

# Sustainability report 2021

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endelea

DREAM BOLD





## **INDEX**

<b>TECHNICAL PREMISE</b>	4
<b>INTRODUCTION</b>	
Letter from the CEO	8
Highlights2021	10
Awards and acknowledgments	12
<b>COMPANY PROFILE</b>	
Endelea: a startup that Dreams Bold	16
Three years of Endelea	18
Operating model	20
Governance, commitment, involvement	22
SDG goals	28
<b>AREAS OF INTERVENTION</b>	
Economic area: acting for prosperity	40
Social area: dignity and rights	42
Environmental area: a focus on sustainability	62
<b>TOWARDS A B-CORP CERTIFICATION</b>	72



## Technical premise



Born as an ethical company, Endelea has a very clear notion of the standards that need to be met in order to retain its ethical foundation. The sustainability report is the product of an analysis that connects financial, social and environmental factors to establish the positive impact generated. It follows the international Global Reporting Initiative (GRI) standards, with which precise information is obtained to report the economic, environmental and social impacts of the company, and therefore determine Endelea's sustainable development, comparing data and measures with the previous year, and setting targets for the next. This report is aimed at different audiences: to our customers, to reassure them of Endelea's ethical commitment that is reflected in the final products, to our internal team and the wider community, to reaffirm the values of the people at the heart of all our activities, and to our current and future investors, to facilitate the due diligence process.







1

## Introduction

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## Letter from the CEO



Francesca De Gottardo,  
CEO Endelea

“Endelea”, the Swahili word we have chosen as the name of our project, means to *keep going*, and is particularly apt when summarizing the last two years.

In this sustainability report (the second to be published since the birth of our startup in 2019), there are many positive results, both in terms of sales and, most importantly, in terms of social impact. 2021 was a year filled with new projects, events, and surprises: from the registration of the Tanzanian company to the opening of our workshop in Africa, from the collaborations with artists, artisans, and cultural associations to our work with the University of Dar es Salaam, from the first temporary store in Milan to the focus groups with our customers, and finally, to our debut at the Swahili Fashion Week and the awards we received – this past year could not have been more exciting.

First and foremost, I need to thank *the people* that have made Endelea what it is today.

To the team in Italy: you have grown with structure, learning quickly along the way, and made Endelea's values your own, positively and proactively contributing to the growth of our project. And to

the team in Tanzania: you never cease to amaze me, you're always ready for new challenges and open to dialogue and to grow, and not just in a numerical sense. I am proud of the balance that we have been able to create together, made possible by a working group that speaks two different languages but believes in shared goals and promises.

Thanks also to our customers, who make this brave project possible by choosing us.

Thank you for responding enthusiastically to each of our calls to action, from surveys to focus groups, to temporary shops: Endelea is a *work in progress* that makes bold and enthusiastic steps forward, and the vitality with which stakeholders – both internal and external – welcome our initiatives shows us that we are on the right path and it's worth trying.

Thank you to our investors and to all the people who have supported and continue to support Endelea on its journey to create a new way to make fashion: a way that puts people center-stage and creates value for all, both for those who wear a unique and special garment, and for those that created that garment on the other side of the world, who can feel a part of this project that is the truest and most tangible expression of a circular economy.

When I quit my job to create this adventure that is Endelea, I never imagined the amount of beautiful and difficult moments I would come to face. I am the captain of a larger and much more complex ship than I thought Endelea could be, but I'm unbelievably grateful for this opportunity.

Dream Bold is literally what we do together every day and what we will continue to do in this 2022 of new horizons, projects, challenges, and opportunities. *Mungu akipenda!*





# 2021 Highlights



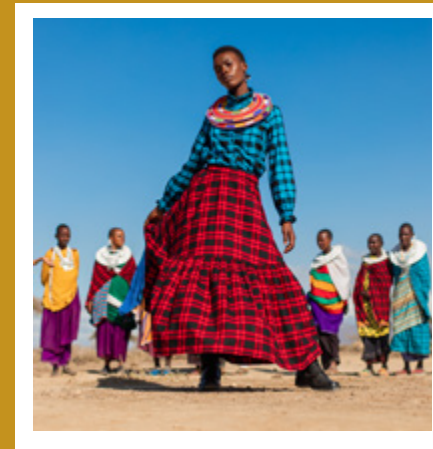
## Frizzo Company Limited

The Tanzanian company is born.



## Sustainability report

Endelea publishes its first sustainability report.



## Maasai Intellectual Property Initiative

MIPI is a partner in the winter collection.



## University of Dar es Salaam

5 years partnership signed.



## Capsule in traditional fabric

Part of the summer collection is made with Kikoi.



## Endelea Supports Black Art

The T-shirt with an artwork by Valerie Asimwe Amani.



## Fashion design course

Professor Debora Sinibaldi at Dar es Salaam.



## Swahili Fashion Week

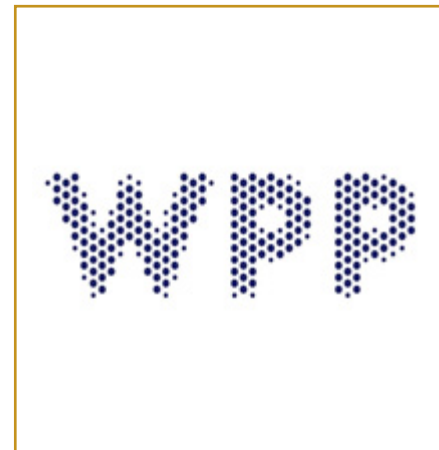
The collection designed by Upendo Elirehema Minja.



# Awards and acknowledgments



Women, economy and power



WPP innovators 2021



Thiene.org 2021 prize



FedEx for small enterprises







2

## Company profile

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## Endelea: a startup that Dreams Bold

Endelea is an ethical fashion brand born in Milan in 2018 with the idea of creating ready-to-wear and accessories in traditional African fabrics with a Made in Italy design.

The collections are designed in Milan, Italy and handmade in Dar es Salaam, Tanzania. The name Endelea, which in Swahili means “without giving up”, tells the philosophy of the brand and is consistent with an approach that focuses on people, creating value for both customers and communities involved along the value chain.

Endelea’s goal is twofold.

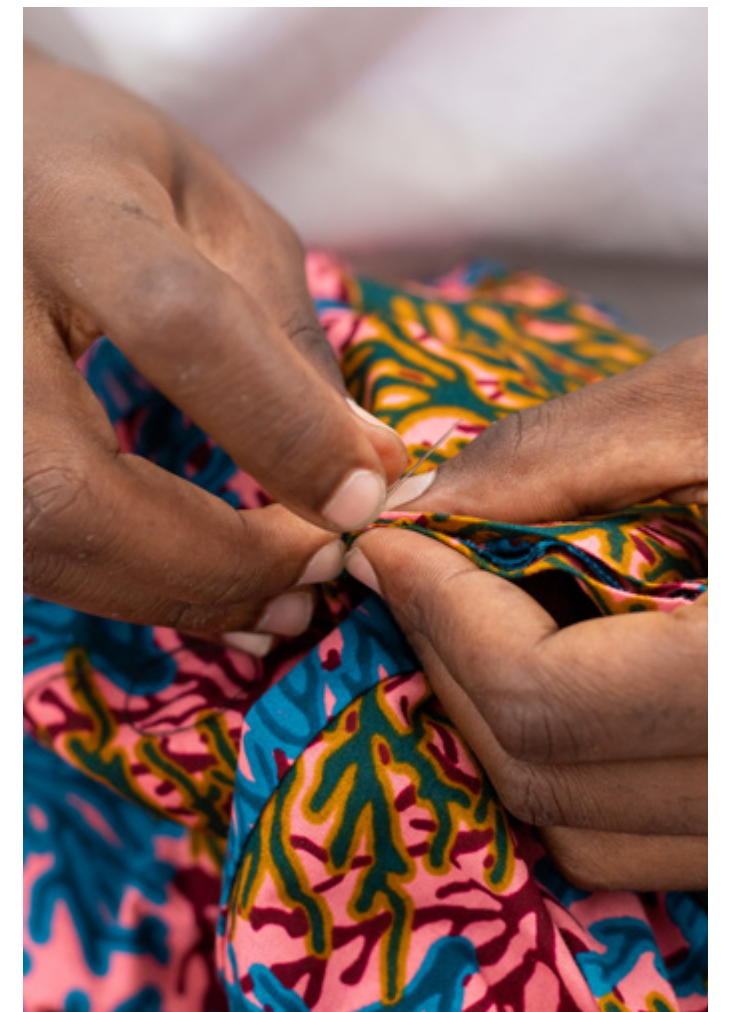
On the one hand, the company wants to contribute to the development of the fashion industry in Tanzania, which today is almost completely absent. This is why Endelea’s production and fabric purchases are made locally, while part of the revenues is invested in creating capacity-building workshops and in collaborations with Tanzanian schools and Universities.

On the other hand, Endelea aims to create a dialogue between Europe and Africa, educating its international audience on the authentic African textile cultures and acting as an inclusive brand by all means. Endelea’s campaigns always portray mod-

els of different ethnicities, ages, and body shapes, and are shot both in Italy and in Tanzania, where the work is entrusted to a team of local stylists, photographers, and video makers.

Every year, Endelea presents two collections composed of garments and accessories designed to make the colors of African wax fabrics stand out. The design concept in each collection is one of ‘pragmatic femininity’: the colors enhance a woman’s figure as the fabric wraps around the body offering comfort, versatility and femininity at the same time. Endelea garments are colorful and bold, designed for determined and positive women who believe in dreams, happiness and independence. The collections are completed with special capsule collections made with fabrics other than wax or dedicated to particular projects.

In 2020 Endelea became a Benefit Corporation, a company that works to have a positive impact on people and the environment. The team is composed of 85% women, with a zero gender pay gap (the difference in pay between men and women). The salary of tailors and seamstresses in Tanzania is 96% higher than tanzanian average and everyone can count on health insurance for themselves and their families.





# Three years of Endelea



**2018**

Endelea is born as a **self-funded pilot project**.



**2019**

Endelea becomes a registered LTD company and is recognized by the Chamber of Commerce in Milan, Monza, Brianza, and Lodi as an **innovative startup**.



**2020**

**Jan**  
**Special mention at the WSM White** dedicated to sustainable fashion startups, for “Social Impact and Integration of Ethics and Aesthetics”.



**Mar**  
Endelea is one of the 5 startups (out of 300) selected by Bocconi University for their **B4i Bocconi for Innovation** accelerator program.



**Apr**  
Endelea is one of the ten startups selected for **Ready to Impact** accelerator program by Avanzi.



**May**  
Endelea becomes a **Benefit Corporation**.



**Nov**  
Endelea wins the **Gaetano Marzotto 2030 Social Impact award**.



**2021**

**Jan**  
Endelea opens the **Tanzanian headquarters** and registers the local company Frizzo Company LTD.



**2021**

**Apr**  
Endelea publishes its **first Sustainability Report**.



**May**  
Endelea launches the **capsule collection in kikoi**. Endelea wins AICS call for profit companies that have a social impact in a developing country.



**Jun**  
Endelea signs a **five-year partnership with the University of Dar es Salaam**. The first course begins in November.



**Jul**  
Endelea presents the project **Endelea Supports Black Art**.



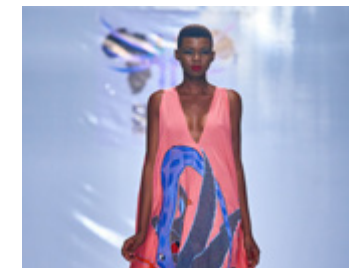
**Sep**  
Launch of the **Maasai capsule collection**, in collaboration with the Maasai Intellectual Property Initiative – MIPI.



**Oct**  
Endelea wins the **Women & Business Award of Fondazione Bellisario** and the award in the Fashion category of **WPP Innovators 2021**.



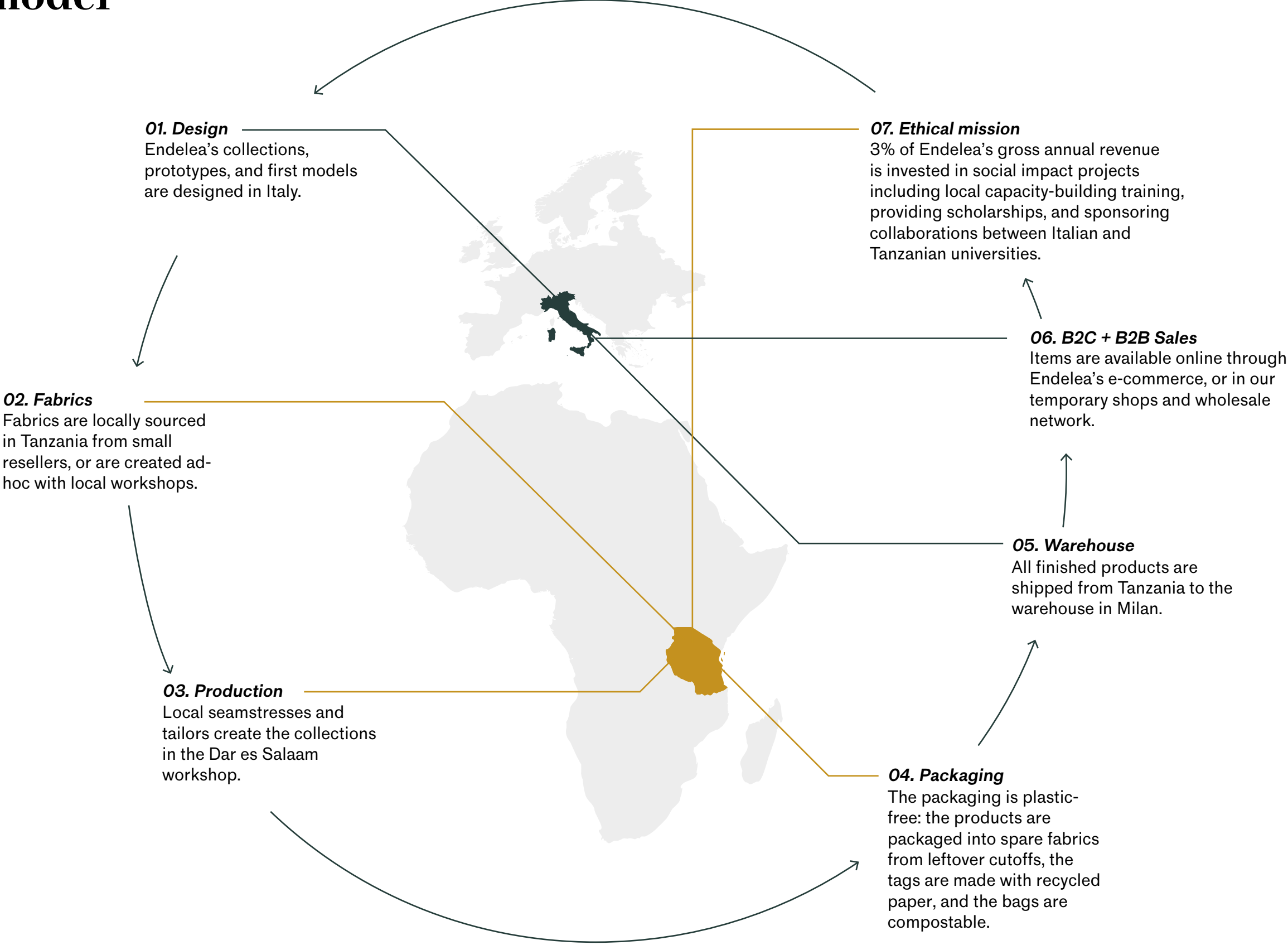
**Nov**  
Endelea opens a temporary store in Milan.



**Dec**  
The capsule collection designed in Tanzania by Upendo Elirehema Minja is on the catwalk at Swahili Fashion Week.



# Operating model





# Governance, commitment, involvement

Endelea is a bold project that bridges two continents. From Africa to Europe, we are creating a product that is of immense value: for us, for our clients, and for all the people involved along the supply chain. Endelea developed a management structure based on the expertise of professionals in different fields, uniting strengths to maximize resourcefulness in Italy and Tanzania.



## Endelea, between Italy and Tanzania

Endelea LTD SB is the Italian company while Frizzo Company Limited, founded in December 2021, is the Tanzanian company. Frizzo Company Limited's ownership is 80% owned by Endelea, 10% owned by co-founder Francesca De Gottardo, and 3% by the Tanzanian Team Director Upendo Elirehema Minja. The remaining 7% of shares aren't allocated and there is the possibility of distributing them to stakeholders in Tanzania.

## Frizzo: to invest in Tanzania

The establishment of Frizzo Company Limited was necessary to operate transparently and consistently in Tanzania: from registering long-term contracts of employment and collaborations with a positive impact on the local economy, to making relationships with local companies and institutions more agile, and to being able to sell Endelea's products in the Tanzanian market and more generally in Africa.

The two companies are intrinsically linked and carry out some shared activities.



	Endelea	Frizzo
<b>Production</b>	Design, prototypes, labels, and tags; purchas of finished products from Frizzo.	Raw materials, labor, lab rent, and machinery.
<b>Communication</b>	Supervision of brand identity, content used in communication, and sponsorship.	Content creation in Tanzania, coordination of local activities (e.g. Swahili Fashion Week)
<b>Sales</b>	E-commerce and wholesale sales.	Sales mandate for Endelea collections in Africa.
<b>Social impact projects</b>	Nonprofit projects managed in Tanzania through Frizzo.	Intermediary for Endelea to sign collaboration contracts in Tanzania.
<b>Brand management</b>	Control and ownership of the registered trademark Endelea.	Use of the Endelea brand in production.
<b>Expenses</b>	Both in Tanzania and in Italy: packaging, shipping and logistics; content production, advertising, and non-profit projects.	Advance payments for raw materials, salaries and management of the office in Tanzania.





# Endelea



**Francesca De Gottardo**

CEO  
and Co-founder  
*FTE*

## Design & Product



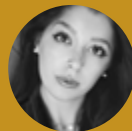
**Alessandra Modarelli**

Fashion designer  
*part time*



**Roberta Beghelli**

Modelist  
*part time*



**Martina Tognoni**

Product development  
*intern FTE*



**Chiara Gariglio**

Product development  
*intern FTE*

## Go to Market



**Serena Izzo**

E-commerce  
*advisor*



**Sofia Auxilia**

Merchandising  
manager  
*part time*



**Alice Caprotti**

Head  
of e-commerce  
*FTE*

## Marketing



**Francesca De Gottardo**

Head  
of marketing  
*FTE*



**Lisa Cadamuro**

Copywriter  
*part time*



**Camila Duso**

Graphic designer  
*part time*



**Lucia Zappa**

Sustainability  
*INTERN FTE*

## Accounting



**Chiara Ronchi**

Accounting  
*part time*





# Frizzo



**Chiara  
Gariglio**

Head of production  
FTE



**Upendo  
Elirehema  
Minja**

Quality manager



**Mwana  
Fataki**

Secretary

**Imelda James**

Tailor

**Faith Mazigo**

Tailor

**Salha .S.  
Mazongela**

Tailor

**Is'haka Ally  
Bofu**

Tailor

**Ally Omary  
Yahaya**

Tailor

**Ally Saidi  
Limbende**

Tailor

**Anna Joseph  
Nkindwa**

Tailor

**Anitha Gerazi**

Tailor

**Hawa Ally  
Mbodela**

Tailor

**Angela Mchani**

Tailor

**Juma Saidi  
Juma**

Tailor


























# SDGs Goals

In 2015 the United Nations (UN) approved the global agenda for sustainable development, defining seventeen Sustainable Development Goals (SDGs) to achieve by 2030.



As a Benefit Corporation, Endelea aims to pursue the following SDGs as they pertain to our business operations:

 <p>Endelea ensures healthy lives and promote well-being for all at all ages.</p>	 <p>Endelea ensures inclusive and equitable quality education and promotes lifelong learning opportunities for all.</p> <table border="1" data-bbox="2196 462 2878 798"> <tr> <td>TARGET 4-3</td> <td>TARGET 4-4</td> <td>TARGET 4-7</td> </tr> <tr> <td></td> <td></td> <td></td> </tr> <tr> <td>EQUAL ACCESS TO AFFORDABLE TECHNICAL, VOCATIONAL AND HIGHER EDUCATION</td> <td>INCREASE THE NUMBER OF PEOPLE WITH RELEVANT SKILLS FOR FINANCIAL SUCCESS</td> <td>EDUCATION FOR SUSTAINABLE DEVELOPMENT AND GLOBAL CITIZENSHIP</td> </tr> </table>	TARGET 4-3	TARGET 4-4	TARGET 4-7				EQUAL ACCESS TO AFFORDABLE TECHNICAL, VOCATIONAL AND HIGHER EDUCATION	INCREASE THE NUMBER OF PEOPLE WITH RELEVANT SKILLS FOR FINANCIAL SUCCESS	EDUCATION FOR SUSTAINABLE DEVELOPMENT AND GLOBAL CITIZENSHIP
TARGET 4-3	TARGET 4-4	TARGET 4-7								
										
EQUAL ACCESS TO AFFORDABLE TECHNICAL, VOCATIONAL AND HIGHER EDUCATION	INCREASE THE NUMBER OF PEOPLE WITH RELEVANT SKILLS FOR FINANCIAL SUCCESS	EDUCATION FOR SUSTAINABLE DEVELOPMENT AND GLOBAL CITIZENSHIP								
 <p>Endelea promotes sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all.</p> <table border="1" data-bbox="1573 1197 2018 1533"> <tr> <td>TARGET 8-3</td> <td>TARGET 8-5</td> </tr> <tr> <td></td> <td></td> </tr> <tr> <td>PROMOTE POLICIES TO SUPPORT JOB CREATION AND GROWING ENTERPRISES</td> <td>FULL EMPLOYMENT AND DECENT WORK WITH EQUAL PAY</td> </tr> </table>	TARGET 8-3	TARGET 8-5			PROMOTE POLICIES TO SUPPORT JOB CREATION AND GROWING ENTERPRISES	FULL EMPLOYMENT AND DECENT WORK WITH EQUAL PAY	 <p>With its operating model, Endelea reduces inequality within and among countries.</p> <table border="1" data-bbox="2196 1197 2404 1533"> <tr> <td>TARGET 10-2</td> </tr> <tr> <td></td> </tr> <tr> <td>PROMOTE UNIVERSAL SOCIAL, ECONOMIC AND POLITICAL INCLUSION</td> </tr> </table>	TARGET 10-2		PROMOTE UNIVERSAL SOCIAL, ECONOMIC AND POLITICAL INCLUSION
TARGET 8-3	TARGET 8-5									
										
PROMOTE POLICIES TO SUPPORT JOB CREATION AND GROWING ENTERPRISES	FULL EMPLOYMENT AND DECENT WORK WITH EQUAL PAY									
TARGET 10-2										
										
PROMOTE UNIVERSAL SOCIAL, ECONOMIC AND POLITICAL INCLUSION										
 <p>Endelea ensures sustainable consumption and production patterns.</p>										





## Stakeholders

- Italian team
- Tanzania team
- External collaborators
- Investors
- Production partners (Cracode, Wanawakeup)
- Project partners (MIPI, Uhuru Republic for Nafasi Art Center, Swahili Fashion Week, etc.)
- B2C and B2B customers
- Online community
- Magazines and newspapers

## Recipients of the mission

- Dar es Saalam University, Department of Creative Arts
- Local designers (e.g. Upendo Minja, etc.)
- Local associations (MIPI)

## Expanded community





- Families of workers and students
- Universities in Italy



## Italian Team

Team	Activities	Dedicated projects	SDG
12 people including collaborators and employees	Regular meetings with teams and individuals, sharing the year-end report	Participation of Lucia Zappa (Sustainability Strategist) and Alice Caprotti (Head of e-Commerce) in on-site projects in Tanzania	
		Photoshoot with team members and their mothers	
		Work meetings and team building activities between the Italian and Tanzanian teams in Milan	

## Tanzanian Team


Team	Activities	Dedicated projects	SDG
13 employees hired by Frizzo	Regular meetings to discuss feedback and the joint planning of activities	Monthly team building activities	  <p>TARGET 4-3</p>  <p>EQUAL ACCESS TO AFFORDABLE, TECHNICAL, VOCATIONAL AND HIGHER EDUCATION</p> <p>TARGET 4-4</p>  <p>INCREASE THE NUMBER OF PEOPLE WITH RELEVANT SKILLS FOR FINANCIAL SUCCESS</p>
		Team involvement in research & development	
		Interviews and behind the scenes, presenting the team online and on social media	
		Training on fashion design and prototyping	



## Investors

Team	Activities
12 angel investors	Quarterly reports, individual monthly meetings, sharing of the final report, shareholder meetings, approval of the financial statements and the sustainability report


## Production Partners

Team	Activities	Dedicated projects	SDG
Cracode	Weekly meetings for coordination	Photo shoots dedicated to behind-the-scenes production of the kikoi collection	


## Project Partners

Team	Activities	Dedicated projects	SDG
Uhuru Republic for Nafasi Art Centre	Collaborated to the crowdfunding campaign in support of Nafasi Art Space	Screen-printing of the T-shirt designed by Valerie Asiimwe Amani for the Endelea Supports Black Art Collection	  
MIPI (Maasai Intellectual Property Initiative)	Memorandum signing for the Fall-Winter 2020-21 Collection	Percentage on Maasai Collection sales	
Swahili Fashion Week	Registration and storytelling on social media	Sponsorship of a Tanzanian designer at the 2021 SFW	
		Fashion show at the Zanzibar edition of the SFW with the Italian Embassy	


## B2C Clients

Team	Activities	Dedicated projects	SDG
Customer base	Social activities and newsletters, focus groups, surveys, publication on the website of the sustainability report and the code of ethics	Temporary shop in Milan	

## B2B Clients





Team	Activities	SDG
15 selected shops	Sharing catalogs and content for brand communication, follow up after purchase	

## Editorial






Team	Activities	Dedicated projects	SDG
Online and print media	Sending press releases, company information, photo and video content. Written interviews and videos	Press day during the temporary shop in Milan	



## Mission Recipients

Team	Activities	Dedicated projects	SDG
Univeristy of Dar es Salaam, Creative Arts department	5 years Memorandum of cooperation	Long-term collaboration for the design of intensive courses and support in the search for partners	
Students at University of Dar es Salaam	Survey, email, post-lecture debrief meetings	30 hours course in Fashion Design held by professor Debora Sinibaldi, fashion designer and teacher at the Politecnico di Milano	 <small>TARGET 4-3 ENSURE ACCESS TO AFFORDABLE, TECHNICAL, VOCATIONAL AND HIGHER EDUCATION</small>
Designer	Training and mentoring	Three weeks training in Milan for the selected designer, Upendo Elirehema Minja, with the product development team of Endelea	 <small>TARGET 4-4 INCREASE THE NUMBER OF PEOPLE WITH RELEVANT SKILLS FOR FINANCIAL SUCCESS</small> 
		Mentoring with Debora Sinibaldi for the realization of the capsule collection to be presented at Swahili Fashion Week 2021	

## Expanded community

Team	Activities	Dedicated projects	SDG
Families of the Tanzanian team		Health insurance for team members and their children	
Universities in Italy	Opening of internship positions in the Endelea Italia team, dedicated lessons on ethical fashion and social impact entrepreneurship	Collaboration with Ca' Foscari University of Venice for periodic activities of mentoring and providing support to students	 <small>TARGET 8-3 PROMOTE POLICIES TO SUPPORT JOB CREATION AND GROWING ENTERPRISES</small>
Photographers, models, stylists, makeup artists, other designers	Brainstorming, creative research, periodic meetings	Photo campaigns with public credits and publication on Endelea digital channels and in magazines in Europe	  <small>TARGET 4-7 EDUCATION FOR SUSTAINABLE DEVELOPMENT AND GLOBAL CITIZENSHIP</small> 



## Transversal projects dedicated to people

In addition to its dedicated projects, Endelea is committed to the involvement of stakeholders to increase the sense of community and belonging, and devotes transversal communication activities to all without distinction. In 2021 Endelea shared its Code of Ethics and first Sustainability Report.

## Code of ethics

In December 2020, Endelea published its Code of Ethics, a document that guides the decisions and actions taken at the company's headquarters, production sites, and warehouses in Italy and Tanzania. The code, available online on Endelea's website, was sent to 62 suppliers and 34 collaborators in 2021.



## 2020 Sustainability Report

Publishing the first Sustainability Report was an important achievement for Endelea. This was followed by a transversal communication activity to reach all stakeholders, with the aim of making the promised transparency in the company's statute concrete.

## Communication activities in support of the 2020 Sustainability Report

- **Community:**
  - Newsletter
  - Instagram posts
  - Publication on the website
- **Press:**
  - Sending of the press release
- **Teams and investors:**
  - Shareholders' meeting
  - Sharing via email with employees and collaborators

**Upcoming:** The 2021 annual report will be presented to the Tanzanian team in 2022.







3

## Areas of intervention

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# Economic Area: acting for prosperity

As a Benefit Corporation, Endelea operates in a responsible, sustainable, and transparent way towards people, territory, environment, cultural and social heritage, institutions and associations, and other stakeholders. The ultimate purpose of the company is the happiness of all who are a part of it, both as partners and in other roles, through prosperous economic activity.



## Salaries above average in Tanzania

According to Anker Research Network and the Global Living Wage Coalition’s report, in Tanzania the living wage (average salary) necessary to lead a dignified lifestyle and maintain a family, is 425,608 Tanzanian shillings (169 US dollars per month) while the average salary of a worker in Tanzania is 362,400 Tanzanian shillings per month (157 US dollars).

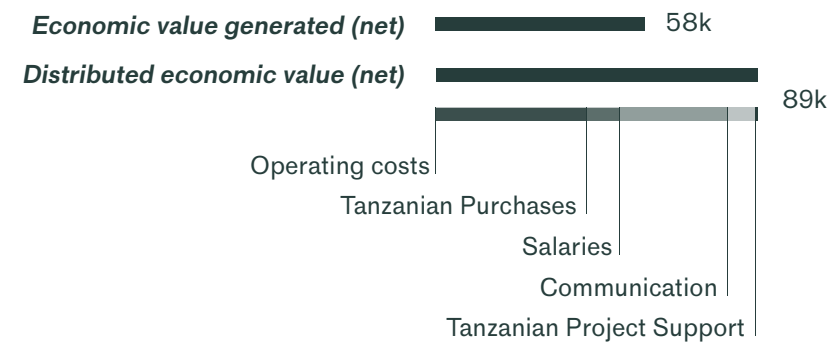
On average, Endelea pays its Tanzanian employees 713,233 Tanzanian shillings per month (308 US dollars), exceeding the national average by 96%, and also offers health insurance to employees and their children, together with free meals and transport for work purposes.

## 2021 Economic activity

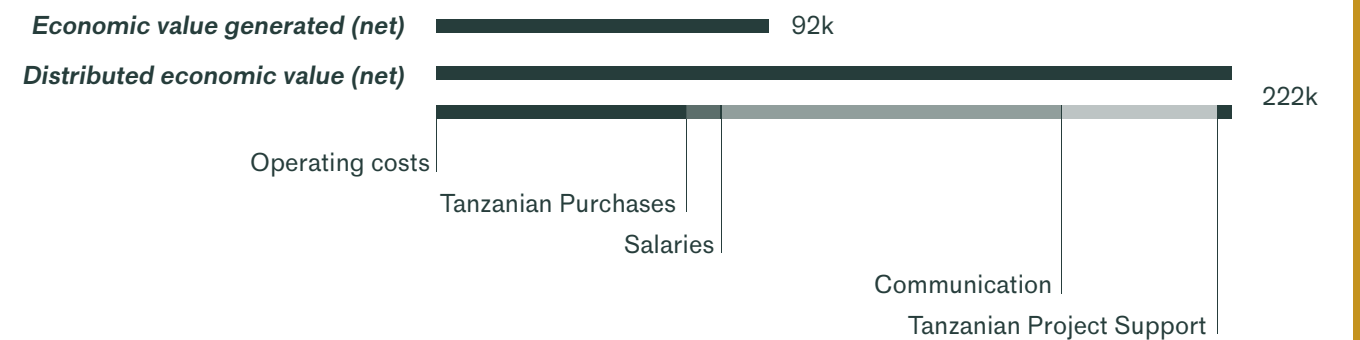
Number of employees = 1  
 Number of consultants in Italy / Tanzania= 26  
 Net turnover = € 92.000,00

	2020	2021
<i>Economic value generated (net)</i>	58.000 €	92.000 €
<i>Distributed economic value (net)</i>	89.000 €	222.521 €
<i>Operating costs</i>	42.200 €	69.500 €
<i>Tanzanian purchases</i>	8.800 €	10.300 €
<i>Salaries</i>	30.000 €	94.600 €
<i>Communication</i>	8.000 €	43.500 €
<i>Tanzanian project support</i>	500 €	4.621 €
<i>Retained economic vale</i>	0	0

### 2020



### 2021





# Social area: dignity and rights

Endelea believes that all people have equal and inalienable rights. For this reason, Endelea defends and promotes the right to self-determination, a dignified existence, and individual freedom. Endelea ensures equal opportunities and safeguards the physical, cultural, and moral integrity of all persons with whom it interacts with. Endelea avoids any form of discrimination on the basis of ethnic origin, skin color, gender, sexual orientation, religion, nationality, age, political opinion, union affiliation, marital status, different physical or mental abilities, or any other personal state or characteristic.

## Education and training

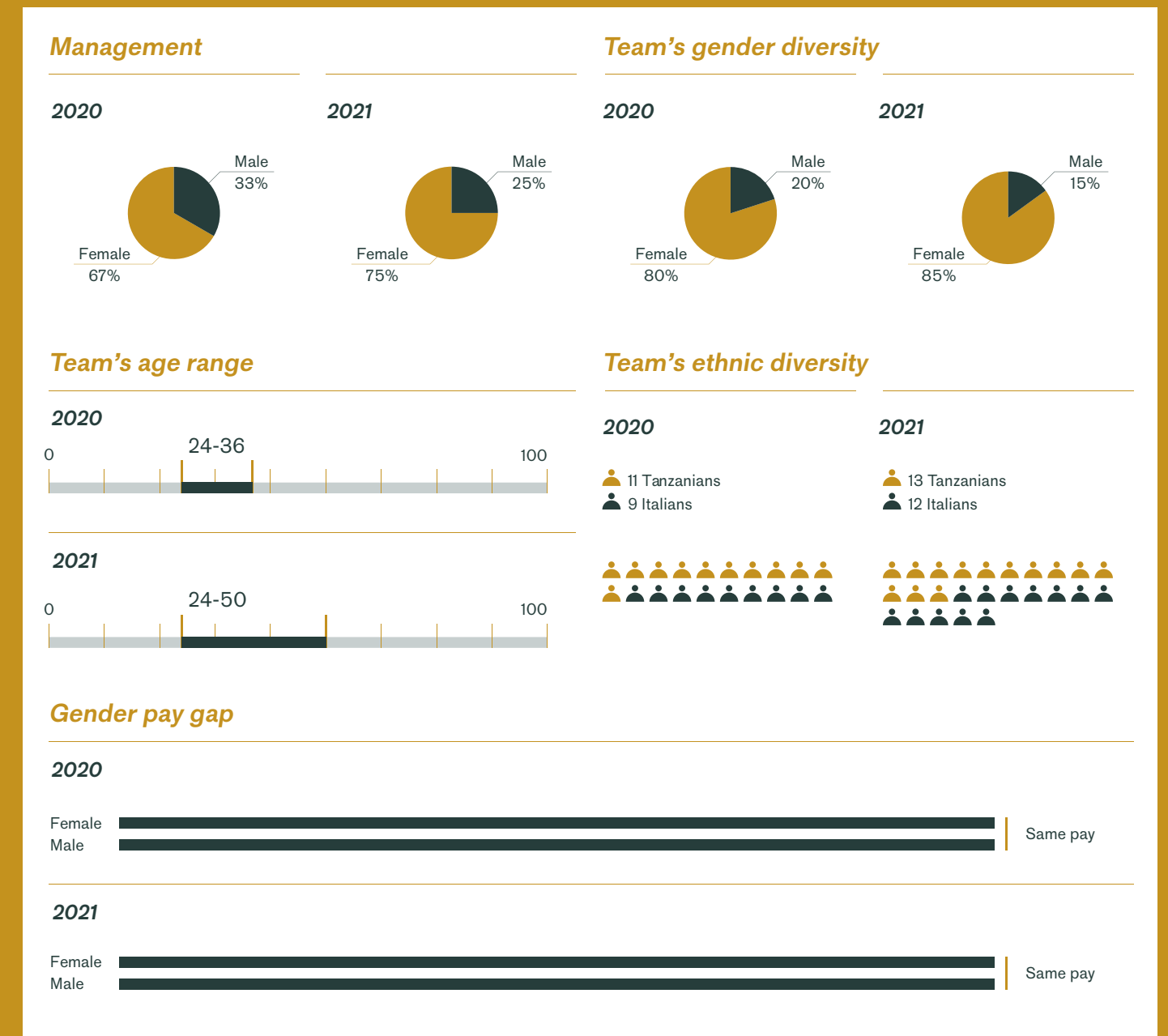
Endelea believes that change comes through education. This is why Endelea is committed to ensuring that the team, the recipients of the mission, and the wider community in general are exposed to educational and capacity-building stimuli.

- **Courses on expanding work skill-sets:** six two-hour meetings on Online Marketing and Advertising, offered free of charge to one employee and three collaborators of the Italian team (September-October 2021).
- **Training on Fashion Design and Modelling:** three weeks of training offered free of charge in Tanzania with an Italian collaborator in the implementation phase of the first 2021 collection (January 2021).
- **Training on Fashion Design and Modelling:** three weeks of specific training for the Tanzanian director Upendo Elirehema Minja in Milan together with the design team for the second 2021 collection (May-June 2021).
- **Mentoring and design** training with Debora Sinibaldi offered to Upendo Elirehema Minja, director of Frizzo and aspiring designer (June-December 2021).
- **Periodic individual evaluation** of performance and professional development for all employees and interns of the Italian team.

## Diversity and equal opportunities

Endelea is a predominantly female company. Two-thirds of management is female. When taking into account all operational functions, the percentage of women in the company increases to 85%. We have a zero gender pay gap.

	2020	2021
Management	67% female 33% male	75% female 25% male
Team's gender diversity	80% female 20% male	85% female 15% male
Team's age range	24-36	24-50
Team's ethnic diversity	11 Tanzanians, 9 Italians	13 Tanzanians, 12 Italians
Gender pay gap	0 (Same pay)	0 (Same pay)





Endelea strives to ensure equal opportunity that is given to both Italian and Tanzanian professionals. In Tanzania, other than seamstresses and tailors who take care of production, Endelea also hires other fashion professionals such as photographers, models, stylists, and make-up artists. This ensures that creative skills and ideas are shared between the two countries and most importantly, it follows Endelea's commitment to contribute to the creation of the Tanzanian fashion industry.



### 3.2.1

## Relations with the Tanzanian team

### *The laboratory in Dar es Salaam*

Endelea's laboratory is located in Dar es Salaam, Tanzania, a city of seven million inhabitants that extends for 1,590 km<sup>2</sup> and is the main economic hub of the country.

The area of Magomeni, one of the central districts of the city, was chosen due to its distance from employee's homes, and the ease of organizing safe travel.

The workshop, easily recognizable thanks to the yellow painted walls, is the home of the Tanzanian team, where team building activities are also held (e.g. meetings between Italian and Tanzanian teams, community meals, etc.).



### *Using the laboratory for personal activities*

The workshop is open year-round, even when production is interrupted/paused (collections are made between January and April and between June and September).

Space and machinery are available to those who make tailor-made clothes or are starting business projects on their own, or simply for small self-production or repair activities. The idea is to make the lab a place where you can feel safe and express yourself even when production is idle.





### Work hours, meals, and transportation

Work is scheduled from 9 am to 1 pm and from 2 pm to 6 pm. Lunch break is compulsory: the meal, which is paid by Endelea, is prepared and served by a cook and includes rice, vegetables, meat or fish depending on availability, cooked according to local tradition. In this way, Endelea supports its employees and local economic activities.

	Expenses
Meals	577 €
Electricity	185 €
Transport	300 €

### Extra activities

Production-related activities are not limited to the laboratory. The search for fabrics, the maintenance of relationships with partner laboratories for tailored collections, and the research conducted in the field for new collaborations, materials, and opportunities are all activities that require the team to move frequently. Endelea covers all transport costs involved.

**Upcoming:** In 2022 Endelea will implement language and domestic economy classes held by local professionals.





### 3.2.2

## Cultural enhancement

### Kikoi capsule collection

Endelea is committed to year-round research on African fabrics and production techniques across the continent. In this way, Endelea expands its product offering and increases its impact on the local economy and culture, making the most authentic African textiles known to international audiences.

In 2021, Endelea created a capsule collection in kikoi, a colorful and hand-woven fabric very popular in African countries overlooking the Indian Ocean, particularly in Tanzania. To support the local microeconomy, Endelea collaborated with Cracode, one of the last artisan workshops in Dar es Salaam to still hold this manual knowledge. Cracode, a small business managed by women, makes 100% tanzanian cotton garments, all hand-woven using a wooden loom.

The cost of 12 dollars per piece was agreed with the administrator Mama Kishimbo. For the eight-week work, \$2170 was credited to the lab.

With Cracode's fabrics, Endelea's laboratory produced:

Models	Items
Caftan long	24
Short caftan	24
Skirts	48
Poncho shirt	48





### 3.2.2

## Cultural enhancement

### **Maasai capsule collection with MIPI (Maasai Intellectual Property Initiative)**

The Maasai, who live between Kenya and Tanzania, are one of the best-known tribes in Africa. The elegance of the Maasai and the unquestionable beauty of their plaid fabrics have inspired many Western fashion designers, but several collections have been labeled as ‘Cultural Appropriation’ and accused of exploiting the Maasai culture without recognizing or respecting their values, and with no economic merit either.

For this reason, Endelea committed to obtaining the patronage of the Maasai Intellectual Property Initiative – MIPI for the Maasai capsule collection launched in September 2021, which protects and promotes the Maasai culture in the world. This partnership saw Endelea working transparently and in compliance with Maasai culture, as well as paying an upfront goodwill and recognizing 2% of gross revenues from the collection’s sales to MIPI.



With the Maasai Check and Maasai Shuka fabrics, Endelea’s laboratory produced:

Models	Items
Maxi skirt	100
Fringed skirt	40
Shopping bag	39
Maasai top	26
Maasai shirt	50

	Total gross revenue
B2C	23.414 €
B2B	2.126,00 €

In May 2022 Endelea paid MIPI € 511,48, to be added to the initial goodwill of € 180, for a total of € 691,48.





Cultural enhancement

**Endelea Supports Black Art with Valerie Asimwe Amani**

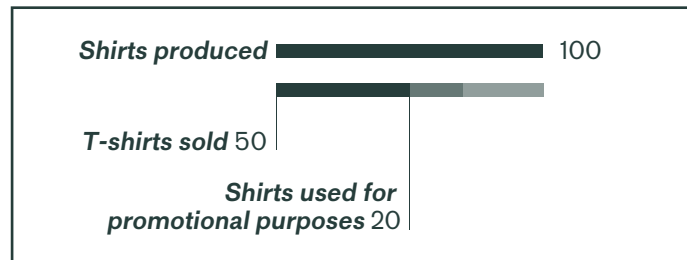
Endelea Supports Black Art is the capsule collection designed to give voice and visibility to African artists. The first artist involved was Valerie Asimwe Amani, a self-taught Tanzanian artist chosen because she courageously deals with strong and new themes for Tanzania, such as feminism and women’s rights. For the capsule collection Valerie wrote a poem and created an artwork, to remind us to remain faithful to ourselves and to the journey we have undertaken.

For each T-shirt sold, Endelea donated 1€ to the crowdfunding campaign organized by the association Uhuru Republic in support of the training activities of the contemporary art center of Dar es Salaam - Nafasi Art Space.

Endelea bought the T-shirts from the Tanzanian producer Mantis, made from 100% certified organic cotton, and printed the poem with silk-screen printing in Milan, collaborating with the Milanese studio Press Press together with Uhuru Republic, a collaboration of Italian and Tanzanian artists.



From the collaboration with Valerie Asimwe Amani, Endelea produced:



**Upcoming:** For 2022 Endelea intends to proceed on the path of enhancing and bridging textile culture with local art.





### 3.2.3

## Training

### Partnership with the University of Dar es Salaam

In 2021, Endelea signed a five-year partnership with the University of Dar es Salaam. In the contract, Endelea commits to implementing design training programs to complement the current Art and Design course, with the support of teachers and professionals to be identified in Italy and other European countries.

Programs will be defined according to the demands and needs of students in the areas of design, marketing and business. Endelea is also committed to designing ad hoc online and offline tutorship projects, workshops and webinars. These projects will promote artistic and educational collaborations, cultural exchanges, and travel and in so doing propose significant extracurricular experiences such as visits and internships at the laboratory in Dar es Salaam, and partnering with other Italian companies to extend the University's network and help give more depth to the course materials.

Steps	Time period
<b>Preliminary meetings</b>	25h
<b>Contract writing</b>	8h
<b>Duration of collaboration</b>	5 years, until 2026



### Debora Sinibaldi's design course

Following the signing of the contract with the University of Dar es Salaam, the Italian team coordinated with university representatives to understand the needs of the students, and conducted a questionnaire. The 200 responses highlighted a strong interest in the theme of Fashion Design.

Endelea has therefore organized a free 30-hour course held by Debora Sinibaldi, designer for Dior, and professor at the Politecnico di Milano. The lessons were held in hybrid mode, both online and in presence in Tanzania.

The aim of the course was for each student to design a capsule collection of ten items to be presented in early 2022. Two of the best students will be selected for a paid internship at Endelea's laboratory in Dar es Salaam and will see a piece of their collection made.

Organization & coordination	Course organization	Course
<ul style="list-style-type: none"> <li>🕒 20h Italian team and UDSM coordination</li> <li>👤 6 Personnel involved</li> </ul>	<ul style="list-style-type: none"> <li>🕒 10h Creation and analysis survey</li> <li>👤 200 Respondents to survey</li> </ul>	<ul style="list-style-type: none"> <li>🕒 40h Course organization</li> <li>🕒 30h Course</li> <li>👤 15 Participants</li> <li>💰 € 1.900 Travel expenses for lessons in person</li> </ul>
🕒 100h		



**Upcoming:** Endelea is considering enlarging the collaboration to new departments of the University in addition to that of Creative Arts.



### 3.2.3

## Training

### Scholarship for training in Italy

Upendo Elirehema Minja is the director of Frizzo in Tanzania, responsible for the administration and production of the laboratory. Having joined Endelea in 2019, she soon found herself in a position of responsibility.

For this reason, in 2021 Endelea financed a professional training session for her in Italy. For three weeks, Minja worked in Milan in close contact with the product development team, acquiring new techniques and contributing to the creation of the Fall Winter 21 collection, as well as getting to know the Italian team.

With the support of Debora Sinibaldi, Minja was also able to create a collection, which she presented at Swahili Fashion Week in December 2021.

Organization	Mentoring	Training	
⌚ 40h Organization	⌚ 60h Mentoring in presence and online	⌚ 60h Production training  € 1.500 Travel costs	⌚ 160h



**Upcoming:** In 2022 Endelea has planned another scholarship for a creative Tanzanian.

### Rose Upendo Minja's capsule collection at the 2021 Swahili Fashion Week

In December 2021, Endelea participated in the Swahili Fashion Week, one of the most important events in East Africa for fashion and accessory designers from Swahili-speaking countries. The collection was designed by Upendo Elirehema Minja, collaborator of Endelea and director of the Tanzanian company Frizzo. The collection consists of twelve garments and four accessories all hand-painted by a local artist in the traditional Tingatinga style. The collection received positive feedback from the media and the wider public.

Production	Participation	Shooting	
⌚ 160h Production  👤 4 Production personnel (3 tailors and 1 painter)	⌚ 60h Organization for participation  € 500 Registration for the Fashion Week	€ 160 Shooting with professional Tanzanian	⌚ 220h  € 660





### 3.2.4

## Audience engagement

Endelea communicates its work transparently and conveys a message of open participation and inclusiveness. Among the many activities that aimed to involve Endelea's consumers through 2021 there were: the distribution of the first sustainability report through social channels and a newsletter; the storytelling related to the collaboration with the University of Dar es Salaam and the courses taught by Debora Sinibaldi; the inclusive photo shoots, and a project dedicated the moms of the Endelea's team.

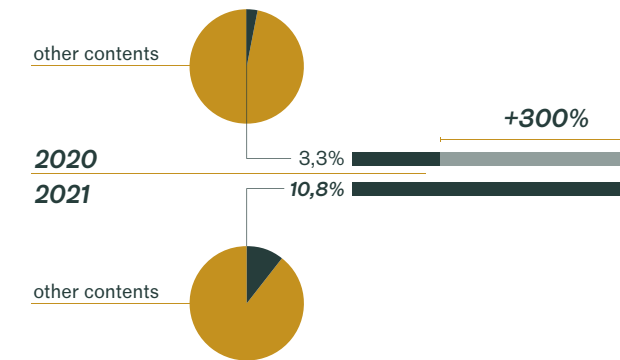


## Analysis of Endelea's published content

185 post posts on Instagram in 2021  
150 post posts on Instagram in 2020

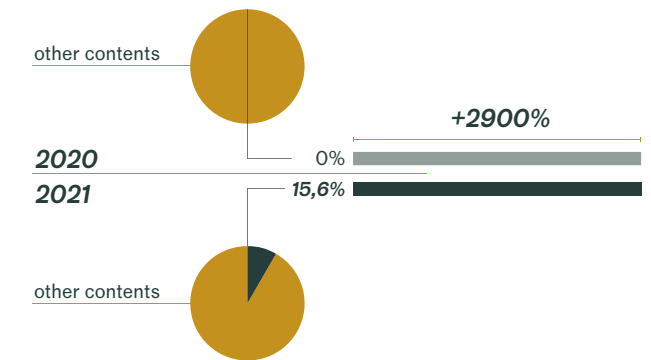
### Inclusive content showing women of different ages and sizes

(comparison % of posts on total and growth over 2020)



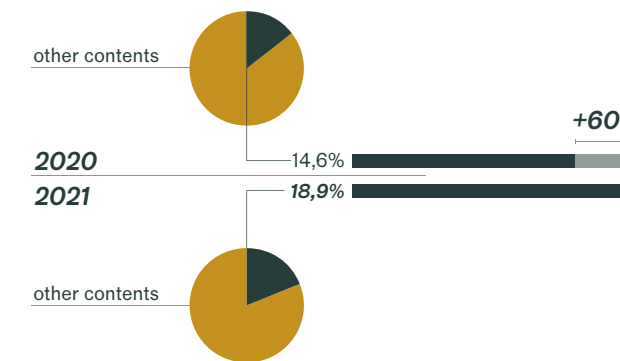
### Content dedicated to the Italian team

(comparison % of posts on total and growth over 2020)



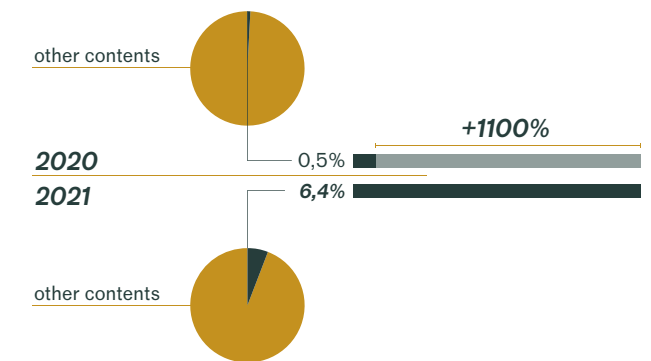
### Content dedicated to the Tanzanian team and on-site projects

(comparison % of posts on the total and growth over 2020)



### Content dedicated to the partnership with the University of Dar es Salaam

(comparison % of posts on the total and growth over 2020)



### Content dedicated to sustainability report

<b>Newsletter</b>	30% open rate, 2,2% clicks
<b>Instagram post</b>	378 total likes - 13,600 total impressions - Coverage: 11,600 accounts reached
<b>Website</b>	310 visits
<b>Press</b>	2 online releases (MFF Fashion - Milano Finanza)



## Audience engagement

### Commitment to an inclusive image

Half African and half Italian, Endelea has always used both black and white models. Alongside this, in 2021 our inclusivity expanded to different body shapes, with women of different sizes wearing our collections.

The project 'Mamme' launched in November 2021 made the women of Endelea's Italian team – and their mothers – the protagonists of the Fall Winter campaign. The goal was twofold: on the one hand, to give greater visibility to the Italian team, and on the other to represent authentic femininity regardless of age and beauty standards.



### Who made my clothes?

Endelea adheres to the Fashion Revolution: an international movement that requests a radical change in how fashion is produced and consumed. In 2021, Endelea presented the names and faces of its artisans on social media. The names of those who have produced Endelea's clothing are also provided in the online store's product details.

**Upcoming:** For 2022 we plan on dedicating a section of the website to our Tanzanian tailors and seamstresses.

### The importance of feedback

Between June and July 2021 Endelea organized three focus groups, two for customers and one for sympathizers who had never purchased an item.

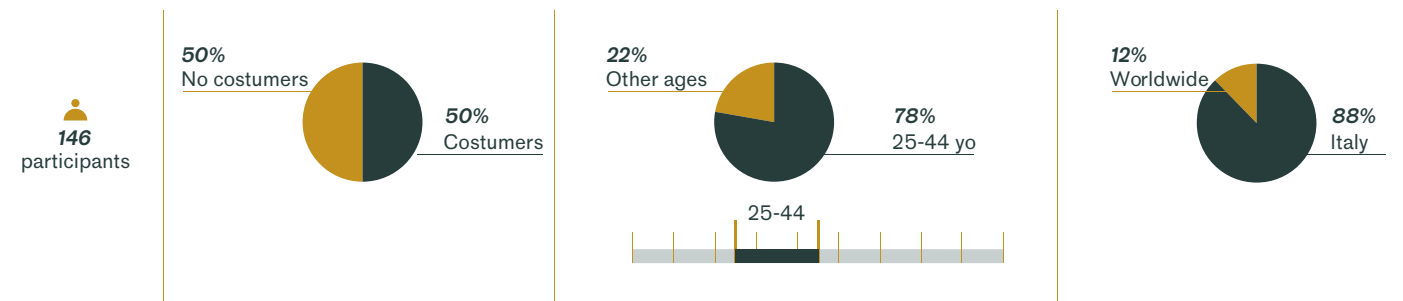
Two themes emerged: the perception of the price being too high and the reduced range of sizes.

### Survey

**Target:** Instagram followers, customer base, family & friends

**Objective:** brand perception with product focus

**Mode of administration:** social advertising, newsletters, word of mouth



### 2 focus groups with costumers

**Target:** 12 loyal customers

**Objective:** brand perception with product focus

**Method of administration:** online meeting

### 1 focus groups with potential costumers

**Target:** 8 potential customers

**Objective:** brand perception with product focus

**Method of administration:** online meeting

**Upcoming:** By 2022, Endelea will develop tools to become more transparent about costs and educating consumers on what they are purchasing.

Endelea also plans to introduce more inclusive sizes (from 38 to 48 and from XS to XL) with the made-to-order formula.



## Environmental area: a focus on sustainability

Together with people, at the heart of Endelea's ethical mission is the environment. Greater attention to environmental issues is essential to benefit current and future generations, to promote sustainable development in the fashion sector, and to raise awareness of more conscious consumption. Introducing sustainable behaviors in a company divided between two countries, one of which is still developing, is complex and challenging. Endelea considers it an investment for the future and is committed to having increasingly eco-responsible behaviors, implementing actions proportionate to the context, the size and the possibilities of a growing company.



### Materials

#### *An alternative to wax*

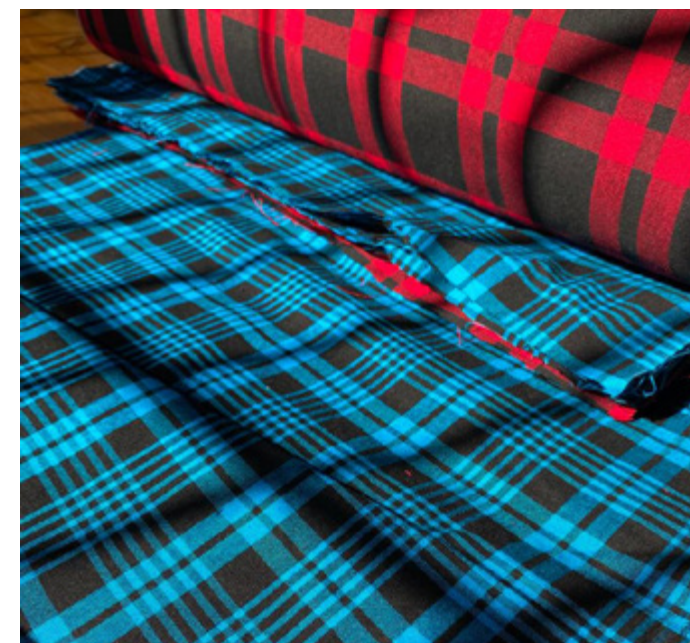
The production of Endelea is linked to wax, a cotton fabric printed at a large scale throughout the African continent but incredibly difficult to find with certifications, or through a controlled supply chain.

For this reason, starting from 2021, Endelea has undertaken the research of alternative fabrics, readily available and with a controlled environmental impact to develop the new collections.



#### *The kikoi collection*

In Spring Summer 2021, Endelea launched the capsule collection in kikoi, a traditional Tanzanian fabric made of cotton fiber from local plantations. Cracode's workshop was chosen as a partner, one of the few female-led enterprises in Dar es Salaam to have obtained the World Fair Trade Organization certification. The processing of kikoi (dyeing and weaving) requires long times and a lot of patience, about six days and two people for each piece, but the end result is an ethical product entirely handmade, a true example of slow fashion.



#### *The Maasai collection*

In Fall Winter 2021, Endelea launched the Maasai capsule collection, made with the famous Maasai checked fabrics in collaboration with the Maasai Intellectual Property Initiative - MIPI. For this collection, Endelea selected the Maasai Shuka fabrics certified by the official dealers of Sunflag Tanzania in Arusha, one of the few traditional textile companies in Tanzania to boast internationally recognized social and environmental certifications. These include SA 8000: 2008, OEKO-TEX, Global Organic Textile Standard (GOTS), Organic Content Standard (OCS).



### 3.3.1

## Materials



### **The T-shirt in 100% African organic cotton**

In Spring Summer 2021, Endelea also launched the 'Journey On' T-shirt, created for the Endelea Supports Black Art project. The T-shirt, in 100% African organic cotton, is produced by Mantis World, a company certified by Control Union for its commitment to fair-trade consumption, attention to workers' rights and the environment, and complete transparency throughout the production process. The T-shirt is also certified OEKO-TEX and Organic 100 Cotton Standard.

### **Recycled padding**

In the Fall Winter 2021, the brand presented quilted wax jackets. The padding is in VALTHERM ECO LINE, an innovative fiber obtained from the recycling of PET bottles by ORV Manufacturing Spa, a certified ISO company 14021:2016 that every year transforms 600 million bottles into recycled wadding, avoiding the emission of 40 million kg of CO2. This was a choice that favors a circular vision of resources, through which Endelea reduces its environmental impact and the release of CO2 into the environment.



**Upcoming:** The made- to- order formula is expected to be launched in 2022 to reduce waste and promote a more sustainable approach to production.

### 3.3.2

## Mapping Endelea's Suppliers

In 2021, Endelea mapped more than one hundred sustainable suppliers with controlled supply chains from Europe and Africa, including garment components such as buttons, zips, ribbons, labels,

and elastic bands. 45 out of 100 have a sustainability certification that attests their ethical, social, and environmental commitment.



**Upcoming:** The intention for 2022 is to continue to enrich this map with new certified suppliers and use it as a tool to redefine purchasing and product development strategies for future collections, and move towards the complete traceability of each component in an Endelea product. Social policies to promote supplier diversification are also being developed.



### 3.3.3

## Packaging

### Circular and plastic-free

In 2021 Endelea used 144 kg of waste fabric generated by the production of collections to create packaging. Each item is sold inside a bag made of wax fabric: an upcycling intention as the bag can then be used for other purposes (travel bag, beauty case, etc.) The choice to create packaging products with leftover fabrics has the purpose to minimize waste, avoiding the use of polluting disposable plastic, and at the same time offers reusable premium packaging.

With the aim of banning the use of disposable plastics within its production chain, Endelea favors innovative and non-polluting alternatives, such as Waste Based envelopes used for shipments from Endelea's warehouse in Milan to final customers, made of 100% compostable material.

The garment tag and all paper packaging and marketing materials are made of FSC certified recycled paper (Forest Stewardship Council).



### 3.3.4

## Zero Waste

### Zero-waste activity

Endelea believes in the zero-waste philosophy and aims to get as close as possible to eliminate waste throughout the production process, with particular attention to the use of fabrics and the reduction of textile waste.

The waste that cannot be reused to make the packaging is made available to tailors for personal use or for the realization of creations that contribute to their livelihood.

**Upcoming:** New upcycling projects are scheduled for 2022 with textile waste generated by the collections.

In the coming years, environmental policies will also be defined to promote recycling in waste management and the use of certified office materials with the aim of standardizing eco-sustainable behaviour at all company levels.





### 3.3.5

## Emissions and energy consumption

### Shipments

Shipments from the workshop in Tanzania to the warehouse in Italy are implemented by a combination of air/ road. This is the same for the shipments of finished products to final customers in different European states.

**Upcoming:** With more than 70% of total shipments to Italy, 21% of which are concentrated in the metropolitan area of Milan, Endelea aims to reduce its environmental impact by introducing shipments with cargo bicycles. For the future, it is also committed to finding alternatives with a lower environmental impact, such as combined ship/air solutions for intercontinental shipments, and shipping systems with climate compensation.

### Controlled Consumption

In the workshop in Dar es Salaam, energy consumption (for ten workstations) is only 280.8 kWh per month.

**Upcoming:** For the coming years, Endelea is committed to switching to renewable energy, and installing solar panels on the roof of the laboratory.







4

## Towards a B-CORP certification

**endelea**

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# Towards a B-CORP certification

In 2022 Endelea will begin the path to obtain the B-Corp certification of B Lab, currently the certification with the highest standards of social and environmental performance in the world. By becoming a B-Corp, Endelea aims to obtain the most accurate measurement of its social and environmental commitments, as well as to differentiate itself on the market and its competitors, strengthen the brand's credibility and involve its stakeholders more.



**Report for the Tanzanian team**



**Domestic economy, saving and English language courses**



**Mapping various African workshops**



**Dialogue with policymakers**



**Use of green energies**



**Low impact shipments**



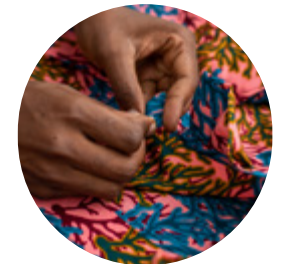
**New certified suppliers**



**Definition of environmental policies**



**Definition of social policies**



**Made-to-order formula**



**Upcycling projects with leftover fabrics**



**More inclusive sizes**



**Endelea Supports Black Art**



**Networking with ethical entities**





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