



cifal
Flanders



United Nations Institute for Training and Research



unitar

ACTION LEARNING DAY
SUSTAINABILITY IN FASHION MANAGEMENT
ANTWERP, 31 AUGUSTUS 2017



CIFAL FLANDERS

UNITAR AFFILIATED INTERNATIONAL TRAINING CENTRE

FOR AUTHORITIES & LEADERS IN SOCIETY

ON PEACE, HUMAN RIGHTS & SUSTAINABLE DEVELOPMENT



University
of Antwerp

Flanders
State of the art

antwerp
management school
The autonomous management school
of the University of Antwerp



PROGRAMME

<u>TIME</u>	<u>TOPIC</u>	<u>PAGE</u>
09:00 - 10:30	Introduction to Corporate Social Responsibility & Sustainable Development Goals <i>Peter Wollaert, CIFAL Flanders, www.cifal-flanders.org</i>	3 - 29
10:30 - 10:45	Break	
10:45 - 11u45	Bel&Bo <i>Tine Buysens, Bel&Bo, www.bel-bo.be</i>	30 - 31
11:45 - 12:30	New Business Models <i>Veerle Spaepen, Plan C, www.plan-c.eu</i>	32
12:30 - 13:30	Lunch	
13:45 - 14:35	Flanders Fashion Institute: Close The Loop <i>Jasmien Wynants, FFI, www.flandersdc.be</i>	33
14:35 - 14:45	Briefing Action Learning Tour	
15:00 - 16:30	Visiting inspiring cases: JUTTU, www.juttu.be F.A.A.M., www.faamstore.com Pure by Luce, www.purebyluce.com	34 - 36
16:30 - 17:30	Reflection & Evaluation	



CIFAL FLANDERS

MISSION

CIFAL Flanders promotes peace, human rights & sustainable development and the declarations, principles and guidelines of the United Nations, with focus on Agenda 2030 and the Sustainable Development Goals (SDGs).

TARGET AUDIENCE



Governments



Businesses



NGO &



Trade Unions



Academia



Media

TRAINING PORTFOLIO

Action Learning Days



Workshops



Guest Lectures



SDG City Hall Talks



International Seminars



Conferences

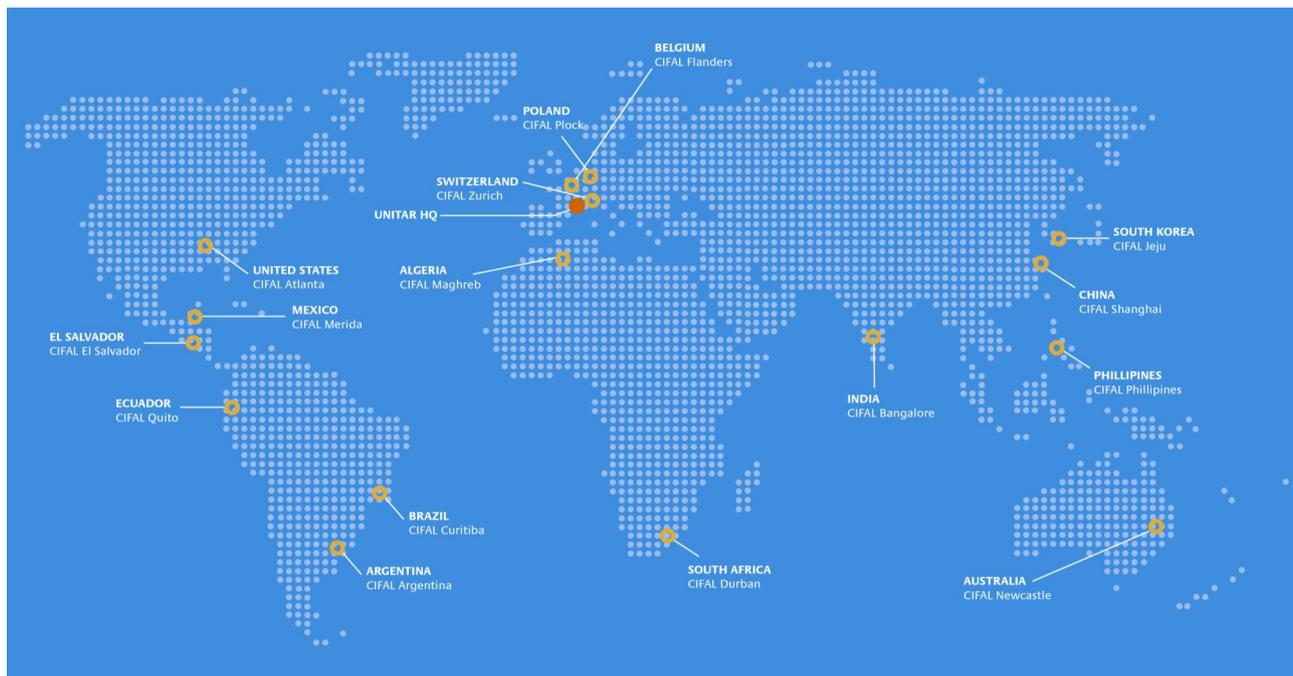




CIFAL GLOBAL NETWORK | UNITAR

16 INTERNATIONAL TRAINING CENTRES

CIFAL Flanders is one of the 16 international training centres of the CIFAL Global Network and is affiliated with UNITAR, the principle training arm of the United Nations. The CIFAL centres are located across Asia, Africa, Europe, the Americas and the Caribbean. Since its inception in 2003, the Network has reached more than 30,000 beneficiaries through over 400 learning events.



THEMATIC AREAS OF WORK

Urban Governance and Planning

- › Urban Services
 - Transport
 - Road Safety
 - Waste Management
 - Safety and Security
 - Technology
- › Integrated Urban Planning
- › Disaster Risk Reduction
- › Transparency and Anti-Corruption

Economic Development

- › Competitiveness
- › Creative Economy
- › Employment Promotion
- › Tourism for Development
- › Airports Management

Social Inclusion

- › STEAM Education
- › Migration
- › Human Trafficking
- › Youth Engagement

Environmental Sustainability

- › Energy
- › Green Growth and Green Purchasing
- › Transition Towns and Villages
- › Climate Change
- › Food Security

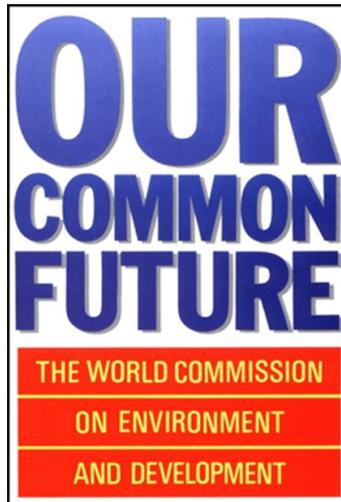
<http://www.unitar.org>

<https://www.unitar.org/dcp/cifal-network/cifal-centres>

<https://www.learnatunitar.org>



SUSTAINABLE DEVELOPMENT (1987)



“Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.”

Gro Harlem Brundtland

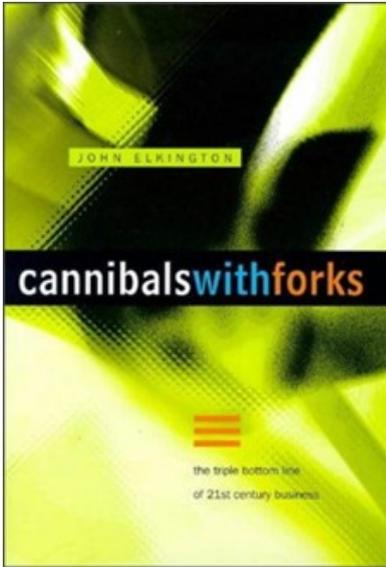
The World Commission on Environment and Development (WCED) launched in 1987 the concept of sustainable development in the Brundtland-report:

Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs. It contains within it two key concepts:

- *the concept of ‘needs’, in particular the essential needs of the world’s poor, to which overriding priority should be given;*
- *and the idea of limitations imposed by the state of technology and social organization on the environment’s ability to meet present and future needs (WCED, 1987, p. 43).*



TRIPLE BOTTOM LINE (JOHN ELKINGTON, 1997)



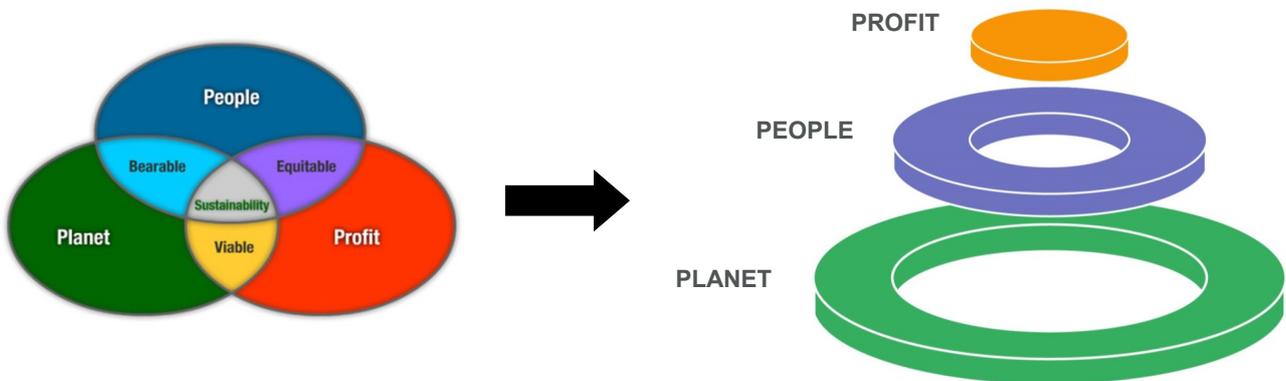
John Elkington (UK)

1999: **Cannibals with forks**

The Triple Bottom Line is an accounting framework with three parts:

- ⇒ People
- ⇒ Planet
- ⇒ Profit

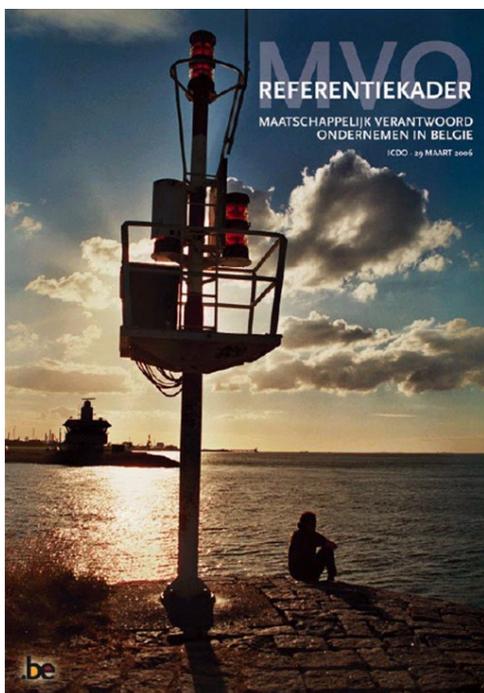
to evaluate an organisation's performance in a broader (social, environmental and financial) context.





CORPORATE SOCIAL RESPONSIBILITY (CSR)

DEFINITION IN BELGIUM (2006)



“Corporate Social Responsibility is a process in which companies voluntarily strive for improvement on a business as well as societal level by systematically including economic, environmental and social considerations in an integrated and coherent manner in the entire business operations, in which consultation with stakeholders of the company forms part of this process.”

DEFINITION IN EU (2011)

“CSR is the responsibility of enterprises for their impacts on society”. Respect for applicable legislation, and for collective agreements between social partners, is a prerequisite for meeting that responsibility. To fully meet their corporate social responsibility, enterprises should have in place a process to integrate social, environmental, ethical, human rights and consumer concerns into their business operations and core strategy in close collaboration with their stakeholders, with the aim of:

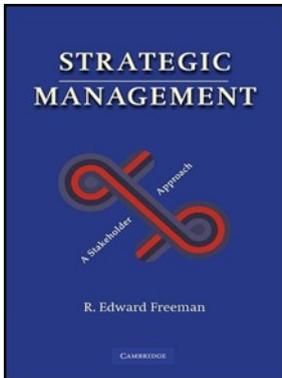
- maximising the creation of shared value for their owners/shareholders and for their other stakeholders and society at large;
- identifying, preventing and mitigating their possible adverse impacts.

Link: http://ec.europa.eu/growth/industry/corporatesocial-responsibility_nl





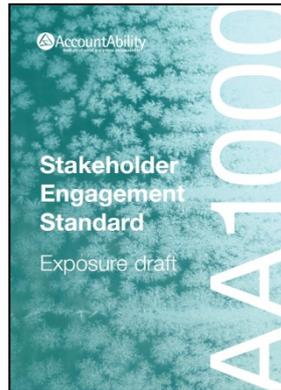
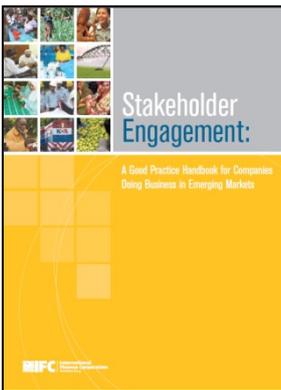
STAKEHOLDER MANAGEMENT (EDWARD FREEMAN, 1984)



Edward FREEMAN (USA)

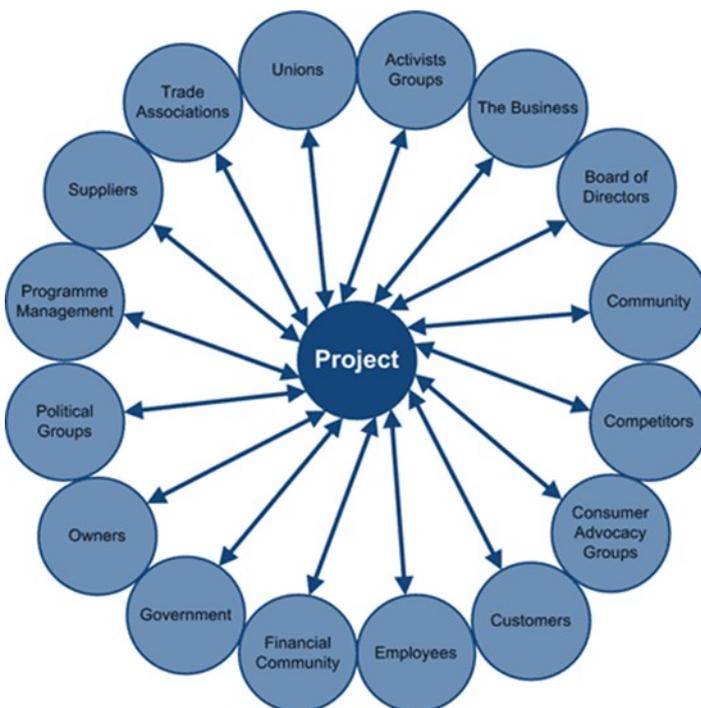
1984: **Strategic Management**

“A stakeholder is a person, group or organization that has interest or concern in an organization. Stakeholders can affect or be affected by the organization’s actions, objectives and policies.”



Stakeholder Engagement Standard (SES) AA 1000

www.accountability.org/standards/aa1000ses/index.html





MATERIALITY (MATRIX)

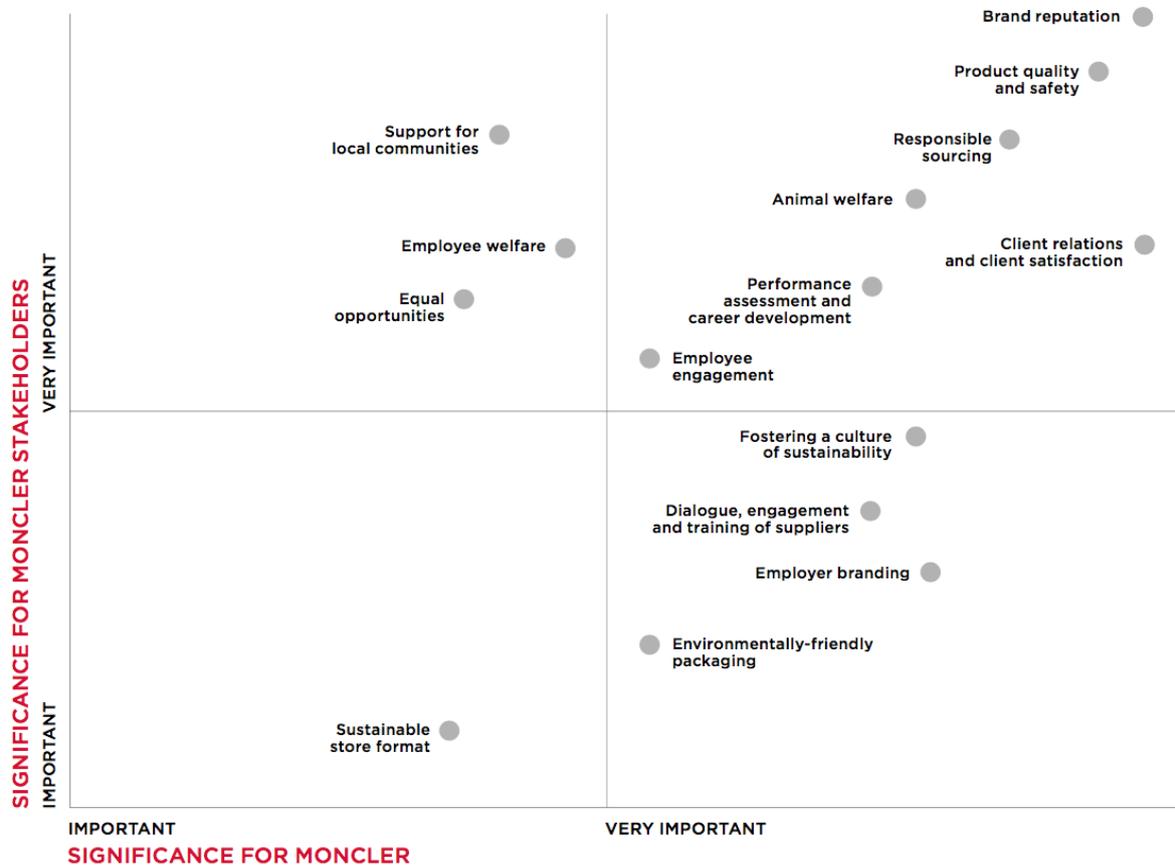


Fig: Materiality matrix of the Moncler group

The materiality principle implies that an organisation should focus primarily on the aspects that:

1. Reflect the organization’s significant economic, environmental and social impacts; (**Impact on Company**) or
2. Substantively influence the assessments and decisions of stakeholders (**Societal Concern**)

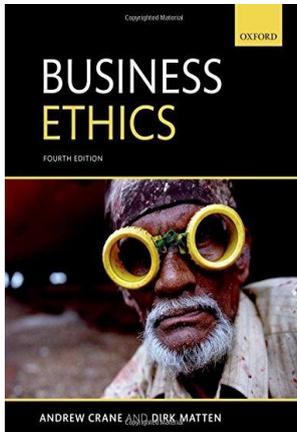


G4 Sustainability Reporting Guidelines
Enabling all organisations to report the sustainability information that matters.

www.globalreporting.org/reporting/g4



BUSINESS ETHICS (CRANE & MATTEN, 2010)



Andrew CRANE & Dirk MATTEN

2010: Business Ethics

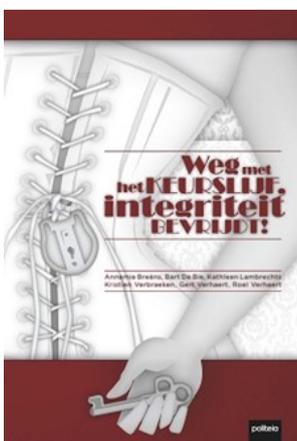
“Business ethics is the study of business situations, activities, and decisions where issues of right and wrong are addressed.”

- ⇒ Ethical Charter / Code
- ⇒ Integrity Management: dilemma training



Johan VERSTRAETE en Luc VAN LIEDEKERKE (BE)

2008: Business en Ethiek



Roel VERHAERT a.o. (BE)

2012: Weg met het keurslijf, integriteit bevrijdt!



CREATING SHARED VALUE (MICHAEL PORTER, 2011)



Michael PORTER (UK)

2011: **Creating Shared Value**

<https://hbr.org/2011/01/the-big-idea-creating-shared-value>

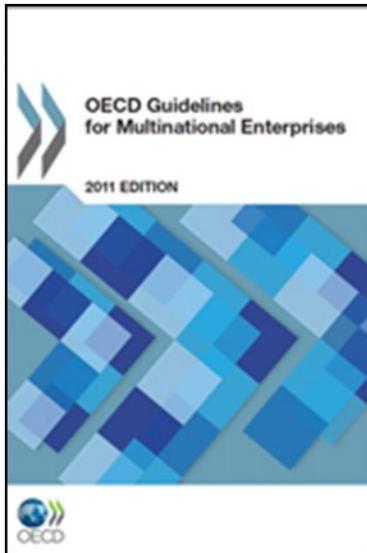
Companies can create economic value by creating societal value. There are three distinct ways to do this: by reconceiving products and markets, redefining productivity in the value chain, and building supportive industry clusters at the company's locations. Each of these is part of the virtuous circle of shared value; improving value in one area gives rise to opportunities in the others.

The concept of shared value resets the boundaries of capitalism. By better connecting companies' success with societal improvement, it opens up many ways to serve new needs, gain efficiency, create differentiation, and expand markets.

The ability to create shared value applies equally to advanced economies and developing countries, though the specific opportunities will differ. The opportunities will also differ markedly across industries and companies—but every company has them. And their range and scope is far broader than has been recognized.



OECD GUIDELINES MULTINATIONAL ENTERPRISES (1976)



OECD **GUIDELINES**
FOR MULTINATIONAL
ENTERPRISES



**OECD Guidelines for
Multinational
Enterprises**

RECOMMENDATIONS FOR
RESPONSIBLE BUSINESS CONDUCT
IN A GLOBAL CONTEXT

<https://mneguidelines.oecd.org>

The OECD Guidelines for Multinational Enterprises are annexed to the OECD Declaration on International Investment and Multinational Enterprises (MNEs). They are recommendations providing principles and standards for responsible business conduct for multinational corporations operating in or from countries adhered to the Declaration. The OECD Guidelines were first adopted in 1976 and have since been updated several times to reflect changes in the economic landscape and business practices. The most recent update of the Guidelines was adopted on 25 May 2011 following a process of consultation.

The OECD Guidelines set out basic standards for multinational enterprises. These cover the following:

- ⇒ Encouraging socially-responsible behaviour in supply chain management;
- ⇒ Disclosure of information on social and environmental performance, observance of codes of conduct and relationships with stakeholders;
- ⇒ Respect for human rights;
- ⇒ Respect for basic individual and collective labour rights;
- ⇒ Protection of the environment and public health and safety;
- ⇒ Combatting corruption;
- ⇒ Respect for consumer health and safety;
- ⇒ Transfer and diffusion of science and know how, with due regard to the protection of intellectual property rights;
- ⇒ Prevention of anti-competitive practices; and
- ⇒ Contribution to public finances of the host country.



OECD NATIONAL CONTACT POINTS (NCPs)

Governments adhering to the OECD Guidelines are obliged to set up National Contact Points (NCPs). Their main role is to further the effectiveness of the Guidelines by undertaking pro-motional activities, handling enquiries, and contributing to the resolution of issues that arise from the alleged non-observance of the Guidelines in specific instances. NCPs report to the OECD Investment Committee and regularly meet to share their experiences. The European Commission has also committed itself to promoting the Guidelines. For the entire list of countries that have set up a national contact point, please visit:

mneguidelines.oecd.org/ncps/

In addition to setting up NCPs, governments across the EU have developed CSR activities to promote, encourage and support multinationals operating in their country to adopt these OECD Guidelines. For some countries, this has involved making clear the link between their overall strategies for CSR and the OECD Guidelines. Some have started this process by making an assessment of the current state of play regarding progress towards the objectives of the guidelines.

To visit the National Contact Point Belgium:

economie.fgov.be/oeso.jsp





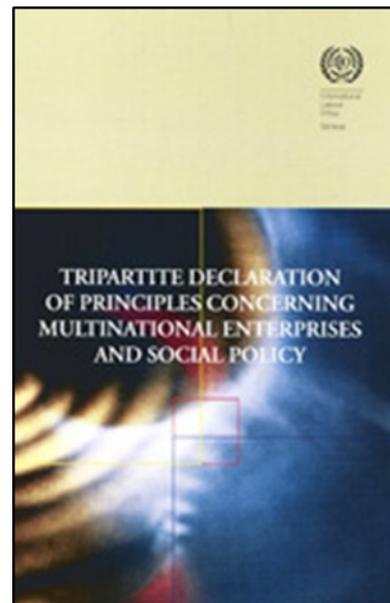
In the 1960s and 1970s, the activities of multinational enterprises (MNEs) provoked intense discussions that resulted in efforts to draw up international instruments for regulating their conduct and defining the terms of their relations with host countries, mostly in the developing world.

Labour-related and social policy issues were among those concerns to which the activities of MNEs gave rise. The ILO's search for international guidelines in its sphere of competence resulted, in 1977, in the adoption by the ILO Governing Body, of the Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (MNE Declaration).

The principles laid down in this universal instrument offer guidelines to MNEs, governments, and employers' and workers' organizations in such areas as employment, training, conditions of work and life, and industrial relations. Its provisions are reinforced by certain international labour Conventions and Recommendations which the social partners are urged to bear in mind and apply, to the greatest extent possible. The adoption of the ILO Declaration on Fundamental Principles and Rights at Work and its Follow-up in 1998 highlighted the importance of the fundamental Conventions in realizing the objectives of the ILO, and consequently, the MNE Declaration takes into account the objectives of the 1998 Declaration.

Today, the prominent role of MNEs in the process of social and economic globalization renders the application of the principles of the MNE Declaration as timely and necessary as they were at the time of adoption. As efforts to attract and boost foreign direct investment gather momentum within and across many parts of the world, the parties concerned have a new opportunity to use the principles of the Declaration as guidelines for enhancing the positive social and labour effects of the operations of MNEs.

www.ilo.org/mnedeclaration

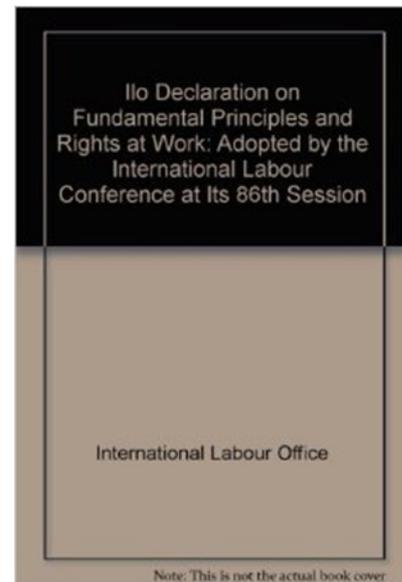




Adopted in 1998, the Declaration commits Member States to respect and promote principles and rights in four categories, whether or not they have ratified the relevant Conventions.

These categories are:

- freedom of association and the effective recognition of the right to collective bargaining,
- the elimination of forced or compulsory labour,
- the abolition of child labour and
- the elimination of discrimination in respect of employment and occupation.



The Declaration makes it clear that these rights are universal, and that they apply to all people in all States - regardless of the level of economic development. It particularly mentions groups with special needs, including the unemployed and migrant workers. It recognizes that economic growth alone is not enough to ensure equity, social progress and to eradicate poverty.

This commitment is supported by a Follow-up procedure. Member States that have not ratified one or more of the core Conventions are asked each year to report on the status of the relevant rights and principles within their borders, noting impediments to ratification, and areas where assistance may be required. These reports are reviewed by the Committee of Independent Expert Advisers. In turn, their observations are considered by the ILO's Governing Body.

www.ilo.org/declaration/lang--en/index.htm



ICC GUIDANCE ON SUPPLY CHAIN RESPONSIBILITY (2007)



In this paper, ICC offers a global business perspective on the policy implications that companies have to consider when defining their approach to supply chain responsibility, and presents various mechanisms that companies can use to help their suppliers improve their social and environmental performance.

A basic principle for all companies is to deal with suppliers who comply with all applicable laws and regulations in their business activities. While monitoring compliance with the law is a matter of law enforcement, and the ownership of this function properly rests with government, the environment for doing business in some countries can be especially challenging due to the lack of government oversight.

As a result, companies find themselves having to address social and environmental issues that lie outside their remit as private institutions, but which they are increasingly expected to address in their supply chain operations. In this context, a number of initiatives have been taken by individual companies and sector associations to assist suppliers in complying with their legal obligations.

Based on the experience of ICC member companies across a broad range of sectors and geographies, this paper seeks to establish a policy framework which defines the respective roles of business and government in this area, and encourages companies to adopt a risk-based approach by concentrating efforts where they are most needed, and most likely to bring about change. Within this policy framework, ICC suggests a set of practical recommendations to help companies manage their relationships with suppliers in a responsible way.

www.iccwbo.org





UN GLOBAL COMPACT (UNGC, 2000)

The UN Global Compact (UNGC), officially launched on July 26, 2000, contains ten principles and asks companies to adopt a set of core values in the following areas:



10 Principles of the UN Global Compact

	Human Rights	Principle 1: Businesses should support and respect internationally proclaimed human rights; and Principle 2: ensure that they are not complicit in human rights abuses.
	Labour	Principle 3: Businesses should uphold the freedom of association and recognize effectively the right to collective bargaining; Principle 4: eliminate all forms of forced and compulsory labour; Principle 5: effectively abolish child labour; and Principle 6: eliminate discrimination in respect of employment and occupation.
	Environment	Principle 7: Businesses should support a precautionary approach to environmental challenges; Principle 8: undertake initiatives to promote greater environmental responsibility; and Principle 9: encourage the development and diffusion of environmentally friendly technologies.
	Anti-Corruption	Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

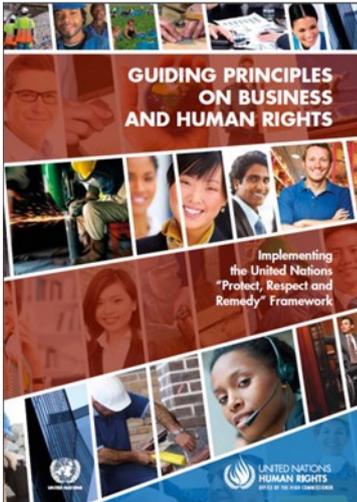
Human Rights directly derived from the **Universal Declaration of Human Rights**.

Labour Standards directly derived from the **Declaration of the International Labour Organisation**.

Environment directly derived from the **Rio Declaration on Environment and Development**.

Anti-Corruption directly derived from the **UN Anti-Corruption Convention**.

www.unglobalcompact.org



John RUGGIE

The UN Guiding Principles on Business and Human Rights (UNGP) were adopted by the UN in 2011.

Business enterprises should respect human rights. This means that they should avoid infringing on the human rights of others and should address adverse human rights impacts with which they are involved.

The responsibility of business enterprises to respect human rights refers to internationally recognized human rights – understood, at a minimum, as those expressed in the International Bill of Human Rights and the principles concerning fundamental rights set out in the International Labour Organization's Declaration on Fundamental Principles and Rights at Work.

The responsibility to respect human rights requires that business enterprises:

- (a) Avoid causing or contributing to adverse human rights impacts through their own activities, and address such impacts when they occur;
- (b) Seek to prevent or mitigate adverse human rights impacts that are directly linked to their operations, products or services by their business relationships, even if they have not contributed to those impacts.

The responsibility of business enterprises to respect human rights applies to all enterprises regardless of their size, sector, operational context, ownership and structure. Nevertheless, the scale and complexity of the means through which enterprises meet that responsibility may vary according to these factors and with the severity of the enterprise's adverse human rights impacts.

In order to meet their responsibility to respect human rights, business enterprises should have in place policies and processes appropriate to their size and circumstances, including:

- (a) A policy commitment to meet their responsibility to respect human rights;
- (b) A human rights due diligence process to identify, prevent, mitigate and account for how they address their impacts on human rights;
- (c) Processes to enable the remediation of any adverse human rights impacts they cause or to which they contribute.

<http://business-humanrights.org/en/un-guiding-principles>

ROADMAP FOR IMPLEMENTATION: ISO 26000 (2010)



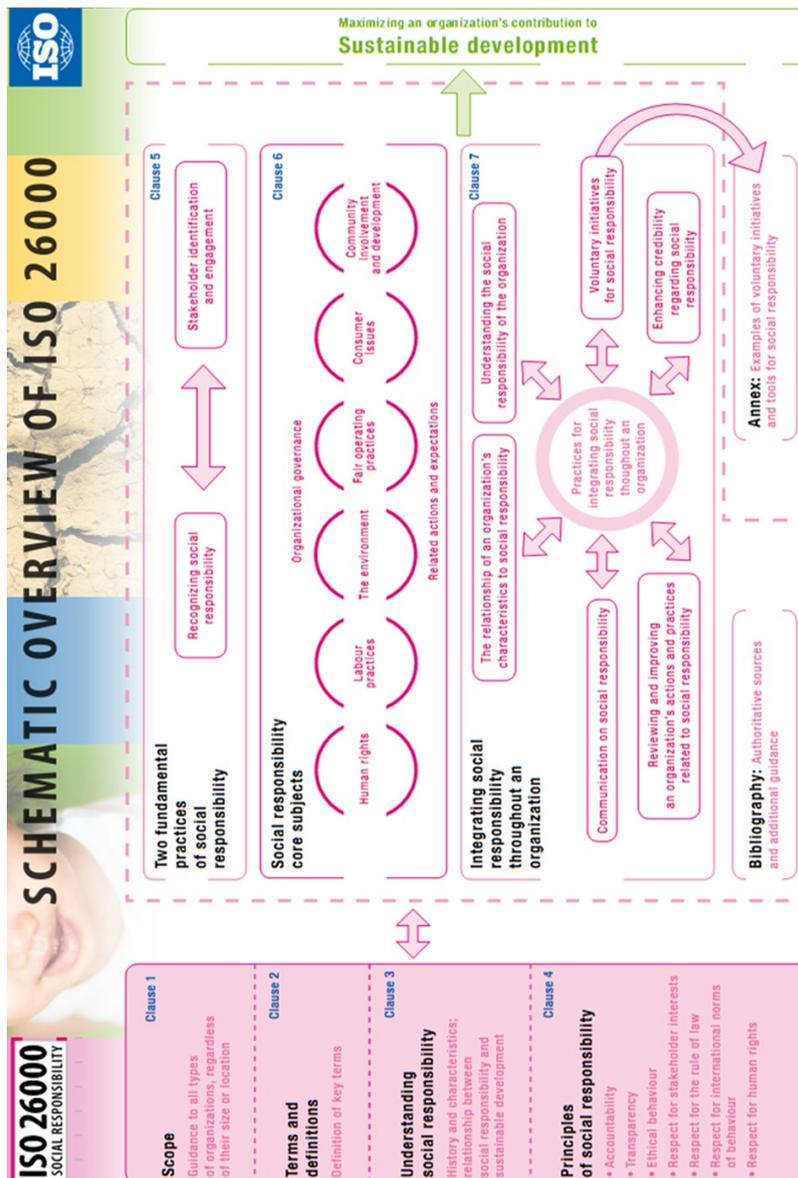
ISO 26000 is the standard for social responsibility for all organisations. It was produced by the International Standards Organisation in 2010. To ensure consistency, ISO has entered into special agreements with the ILO, the Global Compact, the Global Reporting Initiative (GRI) and the OECD. ISO 26000 does not offer guidance on social responsibility performance reporting. However, the ISO 26000 content does cover a very similar range of topics to that in the GRI Reporting Guidelines.



The ISO guidance provides a structure for companies to organise their activities, which can then be measured and presented in the company's report following GRI guidance. No formal accreditation process is available for the ISO 26000 standard.

Some countries (e.g. Germany, Italy) have developed national guidance tools for companies wishing to be ISO 26000 compliant. In some of the Nordic countries, there are also efforts to make state-owned businesses ISO 26000-compliant and to work in partnership in the Nordic region to promote these principles.

www.iso.org/iso/home/standards/iso26000.htm





TRANSPARENCY: SUSTAINABILITY REPORTING

Reporting on non-financial aspects of business performance is becoming an increasingly common measure of assessment of business' CSR achievements. Different rules apply in relation to what has to be reported, by whom, and as part of which official reporting procedure. The latter impacts on the extent to which such information is audited as part of a wider process of auditing company accounts. The full independent verification of such information can thus remain an issue.

Legislative requirements on non-financial reporting are not widespread through Member States but this is more common in countries with an established tradition of CSR or state-owned enterprises. Other countries are starting the process by conducting pilot activities or using the international guidelines.

Overzichtswebsite duurzaamheidsverslagen: www.sustainability-reports.com



THE GLOBAL REPORTING INITIATIVE (GRI)

www.globalreporting.org



SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB)

www.sasb.org



UNGC COMMUNICATION ON PROGRESS (COP)

www.unglobalcompact.org/cop



INTERNATIONAL INTEGRATED REPORTING COMMITTEE (IIRC)

www.theiirc.org



GUIDELINE 400 AND THE GUIDE TO SUSTAINABILITY REPORTING OF THE DUTCH ACCOUNTING STANDARDS BOARD

www.rjnet.nl

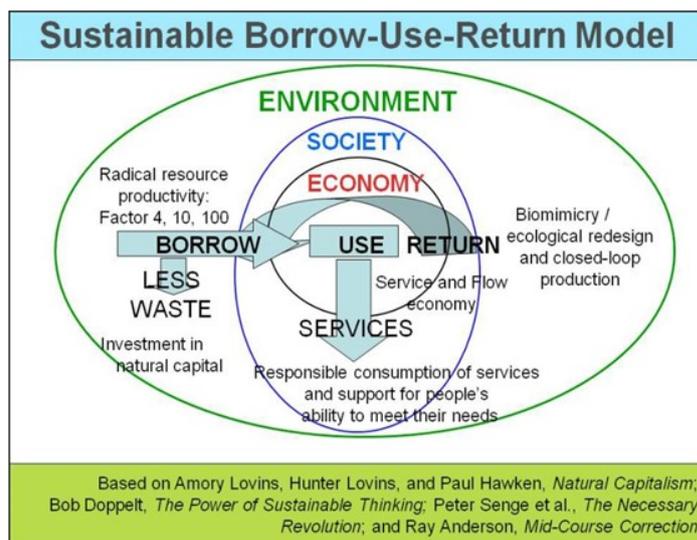
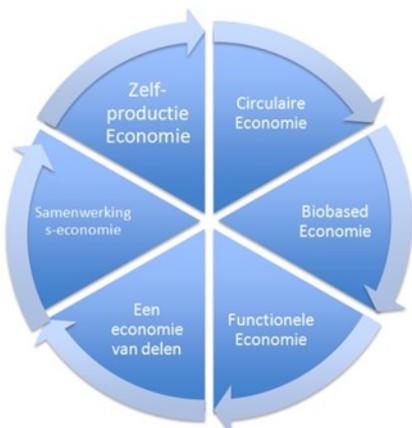


NEW BUSINESS MODELS (JAN JONKER, 2014)



Jan JONKER (NL)
2014: Nieuwe Business Modellen

www.nieuwebusinessmodellen.info/nl/nieuwe-business-modellen/

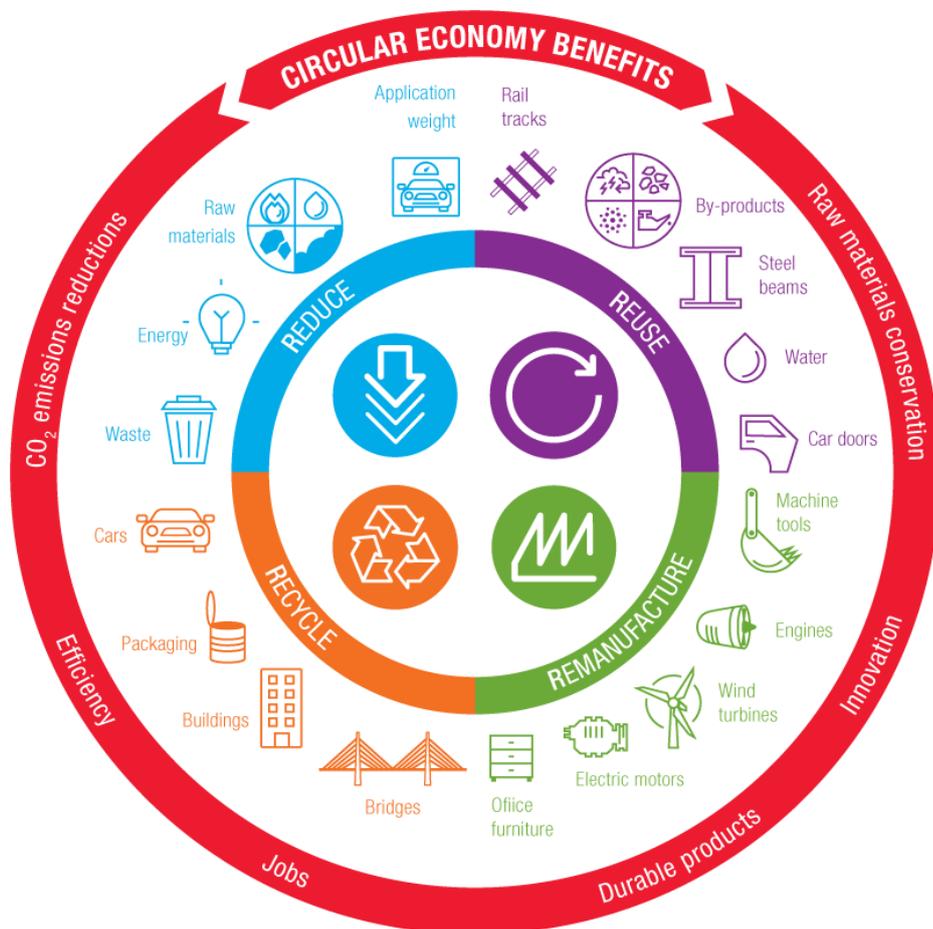


Bob Doppelt, *The Power of Sustainable Thinking*; Peter Senge et al., *The Necessary Revolution*; The Natural Step's four systems conditions

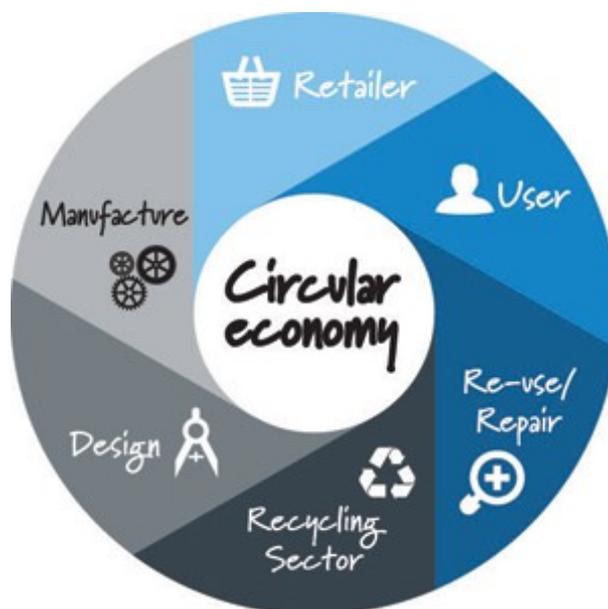
Based on Amory Lovins, Hunter Lovins, and Paul Hawken, *Natural Capitalism*; Bob Doppelt, *The Power of Sustainable Thinking*; Peter Senge et al., *The Necessary Revolution*; and Ray Anderson, *Mid-Course Correction*



CIRCULAR ECONOMY (PEARCE & KERRY, 1989)



A circular economy is a regenerative system in which resource input and waste, emission, and energy leakage are minimised by slowing, closing, and narrowing material and energy loops. This can be achieved through long-lasting design, maintenance, repair, reuse, remanufacturing, refurbishing, and recycling. This is contrast to a linear economy which is a 'take, make, dispose' model of production.





AGENDA 2030: 5 P'S & 17 SDGS

THE 5 P'S OF SUSTAINABLE DEVELOPMENT



THE 17 SUSTAINABLE DEVELOPMENT GOALS



1 NO POVERTY 	2 ZERO HUNGER 	3 GOOD HEALTH AND WELL-BEING 	4 QUALITY EDUCATION 	5 GENDER EQUALITY 	6 CLEAN WATER AND SANITATION
7 AFFORDABLE AND CLEAN ENERGY 	8 DECENT WORK AND ECONOMIC GROWTH 	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 	10 REDUCED INEQUALITIES 	11 SUSTAINABLE CITIES AND COMMUNITIES 	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
13 CLIMATE ACTION 	14 LIFE BELOW WATER 	15 LIFE ON LAND 	16 PEACE, JUSTICE AND STRONG INSTITUTIONS 	17 PARTNERSHIPS FOR THE GOALS 	



17 SUSTAINABLE DEVELOPMENT GOALS



End **poverty** in all its forms everywhere



End hunger, achieve food security and improved nutrition, and promote sustainable agriculture



Ensure **healthy** lives and promote **well-being** for all at all ages.



Ensure inclusive and equitable quality **education** and promote **life-long learning** opportunities for all.



Achieve **gender equality** and empower all **women** and **girls**.



Ensure availability and sustainable management of **water** and **sanitation** for all.



Ensure access to affordable, reliable, sustainable, and modern **energy** for all.



Promote sustained, inclusive and sustainable **economic growth**, full and productive **employment** and decent work for all.



17 SUSTAINABLE DEVELOPMENT GOALS



Build resilient **infrastructure**, promote inclusive and sustainable **industrialization** and foster **innovation**.



Reduce **inequality** within and among countries.



Make **cities** and **human settlements** inclusive, safe, resilient and sustainable.



Ensure sustainable **consumption** and **production** patterns.



Take urgent action to combat **climate change** and its impacts.



Conserve and sustainably use the oceans, seas and marine resources for sustainable development.



Protect, restore and promote sustainable use of terrestrial **ecosystems**, sustainably manage **forests**, combat **desertification**, and halt and reverse **land degradation** and halt **biodiversity** loss.



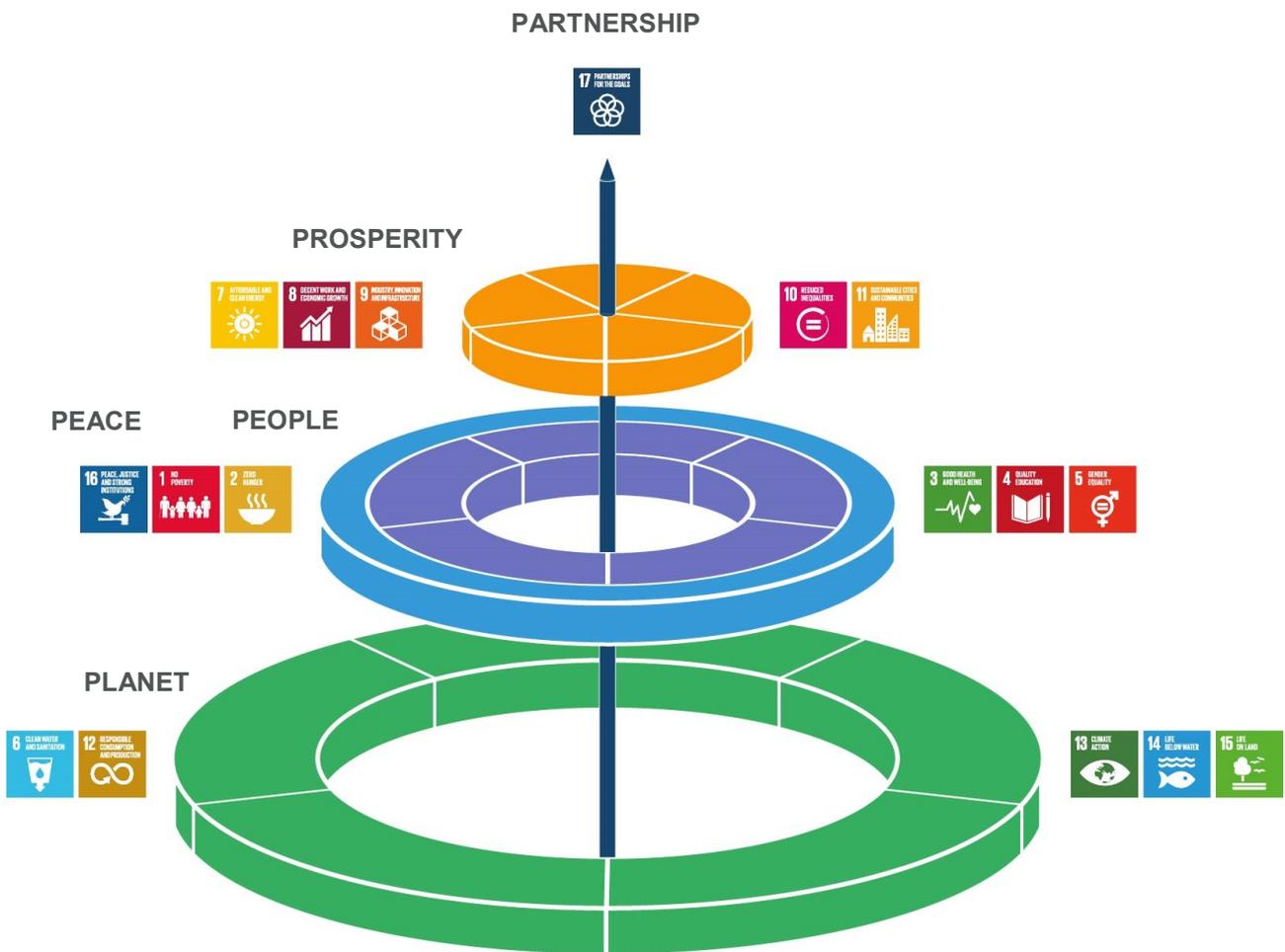
Promote **peaceful** and **inclusive societies** for sustainable development, provide access to **justice** for all and build effective, **accountable** and inclusive **institutions** at all levels.



Strengthen the **means** of **implementation** and revitalize the **global partnership** for sustainable development.



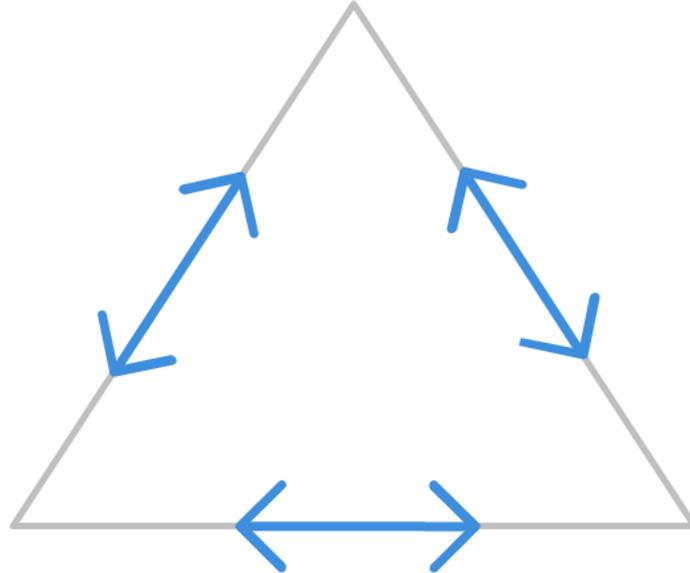
17 SUSTAINABLE DEVELOPMENT GOALS





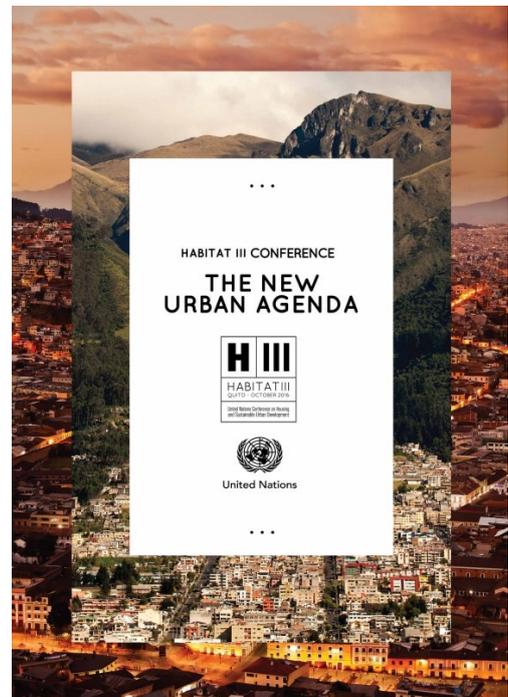
AGENDA 2030: ALSO A ROLE FOR BUSINESSES AND CITIES

1. UN Sustainable Development Goals (SDGs)



- ### 3. Corporate Social Responsibility
- Intrapreneurship
 - Social Business
 - Social Economy
 - Future Proof Business Models

2. Sustainable Cities





AGENDA 2030: FROM GLOBAL VISION TO BUSINESS ACTION

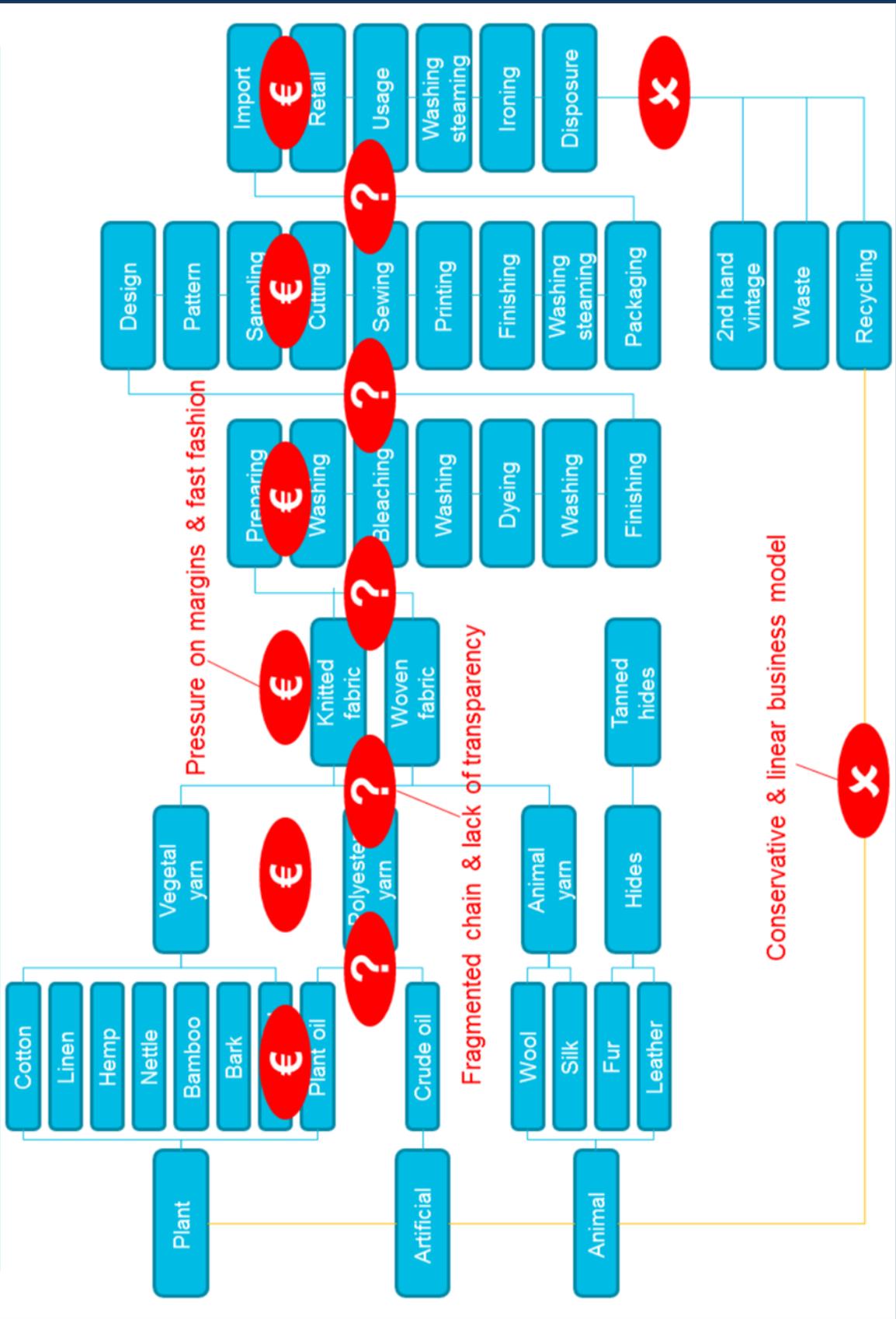


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OBSTACLES





FASHION SUPPLY CHAIN

MAJOR OBSTACLES

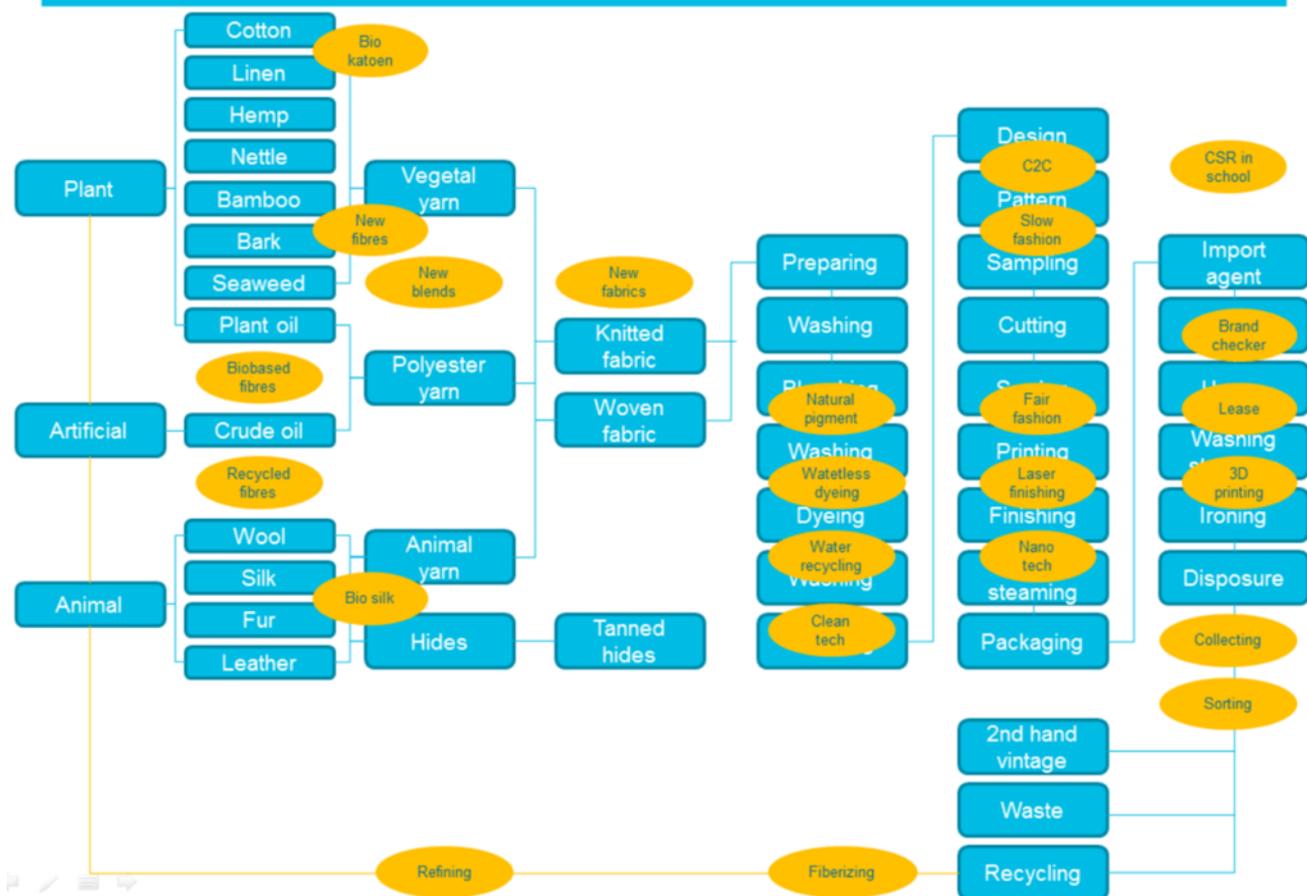
There is an **enormous pressure on margins and prices**, partly caused by fast fashion, which has a trickle down effect deeper into the supply chain where it hampers environmental and fair production.

The whole **supply chain is strongly globalized, geographically scattered and very fragmented**. This hampers the transparency in the chain and increases the lack of engagement throughout the chain. There is hardly any feeling with the product anymore.

The **whole business model is an old-fashioned and linear one** in which around 30% of the newly produced garments is disposed. 30%! (Tessa Groenen, MVO Nederland)

INNOVATIONS

INNOVATIONS



Source: MVO NEDERLAND

As an illustration, watch "The Next Black" documentary



Bel&Bo is a Belgian family business with over 90 outlets throughout Belgium. Their clothing line represents a complete collection of clothing and accessories for the entire family and for every style.

www.bel-bo.be

www.bel-bo.be/durability



FAIR WAIR FOUNDATION

Bel&Bo as the first big Belgian store chain to become a member of the Fair Wear Foundation.

Fair Wear Foundation (FWF) is an independent, non-profit organisation that works with companies and factories to improve labour conditions for garment workers.

FWF's 80 member companies represent over 120 brands, and are based in seven European countries; member products are sold in over 20,000 retail outlets in more than 80 countries around the world. FWF is active in 11 production countries in Asia, Europe and Africa.

FWF keeps track of the improvements made by the companies it works with. And through sharing expertise, social dialogue and strengthening industrial relations, FWF increases the effectiveness of the efforts made by companies.

www.fairwear.org

Code of Labour Practices of the Fair Wear Foundation:

- Employment is freely chosen
- There is no discrimination in employment
- No exploitation of child labour
- Freedom of association and the right to collective bargaining
- Payment of a living wage
- No excessive working hours
- Safe and healthy working conditions
- Legally-binding employment relationship



EXERCISE





NEW BUSINESS MODELS

NEW BUSINESS MODELS IN FASHION - "BRING BACK AS THE NEW BLACK"

Plan C is all about working towards Circular Futures: doing more with less resources. Their full name is Flemish Transition Network for Sustainable Materials Management.

They bring together individuals, companies, consumers, public sector organizations, knowledge institutions and civil society to advance an economic and societal system in which materials are managed sustainably. The circular economy offers one of the most attractive strategies to achieve this goal.

Plan C organizes Masterclasses for Circular Entrepreneurship, they communicate academic research via appealing articles and infographics. They set up network events and workshops with inspiring speakers and give lectures about the circular economy. Through hands-on experiments (like a design challenge for sustainable 3D-printing) and projects with companies and civil society organizations they try to acquire more practical knowledge about how you can realize the principles of circular economy in real life. Plan C is one of the three pillar organizations of the Flemish Materials Programme.

<http://www.plan-c.eu/>



The fashion sector is in need of new and innovative business models that can eventually promote systemic changes in the clothing industry towards sustainability. Instead of recognizing sustainability solely as compliance and risk management, businesses have to recognise the value-creating potential of sustainable business models.

According to Jan Jonker, the reciprocal concept of value creation is central in new business models: value is multiple, collective and shared. The idea is that transactions in business models generate economic, societal and ecological value at the same time.

There is an urgent need to redefine the highly unsustainable dominant approaches to business in the fashion sector. We have to come up with new, sustainable business models.



Flanders District of Creativity (Flanders DC) is a non-profit organization founded by the Flemish government. After the merger with Design Flanders and Flanders Fashion Institute, Flanders DC is ideally placed to serve the entire sector's needs. As an independent non-profit organisation, they act as the 'front office' of the government agency Flanders Innovation & Entrepreneurship, actively supporting creative entrepreneurs who want to build or grow their business. To achieve this, Flanders DC informs about Belgian fashion, advises fashion designers and labels on business topics, promotes them abroad and coaches a selection of young designers with high potential.



www.flandersdc.be

CLOSE THE LOOP

Plan C and Flanders Fashion Institute have developed a tool to guide fashion entrepreneurs through the basics of a more sustainable way of working.



A guide towards a circular fashion industry

With this online platform they want to encourage the industry to steer clear of a linear system (take-make-waste) and to embrace a more circular approach instead (with a focus on durability and avoiding waste).

HOW DOES CLOSE THE LOOP WORK?

To accelerate the shift to a circular economy, companies and other actors are encouraged to adopt various strategies and to take action. As a fashion entrepreneur you have the chance to make a difference and to affect the lifecycle of a garment. Such a **product lifecycle consists of the following phases**:



- Resources
- Design
- Production
- Retail
- Consumption
- End of life

For each phase, we have formulated five strategies that you can implement to contribute to a circular fashion industry. Seeing that it is impossible to apply all strategies to every part of the chain, this guide wants to encourage you to select a few strategies that are workable for you. After all, the success of a strategy depends on several factors (such as the size, focus and location of your business).

In addition, this tool offers quite a lot of **practical tips and tricks** that refer you to existing platforms, research that has already been done, as well as organizations that make an important contribution to the circular economy.

We will continue to expand the **cases database** (at the bottom of the homepage) by adding more and more inspirational examples for both entrepreneurs and consumers.

To conclude, it's also important to consider those basic principles that cannot be seen in isolation from more sustainable working practices in general. These principles are valid for the entire chain and have been included in '**Systems thinking**'.

www.close-the-loop.be



JUTTU offers more than 100 different brands in fashion, home and food. All its brands have a story to tell, a 'Juttu'. Whether they produce locally, started from an original idea, produce environmentally friendly, have a specific approach or are socially engaged: they all have something to share.

This is what JUTTU stand for...

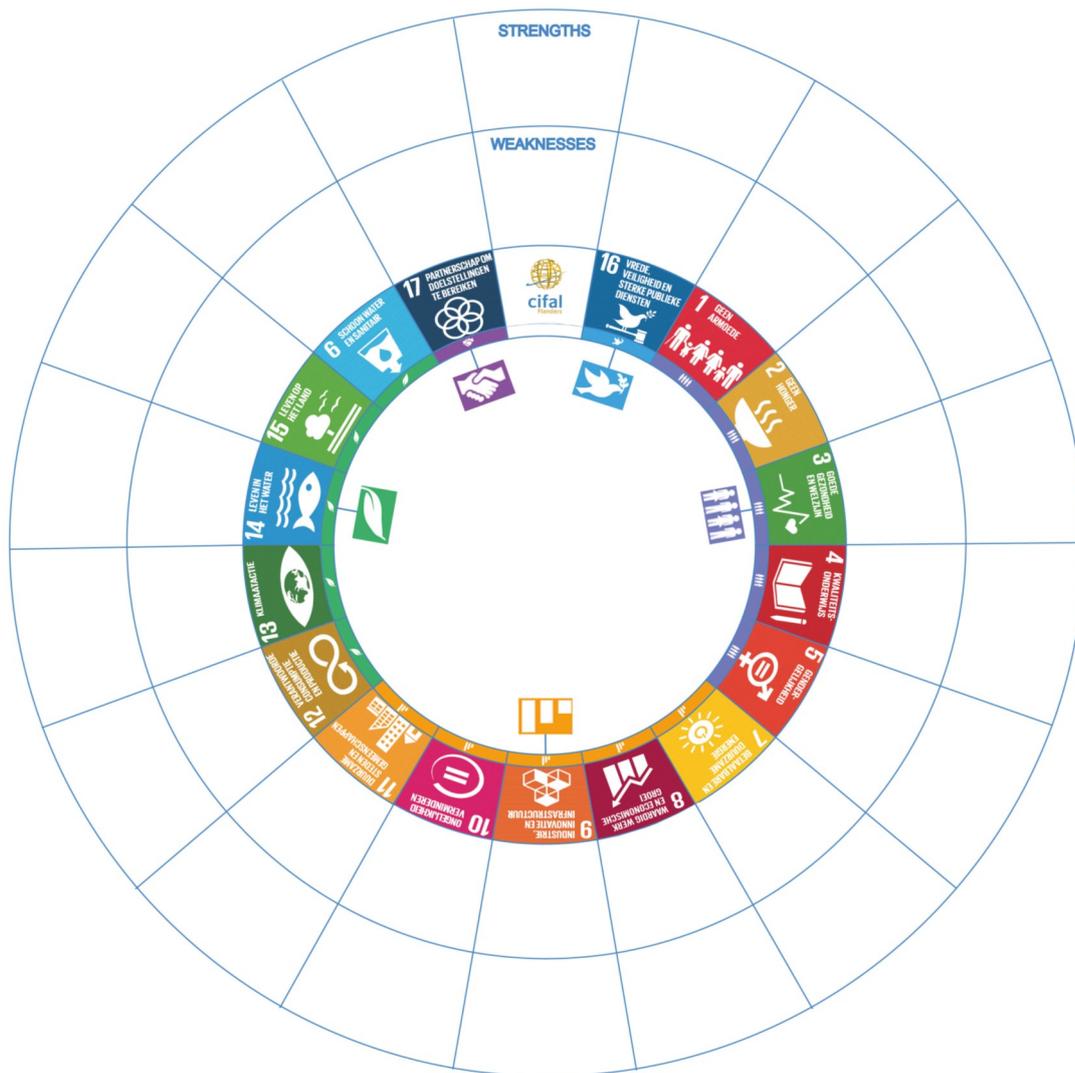
Awareness **B**ejuttful **C**olorful **D**ynamic team **E**ager to do better **F**air trade **G**oing the extra mile **H**earthwarming brands **I**nspirational tips and quotes **J**oy for fashion **K**nowledge is everything **L**augh & humour **M**eaningful mission **N**ew & **O**utgoing **P**ower to the people **Q**uality **R**espect for people, animal & environment **S**mart **T**imeless **U**nique & authentic **V**ersatility **W**ow **XO** **Y**es you can (yes ju tu)! **Z**est = 100% passionate about what we do.

www.juttu.be

www.komodo.online/blogs/blog/stockist-spotlight-juttu



EXERCISE





Froy & dind is a Belgian fashion and home decoration brand for adults, children and newborns created with passion by Froya and Adinda. The Antwerp lifestyle label was born in 2008 out of a long friendship, a similar taste and a common search for original products with colorful patterns that describe a world of joy and happiness. The fashion brand for combines the stylish look with high ecological and social standards.

Froy & dind work with GOTS certificate, which means that every step from farmer to the end product is carefully checked, both ecologically (use of organic cotton) and socially (working circumstances and wages).

www.froydind.be



froy & dind

EXERCISE





PURE BY LUCE

Pure by Luce is a travel-inspired, good karma apparel line for the conscious, positive and sophisticated woman.

They've got a crush on the world. We're on a never-ending quest to make a change in the fashion industry. Pure by Luce produces locally but get its inspirations from all over the world. Their designs are simple so their prints stand out. Their first collection is inspired on exotic and alluring Mexico.

Pure by Luce tests its limits and offers an activewear line that is made for that purpose exactly. Be part of their community that loves the world and explores it in every conscious way possible.

www.purebyluce.com



EXERCISE





OTHER EXAMPLES OF BEST PRACTICES

Honest By - www.honestby.com

Honest By offers products with complete transparency in price and manufacturing.

Jules Clarysse – www.julesclarysse.com/en/pure-products.htm

Kitchen and bath linen with sustainability as a guiding principle.

Flagbag – www.flagbag.be/en

Gives old flags a new life into hip and unique gadgets as a result of optimal recycling and social employment.

LENA The Fashion Library - www.lena-library.com/english

Fashion Library in Amsterdam.

MUD Jeans - www.mudjeans.eu

MUD Jeans leases jeans. They design classic jeans with recycling in mind, creating their own circle of recycled denim products.

Reclaim To Wear – www.reclaimtowear.com

Reclaim To Wear is a method of producing beautiful clothes using the fashion industry's surplus such as stock, remnants and off-cuts, to ensure that a large percentage of pre-consumer textile waste is re-used and re-introduced into the market as a new, upcycled product. E.g., they have already designed 3 collections for Topshop.

Naja - <http://www.naja.co/>

Naja offers lingery produced out of recycled plastic bottles. With part of the turnover they support their Underwear for Hope Program, which trains Columbian women to become sewers.

Patagonia – www.patagonia.com/us/common-threads

Patagonia offers qualitative clothing that lasts for years and can be repaired. During their Worn Wear Tour from California to New York, they repair clothes for free, give trainings on how to repair clothes, and sell second-hand Patagonia clothes.

Le Tote - <https://letote.com/>

The new business model of Le Tote : A sort of online fashion library, where you get at least one package of clothes per month, which you return whenever you want. They send a new package. You can buy the clothes that you like with a discount of the retail price.



INTERESTING TOOLS

WELLMADE

WellMade was launched in July 2013 as a three year project funded by the European Commission. It was developed to help provide everyone working in European clothing companies with tools to understand the major labour issues that they have influence over, and how they can support better working conditions. The sessions are offered at a wide range of trade fairs and professional events across Europe, and are supported by a website, which features a growing collection of case studies and resources developed by the project partners and organisations in their network. WellMade sessions are free for anyone attending an event where they are given, and the website content is open to the public. WellMade brings together a unique group of NGOs, business associations and trade unions who are willing to share their expertise and commitment to improving labour conditions in apparel supply chains. The views and knowledge of all three groups are needed to implement sustainable improvements for garment workers around the world. Fair Wear Foundation (FWF) is the lead partner of the WellMade project.

www.wellmade.org



RANK A BRAND

Rank a Brand is Europe's largest brand-comparison website with over 500 brands in 25 sub-sectors, including fashion, electronics, food & beverages and travel. Rank a Brand provides the public with independent information on brands' sustainability credentials. Formed by like-minded consumers, at Rank a Brand you find an overview of important consumer brands and their sustainability scores based on the themes of environment, climate, labour issues, and transparency.

www.rankabrand.org

FAIR FASHION? APP

The Clean Clothes Campaign conducted a survey in 2013, with the aim of providing greater transparency for consumers on this issue. More than 140 fashion brands were analysed and are now brought as an app, which was realized by the Swiss Clean Clothes Campaign, by The Berne Declaration.

<https://play.google.com/store/apps/details?id=ch.taktill.fashioncheck.app&hl=nl>

<https://itunes.apple.com/us/app/fair-fashion/id414746532?mt=8>





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TRAINING ON AGENDA 2030 & THE 17 SDG'S

CIFAL Flanders offers custom training programs for leaders, directors and employees of (local) governments, private companies, educational institutions, trade unions, ngos and other federations consisting of minimal one hour and maximum half a day. The offering consists of guest lectures, intro workshops and advanced workshops.

In our newsletter, you receive more information about our training offering consisting of action learning days, online courses, action learning platforms, international seminars and master classes.

TRAINING OFFERING ON OTHER UN DECLARATIONS

CIFAL Flanders also offers courses and trainings on other UN declarations and principles:

- Habitat III (New Urban Agenda 2016)
- Paris Declaration (Agreement on Climate Change)
- UN Global Compact (10 Principles)
- Ruggie Framework (Business & Human Rights)

INTERNATIONAL UNITAR ONLINE COURSES

For more online courses and training programs of UNITAR, go to www.learnatunitar.org.

CONTACT US FOR MORE INFORMATION

T: +32 3 338 67 20

E: info@cifal-flanders.org

Skype: cifal-flanders

Postal address:

Grote Markt 1, 2000 Antwerpen

Office address:

Den Bell, Francis Wellesplein 1, 2018 Antwerpen

www.cifal-flanders.org | www.unitar.org