaint)



Publicly traded (If yes, can find more public information, may approach investors)



COMPANY NAME	BRANDS IT OWNS	Q	G	ijŶijſ	· Sussi	COMPANY NAME	BRANDS IT OWNS		Q		CO	ijij	Eu3.
Ralph Lauren Corporation						Target Corporation (cont'd)	Ava & Viv						
	Chaps						Cat & Jack						
	Club Monaco						Circo						
	Double RL						Colsie						
	Polo Ralph Lauren						Goodfellow & Co.						
	Purple Label						Joy Lab						
Sanmar Corporation			FLA				Knox Rose						
	CornerStone						Kona Sola						
	District Threads						More than Magic						
	Port Authority						Original Use						
	Port & Company						Prologue						
	Red House						Shade & Shore						
	Sport-Tek						Stars Abov						
Sears, Roebuck and Co.				√			Universal Thread						
	Jaclyn Smith						Wild Fable						
	Sofia, Sofia Vergara						Xhilaration						
Target Corporation		✓				Under Armour, Inc.	Under Armour		✓	✓	FLA	✓	✓
	All in Motion					Under Armour, Inc. VF Corporation		√	√	√	FLA*	√	√
	A New Day						Altra						
	Art Class						Dickies**						
	Auden						Eagle Creek						





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Signed agreements and/or worked with unions/labour rights orgs
(If yes, may be more open to

responding, or have set preced	ents)

COMPANY NAME	BRANDS IT OWNS	=	Q	C	jļ ⁱ lj	e s
VF Corporation (cont'd)	Eastpak					
	Icebreaker					
	Jansport					
	Kipling					
	Lucy					
	Napapijri					
	Smartwood					
	Supreme					
	The North Face					
	Timberland					
	Vans (Off the Wall)					

*VF is a "Category C" member of the FLA, which means that only their collegiate	e licensed apparel is subject
to the monitoring and complaint processes of the FLA.	

BRANDS IT OWNS	7"	Q		CO	jŲ	
'						
Free Assembly						
George						
Terry & Sky						
Time and True						
Wonder Nation						
	Free Assembly George Terry & Sky Time and True	Free Assembly George Terry & Sky Time and True	Free Assembly George Terry & Sky Time and True	Free Assembly George Terry & Sky Time and True	Free Assembly George Terry & Sky Time and True	Free Assembly George Terry & Sky Time and True

Company factory list disclosure:

Below you will find links to factory lists for those companies on the brand chart that disclose owned and supplier facilities. Click on the name of the company to access the webpage. Where the list is difficult to find on the web page, we provide tips on how to find it. If the link doesn't work, try doing an internet search with the company name and the phrase 'factory list' or 'supply chain list'.

Abercrombie & Fitch, Co.

<u>adidas</u>

adidas publishes three separate lists: its primary suppliers and subcontractors; licensees; and wet processes (dyeing and finishing).

Amer Sports Co.

Arc'teryx Equipment, Inc.

Scroll down to see the list.

C&A

Scroll down to the bottom of the page and click 'Download.' You can also see the map and select by country.

Carhartt Inc.

Scroll down to 'Global Factory Map' and click on 'View interactive map.'

Columbia Sportswear Company

Dick's Sporting Goods, Inc.

Scroll down to the bottom and click on 'Manufacturing Sites'. The factory list begins on page 3 of the pdf.

Disney [The Walt Disney Company]

Scroll down various pages until you see the heading 'International Labor Standards', under the third column 'Collaboration'. The 'Facility List' is the 3rd PDF.

Fanatics. Inc.

Scroll down to 'Our Global Suppliers List.'

Fruit of the Loom, Inc.

Scroll down to 'Map of Suppliers.'

Gap, Inc.

Scroll down to the third paragraph under 'Empowering Our Strategic Suppliers'; the link to the factory list is in the last word 'here.'

Gildan Activewear, Inc.

Scroll down past the map and click on 'Detailed Factory Information.'

Hanesbrands, Inc.

Scroll down the page until you see 'Discover More'. Right above that heading, click on 'owned facilities' 'significant finished goods suppliers' and 'collegiate business'.

Kontoor Brands, Inc.

Scroll down to the bottom of the page to view the map and download the factory list.

Levi Strauss & Co.

Scroll down to 'Factory and Mill list.'

L.L. Bean. Inc.

Link is only accessible within the United States.

Lululemon Athletica, Inc.

Scroll down to the fourth paragraph and click on 'HERE'.

Mountain Equipment Company, Ltd.

New Balance, Inc.

New Balance publishes their suppliers and those used by New Balance licensees. Click on the 'Our Suppliers' tab.

Nike, Inc.

On this map, you can filter by country and by brand, product type, collegiate, supplier and facility type, or download the full list.

Patagonia, Inc.

Scroll down the page until you reach the heading 'Transparency', and then click on 'factory list,' at the end of the second bullet.

PUMA

Under 'Involved Players' click on factory list.

PVH Corporation

Scroll down to the 'Progress & Data' section. Under 'Our Factory Disclosure List' click on 'Download'.

Target Corporation

Scroll down to 'our global factory list' and click on the PDF.

Under Armour, Inc.

Scroll down to 'Disclosures' and click on 'Supplier Disclosure' (downward arrow).

VF Corporation

Scroll down under the map and click on 'Download factory List Excel Document.'



Credits

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Spanish version: https://www.maquilasolidarity.org/es/empresas-y-marcas-puntos-de-presion.

