

# FASHION TRANSPARENCY INDEX

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*A review of 100 of the biggest global fashion brands and retailers ranked according to how much they disclose about their social and environmental policies, practices and impact.*

**FASHION  
REVOLUTION**

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# FOREWORD



**CARRY SOMERS**  
FOUNDER AND GLOBAL OPERATIONS DIRECTOR  
FASHION REVOLUTION

*The journeys made by our clothes remain largely unseen. They may have started life in a field and then travelled across a vast network, in many countries, through the hands of hundreds of workers, working for dozens of different companies, before reaching our wardrobes.*

The complexity and fragmentation of the fashion supply chain was brought home to me after the Rana Plaza factory collapse in Bangladesh, when campaigners had to physically search through the rubble for clothing labels to prove which brands were producing in there. Many brands simply didn't know what their relationship was with those factories. It was clear to me at that moment that producers had become faceless and that lack of transparency and accountability was costing lives.

Tragedies like Rana Plaza are eminently preventable, but will continue to happen until brands, and every other stakeholder in the fashion supply chain, takes responsibility for their actions and impacts. Transparency is the first step towards making this happen.

**"Transparency encourages scrutiny, vigilance and accountability. It's like opening one's front door and allowing others to look inside; not yet the full picture, but an important step towards openness and public disclosure. And of course, the more doors are open, the more the picture becomes clearer, the better we can understand and ameliorate supply chain workers' lives and the environment."**

**ORSOLA DE CASTRO**  
FOUNDER AND CREATIVE DIRECTOR,  
FASHION REVOLUTION

The 2017 Fashion Transparency Index shows which brands are already taking steps towards becoming more accountable, not just to their shareholders but also to their customers, and ultimately to their workers. Ideally, this Index will act as a benchmark to encourage brands to move towards greater transparency. I hope the scores in this year's Index will also show people around the world why it is so essential to keep on asking the question #whomademyclothes.

Greater transparency will bring direct benefits to workers, their communities and their environment. The 100 fashion brands included in this Index have the potential to improve millions of lives around the world. Transparency is one step in the journey towards making this a reality.

# EXECUTIVE SUMMARY

## **We don't know enough about the impact our clothing has on people and planet**

Even the brands that come out in the highest range of scoring have a long way to go towards being transparent about their suppliers, supply chain management and their business practices.

The average score for all brands in the Fashion Transparency Index is 49 out of 250, roughly 20% of all possible points. Adidas and Reebok achieved the highest score of 121.5 out of 250 (49% of the total possible points) – followed by Marks & Spencer with 120 points and H&M with 119.5 points (48% of the total possible points).

Only 8 brands scored higher than 40% and no brand scored above 50%. Three brands scored zero, disclosing nothing at all – Dior, Heilan Home and s.Oliver. 32 brands scored 10% or less, revealing a limited number of policies and procedures.

## **Overall brands are widely sharing policies and commitments**

Brands score relatively well for disclosing their policies and commitments. When it comes to publishing policies and commitments, the highest concentration of brands (16) scored in the 71–80% range with 11 brands scoring above 80% and 15 brands scoring less than 20%.

## **Brands publish little information about the impacts of their practices**

While we are seeing brands share their policies and commitments, there is still much crucial information about the practices of the fashion industry that remains concealed, particularly when it comes to brands' tangible impact on the lives of workers in the supply chain and on the environment. Brands score far fewer points when you drive into detail about what they do and the effects of their supply chain efforts. For example, the majority of brands (84%) describe having established factory assessment procedures in place. However, on average brands score just 21% when it comes to disclosing detailed results of their supplier assessments and score 20% on average when it comes to sharing detailed remediation activities.

## **Increasing number of brands are disclosing who their suppliers are**

The good news is that 32 brands are publishing supplier lists (tier 1), which is an increase from last year when Fashion Revolution surveyed 40 big fashion companies and only five were publishing supplier lists. 14 brands are publishing their processing facilities. Banana Republic, Gap and Old Navy (all owned by Gap Inc.) scored highest on traceability (44%) because their supplier lists include detailed information such as types of products or services and approximate number of workers in each supplier facility.

## **Still a long way to go towards paying a living wage**

34 out of the 100 brands have made public commitments to paying living wages to workers in the supply chain (such as through collective bargaining agreements or as part of the Fair Labor Association) but only four brands – H&M, Marks & Spencer, New Look and Puma – are reporting on progress towards achieving this aim.

## **Few brands promoting efforts to extend the life of products and reduce consumption of resources**

Only three brands – Burberry, Gucci and Levi Strauss – are promoting repair services in order to extend the life of its products, while just 14 brands disclose investments in circular resources with the aim of keeping materials in perpetual use and out of landfills.

## **More opportunity to increase supply chain transparency**

While brands are beginning to disclose more information about their practices – particularly with regard to their policies, procedures and suppliers – we know relatively little about the results of brands' efforts to improve the social and environmental impacts of our clothing. Therefore brands still have a long way to go towards transparency.

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# WHY TRANSPARENCY?



# WHY GREATER TRANSPARENCY IS IMPORTANT IN THE FASHION INDUSTRY

*Today, both people and the environment suffer as a result of the way fashion is made, sourced and consumed. It's time for a Fashion Revolution, and we believe that the beginning of this process is greater transparency.*

At the moment, most of the world lives in a capitalist economy. This means companies must increase sales growth and make profits in order to succeed – but crucially, not at the expense of peoples' working conditions, health, livelihoods, dignity and creativity and not at the expense of our natural environment.

## **Lack of transparency costs lives**

It is impossible for brands to make sure human rights are respected and that environmental practices are sound without knowing where their products are made, who is making them and under what conditions.

It has been four years since Rana Plaza collapsed; the day that the Fashion Revolution movement was born. The factories operating in the Rana Plaza building made clothes for over a dozen well-known international clothing brands, many of them included in this report. It took weeks for several brands to determine whether they had connections with the factories inside that building, despite their clothing labels being found in the rubble.



[TOP] 'Dhaka Savar Building Collapse' by [rijans](#) via Flickr CC

[Bottom] 'Site of the Rana Plaza factory collapse' by [Sarah Jay](#)

## Fashion supply chains are long and complex

The vast majority of today's fashion brands do not own their manufacturing facilities, making it seem difficult to monitor or control working conditions throughout the supply chain. It can also be a convenient excuse for brands to evade responsibility for how their products are made.

Some brands may work with thousands of factories at any given time – and that is just the facilities that cut, sew and assemble our garments. There are also facilities down the chain that dye, weave and finish materials and farms that grow fibres too. During the manufacturing process our clothes are touched by a great many pairs of hands before they reach the rails or shelves of the shop floor.

A brand might place an order with one supplier, who carves up the order and sub-contracts the work to other factories. This happens regularly across the industry and presents a great challenge for brands themselves as well as the people working in the supply chain who become invisible in this process.

## If you can't see it, you can't fix it

When companies publish information about their supply chains and business practices it helps NGOs, unions, local communities and even workers themselves to more swiftly alert brands to human rights and environmental issues. It can also help the company keep track of any unauthorised suppliers being used to make its products<sup>1</sup>, which makes it easier to manage risks that might lead to human rights and environmental abuses and could harm the company's reputation.

This sort of transparent disclosure makes it easier for all the relevant parties to understand what went wrong, who is responsible and how to fix it. We believe that transparency leads to greater accountability, which eventually will lead to a change in the way business is done.



1. As explained by Human Rights Watch: [www.hrw.org/news/2016/09/08/gap-inc-joins-global-brands-publish-factory-list](http://www.hrw.org/news/2016/09/08/gap-inc-joins-global-brands-publish-factory-list)



## People want to know #whomademyclothes

People are increasingly asking for greater transparency from the brands they buy. During Fashion Revolution Week last year, the #whomademyclothes hashtag reached 129 million people through 70,000 posts on Twitter and Instagram.

Transparency is quickly becoming the norm as explained in the [Business of Fashion](#) last year:

Transparency helps people who are concerned about the human and environmental impact of what they purchase to make more informed decisions. Transparency helps consumers scrutinise brands but also builds trust in the brands they buy.

**"For decades, a brand's only priority was to create the best possible product at the most competitive price to ensure sales. But as consumers develop a more comprehensive understanding of issues like sustainability, authenticity and transparency, brands and retailers are being forced to change the way they sell in order to survive"**



**"Transparency is the cornerstone of credibility. At Fairtrade, we believe transparency helps businesses and consumers to make informed choices so that they don't feed exploitation faced by so many people who grow the cotton and make our clothes"**

**SUBINDU GARKHEL**  
COTTON PRODUCT MANAGER,  
FAIRTRADE FOUNDATION



# WHY ARE TRANSPARENT SUPPLY CHAINS NECESSARY?



**JENNY HOLDCROFT**  
ASSISTANT GENERAL SECRETARY  
INDUSTRIALL GLOBAL UNION

The end of 2016 saw a major crackdown on labour rights in Ashulia, Dhaka's garment district, following demands for higher wages.

The Bangladeshi government and garment factory owners used the wage strike as a pretext to suspend more than 1,600 workers, and arrest 35 union leaders and garment workers.

Calling on the government of Bangladesh to release the people in jail and for all charges to be dropped was one part of the action taken. Another was to call on the brands supplying from the factories involved. But without access to the information it was difficult to create meaningful leverage to mitigate severe labour and human rights violations.

Increased accountability means issues along the supply chain can be addressed and solutions found faster.

Knowing the names of major buyers from factories gives workers and their unions a stronger leverage, crucial for a timely solution when resolving conflicts, whether it be refusal to recognize the union, or unlawful sackings for demanding their rights.

It also provides the possibility to create a link from the worker back to the customer and possibly media to bring attention to the issues.



© IndustriALL Bangladesh Council

***"Increased accountability means issues along the supply chain can be addressed and solutions found faster"***

Without being able to verify brands' suppliers, workers must remove labels from a supplier to create the link back to the brand. This is problematic as it puts workers at risk and furthermore, it is only circumstantial evidence of the link. This puts the burden of proof on the worker where in fact it should be with the brand.

The fourth anniversary of the Rana Plaza collapse on 24 April is a stark reminder that voluntary, non-transparent inspections should be a thing of the past. Increased transparency is an important step for improving industrial relations in the supply chain.

# WHAT DO WE MEAN BY TRANSPARENCY?

*For Fashion Revolution, transparency means public disclosure of brands' policies, procedures, goals and commitments, performance, progress and real-world impacts on workers, communities and the environment.*

Transparency requires brands to know exactly who makes their products – from who stitched them right through to who dyed the fabric and who farmed the cotton. And crucially, it requires brands to share this information publicly.

Some brands opt to disclose supply chain information to selected NGOs or unions rather than publicly, and have done so for many years in order to manage their supply chain risks. However, we feel this is not enough. Health and safety incidents, widespread abuses and even deaths are still happening, despite this industry-facing disclosure.

## **Transparency is a means to change, not an end**

Transparency is not the end game. Ultimately, Fashion Revolution believes that the whole fashion industry needs a radical paradigm shift and that the way that we produce and consume clothes needs to be transformed. This means business models will need to change and a multiplicity of solutions will be required.

## **Transparency shines a light on issues often kept in the dark**

Transparency alone does not represent the sort of structural, systemic change we would like to see for the fashion industry – but it helps us get there. Transparency helps to reveal the structures in place so we can better understand how to change them.

# TRANSPARENCY

FAIR TRADE

WELL-BEING

LIVING WAGES

EMPOWERMENT

GENDER EQUALITY

BUSINESS ACCOUNTABILITY

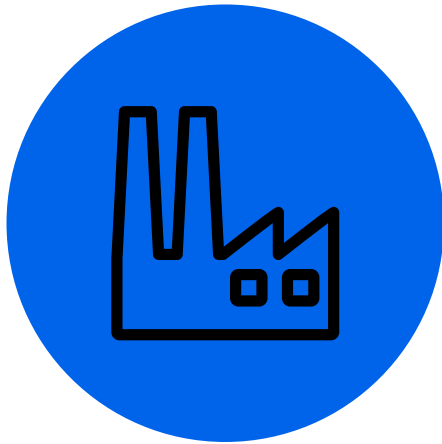
SUSTAINABLE LIVELIHOODS

GOOD WORKING CONDITIONS

ENVIRONMENTAL SUSTAINABILITY

**A FAIRER, SAFER, CLEANER  
FASHION INDUSTRY**

# TO ACHIEVE CHANGE WE RECOGNISE 3 IMPORTANT THINGS:



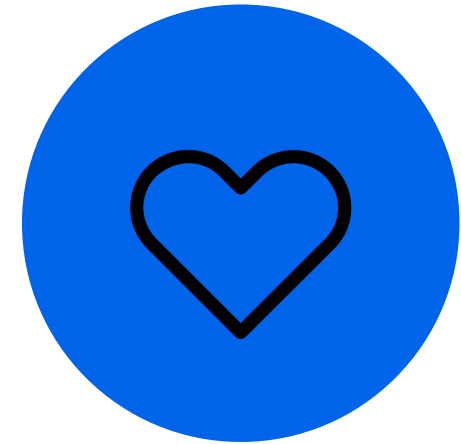
## **It's a process**

It is going to be a long journey towards a different industry model, requiring many incremental but necessary steps, to turn the tide of fast fashion or other unsustainable business models. We believe the first step is greater transparency. This will take consumers, brands and retailers, governments and citizens in supply chains each taking action. Fashion Revolution is engaging with all of these groups to catalyse positive change.



## **More information is needed**

Many people continue to shop from big corporate brands, but want more tools to understand how products are made, where they are made, by whom and under what conditions.



## **Inclusivity is key**

Millions of workers are employed through the supply chains of these big brands, and we must be careful to ensure that future of the fashion industry is able to provide decent work, sustainable livelihoods, hope and integrity for everyone employed in it, from farm to retail.

2

# ABOUT THE FASHION TRANSPARENCY INDEX



# WHAT IS THE FASHION TRANSPARENCY INDEX?

*The Fashion Transparency Index 2017 reviews and ranks 100 of the biggest global fashion and apparel brands and retailers according to how much information they disclose about their suppliers, supply chain policies and practices, and social and environmental impacts.*

## **What we hope to achieve through the Fashion Transparency Index**

Through researching and publishing the Fashion Transparency Index year on year, we hope it will push brands in a more positive direction towards a reimagining of the fashion industry and a fundamental shift in the way it works, beginning with being more transparent.

The Fashion Transparency Index is simply one small tool in our wider efforts to fundamentally change the fashion industry.

## **The scope**

We have deliberately chosen to focus on transparency and not everything that brands are doing. Shining a light on transparency isn't the only way to fundamentally change the fashion industry, but it's a powerful starting point. If the information disclosed by brands is granular enough, it can be useful for others (experts, NGOs, unions, workers themselves) who want to hold them to account for any real-world impacts on producers and the environment. This is why we are looking for disclosure not only on brands' policies and procedures, which is perhaps easier for them to share, but also on performance, progress and impacts across the business and its supply chain.

A [2017 report](#) from the NYU Stern Center for Business and Human Rights explains:

**"Companies understandably are likely to highlight the efforts they make, often through their corporate social responsibility or communications departments, rather than the higher-cost, higher-risk analysis of the effectiveness of those efforts"**

This is exactly the type of detail brands might be reluctant to disclose but is crucial for change. This is why we are advocating for transparency.

## **What's not in scope**

The Fashion Transparency Index does not tell you what brands are good or bad, naughty or nice, nor decent or exploitative. Unfortunately, we don't think a simple answer to this dichotomy exists.

There are limits to desk-based research, and only on-the-ground research by NGOs, unions and academics can reveal the impacts of brands' policies and practices. By encouraging brands to become more transparent, the Fashion Transparency Index will facilitate the work of NGOs, unions and academics.

At the end of this report you will find a list of organisations who have undertaken detailed on-the-ground research into the effects that brands' policies and procedures can have on workers, their families and communities.

# THE METHODOLOGY

The Fashion Transparency Index uses a ratings methodology to benchmark brands' disclosure across five key areas, including: policy and commitments, governance, traceability, supplier assessment and remediation, and 'spotlight issues' covering the business model, living wages, unions and collective bargaining. We have awarded points only for information that has been publicly disclosed.

## 1.

### POLICY & COMMITMENTS

- What are the brand's social and environmental policies?
- How is the brand putting its policies into practice?
- How does the brand decide which issues to prioritise?
- What are the brand's future goals for improving its impacts?

## 2.

### GOVERNANCE

- Who in the brand is responsible for the brand's social and environmental impacts?
- How can they be contacted?
- How does the brand incorporate human rights and environmental issues into its buying and sourcing practices?

## 3.

### TRACEABILITY

- Does the brand publish a list of its suppliers, from manufacturing to raw material level?
- If so, how much detail do they share?

## 4.

### KNOW, SHOW & FIX

- How does the brand assess the implementation of its supplier policies?
- How does the brand fix problems when found in its supplier facilities?
- Does the brand report assessment findings?
- How can workers report grievances?

## 5.

### SPOTLIGHT ISSUES

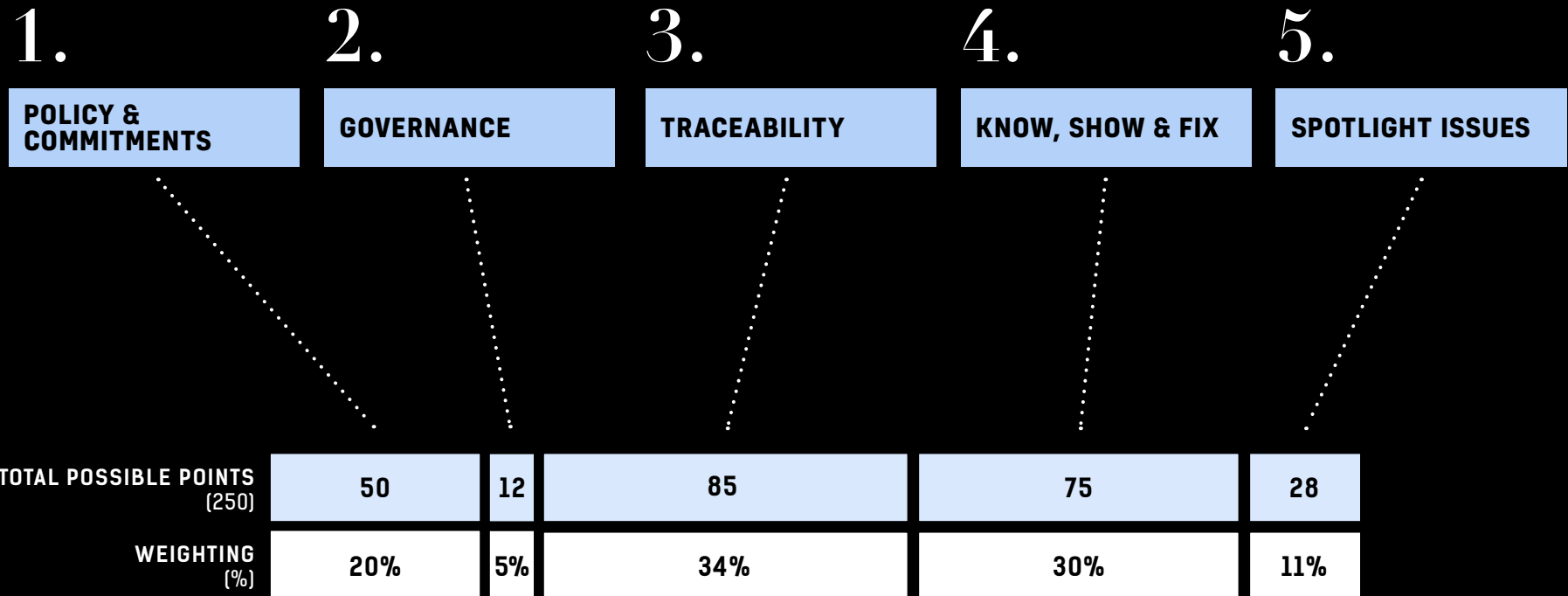
- What is the brand doing to ensure workers are being paid a living wage?
- What is the brand doing to support workers' Freedom of Association?
- What is the brand doing to reduce consumption of resources?



# WEIGHTING OF THE SCORES

The 2017 methodology focuses exclusively on public disclosure of supply chain information. Therefore, the weighting of the scores is intended to emphasise increasing levels of detailed disclosure, especially when it comes to publishing supplier lists and the results of supplier assessments. We are rewarding granularity.

Please be aware that when brands score zero on an individual indicator, it doesn't necessarily mean anything bad. It just means they're not disclosing their efforts publicly.



# ABOUT THE NEW METHODOLOGY

## You may have noticed that the methodology has changed since last year.

The 2016 methodology was created by Ethical Consumer with input from Fashion Revolution. For 2017, Fashion Revolution has taken a lead on the further development of the Fashion Transparency Index, including a revision of the methodology.

We spent four months at the end of last year consulting a diverse group of more than 20 industry experts on revisions. The new methodology is also based on existing international standards and benchmarks including: Sustainable Development Goals, Ethical Trading Initiative Base Code, UN Guiding Principles, OECD Due Diligence Guidelines and Fair Labor Association's Freedom of Association guidelines.

The 2017 methodology has been designed by the Fashion Revolution team, led by **Sarah Ditty** and **Carry Somers**, with consultative input and feedback from a committee of pro bono industry experts, including:

- **Dr Mark Anner**, Associate Professor of Labor and Employment Relations, and Director of the Center for Global Workers' Rights at Penn State University
- **Neil Brown**, Investment Manager at Alliance Trust Investments
- **Ian Cook**, Associate Professor of Geography at University of Exeter
- **Subindhu Garkhel**, Cotton Product Manager at Fairtrade Foundation
- **Jenny Holdcroft**, Assistant Secretary General at IndustriALL Global Union
- **Dr Alessandra Mezzadri**, Lecturer in Development Studies at SOAS, University of London
- **Heather Webb**, Researcher at Ethical Consumer
- and several others experts who wished to remain unnamed.

The individuals and organisations we consulted on the methodology do not necessarily endorse the findings detailed within this report. The key objective of our consultative process was to gather feedback from a variety of perspectives to help inform and shape its strategy and design.

Throughout these discussions, input served to highlight both the immense challenges still remaining and the significant opportunities for industry wide improvement on transparency.

***"The 2017 research will serve as a baseline by which we can measure brands increased transparency year on year"***

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**SARAH DITTY**  
HEAD OF POLICY,  
FASHION REVOLUTION

Please be aware that this research only measures a moment in time, and there are plenty of important topics that the Fashion Transparency Index doesn't cover; for example, cost and pricing transparency.

Therefore, we believe that this report is most useful for analysing patterns rather than micro-scrutinising each brand's individual scores. We would encourage readers to use this Index as a proxy to better understand generally what level of transparency we are seeing from big global brands on social and environmental issues.

We hope readers will use this as an opportunity to start a wider conversation about how much (or rather how little) we know about the clothes we wear and the people who make them.

# HOW THE 100 BRANDS WERE CHOSEN

## Brands were selected on the basis of three factors:

- 1 according to annual turnover, over \$1.2 billion USD
- 2 voluntarily agreed to be included after last year's edition
- 3 representing a cross-section of market segments including high street, luxury, sportswear, accessories, footwear and denim from across Europe, North America, South America and Asia

## We relied on publicly available financial information.

Some big brands are privately held and do not publish financial records, including turnover, which means we were unable to include them in this edition. Where brands are part of a parent company\* with annual turnover over \$1.2 billion USD, we have selected the brand or brands that appear to make up the most significant part of the group's business.

\*In general, the scores for brands which are part of a parent company apply to all of the subsidiaries in the parent company, not just the brands included in this report. There are some exceptions: for example, George at ASDA and Walmart; and Puma and Kering Group.

# 100 BRANDS A—Z

Abercrombie & Fitch	Giorgio Armani	Nike
Adidas	Gucci (Kering Group)	Nordstrom
Aéropostale	Guess	Old Navy (Gap Inc.)
Amazon	H&M	Pernambucanas
American Eagle	Hanes	Prada
Anthropologie (URBN)	Heilan Home	Primark (ABF)
Asics Corporation	Hermès	Pull&Bear (Inditex)
ASOS	Hudson's Bay (HBC)	Puma (Kering Group)
Banana Republic (Gap Inc.)	Hugo Boss	Ralph Lauren
Benetton	JCPenney	Reebok (Adidas)
Bershka (Inditex)	J.Crew	Renner
Bottega Veneta (Kering Group)	Jack & Jones (Bestseller)	Ross Stores
Burberry	Jordan (Nike, Inc.)	Russell Athletic
Burlington	Kohl's	s.Oliver
C&A	Lacoste	Sak's Fifth Avenue (HBC)
Calvin Klein (PVH)	Lands End	Target
Calzedonia	Levi Strauss & Co	Tesco
Champion (HanesBrands)	LL Bean	The North Face (VF Corp)
Chanel	LOFT	Timberland (VF Corp)
Chico's	Louis Vuitton (LVMH)	TJ Maxx (TJX)
Claire's Accessories	Lululemon	Tommy Hilfiger (PVH)
COACH	Macy's	Topshop (Arcadia Group)
Columbia Sportswear	Mango	Triumph
Converse (Nike, Inc.)	Marks & Spencer	Under Armour
Costco	Massimo Dutti (Inditex)	Uniqlo (Fast Retailing)
Dillard's	Matalan	Urban Outfitters
Dior	Mexx	Victoria's Secret
Ermenegildo Zegna	Michael Kors	Walmart
Esprit	Miu Miu (Prada Group)	Wrangler (VF Corp)
Express	Monsoon	YSL (Kering Group)
Forever 21	Neiman Marcus	Zalando
Gap	New Balance	Zara (Inditex)
George at Asda (Walmart)	New Look	
Gildan Activewear	Next	

# HOW THE RESEARCH WAS CONDUCTED

## The Fashion Transparency Index used only publicly disclosed information about each brand's:

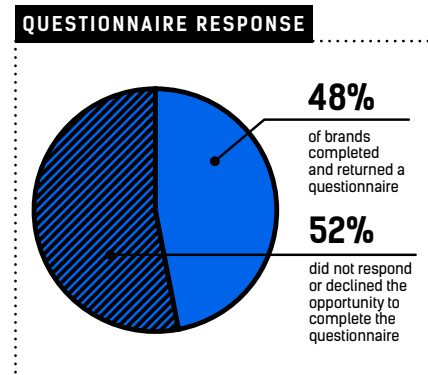
- policies;
- procedures and processes;
- performance, progress and impacts;
- corporate governance; and
- supplier details;

focusing on human rights and environmental issues across its supply chains.

## We relied solely on information published via:

- the brand's website(s);
- parent company website(s);
- in annual/sustainability reports (published January 2015 or later);
- or via third party websites but only when linked to directly from the company's own websites or reports.

We sent each brand a questionnaire, which helped us identify where information is publicly disclosed and to clarify information we found through our own research in order to ensure accuracy. Brands were given one month to respond and return the questionnaire. We received completed questionnaires covering 48 brands, meaning no response or declines from the remaining 52 brands. The questionnaires returned to us by brands were analysed by our research team, and scores were awarded where appropriate.



We researched and scored brands regardless of whether they completed the questionnaire or not. However, brands that completed the questionnaire were more likely to receive a higher score than they would have otherwise. This is simply because our researchers may have missed some information. There is no common template for reporting on social and environmental issues that every brand is using. Many companies produce annual reports that span 200–400 pages; and as such there is a notable margin for human error. This is an inherent limitation of desk-based research. However, our research team endeavoured to be as thorough, accurate and fair as possible.

Should you know of any remaining inaccuracies, please contact us at [sarah@fashionrevolution.org](mailto:sarah@fashionrevolution.org) and we will take this into account for the next edition.

We intend to keep the first four core sections of this methodology the same in future annual editions of the Fashion Transparency Index in order to measure progress year on year, with 2017 acting as the baseline. However, this research is very much a learning process, and we are always open to ideas for improvement.

The research was conducted by Sarah Ditty and Carry Somers, with support from Sophia Calugay, Ilishio Lovejoy, Aidan Shaw, Sienna Somers, Eloisa Artuso and Manon Thomas, between January and March 2017.

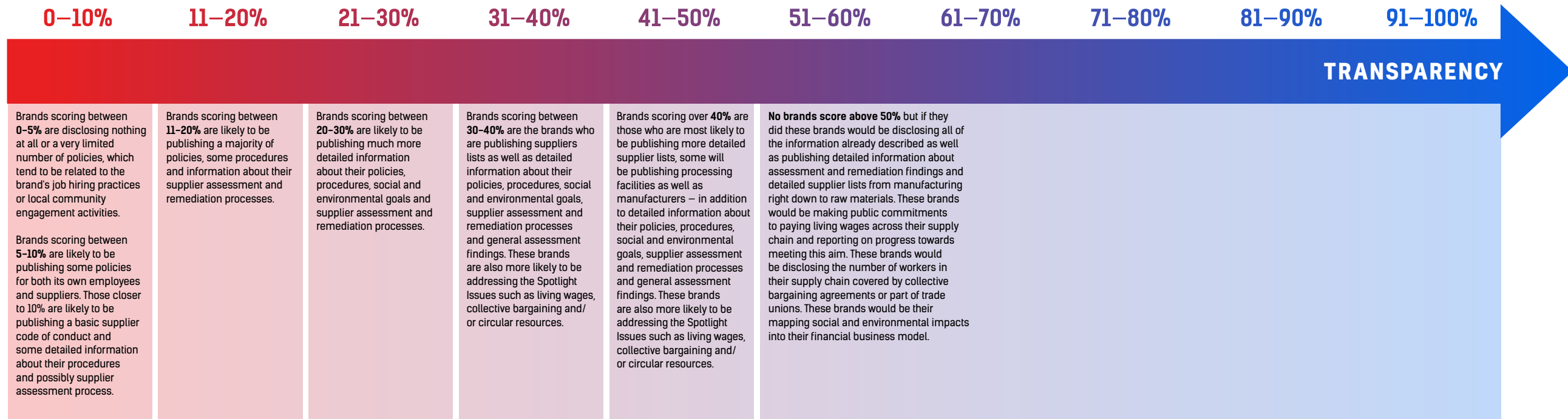
3

# THE FINAL SCORES



# A ROUGH GUIDE TO THE SCORING

Total scores were out of 250 possible points, which we have converted into percentages. We chose to publish percentages rather than each brands' individual scores because we felt it encourages readers to focus on emerging patterns rather than exact details.



# THE FINAL SCORES

0-10%		11-20%		21-30%		31-40%		41-50%		51-60%		61-70%		71-80%		81-90%		91-100%	
Abercrombie & Fitch	10	Next	20	Tesco	30	Esprit	37	Adidas	49										
American Eagle	10	Asics Corporation	20	Calvin Klein	29	Bershka	36	Reebok	49										
Dillard's	10	Champion	20	Tommy Hilfiger	29	Massimo Dutti	36	Marks & Spencer	48										
Ralph Lauren	9	Hanes	20	Bottega Veneta	28	Pull&Bear	36	H&M	48										
Amazon	9	Benetton	19	Gucci	28	Zara	36	Puma	46										
Calzedonia	9	Russell Athletic	18	YSL	28	Converse	36	Banana Republic	46										
Triumph	9	New Balance	18	Gildan Activewear	27	Jordan	36	Gap	46										
Michael Kors	8	LOFT	17	Hugo Boss	27	Nike	36	Old Navy	46										
Monsoon	8	Macy's	17	Uniqlo	26	Levi Strauss & Co	35												
Giorgio Armani	8	TJ Maxx	17	Burberry	25	C&A	34												
Pernambucanas	8	Zalando	16	Lululemon	25	ASOS	33												
Ross Stores	8	Lands End	16	Topshop	25	Target	32												
Burlington	8	Jack & Jones	15	The North Face	24														
Miu Miu	8	Columbia Sportswear	15	Timberland	24														
Prada	8	Nordstrom	15	Wrangler	24														
Aéropostale	7	Louis Vuitton	15	Primark	24														
Chico's	7	Renner	15	George at Asda	23														
Anthropologie	7	JCPenney	14	Hermès	22														
Urban Outfitters	7	Kohl's	13	Walmart	22														
Mexx	6	Mango	13	COACH	21														
Neiman Marcus	6	Costco	13	Hudson's Bay	21														
Ermenegildo Zegna	5	Guess	12	Sak's Fifth Avenue	21														
Lacoste	5	J.Crew	11	New Look	21														
Express	4	Victoria's Secret	11																
Claire's Accessories	3	Under Armour	11																
Forever 21	3																		
LL Bean	3																		
Chanel	1																		
Matalan	1																		
Dior	0																		
Heilan Home	0																		
s.Oliver	0																		

\* Brands ranked in numerical order by score out of 250, but shown as rounded-up percentage. Where brands have the same percentage score, they are listed in alphabetical order and grouped with others from same parent company

# OVERALL ANALYSIS

## Still a long way to go towards transparency

Even the brands who come out in the top range of scoring – those not even half way up the ladder – have a long way to go towards being transparent about their suppliers, supply chain management and their business practices.

The average score for all brands in the Fashion Transparency Index is 49 out of 250, roughly 20% of all possible points. Adidas and Reebok achieved the highest score of 121.5 out of 250 (49% of the total possible points)– followed by Marks & Spencer with 120 points and H&M with 119.5 points (48% of the total possible points).

While we are seeing brands begin to publish more about their social and environmental efforts, which is welcome and necessary, there is still much crucial information about the practices of the fashion industry that remains concealed, particularly when it comes to brands' tangible impact on the lives of workers in the supply chain and on the environment.

## Transparent policies, opaque performance

Brands score relatively well for disclosing their policies and commitments but score fewer points when you drive into detail about what they do and the effects of their supply chain efforts.

### Information is hard to find

This research was a long and rather arduous process. If you wanted to find out exactly what brands are doing and how they are performing on social and environmental issues, it is difficult – sometimes entirely impossible – to find this information. Information is often found many clicks away from the homepage of brands' websites or housed on micro-sites, not even on the brands' main website. You would need a lot of time to find the relevant information and would require nuanced knowledge to make sense of the information that brands' typically disclose.

## Lots of fluffy communication

There were many instances where our researchers would trawl through a 300+ page annual report only to find a couple of sentences that counted for transparent disclosure on some of the key issues we were looking at. As a result, there is a lot of "noise" to cut through; in other words, pages and pages of information that don't tell you much about what brands are actually doing, or at least makes it difficult to decipher. Far more space is given to brands' values and beliefs than to their actions and outcomes.

No wonder even the most conscious consumer finds it all so confusing. How are we supposed to make informed decisions about what we buy when the information is either entirely absent or presented in such varied and diffuse ways?

## No common framework for disclosure

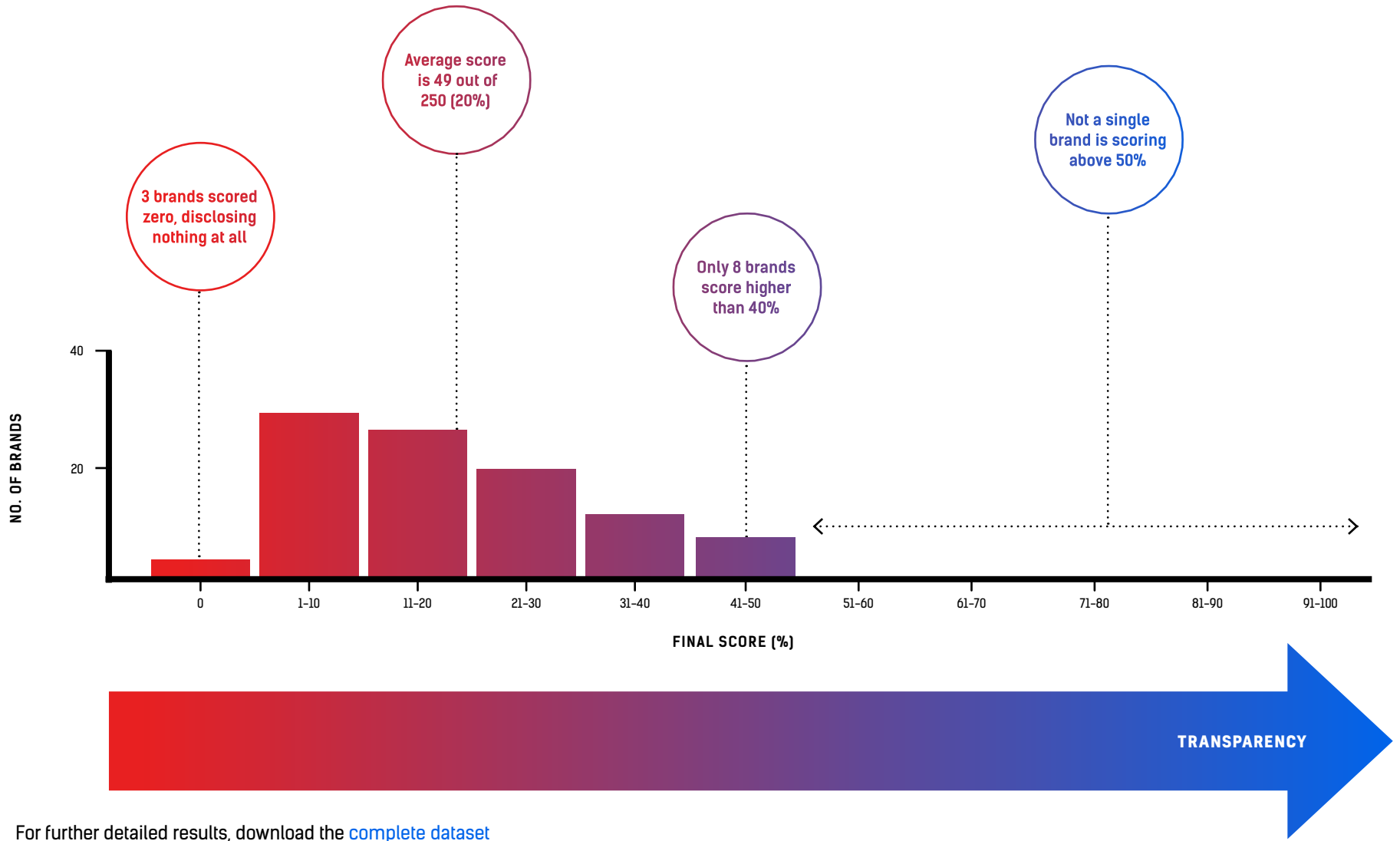
There is a lack of consistent standards for reporting on social and environmental issues. There is no common template. Brands present information in many different formats, using all sorts of language and industry jargon and present it using an array of different visuals.

It would be helpful if there was one common template by which brands disclosed social and environmental policies, practices and performance, and if this template used common, easy-to-understand language and visuals.

But what's most needed is for governments to legally require that brands are disclosing supplier lists and social and environmental information using a common framework. Without this, brands will continue to willingly disclose only selected information and in whatever format they determine best.



# QUICK FINDINGS



For further detailed results, download the [complete dataset](#)

4

# THE SCORES ACROSS THE 5 KEY AREAS



# AVERAGE SCORES ACROSS THE SECTIONS

49%

1.

## POLICY & COMMITMENTS

The highest concentration of brands scored in the 71-80% range with 11 brands scoring above 80% and 16 brands scoring 20% or less.

By and large, brands are disclosing the most about their policies and commitments on social and environmental issues.

34%

2.

## GOVERNANCE

The largest number of brands (37) score less than 10%. 13 brands fall in the 41-50% range. Marks & Spencer is the only brand to score 100% meaning that they're disclosing who in the team is responsible for social and environmental issues, along with their contact details, board level accountability, and how other staff and suppliers are incentivised to improve performance.

8%

3.

## TRACEABILITY

Overall brands are disclosing few details about their suppliers. The good news is that 32 brands are publishing suppliers lists (tier 1). 14 brands are publishing their processing facilities. No one is publishing their raw material suppliers. Gap Inc. brands come out on top because their supplier lists include detailed information such as types of products/ services and number of workers in each facility.

16%

4.

## KNOW, SHOW & FIX

The highest concentration of brands (36) fall in the 11-20% range and many others (31) score less than 10%. Adidas and Reebok score highest in the 31-40% range. Brands often disclose their supplier assessment processes and procedures. However, brands share little information about the results of these efforts nor do brands share much about the effects of their efforts to fix problems in factories when found.

9%

5.

## SPOTLIGHT ISSUES

Overall brands are disclosing little about their efforts to pay living wages or to support collective bargaining and unionisation. Few brands are disclosing their efforts to address overconsumption of resources. Only 8 brands scored above 31% and no brand scored above 50%.

# 1. POLICY & COMMITMENTS *APPROACH*

## What are the brand's human rights and environmental policies and procedures for its own staff and suppliers?

### We looked for policies & procedures covering the following issues:

- Animal Welfare
- Anti-bribery, Corruption & Presentation of False Information
- Biodiversity
- Child Labour
- Community Engagement
- Discrimination
- Diversity & Inclusion
- Effluents
- Emissions & Energy
- Equal Pay
- Forced or Bonded Labour
- Foreign & Migrant Labour
- Freedom of Association, Right to Organise & Collective Bargaining
- Grievances & Whistleblowing
- Harassment & Abuse
- Health & Safety
- Holidays, Sick Leave & Time Off
- Living Conditions/ Dormitories
- Living Wages & Benefits (e.g. bonuses, insurance, social security, pensions)
- Maternity Rights/ Parental Leave
- Notice Period, Dismissal & Disciplinary Action
- Recruitment & Terms of Employment
- Sub-contracting & Outsourcing
- Use of Chemicals
- Waste & Recycling (Packaging/Paper)
- Waste & Recycling (Product/Textiles)
- Water Usage
- Working Hours

We typically found this information on brands' websites and in Employee Handbooks, Company Code of Ethics, Supplier Codes of Conduct, Supplier Guidebooks, sustainability and annual reports and sometimes even on career/job vacancies webpages.

### SOCIAL & ENVIRONMENTAL PRIORITIES AND GOALS FOR THE FUTURE

In this section, we also looked at whether brands are disclosing their top human rights and environmental priorities (often this is something called a materiality matrix). Certain issues will be more relevant and of higher risk or importance to brands and its suppliers than others. We did not award points if brands count their entire sustainability or Corporate Social Responsibility (CSR) report as a materiality assessment.

We also looked to see whether brands are publishing their goals or a strategic roadmap for improving social and environmental impacts across the supply chain. We only counted these goals if they were reaching into the future, time-bound, measureable and if progress was reported publicly and annually.

# 1. POLICY & COMMITMENTS

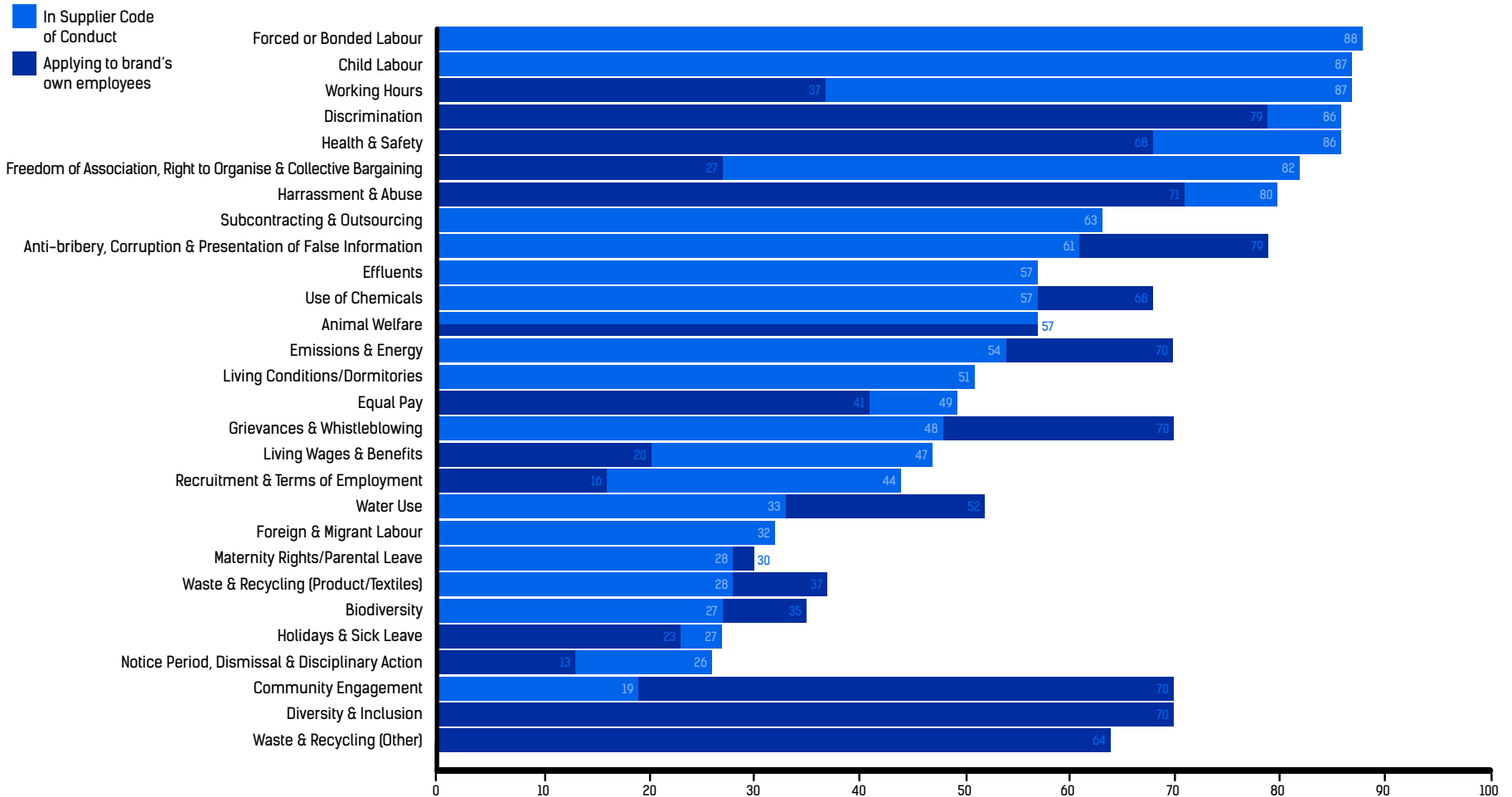
0-10%		11-20%		21-30%		31-40%		41-50%		51-60%		61-70%		71-80%		81-90%		91-100%	
Claire's Accessories	7	Michael Kors	20	Russell Athletic	30	JCPenney	40	New Balance	50	LOFT	60	Walmart	68	Esprit	79	Bershka	86	Puma	97
Ermenegildo Zegna	7	Calzedonia	16	Mexx	29	Ralph Lauren	40	Zalando	50	New Look	59	Primark	67	Hugo Boss	79	Massimo Dutti	86	Marks & Spencer	94
Chanel	3	Dillard's	16	Costco	27	Columbia Sportswear	39	Benetton	46	Hermès	57	Louis Vuitton	66	Topshop	79	Pull&Bear	86	Adidas	93
Matalan	1	Aéropostale	15	Pernambucanas	27	J.Crew	37	Renner	45	Lands End	57	ASOS	65	Bottega Veneta	78	Zara	86	Reebok	93
Dior	0	Chico's	15	Ross Stores	27	Guess	35	Victoria's Secret	43	Macy's	56	Asics Corporation	64	Gucci	78	Calvin Klein	86	H&M	91
Heilan Home	0	Express	15	Monsoon	26	Champion	34	Hudson's Bay	42	Uniqlo	56	Target	64	YSL	78	Tommy Hilfiger	86		
s.Oliver	0	Abercrombie & Fitch	12	Anthropologie	23	Hanes	34	Sak's Fifth Avenue	42	The North Face	55	Tesco	64	Banana Republic	77				
		Forever 21	11	Urban Outfitters	23	Amazon	33	Kohl's	42	Timberland	55	Lululemon	61	Gap	77				
		LL Bean	11	Lacoste	23	Giorgio Armani	33	Mango	42	Wrangler	55			Old Navy	77				
				Under Armour	23	Miu Miu	32			Next	54			Converse	76				
				American Eagle	21	Prada	32			COACH	53			Jordan	76				
				Neiman Marcus	21	Burlington	31			George at Asda	51			Nike	76				
						Triumph	31			Jack & Jones	51			Levi Strauss & Co	76				
										Nordstrom	51			Burberry	74				
										TJ Maxx	51			C&A	74				
														Gildan Activewear	71				

\* Brands ranked in numerical order by score out of 250, but shown as rounded-up percentage. Where brands have the same percentage score, they are listed in alphabetical order and grouped with others from same parent company

# 1. POLICY & COMMITMENTS

## FINDINGS

### HOW MANY BRANDS PUBLISH POLICIES?\*

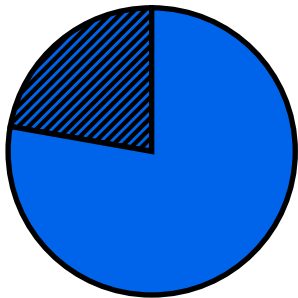


\* Graph ordered by most common policies that apply to suppliers

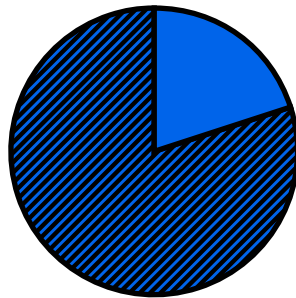
# 1. POLICY & COMMITMENTS

## *FINDINGS*

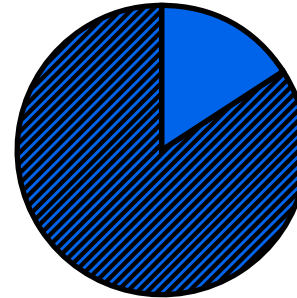
### HOW MANY BRANDS PUBLISH POLICIES?



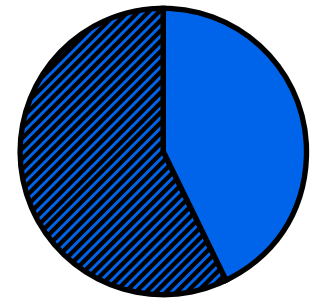
78 brands report about their community engagement activities at home or in sourcing countries



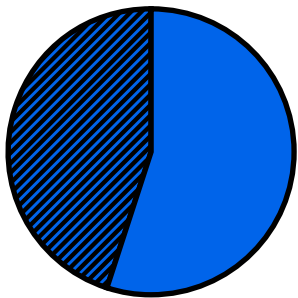
Only 20 brands disclose procedures that address maternity rights



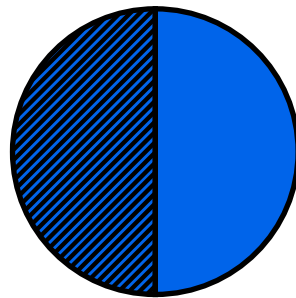
Only 16 brands disclose how worker dormitory policies are put into practice



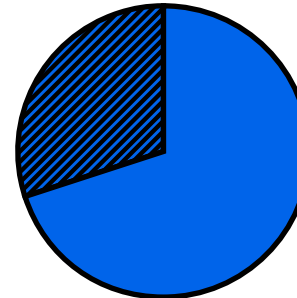
43 brands publish a materiality assessment for high risk supply chain issues



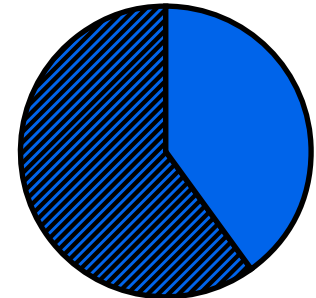
55 brands publish goals to improve social and environmental impact



50 brands report on some progress towards these goals



70 brands describe health & safety procedures



Only 40 brands disclose how child labour policies are put into practice

# 1. POLICY & COMMITMENTS *IMPLICATIONS*

## **Transparency on policies and processes but opacity on performance and impact**

Brands are disclosing the most information about their policies, procedures and commitments on social and environmental issues (section 1 and the first part of section 4 of the methodology). Brands often publish a Code of Business Ethics, a Supplier Code of Conduct and some sort of annual report covering their CSR and sustainability initiatives.

Publishing these policies, procedures and commitments is important because it helps increase accountability. If a brand is found not to be making good on its promises, it risks damaging its reputation and as a result its bottom line.

We were looking for an array of social and environmental policies (see pp 27–29) for brands' own employees and their suppliers. We found that 98% were publishing some relevant policies (only three brands scored zero). Of the 26 supplier policies, 36 brands are publishing 18 of these policies.

Over 87% of brands are publishing seven of the 26 supplier policies. Only three brands are not disclosing any policies. Some brands' policies are nothing more than a one-line sentence, while other brands might include several pages of detailed policy in a supplier code of conduct. We awarded the same points for both.

Brands' supplier policies frequently cover the most egregious issues such as child labour (87% of brands have a policy on this issue); discrimination (86%); freedom of association (82%); forced labour (88%); harassment and abuse (80%); health & safety (86%); and working hours (87%). Surprisingly only 32% of brands' supplier policies cover foreign and migrant labour, people who are an increasingly important and vulnerable part of the garment industry workforce, [according to SOMO](#).

However, 18 brands do not disclose a policy on Freedom of Association and the Right to Organise, 14 brands do not disclose a policy on health and safety, and 13 brands do not disclose a policy on child labour in the facilities where their clothes are made.

Less than half the brands disclose a policy on textile waste and just 33% of brands publish a policy on water use at the manufacturing level.

When it comes to putting policies into practice, brands are disclosing most about their procedures on issues such as community engagement, carbon emissions, health and safety and recycling at the company level. They are disclosing far less about putting policies into practice at the supplier level, especially on issues such as worker dormitories, maternity rights and recruitment.

55 brands are publishing time-bound commitments to improving their social and environmental impacts, of which 50 are reporting on progress towards achieving their goals.

Brands are disclosing the least about their actual performance, impacts and progress on social and environmental issues. Far fewer brands are disclosing the results of the factory assessment process and what impacts their supply chain efforts are having towards improving conditions for workers in supplier facilities. This means the public has virtually no way of knowing if brands' policies and procedures are truly effective and driving improvements for the people making our clothes. More on this point later in section 4.

Brands need not only to be transparent about their policies and procedures but also put more focus on the actual outcomes of their efforts to manage and improve human rights and environmental impact.



## 2. GOVERNANCE *APPROACH*

### **Who in the company is responsible for social and environmental impacts?**

In this section, we were looking for the name and role of the person with lead responsibility in the brand for social and environmental performance. We also scored brands on whether they published the direct contact details for this person, or at least contact details for a relevant department such as the sustainability/CSR team.

We also looked for the name of a board member or board committee who is responsible for social and environmental issues and how their oversight is implemented. This is typically the remit of an Ethics or Sustainability Committee at board level.

### **Employee and Supplier incentives**

Finally, we looked to see if brands are disclosing how their employees beyond the sustainability/CSR team (designers, buyers, sourcing managers, etc.) are incentivised (through performance targets or bonuses) to achieve improvements in social and environmental impacts.

We also looked for the same sort of incentives (such as long-term sourcing commitments) tied to suppliers' social and environmental improvements.

# 2. GOVERNANCE

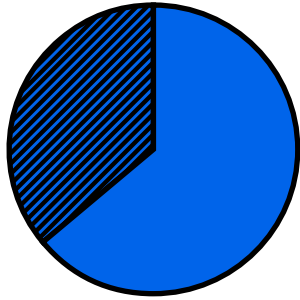
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Columbia Sportswear	8	Chanel	17	George at Asda	25	American Eagle	33	Massimo Dutti	50	Converse	58	Banana Republic	67	Gucci	75	Hugo Boss	83	Adidas	92
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Giorgio Armani	8	New Balance	17	Mango	25	Chico's	33	Zara	50	Nike	58	Old Navy	67	C&A	75				
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Victoria's Secret	0																		

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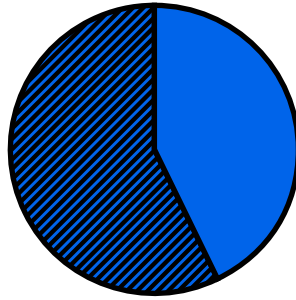
# 2. GOVERNANCE

## *FINDINGS*

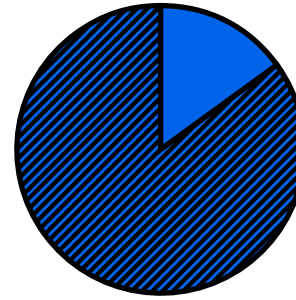
### CAN YOU GET IN TOUCH?



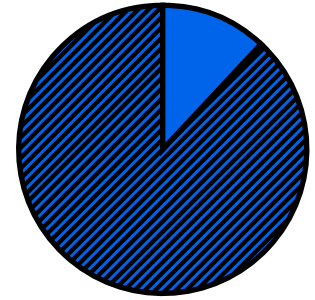
64 brands publish contact details for sustainability/CSR department



43 brands disclose name/role of individual with lead responsibility on their websites

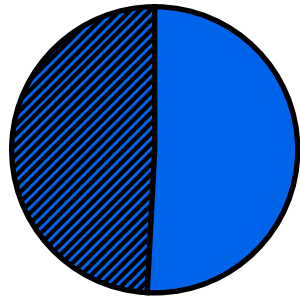


15 brands disclose contact details for this person

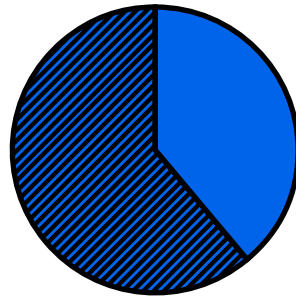


12 brands publish contact details specifically for enquiries about their supplier lists

### ACCOUNTABILITY

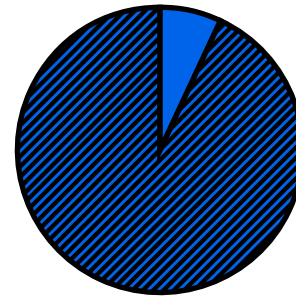


51 brands publish board level responsibility

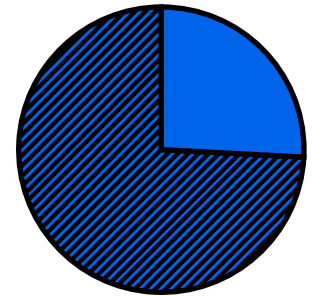


39 describe how board accountability is implemented in practice

### PURCHASING PRACTICES



Only 7 brands disclose incentives tied to improvements in human rights and environmental performance for staff beyond sustainability team



26 brands disclose incentives tied to improvements in human rights and environmental performance for suppliers

## 2. GOVERNANCE *IMPLICATIONS*

### **Management and board level responsibility**

If you wanted to find out more about the social and environmental practices of the brands in this Index, you might find it difficult to know whom to contact.

It may seem a simple ask but 36 of the 100 brands do not publish an email address or phone number so that people can contact the sustainability or CSR team directly. This means over one-third of the brands aren't easy to get in touch with should you want to know more about how their products are made, by whom and under what conditions.

Just over half of the brands (51%) publish the name of a board level committee that is responsible for sustainability and ethics issues, but only 39% describe how this works in practice.

### **Few real incentives for employees or suppliers to create change**

When it comes to other company staff – designers, buyers, merchandisers, etc. – only seven brands are disclosing whether employee performance or incentives (bonuses or other rewards) are tied to social and environmental impacts. Generally speaking, it's difficult to tell whether anyone other than the brands' board of directors and the sustainability/CSR team are held accountable for human rights and environmental protection. Meanwhile, roughly one-quarter (26%) of brands report how they incentivise their suppliers to make social and environmental improvements.

As explained by the [Ethical Trading Initiative](#), brands' "practices such as last-minute changes to orders and ever-shorter lead times can contribute to excessive overtime, increased use of casual labour, and even unauthorised sub-contracting. And pressure from retailers to reduce prices can make it difficult for suppliers to pay workers a living wage."

Many brands talk about training staff and suppliers on social and environmental issues. However, if brands truly want to make a positive change, they should be publicising how they are incentivising changes at each stage of the product's creation from designing more sustainable products to sourcing better materials to better purchasing practices and rewarding responsible suppliers with more orders or better terms of business.

# 3. TRACEABILITY

## *APPROACH*

### **Are brands publishing lists of their suppliers and how detailed is this information?**

This section focused on whether brands are publishing lists of their suppliers and what level of detail brands are disclosing about these suppliers.

#### **For example, are brands sharing information such as:**

- The address of the facility
- The types of products/services made in each supplier facility;
- Approximate number of workers;
- Gender breakdown of workers;
- % of migrant or contract workers;
- Date of last audit

### **Disclosing factories, processing facilities and raw material suppliers**

We looked for supplier lists at three levels. First, are brands disclosing the factories where their clothes are made – e.g. the facilities that brands have a direct relationship with and typically do the cutting, sewing and final trims of products? Second, are brands disclosing processing facilities further down the supply chain – e.g. from ginning and spinning, through to sub-contractors, wet processing, embroidering, printing, finishing, dye-houses, laundries, and so on? And finally, are brands disclosing their suppliers of raw materials – e.g. primary substances such as fibres, hides, rubber, dyes, metals and so on?

We gave extra points if supplier lists are made available in a searchable format, cover more than 95% of their suppliers and have been updated within the past 12 months.

# 3. TRACEABILITY

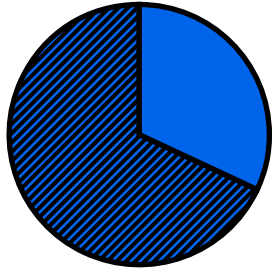
0-10%	11-20%	21-30%	31-40%	41-50%	51-60%	61-70%	71-80%	81-90%	91-100%
Russell Athletic 9	Target 19	H&M 29	Adidas 34	Banana Republic 44					
Abercrombie & Fitch 1	Benetton 14	Hermès 29	Reebok 34	Gap 44					
American Eagle 1	Champion 13	Levi Strauss & Co 27	Converse 32	Old Navy 44					
Bottega Veneta 1	Hanes 13	ASOS 26	Jordan 32						
Gucci 1	George at Asda 13	Puma 26	Nike 32						
YSL 1	Uniqlo 13	Esprit 22							
Burberry 1	Bershka 12	Marks & Spencer 22							
Calvin Klein 1	Massimo Dutti 12								
Tommy Hilfiger 1	Pull&Bear 12								
COACH 1	Zara 12								
Gildan Activewear 1	C&A 12								
Giorgio Armani 1	Columbia Sportswear 12								
Hugo Boss 1	Lululemon 12								
Kohl's 1	New Balance 12								
LOFT 1	Hudson's Bay 11								
Macy's 1	Sak's Fifth Avenue 11								
Michael Kors 1	Tesco 11								
Monsoon 1	The North Face 11								
Next 1	Timberland 11								
Primark 1	Wrangler 11								
Ralph Lauren 1									
Aéropostale 0									
Amazon 0									
Anthropologie 0									
Urban Outfitters 0									
Asics Corporation 0									
Burlington 0									
Calzedonia 0									
Chanel 0									
Chico's 0									
Claire's Accessories 0									
Costco 0									
Dillard's 0									
Dior 0									
Ermenegildo Zegna 0									
Express 0									
Forever 21 0									
Guess 0									
Heilan Home 0									
JCPenney 0									
J.Crew 0									
Jack & Jones 0									
Lacoste 0									
Lands End 0									
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Nordstrom 0									
Pernambucanas 0									
Renner 0									
Ross Stores 0									
s.Oliver 0									
TJ Maxx 0									
Topshop 0									
Triumph 0									
Under Armour 0									
Victoria's Secret 0									
Walmart 0									
Zalando 0									

\* Brands ranked in numerical order by score out of 250, but shown as rounded-up percentage. Where brands have the same percentage score, they are listed in alphabetical order and grouped with others from same parent company

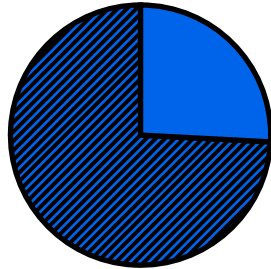
# 3. TRACEABILITY

## *FINDINGS*

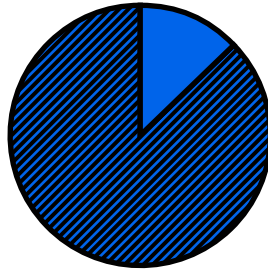
### WHO'S PUBLISHING LISTS (TIER 1)?



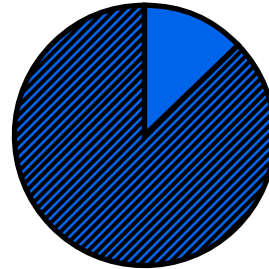
32 brands are publishing suppliers lists (which covers at least tier 1)



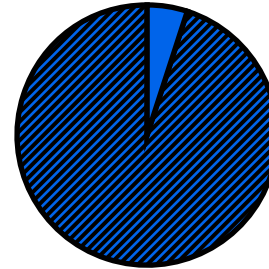
26 include the facility address



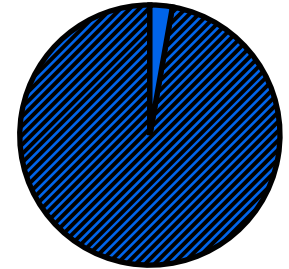
13 include the types of products made in the facility



11 include approximate number of workers in each facility

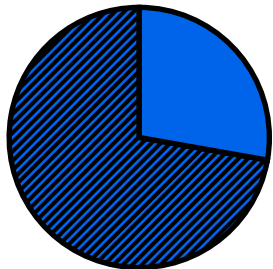


5 include gender breakdown of workers in each facility

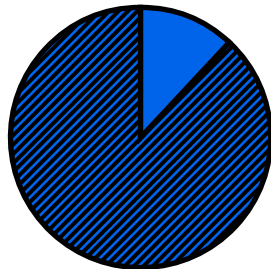


3 publish the facility phone number or email

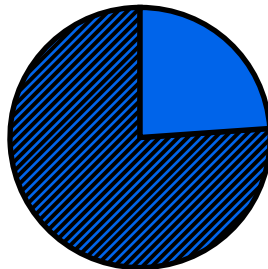
### WHO'S PUBLISHING BEYOND TIER 1?



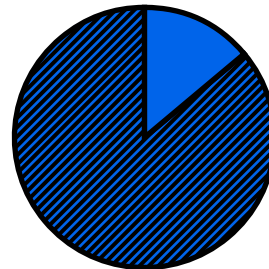
28 make this list available in a searchable format



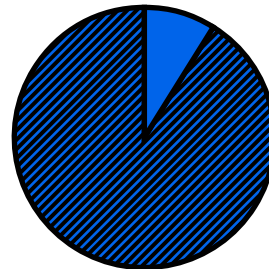
12 disclose that this list covers over 95% of their facilities



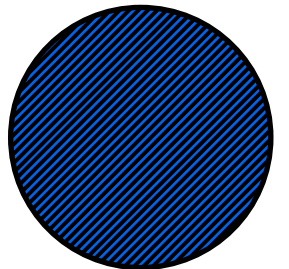
24 have updated their supplier list at least in the past 12 months



14 brands publish processing facilities



9 include the facility address



0 brands are publishing suppliers of raw material

# 3. TRACEABILITY IMPLICATIONS

## Publishing supplier lists with increasing level of detail

Since April 2016 several brands have published their supplier lists. Marks & Spencer has launched an [interactive map of its suppliers](#) in both food and clothing, which spans 53 countries and covers 1,229 factories employing 787,331 workers. [ASOS has published a list](#) of its own-brand suppliers, and Uniqlo revealed the names and addresses of 146 of its [core factory partners](#). In the past year [Benetton](#), [C&A](#), [Esprit](#), [Gap](#), and [VF Corporation](#) (which owns more than 20 brands including The North Face, Timberland, Vans and Wrangler) have each disclosed the names and addresses of the factories that manufacture their clothing around the world. Last year we surveyed 40 big fashion companies and only five were publishing supplier lists. This year 32 of 100 brands are publishing supplier lists (tier 1).

10 of these brands include both the factories where their garments are cut, sewn and trimmed (known as tier 1) and their facilities where garments are printed, dyed, finished or otherwise processed in an earlier stage of production (known as tier 2). Adidas, Reebok, Gap, Banana Republic, Old Navy, H&M, Hermès, Levi Strauss, Puma and Target are disclosing suppliers beyond tier 1. Bershka, Massimo Dutti, Pull & Bear, Zara publish a list of their wet processing facilities but not a list of their manufacturers.

No one is publishing a list of raw material suppliers, so there is no way of knowing where their cotton, wool, leather or other fibres come from or who produce them.

## Getting a clearer idea of #whomademyclothes

Brands publish supplier lists with varying degrees of detail. Some brands simply publish the name and country where their factories are located. Over 80% of the brands publishing supplier lists (tier 1) include a location/address of the facility and less than half of those disclose what types of products are made in each facility.

Some brands publish a portion of their factories but not a complete list (e.g. Uniqlo just publishes its core factory partners).

Brands tend to update their supplier lists annually. However, Target says it updates its list quarterly and ASOS says it will do so every two months.

“The growing number of apparel industry leaders disclosing factories is good news for workers, the industry, and consumers,” [says Aruna Kashyap](#), senior women’s rights counsel at Human Rights Watch.

“Brands that do not disclose are holding out on a critical tool that can promote worker rights. They should stop making excuses.”

We will be joining other NGOs and unions in encouraging more brands to publish their supplier lists with greater level of detail. We would hope that consumers will ask brands to publish these lists too.

Publishing supplier lists is important, but what we do with these lists will become imperative for creating real positive change. The next step is to focus on ensuring these supplier lists are most useful for consumers, NGOs, unions and workers themselves.



# 4. KNOW, SHOW & FIX *APPROACH*

## How are brands assessing the implementation of its policies? Do they share the results of these assessments?

### We awarded extra points if brands disclosed:

- The decision-making process for taking on new suppliers;
- How frequently assessments are conducted (e.g. every 12 months);
- How many assessments are announced in advance verses surprise factory visits;
- How many assessments are double-checked for accuracy;
- And whether assessments include worker representatives, unions or labour rights NGOs.

### Know

How do brands go about assessing suppliers to make sure they're meeting their policies? We looked for a description of brands' supplier assessment processes (typically factory audits).

### Show

We looked at whether brands are disclosing the results of their supplier assessments, either as a summary of issues found in factories or at a more granular level (e.g. disclosing findings by individual factory).

### Fix

Finally, we looked at what brands are publishing about how they fix problems in factories when discovered through the assessment process. How do brands remediate issues, and what do they do with outstanding orders when problems are being addressed or are not fixed at all? Do brands have confidential whistleblowing procedures in place for both its own employees and for workers? Are brands disclosing the results of these efforts to fix problems found in factories (typically, these are called Corrective Action Plans)?

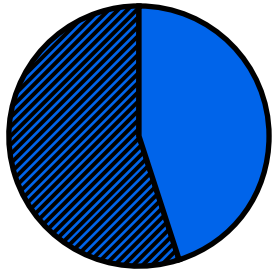
# 4. KNOW, SHOW & FIX

0-10%	11-20%	21-30%	31-40%	41-50%	51-60%	61-70%	71-80%	81-90%	91-100%
Columbia Sportswear 9	Burberry 20	Bershka 31	Adidas 39						
Victoria's Secret 9	Calvin Klein 19	Massimo Dutti 31	Reebok 39						
Amazon 8	Tommy Hilfiger 19	Pull&Bear 31	H&M 37						
Chico's 8	Macy's 19	Zara 31	Marks & Spencer 37						
Pernambucanas 8	Abercrombie & Fitch 17	COACH 28	Banana Republic 36						
Triumph 8	Lululemon 17	Tesco 28	Gap 36						
Anthropologie 7	Topshop 17	Esprit 27	Old Navy 36						
Urban Outfitters 7	Asics Corporation 16	Primark 27	Puma 36						
Ross Stores 7	Champion 16	Russell Athletic 25	C&A 33						
Neiman Marcus 5	Hanes 16	Target 25							
Burlington 4	Converse 16	Uniqlo 25							
Claire's Accessories 4	Jordan 16	Costco 24							
Ermenegildo Zegna 4	Nike 16	George at Asda 24							
New Balance 4	Lands End 16	Hudson's Bay 24							
Express 3	Next 16	Sak's Fifth Avenue 24							
Giorgio Armani 3	Renner 16	Bottega Veneta 23							
Miu Miu 3	ASOS 15	Gucci 23							
Prada 3	Guess 15	YSL 23							
Monsoon 3	JCPenney 15	Gildan Activewear 23							
Ralph Lauren 3	LOFT 15	The North Face 23							
Forever 21 1	Nordstrom 15	Timberland 23							
Hermès 1	Aéropostale 13	Wrangler 23							
LL Bean 1	Calzedonia 13	Levi Straus & Co 21							
Matalan 1	Kohl's 13	Walmart 21							
Mexx 1	Michael Kors 13								
Chanel 0	TJ Maxx 13								
Dior 0	American Eagle 12								
Heilan Home 0	Benetton 12								
Lacoste 0	Dillard's 12								
Louis Vuitton 0	Hugo Boss 12								
s.Oliver 0	J.Crew 12								
	Mango 12								
	Under Armour 12								
	Zalando 12								
	Jack & Jones 11								
	New Look 11								

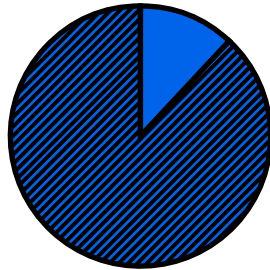
\* Brands ranked in numerical order by score out of 250, but shown as rounded-up percentage. Where brands have the same percentage score, they are listed in alphabetical order and grouped with others from same parent company

# 4. KNOW, SHOW & FIX *FINDINGS*

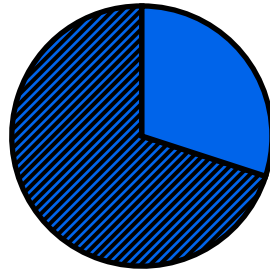
## SUPPLIER ASSESSMENTS



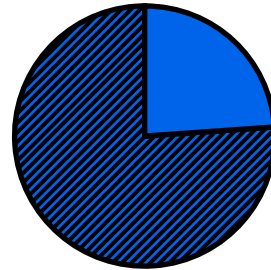
45 brands disclose their assessment process and general findings at tier 1



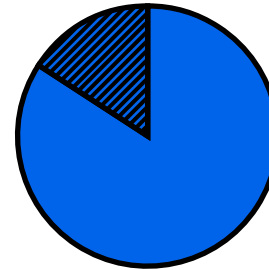
Only 12 brands are disclosing general assessment findings for facilities beyond tier 1



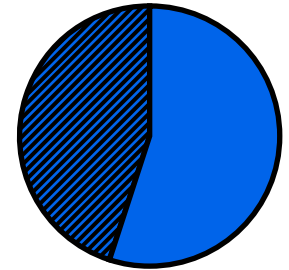
30 brands disclose how many supplier assessments are announced vs. surprise visits



24 brands describe involving unions, worker representatives or labour rights NGOs in these assessments

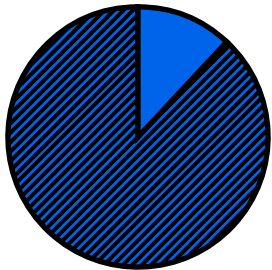


84 brands disclose information about their supplier assessment process

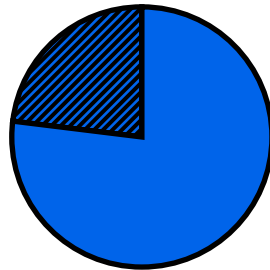


55 brands disclose how frequently assessments are conducted

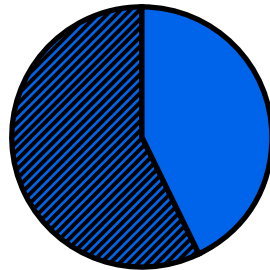
## ADDRESSING PROBLEMS



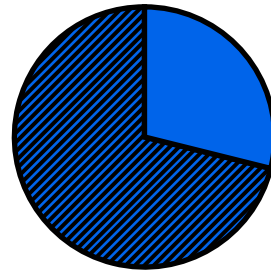
Only 12 brands disclose how many factory assessments are checked for accuracy



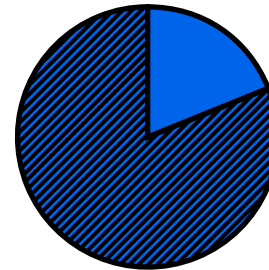
77 brands disclose a whistleblowing procedure for employees



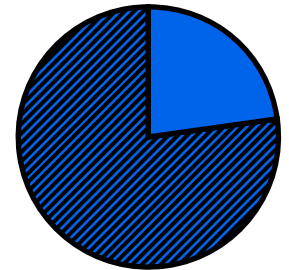
43 brands disclose a grievance mechanism process for suppliers and workers



29 brands include the grievance mechanism in the Supplier Code of Conduct



19 brands disclose how workers are informed about this grievance mechanism



23 brands disclose how many of their factories have Corrective Action Plans in place

## 4. KNOW, SHOW & FIX *IMPLICATIONS*

### **Brands focused on knowing but not showing or fixing**

The vast majority of brands (84%) describe having established factory assessment procedures in place. Factory audits seem to be most brands' main tool for assessing and managing social and environmental issues.

However, audits have faced widespread criticism by NGOs in recent years. The [Ethical Trading Initiative](#) has said that: "Time and again, audits fail to reveal a true picture of what conditions are like. Most audits represent a snapshot of a given point in time – in other words, they don't show the situation before or after an audit. Not only that, standard audit methodologies rarely allow for digging deep to discover the root causes of workers' rights violations, or for assessing the risk of future violations. For example, a typical audit may reveal the existence of child labour, but it will not identify the reasons why children are working."

"Despite the hundreds of thousands of social compliance audits conducted each year to ensure minimum workplace conditions in companies' supply chains, there is little evidence that they alone have led to sustained improvements in many social performance issues, such as working hours, overtime, wage levels and freedom of association," [argues Shift](#), the leading centre of expertise on the UN Guiding Principles on Business and Human Rights.

In other words: audits help diagnose, but they don't cure. Audits can also be vulnerable to deception – falsifying information, double books, bribes and coaching workers for interviews, which you can read more about in this report from [Traidcraft](#). If audit information is made public and could be contested, this may be motivation not to falsify information in the first place.

Less than half the brands (45%) publish summarised findings of their factory assessments, 23% of brands disclose the number of their factories that are undergoing Corrective Action Plans (CAP), an industry term that describes the process of identifying failures in factories and coming up with a plan to fix them. Disclosing audit information and Corrective Action Plans helps everyone understand what progress is or isn't being made to improve conditions in supplier facilities. This is a crucial component of both the [Alliance for Bangladesh Worker Safety](#) and the [Bangladesh Accord on Fire and Building Safety](#) programmes, which publish inspection reports deliberately as an incentive for factories to improve safety conditions in a timely manner and to ensure that safety findings are properly addressed. 45 of the brands included in the Fashion Transparency Index are signatories of these initiatives and therefore only their Bangladeshi factories and remediation efforts are disclosed.

However, only 21 of these signatory brands publish their supplier lists, so you can cross check to see what progress is happening in their Bangladesh factories – although this would take you significant time and effort to cross check yourself. H&M is the only brand that is publishing each of their factories individual ratings (Platinum, Gold, Silver or Other).

We believe that disclosing actual audit information is crucial to driving change, but it needs to be done in a clear and understandable way.

We would like to see wider disclosure of assessment findings and remediation efforts, or at least more disclosure on the real-world effects of brands' efforts to manage and improve working conditions.

# 5. SPOTLIGHT ISSUES

## *APPROACH*

The Spotlight Issues were selected to align with Fashion Revolution's 2017 theme: Money, Fashion, Power. Throughout our advocacy efforts this year we have put the lens on the flows of money, pricing and wages, and imbalances of power through fashion's supply chains. The Spotlight Issues will change each year.

### **Money - Living Wages**

Have brands made public commitments to pay living wages across the supply chain? We gave points to brands that have made a commitment to pay living wages only if they have disclosed a methodology, benchmark or process for achieving living wages (e.g. through collective bargaining). Brands who have signed up to [Action, Collaboration, Transformation \(ACT\)](#) or the Fair Labor Association's [Fair Compensation Strategy](#) were awarded points. We also looked to see if brands are disclosing progress towards meeting these commitments. More on this later.

### **Fashion - Business Model & Consumption of Resources**

We wanted to see if companies are publishing anything that addresses the problem of overconsumption. This isn't an easy topic to measure.

#### **We looked to see if brands are:**

- Offering repair services in order to make products last longer;
- Reselling used clothing at retail level;
- Investing in circular resources and innovative technologies that will help reduce resource consumption and waste;
- Mapping social and/or environmental impacts directly into the company's financial statements.

### **Power - Unionisation & Collective Bargaining**

Most brands have policies on Freedom of Association and the Right to Organise, but we wanted to see if brands are disclosing more about what this looks like in practice. We looked to see if brands were publishing the number of workers in its supply chain that are part of independent, democratically elected unions or covered by collective bargaining agreements. We also looked to see if any information was provided on how workers are informed of their right to join a union.

# 5. SPOTLIGHT ISSUES

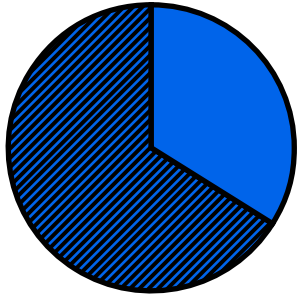
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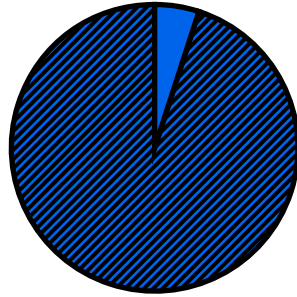
# 5. SPOTLIGHT ISSUES

## *FINDINGS*

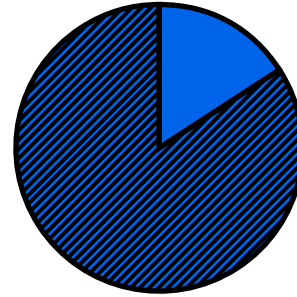
### SNAPSHOT OF FINDINGS



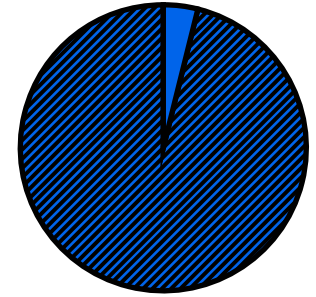
34 brands have made commitments to paying living wages to workers in the supply chain



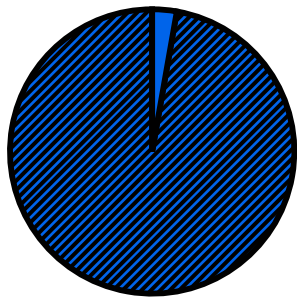
But only 5 brands disclose how the company's purchasing practices enable the payment of a living wage



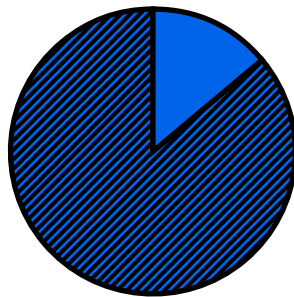
16 brands describe training suppliers on efficiency and productivity, which could help improve wages in theory



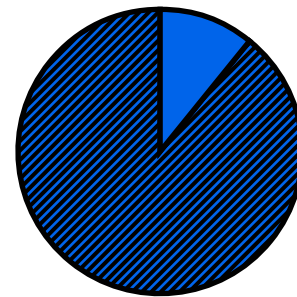
Only 4 brands report progress towards paying living wages to workers in the supply chain



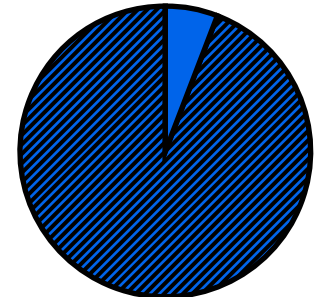
Only 3 brands say that they offer repair services, extending the life of products



14 brands report investments in circular resources or technologies towards reducing consumption



11 brands map social and environmental impacts into their financial statement



Only 6 brands disclose how many of their supplier facilities have independent, democratically elected unions in place

## 5. SPOTLIGHT ISSUES *IMPLICATIONS*

### Commitments to collective bargaining and living wages

Many countries have legal minimum wages but this is often far below a rate which enables workers to support themselves and their family. Collective bargaining, meaning negotiations on the terms and conditions of employment between workers and employers, is essential to ensuring improved wages, better working conditions and sustainable livelihoods.

According to [IndustriALL Global Union](#), over 90% of workers in the global garment industry have no possibility to negotiate their wages and conditions. Furthermore, foreign and migrant workers, homeworkers, sub-contractors, farmers and those who work part time or are contract labourers in the supply chain have the least bargaining power since they have indirect relationships with the brands. These workers often don't even know who exactly employs them (source: [WIEGO](#)).

12% of brands disclose the number of workers in their supply chain that are part of independent, democratically elected unions or covered by

collective bargaining agreements.

H&M and Inditex (Bershka, Massimo Dutti, Pull & Bear, Zara) have signed Global Framework Agreements with IndustriALL Global Union, which represents 50 million workers in 140 countries in the mining, energy and manufacturing sectors. The Agreement with Inditex covers over a million garment workers in more than 6,000 supplier factories worldwide and sets out how the company will work with IndustriALL to review Freedom of Association and the Right to Bargain Collectively across its supply chains. The Agreement with H&M covers 1.6 million workers across 1,900 factories and promises to work towards improved worker and employer dialogue at the suppliers producing for H&M. This has [reportedly](#) led to several new factory level unions registered, but this progress remains "fragile."

[Topshop](#) requires its suppliers to sign a Right to Organise Guarantee that is intended to ensure that workers' Freedom of Association rights are clearly communicated and understood by all workers.

Several brands (ASOS, C&A, Esprit, H&M, Bershka/Massimo Dutti/Pull & Bear/Zara, New Look, Next, Primark, Target, Tesco, Topshop) have recently joined [ACT](#) (Action, Collaboration, Transformation), an initiative between international brands and retailers, and trade unions to address the issue of living wages in the textile and garment supply chain. ACT "aims to improve wages in the industry by establishing industry collective bargaining in key garment and textile sourcing countries, supported by world class manufacturing standards and responsible purchasing practices." We believe that every brand should be signing up to ACT as a minimum step towards ensuring workers are able to negotiate for better conditions and living wages, meaning that they can afford a decent standard of living with some discretionary income wherever they live in the world. Since ACT is still relatively new, progress has yet to be seen.

34 of the brands have made some form of public commitment to work towards paying living wages to supply chain workers, but only four are reporting any progress against this commitment.

Only H&M, Marks & Spencer, New Look and Puma are disclosing the progress towards achieving living wages for workers in the supply chain. Two brands (H&M and Marks & Spencer) publish a policy to pay suppliers on time, and only five brands publish information about how their purchasing practices enable the payment of living wages, such as long-term purchase commitments with their suppliers or ensuring that costs paid to suppliers are enough to cover living wages.

Much more needs to be done and faster by brands to ensure that workers, from farm to retail, are paid fairly. This means brands urgently need to look at their own business models and purchasing practices. Currently, brands are not widely disclosing their efforts to address either of these issues.



## 5. SPOTLIGHT ISSUES

### IMPLICATIONS

#### The scale of production is immense

Brands are producing an eye-popping number of products each year. Inditex (who owns Bershka, Massimo Dutti, Pull & Bear, and Zara) reports having produced 1.17 billion products in 2015 (across all of their eight brands) made by 1,725 direct suppliers with 6,298 factories in 50 countries.

Esprit produced nearly 100 million items last year.

H&M Group reports having more than 161,000 employees, 4,300 stores globally across 64 markets, and works with approximately 820 suppliers and 1,900 factories, employing an estimated 1.6 million workers in the supply chain.

Adidas (including Reebok) works with 1,079 factories in 61 countries.

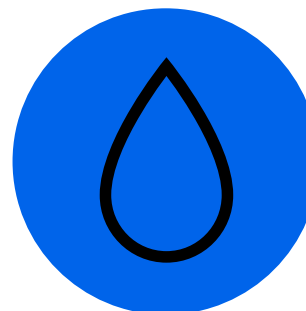
George at ASDA clothing is made in factories in more than 60 countries.

Even luxury brands are producing at a large scale; for example in 2015 Gucci conducted 1,120 audits on 659 suppliers.

Monsoon has a slightly different model of production by which some of their products are made by smaller producers and workshops. Through this model, Monsoon produces over 300,000 artisan made products annually, sourced from more than 1,500 artisans.

The sheer scale of production and consumption is a cause for concern, considering its environmental impact. While a few brands report initiatives to collect, recycle or donate used clothing, overall brands do not disclose many substantive efforts to address the problem of overconsumption.

Only three brands – Burberry, Gucci and Levi Strauss – are promoting repair services in order to extend the life of its products, while just 14 brands disclose investments in circular resources with the aim of keeping materials in perpetual use and out of landfills. Only 11 brands are disclosing steps to integrate social and environmental impacts into their financial model in order to steer business decisions based on more than just profits.



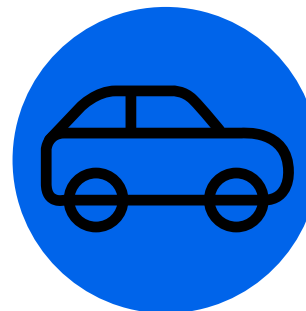
It can take over 700 gallons of water to make just one cotton T-shirt

[source: Value Village]



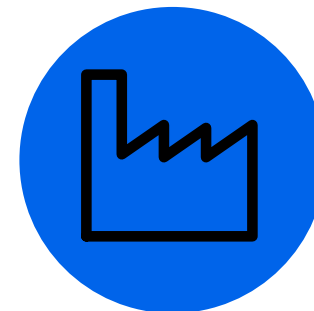
95% of the clothes North Americans throw away into landfills each year could be reused or recycled

[source: Value Village]



The carbon emissions generated by the clothing of the average household in the UK is equivalent to driving 6,000 miles in a car

[source: WRAP]



In 2016, it is estimated that 150 billion items of clothing are delivered out of factories annually worldwide, a rise from 80 billion in 2012

[source: Materials Systems Laboratory, MIT]

# VIEWPOINT



**DR. MARK ANNER**  
DIRECTOR, CENTER FOR GLOBAL  
WORKERS' RIGHTS  
PENN STATE UNIVERSITY

*Fashion Revolution once again has provided an important contribution to efforts to address sweatshop practices with its Fashion Transparency Index.*

The Index is an eloquent reminder of how much work remains to be done in the industry. Far too many workers still face unacceptable conditions of work in apparel supply chains, including forced and excessive overtime, unsafe buildings, and subpar wages that do not cover basic living expenses.

Research has consistently shown that an organized and empowered workforce is often the most effective and democratic way to address many violations. Yet, Fashion Revolution's findings indicate that most brands are not disclosing information about unionization and collective bargaining agreements. In far too many countries, workers are often dismissed or threatened when trying to organize unions, raise wages, and establish more stable work. Many problems are the result of employer abuses and weak local governance.

Yet, significant problems are the result of sourcing practices that start at the top of global supply chains. This includes a worrisome pattern of reducing the price paid to produce apparel and shortening the time allotted to make and ship items. Such a price squeeze contributes to low wages and unsafe buildings. And the lead time squeeze engenders forced overtime and increased worker production quotas.

Sustainable supply chains require sustainable sourcing practices. The price brands pay to produce their garments should cover the costs of living wages and safe buildings, and the lead times brands allot to make their goods should allow for reasonable hours of work and reduced work intensity. Such good practices must extend through the entire supply chain, from tier 1 factories to home work.

**"the time has come for brands and retailers to make their entire supply chains transparent"**

As Fashion Revolution's effort indicates, the time has come for brands and retailers to make their entire supply chains transparent. The time has also come to establish sourcing practices that are conducive to the human development and empowerment of the workers who work so hard every day to make the clothes we wear.

5

**WHAT SHOULD  
YOU DO  
WITH THIS  
INFORMATION?**



# CITIZENS

**We hope the Fashion Transparency Index inspires people to ask brands #whomademyclothes demanding greater transparency.**

At the moment none of us have enough information about where and how our clothes are made. We have the right to know that our money is not supporting exploitation, human rights abuses and environmental destruction. There is no way to hold brands and governments to account if we can't see what is truly happening behind the scenes. This is why transparency is essential.

We hope that the Fashion Transparency Index inspires us to think differently about the clothes we buy and wear. We hope it inspires more people to scrutinise the brands they buy and to consider how clothes might have been made, where, by whom, under what conditions and at what true cost. We hope this research activates you to try to find out more about the production processes and people behind what you wear.

Find out how to get involved in the campaign:  
[www.fashionrevolution.org/get-involved](http://www.fashionrevolution.org/get-involved)

## To encourage brands to do more, you can take action in two ways:

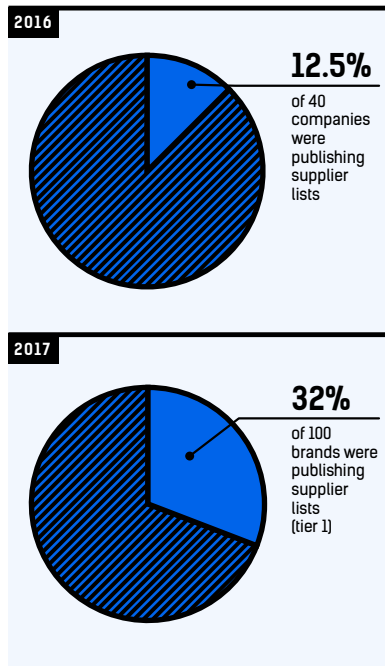
- Encourage more public disclosure from brands. You can do this by using social media to ask brands [#whomademyclothes](#) and by supporting campaigns that call for brands to publish their supplier lists and supply chain information;
- Write or call policymakers and ask them to do two things:
  - To implement regulation ensuring brands are responsible for the impact they have on the lives of the people working in their supply chains, at home and abroad;
  - Require brands to report transparently about their social and environmental impacts across the entire value chain using a common framework.

# BRANDS AND RETAILERS

We hope the Fashion Transparency Index influences brands and retailers to publish more information about their policies, practices and progress on human rights and sustainability.

This year 32% of the 100 brands we surveyed are publishing supplier lists (tier 1). We are beginning to see increased disclosure. We hope that the Fashion Transparency Index influences more brands to disclose their supplier lists with increasingly detailed information – answering the question [#whomademyclothes](#).

We hope the Fashion Transparency Index also sheds some light on how different brands are communicating their sustainability/CSR initiatives, highlighting where best practices and areas for improvement are emerging. We think it might be interesting for brands and retailers to see how they compare to each other in terms of public disclosure of supply chain information and social and environmental priorities.



## We ask brands and retailers to take immediate, concrete steps to:

- ❑ Disclose your supplier lists in a searchable format and publish more easy-to-understand information about your social and environmental performance, progress and impacts across the entire supply chain;
- ❑ Improve sustainability/CSR communications – make relevant information easier to find and more simple to understand;
- ❑ Publish direct contact details for the sustainability/CSR department on your website;
- ❑ Answer your customers' [#whomademyclothes](#) requests on social media with specific supplier information, not just your policies.

# GOVERNMENTS AND POLICYMAKERS

**Fashion Revolution believes that laws and regulations are key to transforming the fashion industry.**

There are plenty of international standards set by the United Nations and related bodies such as the International Labor Organisation, and many countries actually have living wages, workers rights and environmental protections written into their Constitutions.

However, enforcement of existing laws is often absent, implementation is weak and there is little opportunity to address violations through the courts. This needs to change.

Transparency is beginning to become subject to legislation. France requires companies to report annually on environmental, social and corporate governance issues.

The [UK Modern Slavery Act](#) and [California's Transparency in Supply Chains Act](#) require companies to disclose their efforts to eradicate human trafficking and slavery from their supply chains. Last year President Obama signed into law [a provision](#) banning the import of goods made by child and forced labour into the U.S. The European Union is currently discussing a number of measures that would legally require companies to carry out risk-assessments across their supply chains.

We hope the Fashion Transparency Index helps to demonstrate the need for mandatory due diligence and reporting. We would also like to see governments make companies and their executives legally responsible for what happens in the company's supply chains, regardless of whether the company has direct control or where in the world abuses may be happening. Your constituents deserve to know that the clothes they buy and wear have not contributed to exploitation and environmental degradation.

## We ask that governments and policymakers take action in several key ways:

- Better implement and enforce existing laws that are meant to protect workers and the environment everywhere;
- Legislate and support transparency – i.e. mandatory due diligence and standardised disclosure by brands on social and environmental issues;
- Make companies and their executives at home accountable for what happens in the company's supply chains, regardless of whether the company has direct control or where in the world abuses may be happening.

# NGOS, UNIONS AND WORKERS

**We hope that the Fashion Transparency Index is useful for NGOs, trade unions and civil society groups who are working directly with producers and supply chain workers on human rights and environmental protection.**

This research helps NGOs, unions and workers to understand what brands are publishing supplier lists, what information is being disclosed, where brands are producing and what policies and procedures brands say they have in place to protect workers and the environment. There are many pioneering NGOs working directly on the ground in producing countries, and we hope this information can help them keep brands accountable for what happens in their supply chains, wherever production is based.

## We encourage NGOs and unions to:

- Join us in encouraging brands to publish supplier lists and more detailed supply chain information;
- Join us in asking policymakers for mandatory due diligence and standardised reporting;
- Support our call for citizens to ask brands [#whomademyclothes](#).
- Please send us information about how you would like to see the fashion industry improve. Let's work together!

Fashion Revolution commits to supporting complementary campaign efforts by other NGOs, unions and workers, wherever possible.

# AN IMPORTANT FINAL NOTE

We are **not** endorsing the brands included in the Fashion Transparency Index, regardless of how they score. By conducting this research, we are **not** promoting the fast fashion business model, which underpins many of the brands included in the Fashion Transparency Index.

Fashion Revolution encourages you to use your voice, your money and your power to transform the fashion industry.

Read our booklet [‘How To Be a Fashion Revolutionary’](#) to find out what more you can do.

Be Curious.  
Find Out.  
Do Something.

Finally, we ask you to please share this report with anyone you think might be interested.

***"Now, in the  
hyper-connected  
and ever evolving  
world, transparency  
is the new power***

---

**BENJAMIN HERZBERG**  
PRIVATE SECTOR ENGAGEMENT  
FOR GOOD GOVERNANCE,  
WORLD BANK INSTITUTE



# 6 ACKNOWLEDGEMENTS



# THANK YOU!

The Fashion Transparency Index report was written by **Sarah Ditty**, who leads on Fashion Revolution's policy and advocacy efforts. It was designed by **Heather Knight**, Fashion Revolution's lead on branding and communications, the person who is responsible for giving our movement its visual identity. Research was led by **Sarah Ditty** and **Carry Somers**, the co-founder and Global Operations Director of Fashion Revolution – a huge thanks for their diligent efforts. A very heartfelt thanks to our brilliant research assistants, without whom this report would not have been possible – **Eloisa Artuso**, **Sophia Calugay**, **Ilishio Lovejoy**, **Aidan Shaw**, **Sienna Somers** and **Manon Thomas**. Thanks to **Martine Parry** for helping us reach out to press.

Thank you to the brands and their representatives who took the time to engage with us and complete the 2017 research questionnaire. We know that brands receive frequent requests for information from civil society and NGOs, and it's difficult to respond to them all and still get work done. Your participation is both vital and appreciated.

We would like to say a special thanks to **Dr Mark Anner**, **Subindu Garkhel** and **Jenny Holdcroft** for your important written contributions to this report and to the rest of our consultation committee: **Neil Brown**, **Ian Cook**, **Dr Alessandra Mezzadri** and **Heather Webb**. An absolutely enormous thank you to all the others who provided informal feedback on the methodology and report – you know who you are!

As always, huge thanks to the members of Fashion Revolution's Global Coordinating Team – **Orsola de Castro**, **Ian Cook**, **Sarah Ditty**, **Roxanne Houshmand-Howell**, **Heather Knight**, **Martine Parry**, **Lucy Shea**, **Carry Somers** and **Jocelyn Whipple**.

Thanks to **Nikki Mattei** for keeping our team in running order. Thanks to all of Fashion Revolution's **Country Coordinators**, who brilliantly and effectively power the movement. Thanks to Fashion Revolution's **Global Advisory Committee** for their enthusiasm and collaboration.

Thank you to **C&A Foundation** for your generous support.

## C&A Foundation

**Finally, we would like to thank all of you for reading this report and supporting Fashion Revolution.**

Please consider donating financially to Fashion Revolution so that we can continue to create more resources, such as the Fashion Transparency Index, and spark an even wider global conversation about the impacts of our clothes.

With your help, we can create positive change!

**DONATE:** [www.fashionrevolution.org/support-us](http://www.fashionrevolution.org/support-us)

# ANNEX 1: DEFINITIONS & ABBREVIATIONS

**Auditing** is the process of reviewing a company's finances, working conditions, and environmental practices. It uncovers risks to workers' safety and opportunities to improve working conditions.  
(Source: [Walk Free Foundation](#))

**CSR** (Corporate Social Responsibility) is a corporation's initiatives to assess and take responsibility for the company's effects on environmental and social wellbeing. The term generally applies to efforts that go beyond what may be required by law.  
(Source: [Investopedia](#))

**Collective bargaining** is a process where employers and unions negotiate to determine fair wages and working conditions.  
(Source: [ILO](#))

**Due diligence** is a process through which companies assesses their impacts on human rights and the environment and then take actions to reduce any negative impacts.  
(Source: [United Nations Global Compact](#))

**Freedom of Association** is the right of individuals and workers to form and join groups of their own choosing in order to take collective action to pursue the interest of the members of the group.  
(Source: [ILO](#))

**Grievance mechanism** is a complaint process that can be used by workers, allowing them to voice concerns about working conditions without fear of punishment or retribution.  
(Source: [Verité](#))

**Living wage** is a wage a worker earns in a standard working week that is enough to provide for them and their family's basic needs – including food, housing, clothing, education and healthcare.  
(Source: [Clean Clothes Campaign](#))

**Materiality Assessment** is an exercise designed to gather insights on the relative importance of specific environmental, social and governance (ESG) issues. The insight is most commonly used to inform sustainability reporting and strategic planning.  
(Source: [Greenbiz](#))

**NGO** (Non-governmental organisation) is a group that operates independently of any government, typically one whose purpose is to address a social or political issue.  
(Source: [Oxford Dictionary](#))

**Remediation** is the action of fixing something, particularly reversing or stopping environmental damage or human rights abuses. A Corrective Action Plan is an agreement with a supplier on what needs to be remedied, when it is to be done, and who is responsible for which tasks.  
(Source: [ETI Norway](#))

**Purchasing practices** refers to a company's process of buying goods and services. This might include activities such as planning and forecasting, design and development, cost negotiation, sourcing and placing orders, production management and payment and terms.  
(Source: [Better Buying](#))

**Supply chain / value chain** refers to all the steps it takes to produce and sell a product, from farm to closet.  
(Source: [OECD](#))

**Wet processing facilities** are involved in the production of clothing whose activities typically involve rinsing, bleaching, dyeing, printing, treating or coating fabric and laundering.  
(Source: [Garment Merchandising blog](#))

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# CHECK OUT THESE ORGANISATIONS FOR FURTHER RESEARCH:

Anti-Slavery International  
[www.antislavery.org](http://www.antislavery.org)

Business & Human Rights Centre  
<https://business-humanrights.org>

Centre for Sustainable Fashion  
<http://sustainable-fashion.com>

Clean Clothes Campaign  
<https://cleanclothes.org>

Greenpeace  
[www.greenpeace.org](http://www.greenpeace.org)

Human Rights Watch  
[www.hrw.org](http://www.hrw.org)

Labour Behind the Label  
<http://labourbehindthelabel.org>

International Labor Rights Forum  
[www.laborrights.org](http://www.laborrights.org)

Mistra Future Fashion  
<http://mistrafuturefashion.com>

The Centre for Research on  
Multinational Corporation (SOMO)  
[www.somo.nl](http://www.somo.nl)

Please also visit [www.workerdiaries.org](http://www.workerdiaries.org) to discover the Garment Worker Diaries, a yearlong research study of the lives and wages of 600 garment workers in Bangladesh, Cambodia and India, led by Microfinance Opportunities in collaboration with Fashion Revolution and supported by C&A Foundation.

***"Transparency is not a choice. The only choice is, does it happen to you, or do you participate in it?"***

—  
ALEX BOGUSKY

# ABOUT *FASHION REVOLUTION*



**Fashion Revolution** is a global movement who want to radically change the way fashion is made, sourced and consumed. We believe in an industry that values people, the environment, creativity and profit in equal measure. We have teams in over 90 countries that want to see fashion become a force for good.

[www.fashionrevolution.org](http://www.fashionrevolution.org)

 [@Fash\\_Rev](https://twitter.com/@Fash_Rev)

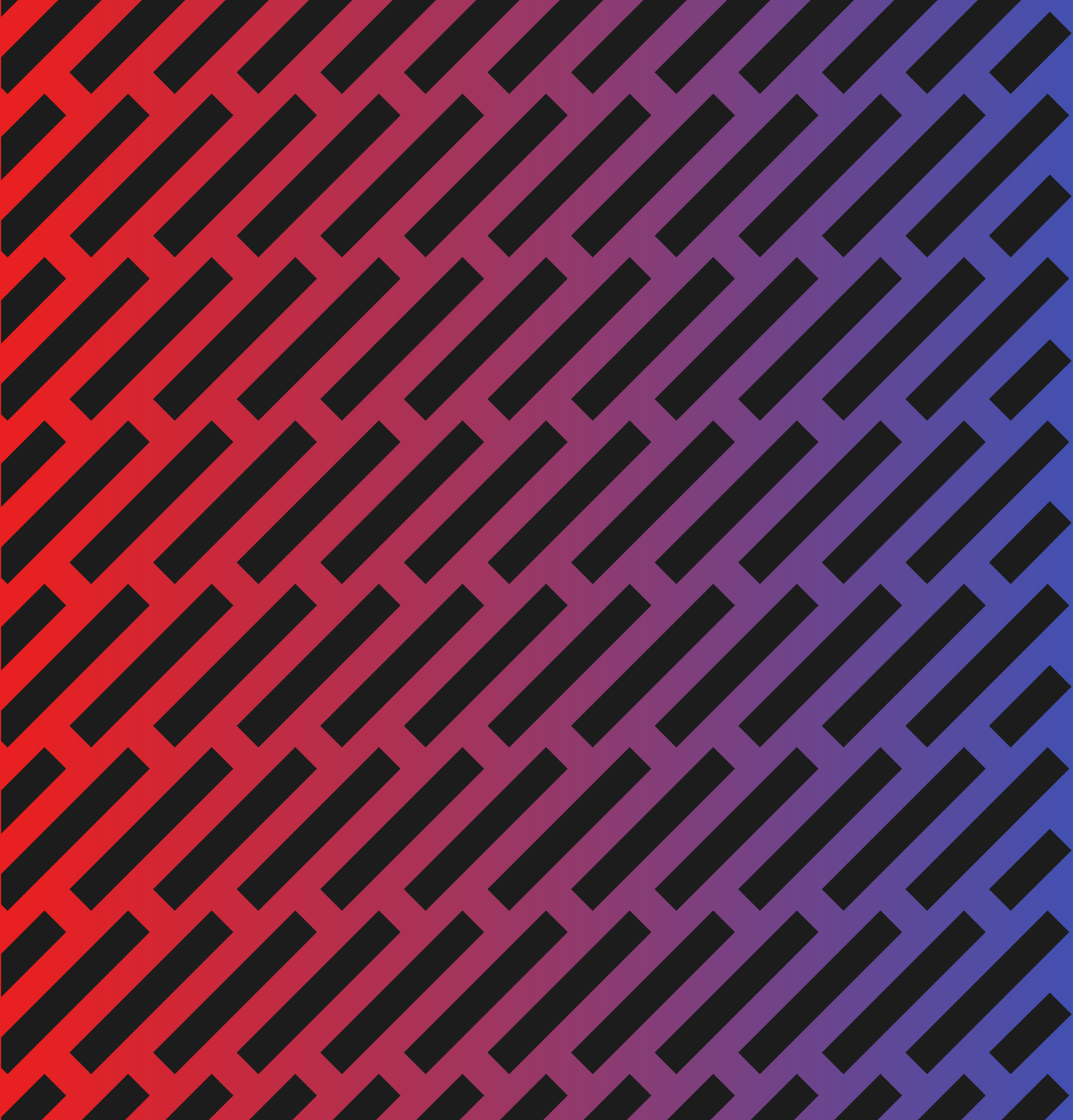
 [Fash\\_rev](https://www.instagram.com/Fash_rev)

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***"Transparency is a tool to continuously put under scrutiny our sustainability-driven theories, actions and their resulting effects"***

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**SIMONETTA CARBONARO**  
CONSUMER PSYCHOLOGIST AND  
PROFESSOR OF HUMANISTIC MARKETING



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