

COMPANIES AND BRANDS:

Leverage points with international apparel companies

MARCH 2020

Having detailed information about a particular brand can be useful for workers, unions, and worker rights organizations to develop effective strategies to motivate the company that owns the brand to address worker rights violations.

MSN's Company-Brand Chart, found on pages 5-11, is designed to assist worker rights advocates in their research on the companies whose apparel products are made in the factories where labour rights violations have occurred. This research can then be used to develop effective strategies to engage with those companies to remediate worker rights violations.

In the Company-Brand Chart, we have prioritized the international companies that source from Mexico and Central America as this is the geographic focus of MSN's work. However, it does not include information on all companies sourcing from the region, since the majority of apparel brands and sportswear companies do not publicly disclose the names and addresses of the factories where their products are made. Despite the growing trend toward supply chain transparency, secrecy is still the norm in this industry. Given how rapidly brand and company information is changing, MSN will update this document annually.

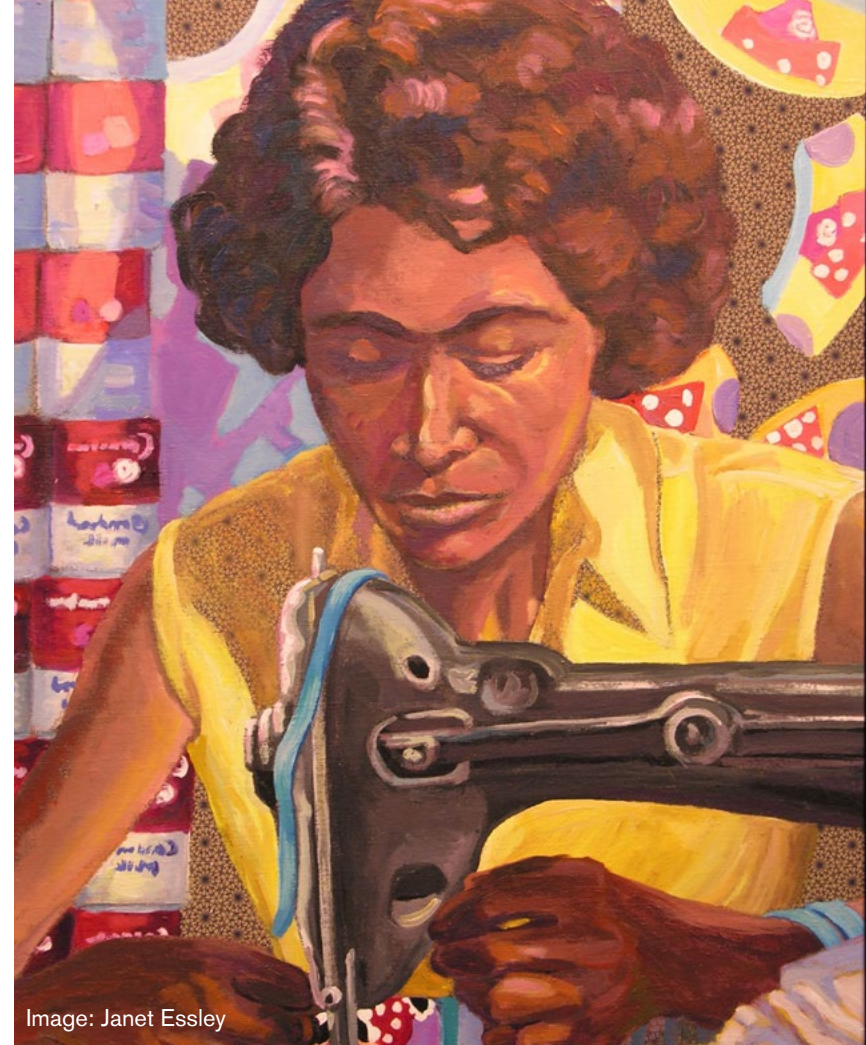


Image: Janet Essley

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User Guide

Key information contained in the Chart

- The names of prominent apparel companies and the brands they own (Columns 1 & 2).
- Which companies own manufacturing facilities and thus are direct employers of the workers who make their apparel (Column 3).
- Which companies 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).
- Additional information that will be useful to know when you're strategizing about whether and how to engage with companies about worker rights violations in one of their supplier factories (Columns 5 – 8).

Since most workers are acquainted with the brand, rather than the name of the company that owns it, you may want to use the search function to identify the company that owns the brand that you're 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.

Companies and the brands they own (Columns 1 & 2)

- Many companies own more than one brand, and the brands they own can 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, and Amazon that own 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 discloses which of its brands are made in which factories.
- We've included two large European companies in our list, Inditex (owner of Zara) and C&A. Both have some production in Mexico, though none in Central America.
- The name of the company and the name of one of its prominent brands is often the same. For example, Nike owns the brand "Nike" and "Converse."
- 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.

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, this type of agreement between companies adds 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, when MSN and other labour rights groups contacted those brands, we were told that their licensee, Global Brands Group (GBG), had placed the orders with the factory. GBG is one of the largest companies in the garment sector world-wide. From the information on its website, it is impossible to determine whether GBG owns these brands or has signed licensing agreements giving it the right to produce them. To our knowledge, only adidas and New Balance disclose which factories produce "licensed" products, although they do not disclose the name of the licensee company.

User Guide (continued)



Manufacturer (Column 3)

The companies that have a checkmark in this column own some or all of the factories they use. 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.



Supply chain disclosure (Column 4)

A growing number of companies publicly disclose the names and addresses of the factories that make their goods. In these cases, it is much easier to link the brand or brands to a particular factory. Some also disclose additional information, such as the name of the parent company that owns the factory, which can offer an additional point of leverage. Some companies also post interactive maps of their global suppliers. Of the companies listed on the attached chart, fewer than half disclose the names and addresses of their supplier factories.

Links to factory lists disclosed by companies on the Company-Brand chart are available on pages 5 and 6. Unfortunately, most disclosure information is only available in English.

Transparency Pledge Coalition

In 2017, an international coalition of nine human and labour rights and trade union organizations, including MSN, launched the first Transparency Pledge report, which documents the extent to which companies take the following minimum steps toward full supply chain disclosure: full name and address of each authorized production unit and processing facility; parent company of the business at the site; type of products made; approximate number of workers at each site. For more information check out the Transparency Pledge Coalition website at: <https://transparencypledge.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 university-licensed 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.

Cities & Municipalities

Some companies sell large amounts of clothing to municipal or state governments in the US and/or municipal and provincial governments in Canada. For example, they may supply uniforms for their firefighters, police, transit or hospital employees. Some of these governments have also adopted “ethical purchasing policies” that require their suppliers to meet minimum labour standards. While many of these policies are currently inactive, some municipal governments that have adopted such policies are willing and able to receive and investigate complaints of worker rights violations in supplier factories. For instance, compliance with the policy of the City of Los Angeles is monitored by the Worker Rights Consortium (WRC).

User Guide (continued)



Member of Multi-Stakeholder Initiatives, MSIs (Column 6)

The Fair Labor Association (FLA) and Ethical Trading Initiative (ETI) are multi-stakeholder initiatives whose members include major brands and some manufacturers from the garment sector. There are a number of other MSIs in which various brands, retailers and manufacturers are members; we have only included those that have mechanisms for workers, unions and worker rights organizations to register complaints. It is worth noting that the effectiveness of these complaint processes is the subject of much debate. The WRC is not considered a MSI, because there are no companies represented on its governance body.



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 they must report more information to the public about their company and its activities. This makes it possible to learn more about the company. In some cases, activist shareholders, such as unions that manage pension funds and religious orders that invest in a publicly traded company, have supported worker campaigns by pressuring companies in which they hold shares to improve their policies and practices, including those related to labour rights. In some of these cases, workers and/or labour rights organizations have been able to give testimony on the violations at annual company shareholder meetings.



Experience engaging with labour organizations (Column 8)

Some companies have had more experience than others in receiving complaints from and engaging with labour rights organizations to take action on specific cases of worker rights violations and, therefore, it is more likely that they will have developed policies on how to respond to these complaints. The companies with a checkmark in this column are ones where we've had documented evidence that the company has not only responded, but has taken positive steps to address violations on specific issues or at some specific factories. The willingness of companies to constructively engage with labour rights organizations and take action to remediate abuses can change over time.

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

 **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)














 **Experience engaging with labour**
(If yes, may be more open to responding, or have set precedents)

Chart: Companies and their brands


COMPANY NAME	BRANDS IT OWNS						
Abercrombie & Fitch	Abercrombie & Fitch		✓			✓	
	Abercrombie Kids						
	Hollister						
adidas	adidas		✓	✓	FLA	✓	✓
	Reebok						
Aeropostale	Aeropostale						
Amazon	Amazon Essentials						
	Aurique						
	Buttoned Down						
	Coastal Blue						
	Daily Ritual						
	Ella Moon						
	Find						
	Franklin Tailored						
	Goodthreads						
	Iris Lilly						
	James & Erin						

COMPANY NAME	BRANDS IT OWNS						
Amazon (cont'd)	Lark & Ro						
	Mae						
	Meraki						
	North Eleven						
	Paris Sunday						
	Scout + Ro						
	Society New York						
	The Fix						
	Truth & Fable						
American Eagle Outfitters	American Eagle Outfitters					✓	✓
	Aerie						
	Tailgate			✓			
	Todd Snyder New York						
Authentic Brands Group*	Nautica						
	Juicy Couture						
	Volcom				FLA		

*Authentic Brands Group (ABG) bought the Nautica brand from VF Corporation in April 2018. On April 2, 2019, ABG announced that it had purchased Volcom, a popular skate, swim, and snowboarding apparel brand. Although not well known, ABG currently owns over 50 brands, many linked to celebrities, including Marilyn Monroe, Muhammad Ali, Elvis Presley and Michael Jackson.

COMPANIES AND BRANDS: Leverage points with international apparel brands


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COMPANY NAME	BRANDS IT OWNS						
C&A	Angelo Litrico		✓				✓
	Baby Club						
	C&A				ETI		
	Canda						
	Clockhouse						
	Here & There						
	Palomino						
	Rodeo Sport						
	Westbury						
	Yessica						
Your Sixth Sense							
Carhartt		✓					
	Carhartt						
Carter's Inc						✓	
	Carter's						
	Oshkosh B'Gosh						
	Precious Firsts						
	Skip Hop						
Simple Joys (Amazon exclusive)							


COMPANY NAME	BRANDS IT OWNS						
Carter's Inc (cont'd)	Genuine Kids (Target exclusive)						
	Just One You (Target exclusive)						
	Child of Mine (Walmart exclusive)						
Columbia Sportswear Company			✓	✓	FLA*	✓	✓
	Columbia						
	Mountain Hardwear						
	prAna						
	Sorel						
Dallas Cowboys Merchandising (DCM)*	Dallas Cowboys			✓	FLA		✓
Delta Apparel							
	Fun Tees						
	Intensity						
	MJ Soffe						

* Columbia 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.

*DCM's FLA membership includes 289c Apparel Ltd, a separate but "affiliated" company which produces college licensed apparel. Current contracts include the University of Southern California and University of Texas at Austin football teams, Trojans and Longhorns.

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COMPANY NAME	BRANDS IT OWNS						
Disney* [The Walt Disney Company]			✓			✓	✓
	Captain America						
	Disney						
	Spiderman						
	Star Wars						
	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.

Fanatics			✓	✓	FLA		✓
	Fanatics Apparel						
	Majestic						

Fruit of the Loom		✓	✓	✓	FLA		✓
	AVAI						
	Bestform						
	Curvation						
	Dudley						
	Exquisite Form Fully						
	Fruit of the Loom						
	Jerzees						
	Lily of France						
	Russell Athletic						


COMPANY NAME	BRANDS IT OWNS						
Fruit of the Loom (cont'd)	Spalding						
	Vanity Fair						
	Vassarette						
Gap Inc.*			✓		ETI	✓	✓
	Athleta						
	Banana Republic						
	Gap						
	Hill City						
	Intermix						
	Old Navy						

*Gap, Inc. will soon no longer exist as a company. On February 28, 2019, Gap Inc. announced that it will separate Old Navy from its portfolio of brands and create two independent publicly traded entities, Old Navy and "NewCo" which will own and manage its four remaining brands. The name of the new company is forthcoming, as is the date for completion of this restructuring.

Gildan Activewear		✓	✓	✓	FLA	✓	✓
	AltStyle						
	American Apparel						
	Anvil						
	Comfort Colors						
	Gildan						
	Gold						
	Kushyfoot						

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COMPANY NAME	BRANDS IT OWNS						
Gildan Activewear (cont'd)	MediPeds						
	Peds						
	Secret Silky						
	Silks						
	Toe						
Guess Inc						✓	
	Guess Factory						
	G by Guess						
	Marciano						
Hanesbrands International		✓	✓	✓	FLA	✓	✓
	Abanderado						
	Bali						
	Champion						
	DIM						
	Gear for Sports						
	Hanes						
	JMS/Just My Size						
	Knights Apparel						
	Lovable						
	Maidenform						
Nur Die/Nur Der							
Playtex							

COMPANY NAME	BRANDS IT OWNS							
Hanesbrands International (cont'd)	Rinbros							
	Ritmo							
	Shock Absorber							
	Sol y Oro							
	Track N Field							
	Wonderbra							
	Zorba							
Inditex					ETI	✓	✓	
	Bershka							
	Massimo Dutti							
	Oysho							
	Pull & Bear							
	Stradivarius							
	Uterque							
	Zara							
	JC Penney						✓	
		a.n.a						
J. Ferrar								
JCP								
Liz Claiborne								
Okie Dokie								

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COMPANY NAME	BRANDS IT OWNS						
JC Penney (cont'd)	St. John's Bay						
	Stafford						
	Total Girl						
	Worthington						
Jockey International	Jockey						
	Life						
Kohl's	Apt. 9						✓
	Croft & Barrow						
	EVRI						
	Jumping Beans						
	Simply Vera Wang						
	So						
	Sonoma Goods for Life						
	Tek Gear						
	Urban Pipeline						
Kontoor Brands, Inc*	Lee		✓				✓
	Rock & Republic						

COMPANY NAME	BRANDS IT OWNS						
Kontoor Brands, Inc* (cont'd)	Ryders, by Lee						
	Wrangler						
*Kontoor Brands is a spin off company of VF Corporation. As of May 22, 2019 it became a separate publicly listed company on the New York Stock Exchange.							
Lacoste	Lacoste						
Levi Strauss & Co*			✓			✓	✓
	DENIZEN						
	Dockers						
	Levi's						
	Signature by Levi Strauss & Co.						
*In February 2019, Levi Strauss & Co. announced that it would be going public, selling shares on the New York Stock Exchange.							
Lululemon Athletica	Lululemon		✓			✓	✓
Mountain Equipment Co-op			✓		FLA		✓
	MEC						
New Balance			✓		FLA		✓
	New Balance						
	PF Flyers						
Nike			✓	✓	FLA	✓	✓
	Converse						
	Hurley						



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COMPANY NAME	BRANDS IT OWNS						
Nike (cont'd)	Jordan Brand						
	Nike						
Patagonia	Patagonia		✓		FLA		✓
Puma			✓		FLA	✓	✓
	Cobra Golf						
	Puma						
PVH Corp			✓		FLA	✓	✓
	ARROW						
	Calvin Klein						
	Geoffrey Beene						
	Izod						
	Olga						
	Speedo						
	Tommy Hilfiger						
	True & Co.						
	Van Heusen						
	Warners						
Ralph Lauren Corporation							✓
	Chaps						
	Club Monaco						

COMPANY NAME	BRANDS IT OWNS						
Ralph Lauren Corporation (cont'd)	Lauren Ralph Lauren						
	Polo Ralph Lauren						
	Ralph Lauren						
	Purple Label						
Sanmar Corporation					FLA		
	CornerStone						
	District Threads						
	Port Authority						
	Precious Cargo						
	Sport-Tek						
Sears							✓
	Jaclyn Smith						
	Joe Boxer						
	Lands' End						
	Sandra, by Sandra						
	Sofia, Sofia Vergara						
Target			✓				
	A New Day						
	Cat & Jack						
	Circo						


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COMPANY NAME	BRANDS IT OWNS						
Target (cont'd)	Cloud Island						
	G9 by Champion						
	Gilligan & O'Malley						
	Goodfellow & Co.						
	Joy Lab						
	Merona						
	Mossimo						
	Mossimo Supply Co.						
	Xhilaration						
Under Armour	Under Armour		✓	✓	FLA	✓	
VF Corporation*		✓	✓	✓	FLA*	✓	✓
	Bulwark						
	Dickies**						
	Eagle Creek						
	Eastpak						
	Horace Small						
	Jansport						
	Kipling						
	Kodiak**						
	Lucy						

COMPANY NAME	BRANDS IT OWNS						
VF Corporation* (cont'd)	Napapijri						
	Red Kap						
	Reef						
	Terra**						
	The North Face						
	Timberland						
	Van Moer**						
	Vans (Off the Wall)						
	Walls Outdoor Goods**						
	Workrite Uniform Co.**						

* VF 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.

**In August, 2017 VF Corporation bought Williamson Dickie Ltd. which owned these brands.

COMPANY NAME	BRANDS IT OWNS						
Walmart	George						
	Terry & Sky						
	Time and True						
	Wonder Nation						

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](#)

[adidas](#)

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

[C&A](#)

Scroll to the bottom of the page to see the map where you can select by country to access a list of the factories that C&A sources from in that country.

[Columbia Sportswear](#)

[Disney](#)

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](#)

Scroll down to the heading "Global Supplier List."

From the column on the left you can choose either "Direct" or Licensee" supply chain. Both have interactive maps, where you can choose a country from the drop down menu.

[Fruit of the Loom](#)

From the column on the left you can choose either "Direct" or Licensee" supply chain. Both have interactive maps, where you can choose a country from the drop down menu.

[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](#)

[Hanesbrands International](#)

Scroll down to the bottom of the page and click on "HBI-owned facilities", "contractors producing for the collegiate market", or "other strategic contractors."

[Kontoor Brands](#)

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

[Levi Strauss & Co.](#)

Scroll down to the bottom to "Sustainability Resources" and click on the arrow. Scroll down to "Factory and Mill list."

[Lululemon Athletica](#)

[Mountain Equipment Co-op](#)

[New Balance](#)

New Balance publishes their suppliers and those used by New Balance licensees.

[Nike](#)

On this map, you can filter by country and by brand, product type, collegiate, supplier and facility type.

[Patagonia](#)

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

[Puma](#)

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

[PVH Corporation](#)

"Scroll down to the bottom of the page and click on "Factory List Disclosure (XLSX)" to read "Scroll down to the "Progress & Data" section. Under "Our Factory Disclosure List" click on "Download."

[Target](#)

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

[Under Armour](#)

[VF Corporation](#)