

A photograph of two Black women in vibrant, patterned clothing. The woman on the left wears a yellow and green patterned headwrap, a white crop top with a yellow floral pattern, and a colorful patterned skirt. She has large wooden comb-shaped earrings and a yellow bracelet. The woman on the right wears a colorful patterned top and a skirt with a fringed hem. She has large pink and orange flower-shaped earrings and a gold bracelet. They are standing in a shop with shelves of glassware in the background. The text "Sustainability report 2022" is overlaid in the center.

Sustainability report 2022

endelea

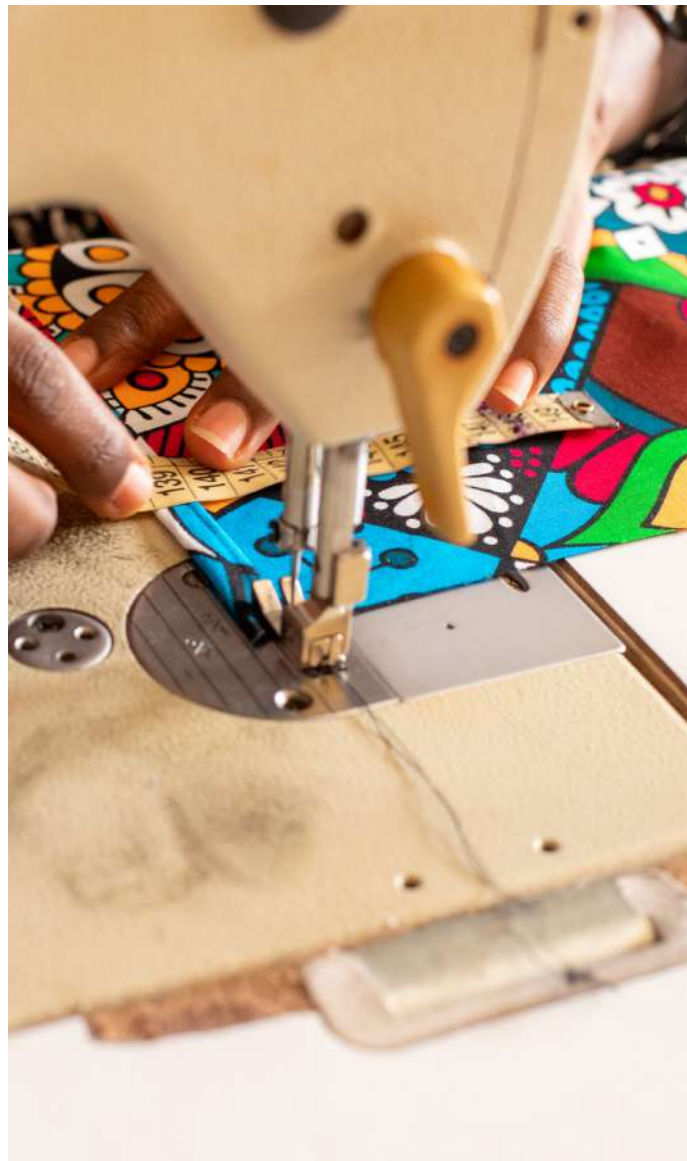
DREAM BOLD



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Technical background



As a benefit company, Endelea has a very strong focus on ethics and sustainability. Two concepts that are increasingly being used in a vague and imprecise manner, and it is precisely for this reason that it is important to provide facts and real data, starting with an analysis that, by connecting financial, social and environmental factors, clearly defines the positive impact generated by Endelea.

The report, a tool that Endelea updates every year, follows the Global Reporting Initiative (GRI) international standards, reporting on the company's economic, environmental and social impacts, comparing them with the previous year and setting targets for the following year. It is addressed to customers, to reassure them of Endelea's concrete commitment; to the internal team and the wider community, to reaffirm the value of people at the heart of all activities; to current and potential investors, to facilitate their due diligence process.





1

Introduction

endelea

DREAM BOLD

CEO's letter



Francesca De Gottardo,
CEO Endelea

Endelea is a collection of elements- people, dreams, challenges. It travels at the speed of light and every quarter I am surprised by how much it always seems like a new company, because new are the people, the projects and the dynamics. What always remains the same, however, is the positive and 'bold' spirit and the choice to put human beings at the center.

2022 was a year full of new things. New people have joined the team, we have studied new business processes, brought in new investors, won awards and competitions, but we have always maintained our commitment to changing the world. Endelea has moved in every direction to ensure that everything we do has a positive impact. From the Maasai collection to the collaboration with the Tingatinga artists, from Mabinti to Ethical Fashion

Initiative as production partners: our garments tell stories, build bridges between countries and people, but above all they change lives, and I am proud to say that each new collection gets richer in this sense.

And then the University of Dar es Salaam, the accelerator for emerging African designers, mentoring to start-ups in Italy and Africa: our commitment to passing on the baton and sharing knowledge is also made up of hours spent training, preparing lessons, listening and talking to people who have a dream similar to ours, in an exchange that is always and in any case a growth for everyone.

Endelea is a multiform creature in constant evolution: collaboration opportunities become projects and then products; temporary shops are increasingly meeting places where customers become friends; students arrive as interns and stay as employees. Many people arrive, some go, all leave something important behind.

And then there are the dreams that become reality: such as seeing this small, bold project, which four years ago only existed in the mind of its creator, win multiple awards at Milan Fashion Week.

Endelea's extraordinary journey in these first years gives me hope for a future in which our brand can become a real force for change in the world around us, in Africa, in Italy, in schools, in companies, in online communities. Because only together can we change the world, with rational optimism, one bold dream at a time.



Highlights 2022



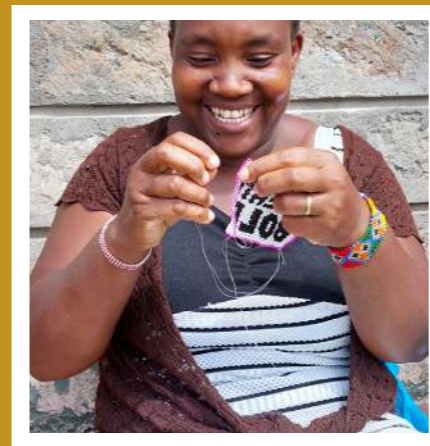
Endelea on the big stage

Fashion Week in Milan and Venice, Première Classe in Paris



Endelea in Shop

Temporary shop in Milan and multi-brand shops



Network of ethical partners

EFI, Mabinti, Cracode, Filo Colorato.



Transparent pricing

Prices well explained on the website



Tanzania talents

Partner in an accelerator for emerging designers in Tanzania



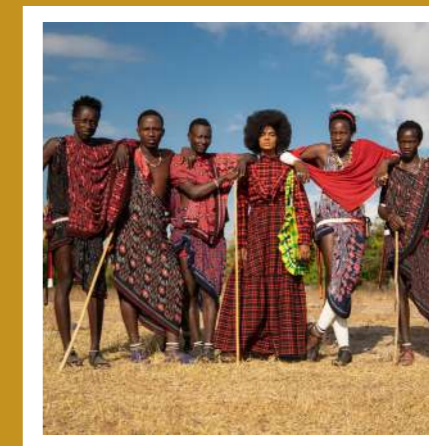
Endelea Supports Black Art

Tingatinga capsule in pre-order



Funding round

The second capital increase



B-corp application

Towards certified sustainability

Awards, competitions and prizes



Designer for the planet



Camera Buyer



DHL Young designer



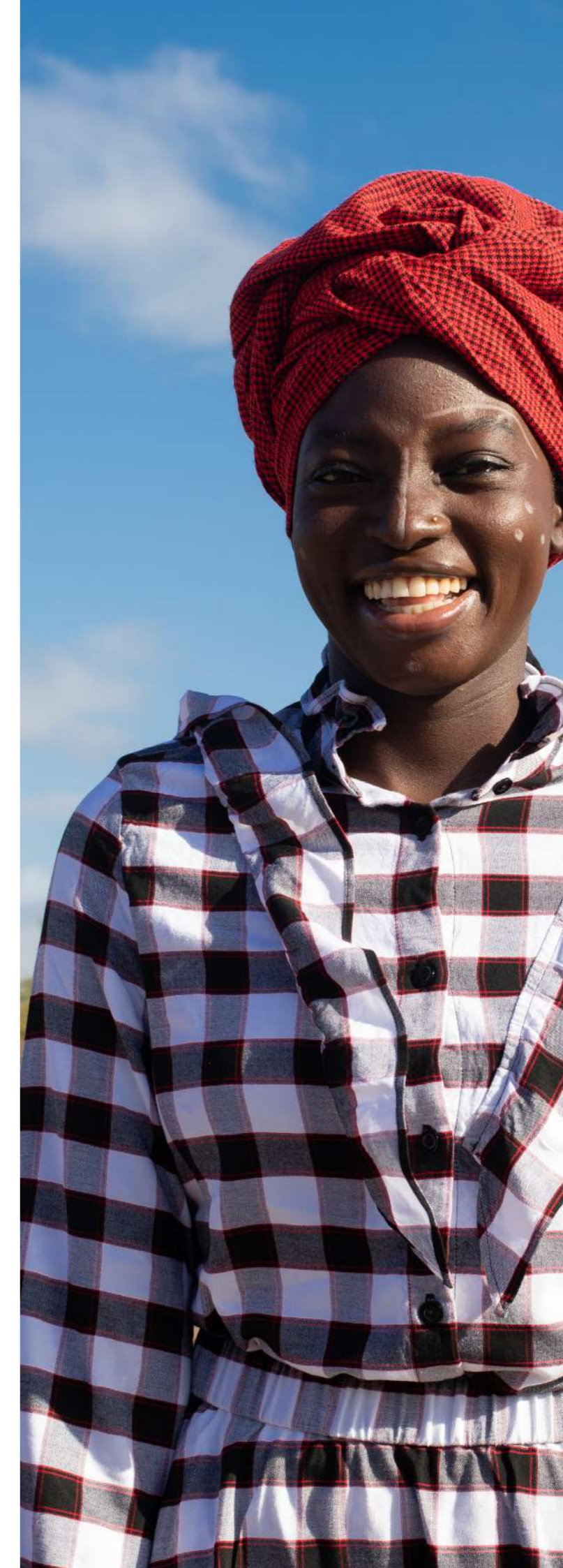
Acceleration at Awesome Venture, South Korea



Acceleration at Institut Français de la Mode, France



Call for Female Entrepreneurs





2

Company

endelea

DREAM BOLD

Endelea, towards a more ethical fashion

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 “moving forward without giving up in the face of difficulties”, expresses the brand’s philosophy and is consistent with an approach that puts people at the center, creating value for both customers and the communities involved in the project.

Endelea was born with the aim of contributing to the development of the fashion industry in Tanzania, and becoming a bridge between Europe and Africa, making the authentic African textile culture known. At the same time, it sees itself as an inclusive brand, and aims to raise consumer awareness of ethical fashion through more transparent communication, workshops and conferences.

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 116% higher than Tanzanian average and everyone on the team can count on health insurance for themselves and their families.



Four years of Endelea



2018

Endelea started as a self-financed pilot project.



2019

Endelea was registered as an innovative start-up at the Chamber of Commerce of Milan, Monza Brianza and Lodi.



Mar
Selected by Università Bocconi for the B4i accelerator program.



May
Endelea becomes a Benefit Company.



Nov
Endelea wins the Gaetano Marzotto Social Impact 2030 Award.



2021

Jan
Frizzo Company Limited, Endelea's Tanzanian sister company, is founded.



May-Sep
Kikoi and Maasai collections, Endelea Supports Black Art project.



Jun
Partnership with the University of Dar es Salaam. The first course starts in November.



2022

Dec
The capsule collection designed by Upendo Elirehema Minja takes to the catwalk.

Feb
Second year of Endelea Supports Black Art: the Tingatinga collection.

Mar
Collaboration with Ethical Fashion Initiative (EFI).

Apr
Start of the process to obtain B-corp certification.

May
Endelea meets the community in a temporary shop in Milan.

Jun
Lessons for 15 emerging Tanzanian designers with Fashion Value Chain.

Jul
Collaborations with MIPI and Il Filo Colorato were confirmed for the winter collection.

Aug
Redesigning ecommerce: transparent costs and inclusive payment methods.

Four years of Endelea



institut
FRANÇAIS
de la
MODE



2022

Sep

At Milan Fashion Week among the Designers for the planet.

Oct

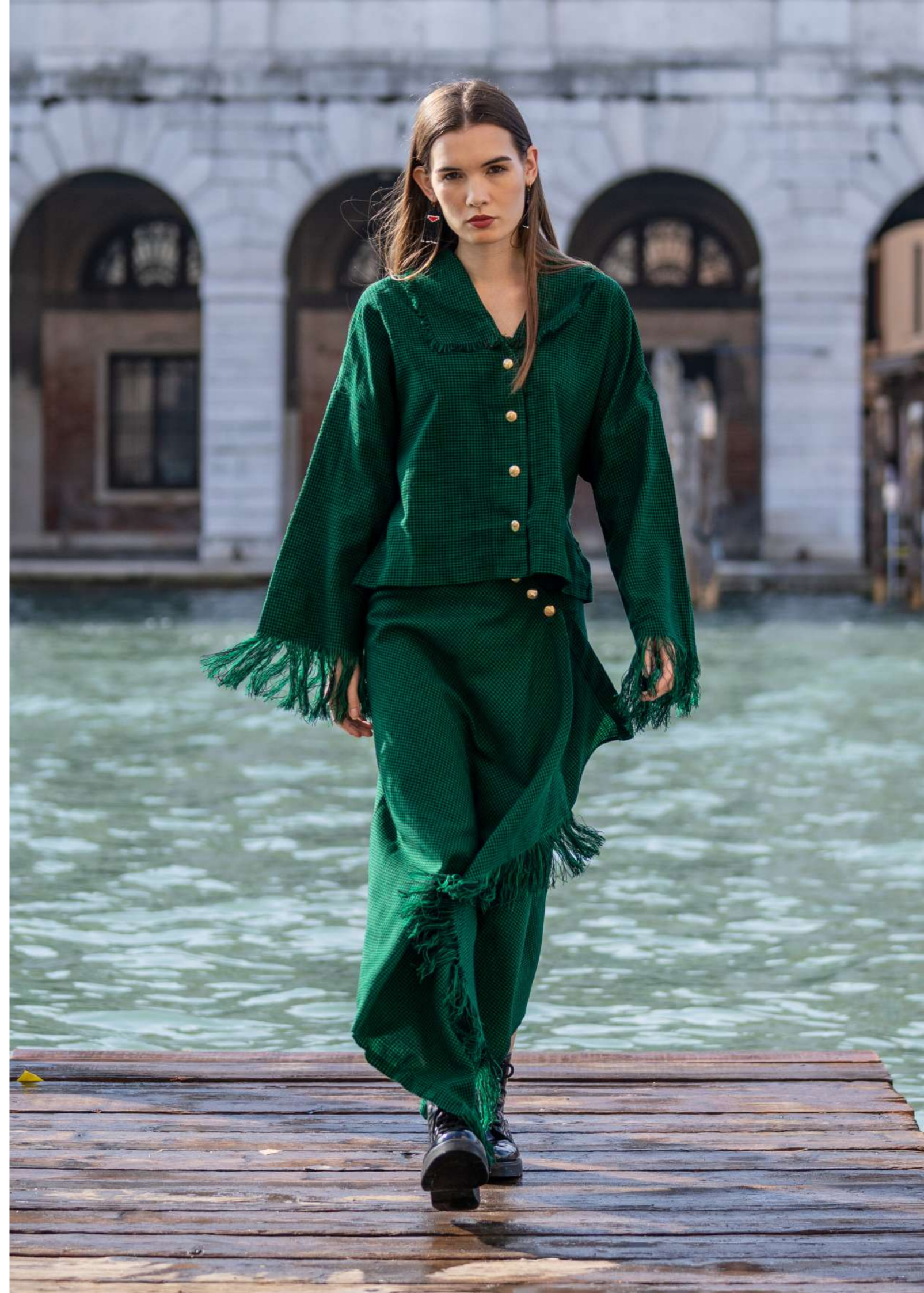
IFM acceleration programmes in France and Awesome Venture in South Korea.

Nov

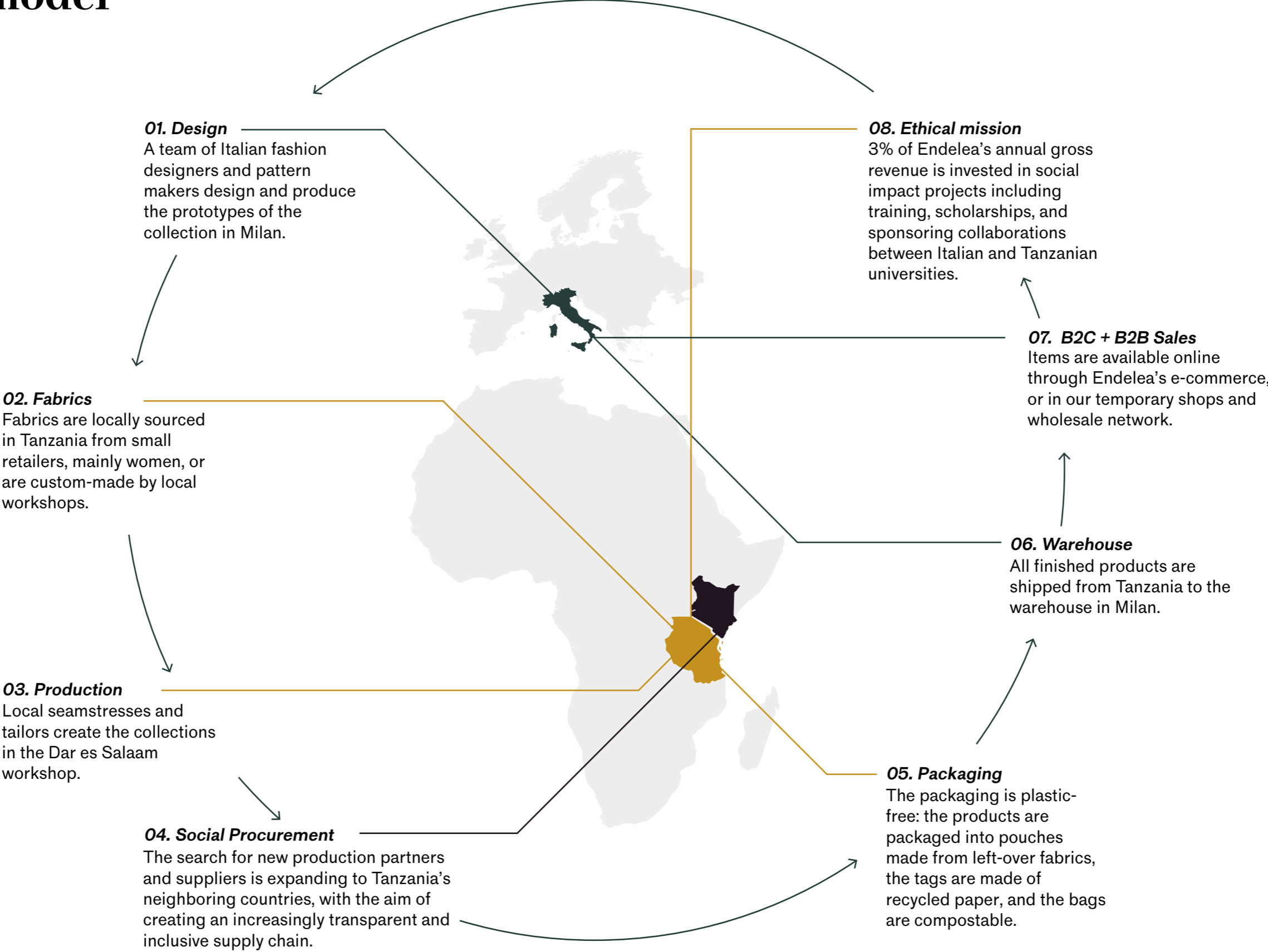
Among the winners of the grant for Women's Enterprises issued by the Ministry of Enterprise.

Dec

Second temporary shop in Milan.



Operating model



Governance, commitment, involvement

Endelea is a bridge between Europe and Africa and works to ensure that from this dual geographic soul comes a product of value both for the end customer and for all those involved along the supply chain. Endelea developed a management structure based on the expertise of professionals in different fields, with the aim of enhancing their resourcefulness.



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.

The two companies are linked and carry out some activities in common.



	Endelea	Frizzo
Production	Design, prototypes, labels and tags, purchase of finished products from Frizzo.	Raw materials, labor, laboratory rent and machinery.
Communication	Supervision of brand identity, communication content and sponsorship.	Content creation in Tanzania, coordination of local activities (e.g. Swahili Fashion Week).
Marketing	Sales management of the e-commerce site and wholesale network.	Sales mandate for Endelea collections in Africa.
Social impact projects	Non-profit projects managed in Tanzania through Frizzo.	Intermediary for Endelea in signing cooperation contracts at local level in Tanzania.
Brand management	Control and ownership of the registered trade mark Endelea.	Use of the Endelea brand in on-site production and sales.
Expense management	Management in both Tanzania and Italy; packaging, shipping and logistics; content production, advertising, non-profit projects.	Advance for expenses of purchasing raw material, salaries, and management of Tanzanian office.

A people-centric company

Endelea



Francesca De Gottardo
CEO
and Co-founder
FTE

Product



Mara Bruno
Product developer
FTE



Alessandra Modarelli
Fashion designer
part time



Roberta Beghelli
Modelist
part time



Chiara Gariglio
Head of production
FTE

Go to Market



Serena Izzo
Omnichannel director
advisor



Alice Caprotti
Head of E-commerce
FTE

E-commerce specialist
To be assigned

Head of Sales
To be assigned



Lucia Zappa
Jr Sales manager
FTE

Marketing

Head of Marketing
To be assigned



Lisa Cadamuro
Copywriter
part time



Luca Fontani
Performance Marketing
Consultant



Giulia Zoccarato
Graphic designer
part time



Elena Muserra
Press Office
Consultant



Francesca Sala
Marketing intern



Sveva Aliberti
Sustainability intern

Accounting



Chiara Ronchi
Accounting
part time



Simona Calabrese
External accountant
Consultant



Federico Gasparinetti
Legal advisor
Consultant



Frizzo

Francesca De Gottardo
CEO and Co-founder
FTE

Upendo Elirehema Minja
Head of production

Production

Upendo Elirehema Minja
Head of production

Isaack Cheke
Junior Team Supervisor

Quality Check
To be assigned

Juma Saidi
Senior Team Supervisor

Imelda James
Junior Taylor
FTE

Hawa Ally Mbondela
Junior Taylor
FTE

Happy Christopher Sulube
Junior Taylor
FTE

Salum
Junior Cutter

John
Senior Taylor
FTE

Ally Saidi Limbende
Senior Taylor
FTE

Rajabu Seleman
Senior Taylor
FTE

Sada Simba
Junior Taylor
FTE

Winfrida Kula
Junior Taylor
FTE

Angel Mchani
Junior Taylor
FTE

Anitha Gerazi Ishengoma
Senior Taylor
FTE

Issiaka Ally Bofu
Senior Taylor
FTE

Senior taylor
To be assigned

Admin

Chiara Gariglio
Head of Admin
FTE

Anitha Gerazi Ishengoma
Secretary 1
FTE

Juma Saidi
Secretary 2
FTE

Francis
Accountant
FTE

Irene
Lawyer
FTE








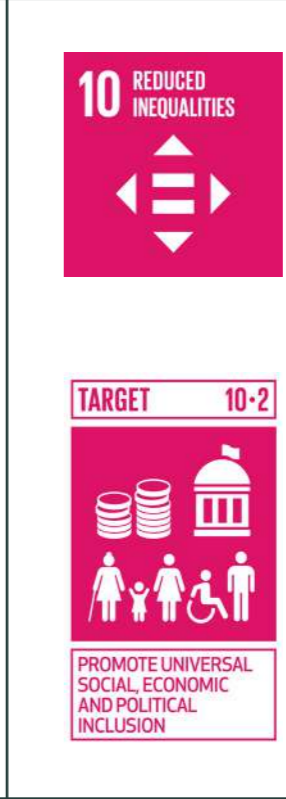



UN SDGs Goals

In 2015, the United Nations (UN) adopted the 2030 Agenda for Sustainable Development, a blueprint for peace and prosperity for people and the planet. The focus of the agenda are 17 Sustainable Development Goals (SDGs), which aim to end poverty, improve health and education, reduce inequality, and stimulate economic growth, while preserving oceans and forests.

SUSTAINABLE DEVELOPMENT GOALS



As a benefit society and a responsible company, Endelea is committed to contributing to the realization of these goals in particular:

 <p>Endelea is committed to ensure health and wellbeing for all and for all ages</p>	 <p>Endelea ensures inclusive and equitable quality education and promotes lifelong learning opportunities for all.</p>
 <p>Endelea promotes sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all.</p>	<div style="display: flex; justify-content: space-around;"> <div data-bbox="2151 441 2418 808"> <p>TARGET 4-3</p>  <p>EQUAL ACCESS TO AFFORDABLE TECHNICAL, VOCATIONAL AND HIGHER EDUCATION</p> </div> <div data-bbox="2418 441 2671 808"> <p>TARGET 4-4</p>  <p>INCREASE THE NUMBER OF PEOPLE WITH RELEVANT SKILLS FOR FINANCIAL SUCCESS</p> </div> <div data-bbox="2671 441 2923 808"> <p>TARGET 4-7</p>  <p>EDUCATION FOR SUSTAINABLE DEVELOPMENT AND GLOBAL CITIZENSHIP</p> </div> </div>
 <p>Endelea ensures sustainable consumption and production patterns.</p>	 <p>With its operating model, Endelea reduces inequality within and among countries.</p> <div style="display: flex; justify-content: space-around;"> <div data-bbox="1546 1197 1780 1543"> <p>TARGET 8-3</p>  <p>PROMOTE POLICIES TO SUPPORT JOB CREATION AND GROWING ENTERPRISES</p> </div> <div data-bbox="1780 1197 2018 1543"> <p>TARGET 8-5</p>  <p>FULL EMPLOYMENT AND DECENT WORK WITH EQUAL PAY</p> </div> <div data-bbox="2151 1197 2418 1543"> <p>TARGET 10-2</p>  <p>PROMOTE UNIVERSAL SOCIAL, ECONOMIC AND POLITICAL INCLUSION</p> </div> </div>



Stakeholder

- Italian team
- Tanzanian team
- External collaborators
- Investors
- Production partners (EFI, Mabinti, Cracode, Il Filo Colorato)
- Project partners (MIPI, Tingatinga Arts Cooperative Society)
- B2C and B2B customers
- Digital community
- Magazines and newspapers

Mission Recipients

- University of Dar es Salaam, Department of Creative Arts
- Local designers
- Local associations (MIPI)

Extended Community

- Workers' and students' families
- Universities in Italy
- Insiders



ITALIAN TEAM

WHO THEY ARE

14 collaborators and employees

INVOLVEMENT ACTIVITIES

Regular team and individual meetings, sharing of quarterly and year-end reports

DEDICATED PROJECTS

Permanent contracts and new recruitments

Sharing the Code of Ethics

Team participation in the Institut Français de la Mode accelerator course

Participation of the wholesale manager in a two-month acceleration programme in South Korea on the topic of opening up new markets

Weekly meetings between team leaders

Monthly and quarterly meetings with management

Team building activities

Team involvement in photo campaigns and content creation on IG and TikTok


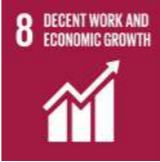

Approval of the Allocation of Stock Options by the Shareholders' Meeting

Two extra days of holiday per year and paid leave for voluntary work

SDG





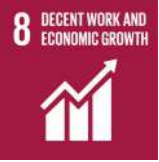


TANZANIAN TEAM

WHO THEY ARE	INVOLVEMENT ACTIVITIES	DEDICATED PROJECTS	SDG
16 workers hired by Frizzo + 1 manager appointed by Endelea	Regular feedback meetings and joint planning of activities	Monthly team building activities	
		Involvement of the team in Research & Development activities	
		Team satisfaction assessment survey and one-to-one meetings with management	
		Translation of company materials and reports into Swahili and/or English	 
		Sharing common guidelines and rules	
		Internal competition: Project Upcycling	
		Interviews and behind the scenes, presentation of team members on social and online channels	
Work meetings and team building activities between Italian team and Tanzanian team			



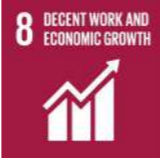



INVESTORS

WHO THEY ARE	INVOLVEMENT ACTIVITIES	DEDICATED PROJECTS
19 investors	Periodic meetings	Monthly or bi-weekly individual meetings
		Event invitations
		Sharing quarterly and year-end reports
		Regular Shareholders' Meetings, approval of the corporate balance sheet and sustainability report


PRODUCTION PARTNERS

WHO THEY ARE	INVOLVEMENT ACTIVITIES	DEDICATED PROJECTS	SDG
Ethical Fashion Initiative (EFI)	Creation of a capsule collection (bucket hat with bead embroidery)	EFI workforce involvement	  
		Remuneration according to Fair Trade standards	
		Drafting an impact report	
Mabinti Centre	Production of part of the FW22 collection	Kick off meeting	 
		Training in fabric placement method with a Tanzanian team member	
		Regular meetings for quality control	


PRODUCTION PARTNERS

WHO THEY ARE	INVOLVEMENT ACTIVITIES	DEDICATED PROJECTS	SDG	
Cracode	Production of upcycled carpets	Kick off meeting		
		Regular meetings for quality control		
		Dedicated communication via e-commerce and social media		
Tingatinga Arts Cooperative Society (TACS)	Hand painting of Tingatinga capsules on pre-order	Kick off meeting		
		Dedicated communication via e-commerce and social media		
		Sponsoring a course in social media management		
		Recognition of 2 % on gross sales		
		Sale of Tingatinga products in Endelea pop-ups on a contract basis		
Il Filo Colorato	Quilted jacket production Fall Winter 2022	Kick off meeting		
		Regular meetings for quality control		


PROJECT'S PARTNER

WHO THEY ARE	INVOLVEMENT ACTIVITIES	DEDICATED PROJECTS	SDG
MIPI (Maasai Intellectual Property Initiative)	Renewal of memorandum for Fall Winter 2022 collection	Photo shoots in Maasai villages	
		Dissemination of information related to Maasai culture	
		Percentage of sales of the Maasai collection	


B2C Clients

WHO THEY ARE	DEDICATED PROJECTS	SDG
3.122 total customers, 650 active customers, 39.000 Instagram followers	162 social posts on Instagram and Facebook, 51 newsletters	
	Focus groups and surveys	
	Publication of the sustainability report and Code of Ethics on the website	
	Opportunities to meet during temporary shops and events	





B2B Clients

WHO THEY ARE	INVOLVEMENT ACTIVITIES	DEDICATED PROJECTS	SDG
18 selected shops	Sale of pre-order and ready-to wear collections	Sharing catalogs and content for brand communication	
		Follow-up post purchase	
		Support in the drafting of sales analysis	




MAGAZINES AND NEWSPAPERS

WHO THEY ARE	INVOLVEMENT ACTIVITIES	DEDICATED PROJECTS	SDG
Magazines in Italy, focusing on the fashion industry	Sharing corporate values	2 Press Days by the press office	
		Dispatch of information, material, and photo and video content	
		Written and video interviews	
		Content production during Milan Fashion Week	

MISSION RECIPIENTS

WHO THEY ARE	INVOLVEMENT ACTIVITIES	DEDICATED PROJECTS	SDG
Creative Arts department of the University of Dar es Salaam	Memorandum of Cooperation for five years	Long-term collaboration in the design of intensive courses and support in partner search	   
Students at the University of Dar es Salaam	Delivery of a dedicated course	30 hours with fashion design focus managed by Debora Sinibaldi, fashion designer and teacher at Politecnico di Milano	
		Post-course survey and debrief meetings	
10 Tanzanian designers	Participation as a partner in an acceleration course for emerging designers	Involvement of the entire Italian team in the preparation and delivery of the course	
		Assignment and correction	

EXTENDED COMMUNITY

WHO THEY ARE	INVOLVEMENT ACTIVITIES	DEDICATED PROJECTS	SDG
Families of Tanzanian team		Health insurance for team members and their children	
Photographers, models, stylists, make-up artists, other designers	Creative research	Photo campaigns with public credits and publication on Endelea's digital channels and in magazines in Europe	
Italian Universities	Internship positions opened in the Endelea Italian team	Collaboration with Ca' Foscari University of Venice for regular mentoring and student support activities Dedicated lectures on ethical fashion and social impact entrepreneurship	
Other start-ups and female entrepreneurs in Italy and Africa		Regular mentoring and support activities	
Other socially committed realities in Italy		Dinner with influencers (Italian Red Cross)	



Transversal projects dedicated to people

In addition to dedicated projects, Endelea is committed to stakeholder engagement to enhance the sense of community and belonging, and dedicates cross-communication activities to all without distinction.

Code of Ethics

Published in December 2020, the Code of Ethics is a document that guides the decisions and actions taken at the company's offices, production sites and warehouses in Italy and Tanzania. The code, which is always available for consultation on the endelea.it website, is regularly sent to new suppliers and new Endelea team members and collaborators.



2021 Sustainability Report

Endelea's second sustainability report, published in 2021, was a step forward in terms of communicating the matters dear to the brand. A transversal communication activity followed in 2022 to reach all stakeholders, with the aim of making concrete the transparency promised in the company's principles.

Communication activities Sustainability Report 2021

- **Community:**
 - Newsletters
 - Instagram posts
 - Publications on the website
- **Press:**
 - Press release submission
- **Team and investors**
 - Members' meeting
 - Diffusion within the team





3

Areas of intervention

endelea

DREAM BOLD

Economic area: prosperity objective

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.



Above-average salaries in Tanzania

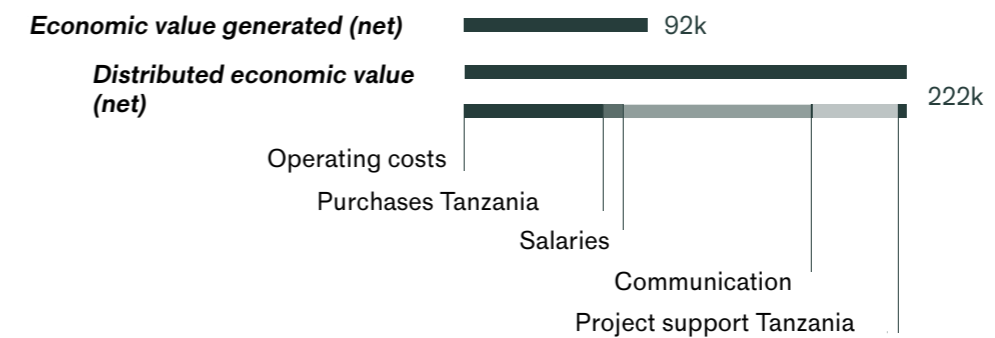
According to Anker Research Network and the Global Living Wage Coalition's 2022 report, in Tanzania the living wage (average salary) necessary to lead a dignified lifestyle and maintain a family, is 446.071 Tanzanian shillings (192 US dollars per month) while the average salary of a worker in Tanzania is 362,400 Tanzanian shillings per month (157 US dollars). On average, Endelea pays its Tanzanian employees 800.000 Tanzanian shillings per month (340 US dollars), exceeding the national average by 116%, and also offers health insurance to employees and their children, together with free meals and transport for work purposes.

Economic activity 2022

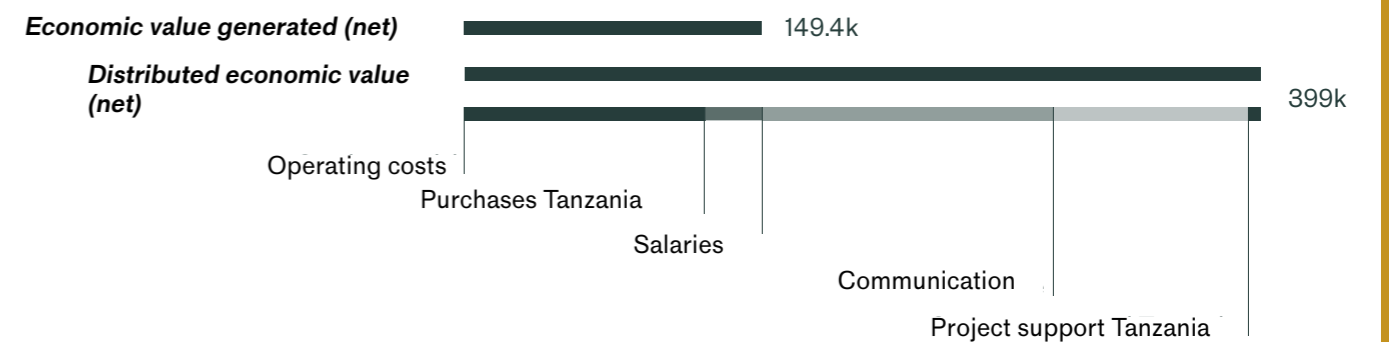
number of employees = 3
 number of employees Italy / Tanzania = 30
 net turnover = 149,423 €

	2021	2022
<i>Economic value generated (net)</i>	92.000 €	149.423 €
<i>Economic value distributed (net)</i>	222.521 €	400.000 €
<i>Operating costs</i>	69.500 €	121.850 €
<i>Purchases Tanzania</i>	10.300 €	29.724 €
<i>Salaries</i>	94.600 €	146.786 €
<i>Communication</i>	43.500 €	98.916 €
<i>Project Support Tanzania</i>	4.621 € (5%)	2.723 € (3%)
<i>Economic retained value</i>	0	0

2021



2022



Social area: equal dignity, equal 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. 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.

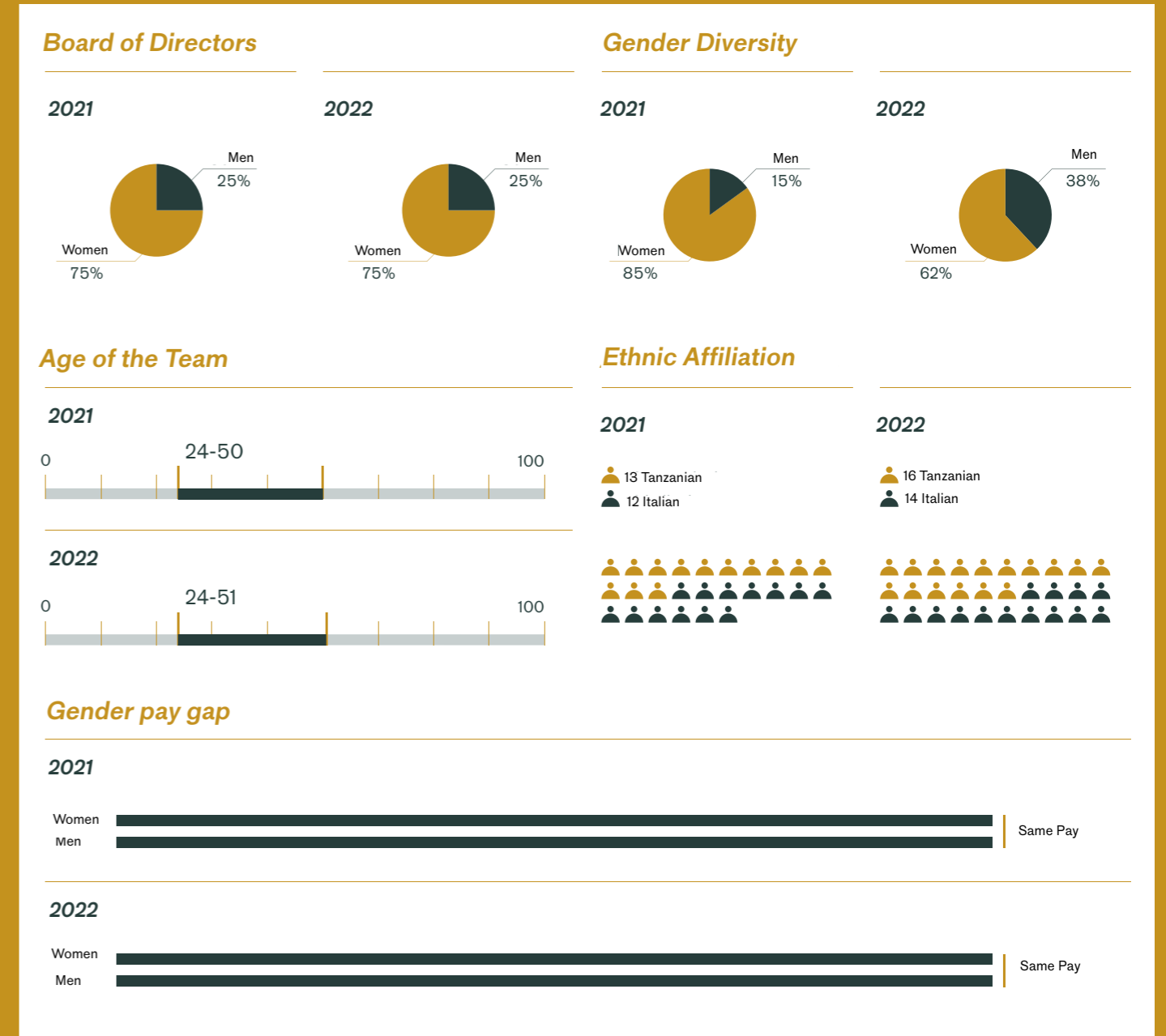
Aware of its role as a bridge between two countries, Endelea works with both Italian and Tanzanian professionals. In Tanzania, in addition to the tailors and seamstresses who take care of production, Endelea also involves other figures linked to the world of fashion such as photographers, models, stylists, and make-up artists, in order to share ideas and know-how, represent its two souls, and give concrete follow-up to its objective of contributing to the creation of a local fashion industry in the African country.



Diversity and equal opportunities

Endelea is a predominantly female company. The board is two-thirds female and the management is 100% female; considering the other company functions, the percentage of women remains a majority. The gender pay gap is 0: this means that men and women are paid equally.

	2021	2022
Board of Directors	75% women 25% men	75% women 25% men
Management	n.a.	100% women
Team's gender diversity	85% women 15% men	62% women 38% men
Team's age range	24-50	24-51
Team's ethnic diversity	13 Tanzanians, 12 Italians	16 Tanzanians, 14 Italians
Gender pay gap	0 (women and men receive the same salary)	0 (women and men receive the same salary)



The Tanzanian Team

Team reorganization

From January 2022, Frizzo's Tanzanian team started an internal reorganization process aimed at improving time management and production dynamics.

As a first step, tailors were assigned to senior and junior positions on the basis of experience. To support the professional growth of each team member, a Senior figure was assigned to each Junior position. Management, on the other hand, was reorganized by assigning one person to quality control and team management, and another person to the role of general controller.

Garment making was divided into stages, each entrusted to a different person so as to speed up production and distribute responsibilities, increasing mutual trust and a sense of community.

Frizzo's goal is to become independent so that it can acquire customers for whom it can produce for and continue to guarantee above-average salaries and a safe working environment for everyone, regardless of the performance of the Endelea brand.

Community work

The management of the workshop and common areas also underwent a reorganization. The team and management coordinated to draw up guidelines for behavior and care of materials, to which everyone refers.

A call for ideas

In 2022, an internal competition was held for the production team: tailors and seamstresses were asked to create their own designs with leftover fabric, in order to give a new life to what would otherwise have been thrown away, with an aim to upcycle.

The winning project was Ally Omari's reversible hat, which was awarded a cash prize worth 100,000 Tanzanian shillings (about 40 euros).

The laboratory in Dar es Salaam

Endelea's laboratory is located in Dar es Salaam, the country's main economic hub, a city of seven million inhabitants that covers 1,590 km².

The area of Magomeni, one of the city's central districts, was chosen by Endelea with the workers on the basis of its distance from the team's homes, to ease organization of travel and safety.

The workshop, easily recognisable thanks to its yellow-painted walls, is the Tanzanian team's home, where team building activities also take place (e.g. meetings between Italian and Tanzanian teams, community meals, etc.).

Use of the workshop for personal activities

The workshop is open all year round, even when production is not active (collections are made between December and April and between June and September).

Space and machinery are available for those who make made-to-measure clothes or are starting their own business projects, or simply for small self-production or repair activities. The idea is to make the workshop a place where you can feel safe and where you can express yourself even when production isn't in process.



Schedules, meals and transport

Work follows set hours, from 9 a.m. to 1 p.m. and from 2 p.m. to 6 p.m. Lunch breaks are compulsory: the meal, which is paid for 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 businesses.

	<i>Expenses</i>
<i>Meals</i>	955 €
<i>Electricity</i>	421 €
<i>transport</i>	565 €

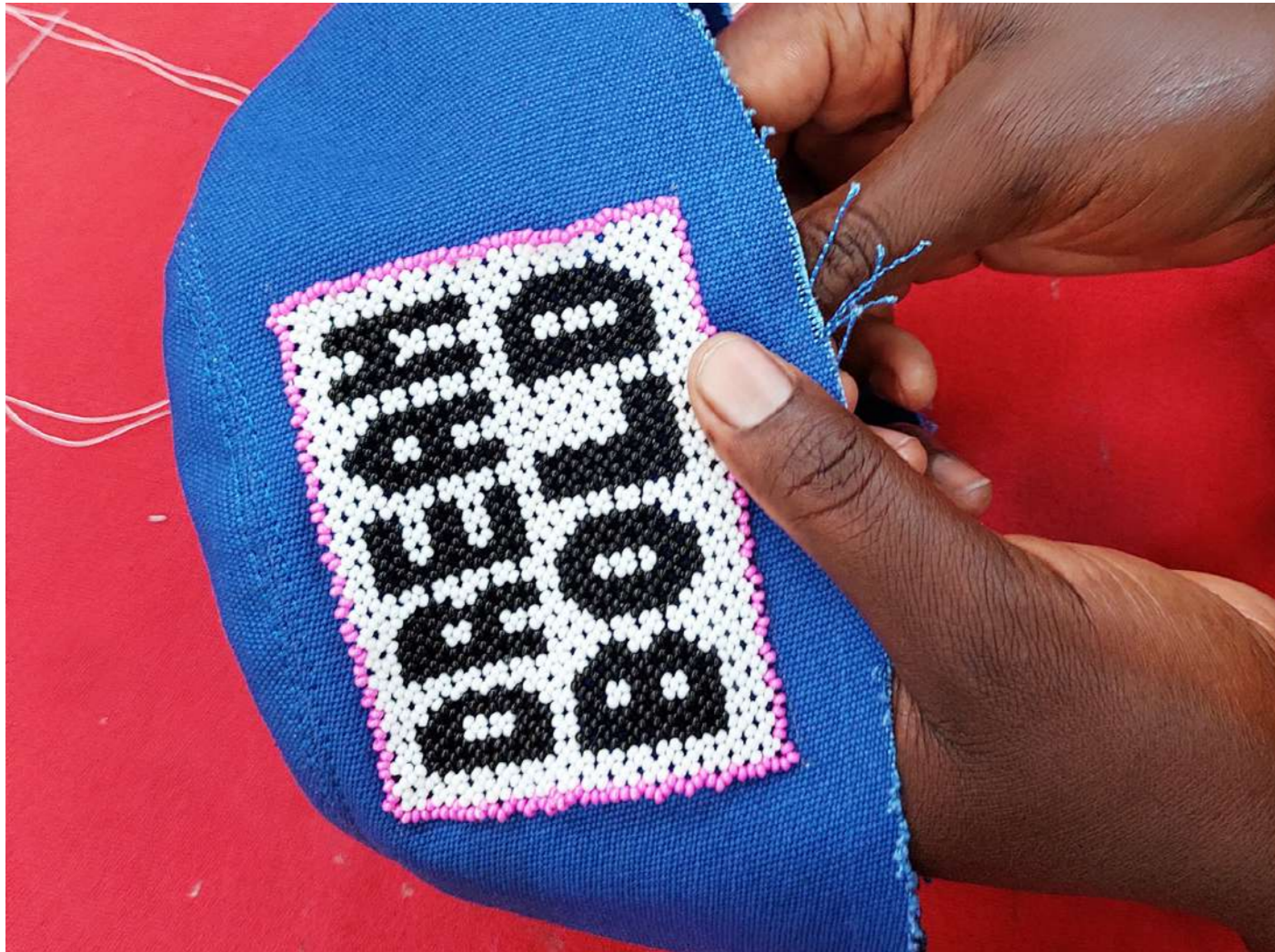
Extra activities

Production-related activities do not only take place in the workshop. Fabric research, liaising with partner laboratories for specific collections and their supervision, and field research for new collaborations, materials, and opportunities, are activities that require some of the team members to travel frequently. Endelea covers all resulting transport costs.

3.2.2

The Italian Team

In 2022, the Italian team also experienced significant growth, both in terms of numbers and quality. A product developer, a strategic figure in the corporate structure, was hired, and two trainees took up full-time junior positions in sales and production management, respectively. Although within a hierarchical organization, people and their well-being are always a priority: anonymous questionnaires are sent out periodically to employees and collaborators to investigate the degree of satisfaction in order to develop improvements, while one-to-one meetings with management are organized on a weekly and monthly basis.



3.2.3

Choosing Ethical Partners

Since 2021, Endelea has been using external partners, both in Italy and Africa, for the production of some particular garments. For consistency, the choice always falls on partners who themselves make ethics and sustainability a mission.

Ethical Fashion Initiative, EFI

Craftswomen involved	15
Bucket hats made	40
Cost	1.159,60 €

Ethical Fashion Initiative (EFI) is a United Nations programme that brings together social enterprises and industrial partners in Africa, Asia Minor, and Haiti. Founded in 2009, it focuses on international development through fashion, with projects that bring together Western and local creative industries under the banner of sustainability.

Endelea commissioned EFI to create a collection of bucket hats with the phrase 'Dream bold' hand-stitched with beads. The work was carried out by Artisan Fashion, an embroidery workshop in Nairobi that employs more than a thousand people, mostly women. 77% of the sale price was reinvested in employment and training.

Il Filo Colorato

In 2022, Endelea collaborated with Il Filo Colorato, a social tailoring shop in Milan that integrates migrants, to produce the quilted garments of the Fall Winter 2022 collection (reversible jackets and mini skirts, scarves and bags).

Mabinti Centre

Home accessories	950 (out of 3423 total)
Cost	391,37 €
Cost Tanzanian Shillings	1.600.000

Mabinti Centre is a project set up in 2009 with the aim of providing professional skills and business training to women who have undergone fistula surgery, a disabling operation that often results in exclusion from the world of work.

For Endelea, Mabinti Centre was responsible for producing part of the Fall Winter 2022 home collection: 5 women were involved in cutting and sewing, and 2 women in ironing. The Tanzanian team closely monitored the work, among other things providing useful insights into quality control, with the aim of improving performance.

People involved	15
Units produced (jackets, skirts, scarves and bags)	590
Packaging	547
Cost	13.347 €

Cultural Enhancement

Capsule collection Maasai with MIPI (Maasai Intellectual Property Initiative)

The Maasai people, who live between Kenya and Tanzania, are among the best known in Africa. The elegance of the Maasai and the unquestionable beauty of their checkered fabrics have inspired many Western fashion designers, but several collections have been accused of cultural appropriation and accused of exploiting Maasai culture without recognising it in any way, neither in merit nor economically.

For this reason/collection, Endelea strove to obtain the patronage of the Maasai Intellectual Property Initiative (MIPI), which protects Maasai culture worldwide. Endelea pledged to work transparently and with respect for Maasai culture, as well as to pay an initial goodwill and to recognise MIPI 2% of the gross revenues from the sale of the collection.



With Maasai Check and Maasai Shuka fabrics, Endelea's workshop produced:

Modello	Pezzi
Maxi skirt	100
Maxi dress	40
Shopper bag	39
Maasai top	26
Maasai shirt	50

	Total gross revenue
B2C	43.500€
B2B	7.541 €

In March 2023 Endelea estimates to pay MIPI the sum of approximately € 1.270, which includes the goodwill for the renewal of the partnership.

Upcoming: For 2023, Endelea has decided to renew its collaboration with MIPI, including garments with Maasai fabrics in both the Spring Summer and Fall Winter collections.



3.2.4

Cultural Enhancement

Endelea Supports Black Art: Tingatinga Art

Endelea Supports Black Art is the capsule collection designed to give African artists a voice and visibility. In 2022, Endelea collaborated with the Tingatinga cooperative in Dar es Salaam, which keeps alive the tradition of Tingatinga painting, born in the 1960s in Tanzania and famous for its bright colours and naïf subjects.

The idea of combining Tingatinga art with the world of fashion was born during Swahili Fashion Week in December 2021, when some garments from the collection designed by Tanzanian designer Rose Minja, the beneficiary of a scholarship in Italy and a mentorship sponsored by Endelea, were painted with the animals typical of this style.

The success of the red carpet and the enthusiasm of people in both Tanzania and Italy convinced Endelea to launch a themed collection. The garments - a midi dress, a blouse, a pareo skirt, and a long dress - were offered in 'made to order' modality, cut and sewn in Endelea's workshop and hand-painted by Tingatinga artist Amos Ashee Mtambala in Dar es Salaam. Her work was paid fairly and for each purchase a percentage was paid to the Tingatinga Arts Cooperative Society, which granted official certification. In addition, as an initial goodwill, Endelea sponsored a Social Media Management course for the cooperative's chosen staff, with the aim of enabling them to self-manage the group's online image.

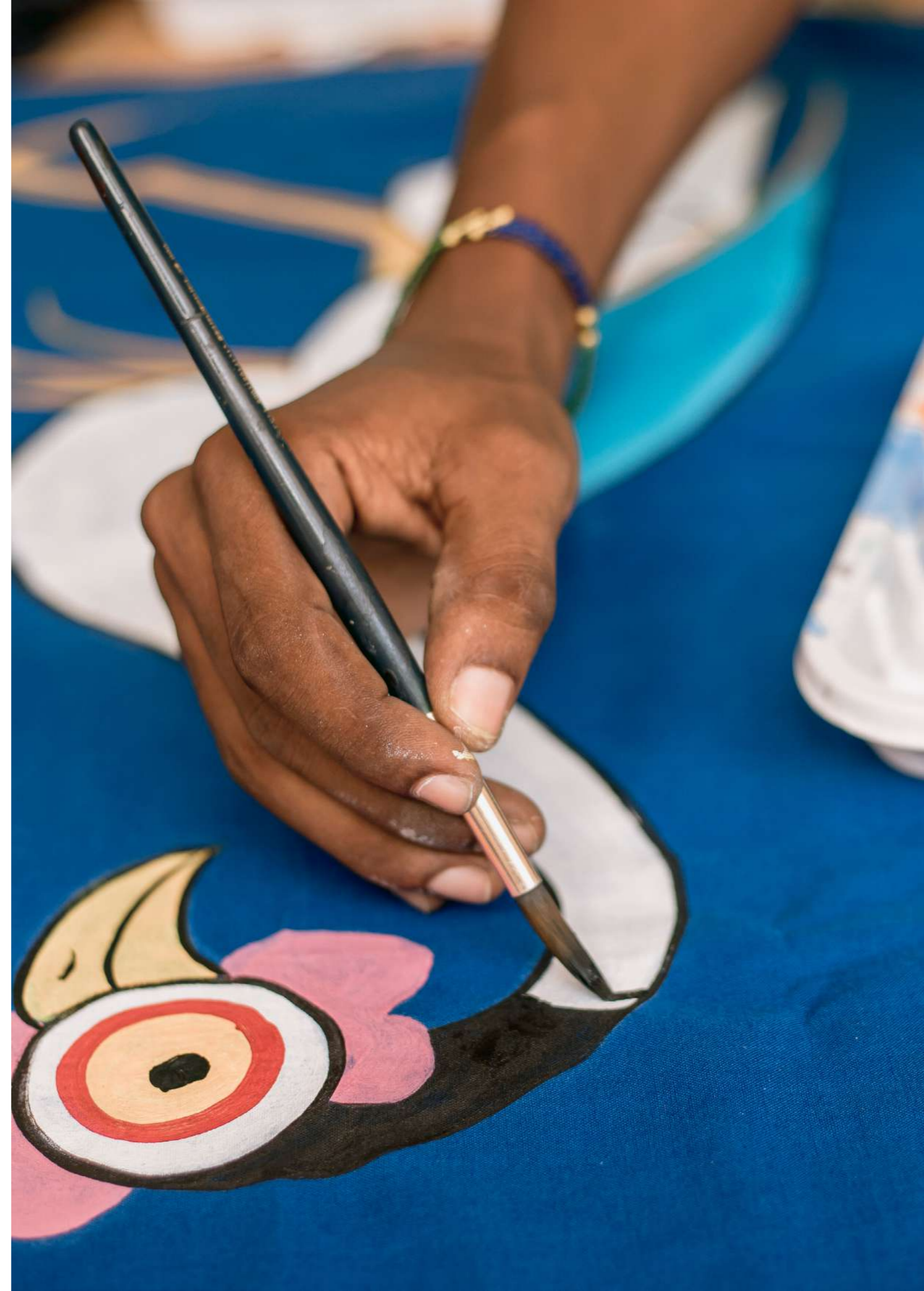
Finally, during the temporary shops in spring and autumn 2022, Endelea sold Tingatinga paintings and works on behalf of the cooperative, without retaining any percentage.

Endelea paid an initial goodwill in the form of a social media marketing consultation with a local expert in the field.

<i>Items produced</i>	7
<i>Percentage paid to the Tingatinga Cooperative Society</i>	50 €
<i>Initial goodwill</i>	200 €
<i>Official certificate</i>	94 €



Upcoming: Also in 2023, Endelea will continue to research and enhance traditional textile culture with a collection made of hand-dyed tie-dye fabrics. Among the accessories, bags will be presented made of sisal, hand-woven according to local custom.



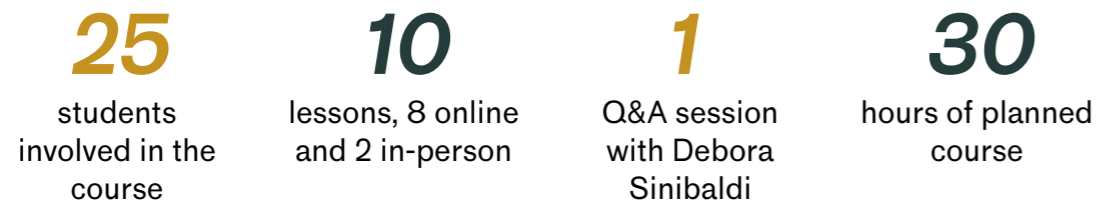
Training

Endelea for the University of Dar es Salaam (UDSM)

In July 2021, Endelea signed a 5-year partnership with the University of Dar es Salaam (UDSM), with the aim of promoting artistic, educational, and general cultural exchange collaborations. One of the key pillars of Endelea’s mission is to support the development of a fashion industry in Tanzania, and this project is an important effort towards this goal.

The first project pursued was a pilot course that started in November 2021 and ended in March 2022. The course was taught by Debora Sinibaldi, an Italian lecturer at the Milan Polytechnic and designer for Dior. The course involved 25 students and lasted 30 hours, divided between online and in-person sessions.

Implementation of the pilot course:



In March 2022, the first pilot course, the result of the partnership between Endelea and UDSM, was completed.

Twelve students received a certificate of attendance based on their class attendance and completed assignments.

A debriefing survey was then presented to all participants.

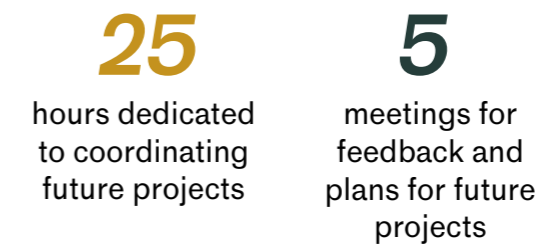
Frizzo, Endelea’s sister company in Tanzania, selected two students who stood out for their commitment during the course.

Neema Chamshana was awarded the opportunity to make the trousers designed during the course, at Frizzo’s workshop, while Winfrida Massawe, who was selected for an internship, started her placement in mid-July and will be hired full-time to make the new home collection, with the same pay as the junior tailors.

Pilot course result:



The pilot course gave both Endelea and the University of Dar es Salaam the opportunity to test possible avenues for collaboration. In 2022, strategy meetings began to define the action plan for the following school year.



3.2.5

Training

Fashion Value Chain Accelerator, Tanzania

Endelea participated in the accelerator programme for young designers 'Creative economy incubator and accelerator initiative, Fashion Value Chain', in collaboration with Culture and Development East Africa (CDEA), Naledi Dream Center, 360 Creative Hub, Shule Direct and Sanaabiz Investments Limited. Main objective: to strengthen the fashion industry in Tanzania through skill development and incubation of design ideas, addressing issues such as branding, production, logistics, sourcing, e-commerce.

10 designers (9 women and 1 man) between the ages of 18 and 35, working in the fashion industry for 3 to 5 years, took part in the programme.

Endelea spent a total of 116 hours on this project and involved 6 members of its team:

🕒 7h	🕒 78h	🕒 31h
Kick off	Lesson planning	Teaching

Mentoring in Italy

In 2022 Francesca De Gottardo, Endelea's founder, carried out mentoring activities with students from four Italian universities on transversal topics: from writing a curriculum vitae to ways of approaching the world of work.

She also engaged in mentoring activities to emerging entrepreneurs, offering technical and emotional support for the growth of their projects, becoming a reference point for five Italian and two African start-ups in the fashion sector.



3.2.6

Public engagement

Endelea transparently communicates its work and conveys a message of inclusiveness and participation. Among the many activities that aim to engage its consumers through the brand's activities, in 2022 there were: the dissemination of the second sustainability report through social channels and the sending of a dedicated newsletter; survey and focus group activities; inclusive photo shoots; meetings and events in pop-up shops and invitations to Milan Fashion Week; website redesign and the inclusion of the transparent pricing section; the introduction of new sizes; seeding activities; and influencer dinners.

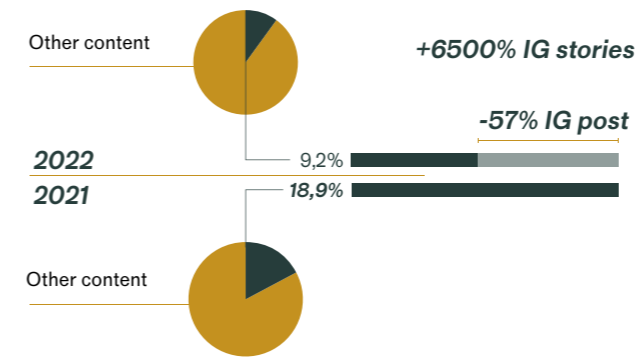


Shared Content Analysis

162 Instagram posts in 2022
185 Instagram posts in 2021
150 Instagram posts in 2020

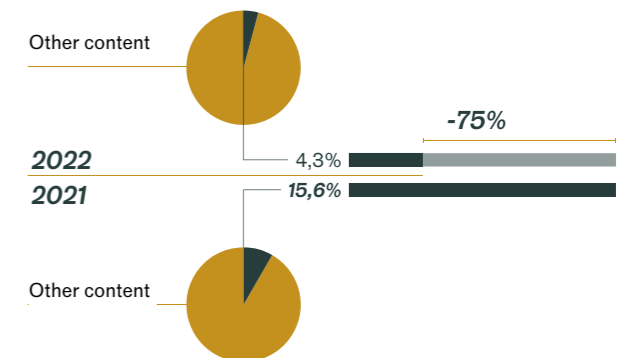
Content dedicated to the Tanzanian team and local projects

(comparison % of posts on total and growth on 2021)



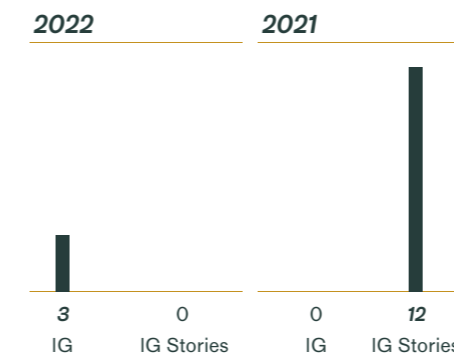
Content dedicated to the Italian team

(comparison % of posts on total and growth on 2021)



Content dedicated to training in Tanzania

(comparison % of posts on total and growth on 2021)



Content dedicated to the sustainability report

Newsletter	41% open rate, 1,5% clicks
Instagram post	275 total likes - 11,700 total impressions - Coverage: 9,800 accounts achieved
Instagram stories	14 stories
Website	125 Visits

3.2.6

Public engagement

Commitment to an inclusive image

As a half-European half-African brand, from the beginning Endelea has been committed to giving equal space to white and black models, and to women of different physicalities.

An even wider size range

Some garments in the Spring Summer 2022 collection were produced in sizes 38, 46 and 48, and XS and XL, made to order.

Number of garments produced to order: 21

Upcoming: The size range of the 2023 collection was extended from XS to XXL.



Who made my clothes?

Endelea adheres to the international Fashion Revolution movement, which calls for a radical change in the way fashion is produced and consumed. Also in 2022, Endelea presented the faces and names of tailors and seamstresses on social media. The names of those who sewed the garment are always mentioned in the individual product sheet of the ecommerce.

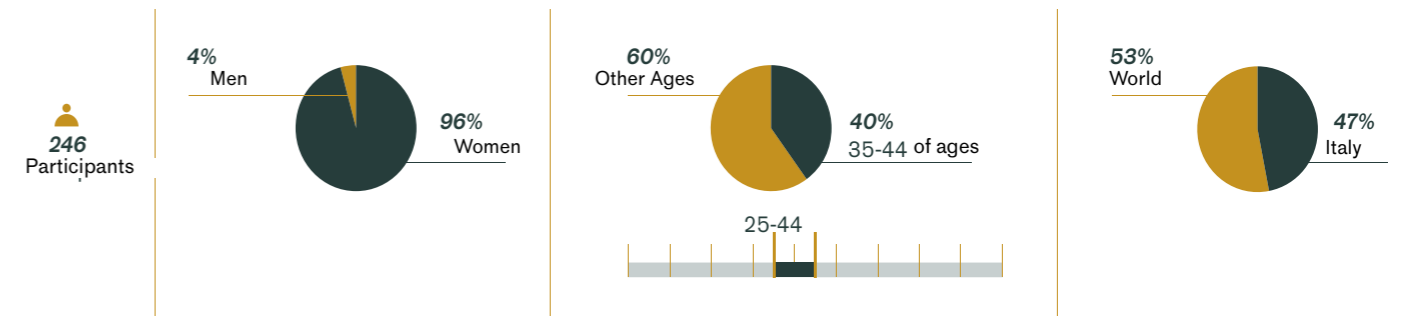
The importance of feedback

In September 2022, Endelea organized a focus group for Italian customers to preview the SS23 collection and asked for feedback on new patterns and materials.

The main theme that emerged was the perception of Tie Dye as a material very far from Endelea's usual mood and a perception of the price of the Sisal collection being too high, considerations which Endelea has kept in mind for new future collections.

Survey

Target: follower Instagram, customer base, family & friends
Objective: brand perception with focus on communication
Mode of Administration: sharing on social networks, newsletter, word of mouth



1 focus group with customers

Target: 7 loyal customers
Objective: to ask for feedback on the SS23 collection
Mode of Administration: live meeting

Post-purchase surveys

In 2022, a post-purchase survey system was implemented for customers purchasing on the e-commerce site to investigate the level of satisfaction with the customer journey and be able to improve it more and more.

Total surveys sent out: 398

Public engagement

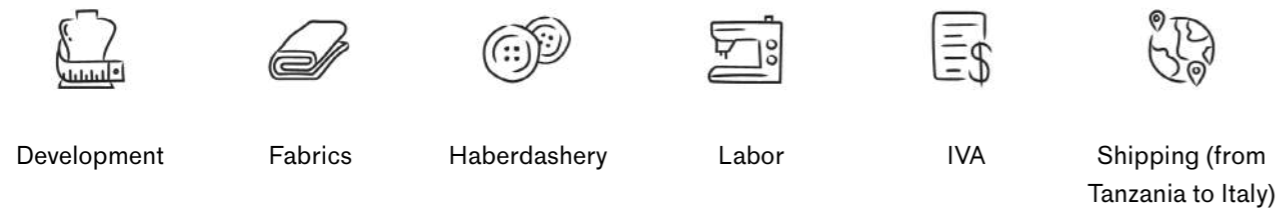
Transparent pricing

In the redesign of the site, Endelea included a 'Transparent pricing' section dedicated to the costs incurred in the production of each garment.

From development to raw materials, from labor to taxes, the cost is declared explicitly and transparently, while fixed costs (salaries, communication, ethical mission etc.) are indicated in percentages.

The section is intended not only to justify the prices of the garments, but above all to provide transparent information on the real costs of clothing, to which fast fashion has unaccustomed us, raising people's awareness of conscious purchasing.

VARIABLE COSTS



FIXED COSTS



Environment area: the focus on sustainability

Introducing environmental sustainability behavior in a reality divided between two countries, one of which is developing, is complex and challenging.

Endelea considers it an investment for the future and is committed to increasingly eco-responsible behavior, implementing actions proportionate to the context, size and possibilities of a growing company.



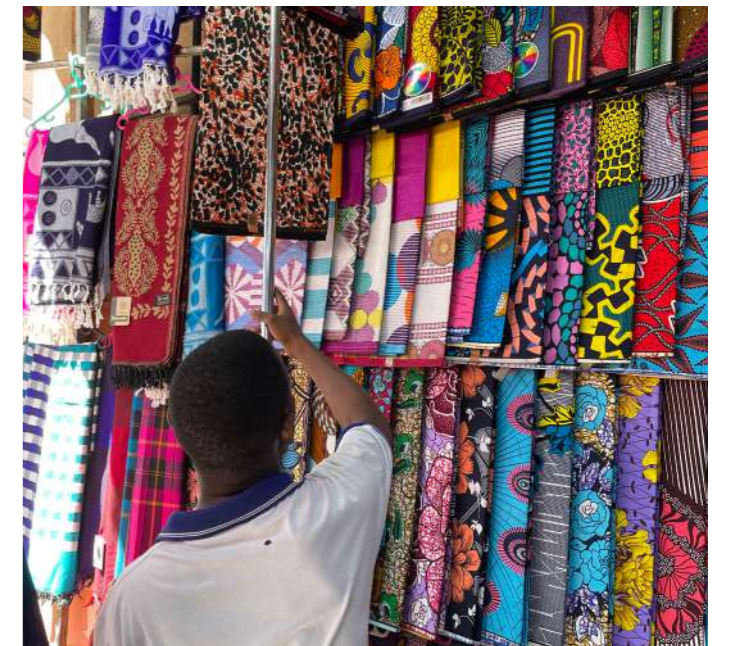
Materials

An alternative to wax

Endelea's production is linked to wax, a printed cotton fabric found on a large scale throughout the African continent but incredibly difficult to source with certification or through a controlled supply chain.

For this reason, starting in 2021, Endelea has undertaken both the search for alternative fabrics with controlled environmental impact and easy availability, and the search for certified suppliers.

Upcoming: With the aim of having more and more control over its supply chain, Endelea will start printing its fabrics from certified suppliers in 2023.



Recycled Padding

In the Fall Winter 2022 collection, the brand has reintroduced quilted jackets. The padding is in VALTHERM ECO LINE, an innovative fiber obtained from the recycling of PET bottles by ORV Manufacturing Spa, an ISO 14021:2016 certified company that transforms 600 million bottles into recycled padding every year, avoiding the emission of 40 million kg of CO₂. A choice that favors a circular vision of resources, thus reducing Endelea's environmental impact and CO₂ emission release.



3.3.1

Material

The certified Maasai fabrics

The Maasai collection was made from the famous checkered fabrics of the Maasai people in collaboration with the Maasai Intellectual Property Initiative - MIPI.

For this collection Endelea selected 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 recognised social and environmental certifications. These include SA 8000: 2008, OEKO-TEX®, Global Organic Textile Standard (GOTS), Organic Content Standard (OCS).

Upcoming: In 2023, some of the accessories in the Spring Summer collection will be made of sisal, a natural fiber derived from the leaves of the Agave Sisalana plant widespread in Africa.



3.3.2

Sustainable design

Made to order: a successful experiment

Made to order is one of the solutions that the world of ethical fashion has found to respond to the problem of overproduction.

Producing only the garments that are certain to sell allows small businesses to buy only the fabric they need, to contain production costs, and not to be left with unsold garments in stock, simply by asking the consumer for a longer waiting time to receive the garment.

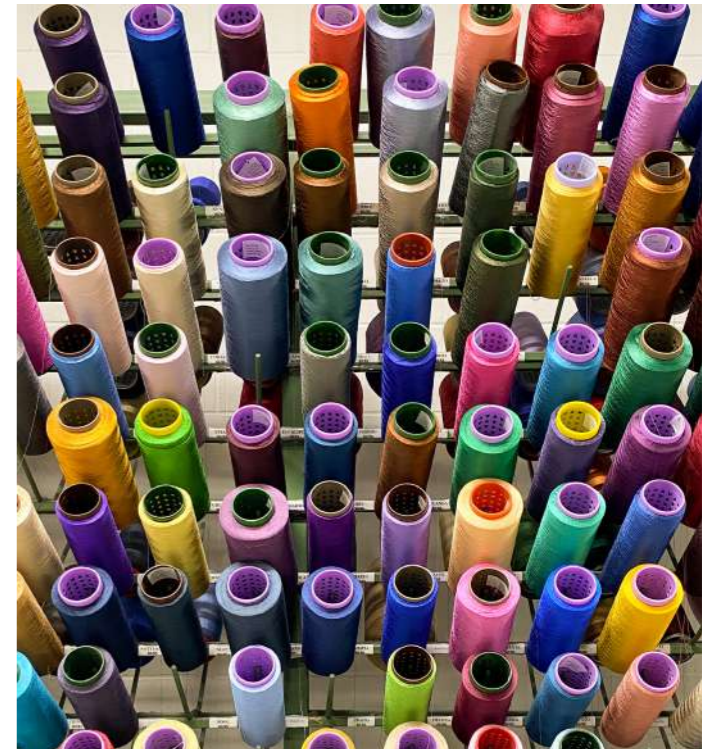
In 2022, Endelea experimented with this production method for both the two models offered in inclusive sizes and the Tingatinga collection, that, due to hand-painting still required longer-than-average production times.

Items produced made to order: 28



Mapping suppliers

Also in 2022, Endelea mapped sustainable and supply chain-controlled suppliers from Europe and Africa, including garment components such as buttons, zips, tapes, labels and elastics. 45 out of 100 present a sustainability certification attesting to their ethical, social and environmental commitment.



Sustainable design

Packaging: circular and plastic free

In 2022, Endelea used 360 kg of waste fabric generated by the production of the collections to create the fabric pouch in which the garment is placed: an upcycling and circular economy project, since the bag is intended to be used as desired by the customer (travel bag, beauty case, etc.). The decision to use packaging made from left-over fabrics has the primary aim of minimizing waste, avoiding the use of polluting single-use plastic, and at the same time offering premium reusable packaging.

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

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



Zero Waste

Endelea believes in the zero waste philosophy and aims to get as close as possible to zero waste throughout the entire production process, with a particular focus on the use of textiles and the reduction of textile waste.

Waste that cannot be reused to make packaging is made available to tailors for personal use or for making creations that contribute to their livelihood.

Upcycling Project: a virtuous way of using leftover textiles

In 2022, Endelea presented a collection of products made with leftover fabric from previous collections.

Upcoming: The upcycling project will continue in 2023.

Model	Price
Collar	28
Yoga Mat Bag	35
PC case	20
Quilted clutch	33

Dead stock cotton

The bucket hat collection realized in collaboration with EFI was made using cotton fabric from dead stock, i.e. from inventories and otherwise destined for the scrap heap.

Cracode's carpets

In 2022, Endelea entrusted the Cracode workshop in Dar es Salaam, with whom it had already produced the kikoi collection in 2021, with the production of a capsule collection of carpets made from the waste fabric of previous collections.

Carpets made: 4



Recycling and waste management

In 2022, environmental policies were defined to promote recycling in waste management and the use of certified office materials with the intention of standardizing environmentally sustainable behavior at all company levels, both in Italy and in Tanzania.

3.3.3

Emissions and energy consumption

A commitment to shipments

Currently, shipments from the production laboratory in Tanzania to the warehouse in Italy are carried out by combined air/road transport, as well as shipments of finished products to end customers in the various European countries and in Italy.

CO2 offsetting

Since 2021, Endelea has activated the carbon offset option on the Shopify platform which offsets each shipment to the end customer. Emissions from the team's trips from Italy to Tanzania are always CO2 compensated.

Number of return flights Italy-Tanzania	18
Amount spent on offsetting	270 €

Smart working

Endelea encourages smart working for its Italian team members. A best-practice guide was drawn up and shared in 2022 to better manage the purchase and use of materials, the use of electricity, and the work-life balance.

Consumption under control

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

Upcoming: For the next few years, Endelea is committed to switching to renewable energy by installing solar panels on the laboratory roof.





4

Towards B-Corp certification

endelea

DREAM BOLD

Towards B-Corp certification

'Measuring your impact takes time'. This is the motto of B-lab, a US nonprofit that identifies and awards B-corp certification to companies that, in addition to profit goals, meet the highest standards of social and environmental performance, transparency and accountability.

Endelea began the process of obtaining B-corp certification in April 2022, passing the first stage of self-assessment with 167.4 points (the minimum is 80), 99.3 points above the national average.

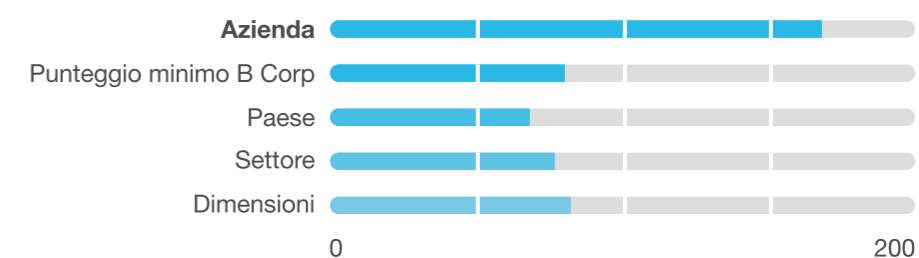
Since October 2022, B-lab has started due diligence (i.e. verification of numbers and data provided), and is currently revising the assessment.

Punteggio complessivo: B Impact Score 

Endelea

Data di fine dell'anno fiscale 31 Dec 2021

167.4



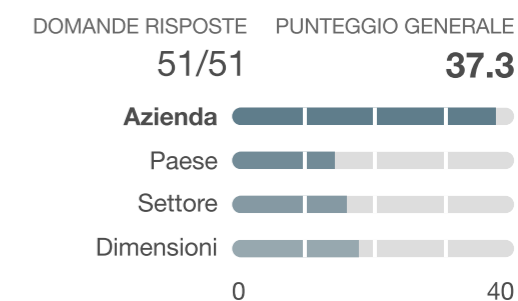
Governance

Scopra in che modo l'azienda può migliorare le politiche e pratiche pertinenti alla propria missione, all'etica, la responsabilità e trasparenza.

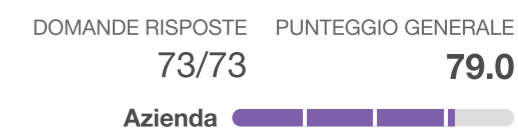


Lavoratori

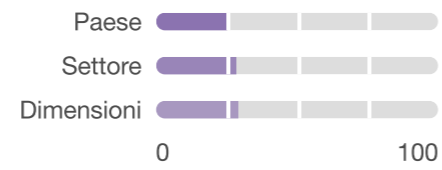
Scopra in che modo l'azienda può contribuire al benessere finanziario, fisico, professionale e sociale dei propri lavoratori.



Comunità

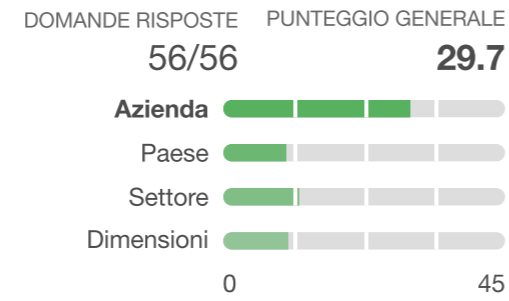


Scopra in che modo l'azienda può contribuire al benessere economico e sociale delle comunità in cui opera.



Ambiente

Scopra in che modo l'azienda può migliorare la propria gestione ambientale in generale.



Clienti

Scopra in che modo l'azienda può migliorare il valore che crea per i clienti e consumatori diretti dei propri prodotti e servizi.





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