

**Proposal for building a community of practice**



# ethical fashion

**Devising collaborative solutions to social and environmental challenges in the fashion industry**

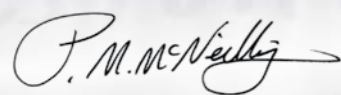
## Dear Stakeholder,

During our conversation with you so far you have told us that the fashion industry faces a crisis of confidence in the eyes of the consumer. Trust is low, awareness and demand for ethical accountability is high, and the means to deliver transparency and a consistent, credible message to your stakeholders is not yet in place. We have heard your concerns. We have worked with you at the ethical fashion event that we hosted in February 2006 to identify the key issues, define them and formulate plans for action. Now the time has come to take your agenda further and face the acid-test of implementation.

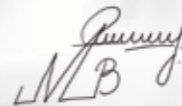
If you are ready to make change happen then we are ready to support you. This document outlines our understanding of the issues you face, your plans to address them and our proposal to you for a vehicle to enable that action plan. That vehicle is the BSI facilitated community of practice. It is your community of practice to shape the agenda in ethical fashion going forward. We have set out the services and their benefits to both industry and to your organisation so that you can make the business case to invest time and resources into this community.

In our experience BSI communities have a unique power and character that distinguishes them from other very worthwhile discussion and lobbying forums. This comes to them through BSI's ability to enable stakeholders to define consensus based best practice and to set the definitive industry standards. We are about action and making an impact on practice in the market. We believe that with your participation and support we can make a decisive impact together. We look forward to welcoming you to this vibrant and influential community and to putting the power of BSI's enabling processes at your disposal.

With Warmest Regards,



Paul McNeillis



Maria Varbeva-Daley



Quincy Lissaur

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# Issues and Trends

B  
PEOPLE DON'T  
AGREE

MESSAGE TO  
CONSUMERS  
NOT CLEAR

SOURCE AUTHORITY.  
MONITORING  
& VERIFICATION

## ! A political issue

Sustainable trading remains a political issue for the fashion industry despite the soaring levels of ethical consumerism in the UK and the rising spend on ethical fashion.

## ! Proliferation of tools

To address consumers' ethical concerns many companies have developed policies, codes of conduct and standards which their suppliers are expected to meet.

## ! No unified approach

However, to date no commonly recognised mechanism or unified approach has been developed resulting in low levels of consumer confidence and decelerated development of the ethical fashion market.

## ! Complex & interconnected

The social and environmental challenges faced by the fashion industry are characterised by their complexity and interconnectedness.

## ! Lateral thinking

Lateral and innovative thinking is needed to address complex sustainability and corporate responsibility issues on an industry level.

## ! Industry best practice

As the demand for ethically sourced products continues to increase, so too does the need to promote industry best practice and commonality of approach in order to achieve greater economic, social and environmental impact.

## ! Networked learning & action

Many organisations have begun to think outside the box and appreciate the commercial, social and environmental benefits of networked learning and action (e.g. Nike: the Organic Exchange at [www.nikeresponsibility.com](http://www.nikeresponsibility.com), November 2004; GlaxosmithKline's Hospice care network).

## ! Partnerships

A significant number of companies are making a conscious choice to overcome their organisational differences by convening or joining multi-stakeholder partnerships.

## ! New capabilities

Despite the challenges that interorganisational collaboration brings, it is becoming a popular option among those looking to reduce transaction costs, aiming at new positioning in markets and seeking access to new knowledge and capabilities.

## BSI's response: Overall Approach

To better understand the needs of the UK fashion industry and to determine how we can assist fashion stakeholders in dealing creatively with social and environmental challenges, BSI launched its **Ethical Fashion Project (EFP)**.

The EFP focuses on exploring the benefits and promoting the building of a collaborative community in the fashion industry. Its goal is to empower this community to create a consensus platform, drive innovation, educate and reassure buyers and, ultimately, encourage the growth of the ethical fashion sector in the UK.

The project consists of several stages based on the principle of building strategic collaboration with representatives of key stakeholder groups. A crucial element of the project is the community workshop where stakeholders meet to discuss issues, needs and solutions to social and environmental challenges in the fashion industry.

BSI's **Ethical Fashion Workshop** took place on the 21<sup>st</sup> of February 2006 in Chiswick, London and saw 45 representatives of various organisations discuss industry best practice, common mechanisms for tackling pressing problems and a communal strategy for strengthening the ethical fashion market.

## Project Outcomes to Date

BSI's Ethical Fashion Workshop led to the following conclusions about what needs to occur for the UK ethical fashion market to develop further:

- A collective, integrated, multi-stakeholder approach to social, environmental and economic issues
- A framework and an effective mechanism for such a joint response to take place
- Dynamic exchange of information, experience and knowledge between stakeholders
- Unifying existing structures and tools and developing new ones to respond to ethical trading issues

**These conclusions were reiterated in the next two project steps:**

1. **Workshop Report** circulated to the workshop participants and the wider fashion audience, inviting feedback.
2. **Individual meetings** with key stakeholders aimed at refining the actions and the solutions recommended by the Workshop Report.



## Overall Conclusion

Among fashion stakeholders there is a growing realisation of the benefits of, and a demonstrated commitment to, a collaborative approach in tackling pressing social, environmental and economic challenges.

The opportunities for mainstreaming the ethical fashion agenda through engagement with all key stakeholders are immense.

# The Solution ...

## BSI's Community of Practice (CoP)

### This Proposal:

- Details how we can help fashion stakeholders benefit from working together to address economic, social and environmental concerns in a sustainable manner
- Summarises our ideas about how to maximise the impact of existing projects and initiatives, devise innovative programmes and turn stakeholder commitment into viable actions
- Identifies and describes the mechanism best suited to implement such collaborative actions and plans

To this end, the proposal describes our Community of Practice (CoP) service and outlines its benefits, key deliverables, methodology, policies, resources and operational mechanisms.

### CoP Rationale

In a world where knowledge constitutes the most vital and scarce resource, organisations are seeking ever more innovative and economically viable ways to leverage their knowledge for competitive advantage. Effective collaboration is a key means of rapidly realising the full potential of one's ideas and experiences.

Cooperation among different organisations is often difficult to orchestrate. Different viewpoints along with disparate priorities can significantly delay or even kill the cooperative process.

### CoP Definition

*"Groups of people who come together to share and to learn from one another face-to-face and virtually. They are held together by a common interest in an evolving body of knowledge and are driven by a desire and need to share problems, experiences, insights, templates, tools and best practices. Community members deepen their knowledge by interacting on an ongoing basis."*

Hubert et al. 2001 in Van Winkelen, Ch., and Ramsel, Ph. (2002), Building Effective Communities, Henley Knowledge Management Forum

## BSI's CoP in a Nutshell

BSI is proposing to provide a Community of Practice (CoP) service for organisations with common interests in the sustainability aspects of fashion to facilitate the sharing of information, knowledge and best practice.

Acting in the capacity as a network convenor and facilitator, BSI will help these groups, organisations and individuals come together to address cross-boundary issues, tap shared resources, knowledge and opportunities, thus generating whole-system solutions that no one member could achieve on their own.

## CoP Features and Principles

To build an effective CoP which will fulfil both individual and group goals, BSI will ensure:

- ✓ **APPROPRIATE SUBJECT AREA** – new, topical and relevant. Sustainable trading in fashion is a contemporary, high-profile topic, very much in line with the predominant drive for corporate social responsibility
- ✓ **CLEAR PURPOSE AND A STRUCTURED PROCESS** – the CoP in ethical fashion will have a common purpose and aims, clearly communicated within and outside the community
- ✓ **INVOLVEMENT OF KEY STAKEHOLDERS AND FULFILMENT OF ROLES** – BSI will strive to include all key stakeholder groups, organisations and individuals representing these groups. We will work to attract new members to grow the community. We will endeavour to ensure clarity of the roles of all partners and to involve the most appropriate people from within partner organisations
- ✓ **HONESTY AND OPENNESS** about stakeholder expectations and agendas from the outset
- ✓ **NEGOTIATED PRIORITIES** when there are different solutions to problems that arise
- ✓ **ESTABLISHED WORKING PRACTICES** within working groups. **INTEREST-BASED ENGAGEMENT** of stakeholders in working groups – stakeholders get involved in projects which are in line with their organisation's objectives
- ✓ **RESEARCH TO ESTABLISH EXISTING BEST PRACTICE**, similar projects and initiatives; identifying and exploiting existing networks, i.e. avoiding “re-inventing the wheel”
- ✓ **RECOGNISING DIFFERENCES** and capitalising on such differences to devise innovative tools and solutions. Creating a common culture within the partnership with shared values
- ✓ **EFFECTIVE COMMUNICATION** – within the CoP and with external parties, especially the consumer
- ✓ **ACTIVELY SEEKING AND CREATING SITUATIONS** where each stakeholder benefits from contributing to the partnership
- ✓ **UTILISING STAKEHOLDERS' EXPERTISE** to run the community and to implement its projects
- ✓ **RESPECT FOR THE CONTRIBUTION OF OTHERS**
- ✓ **STRIVING FOR EFFECTIVE PARTNERSHIPS** that are customer focused and outcome driven
- ✓ **RECOGNITION AND CELEBRATION OF ACHIEVEMENTS**

# CoP Benefits

BSI's Ethical Fashion Project's consultative process revealed a shared realisation among fashion stakeholders:

*The further development of the UK ethical fashion market can be stimulated by the adoption of a committed, unified approach to tackling complex, cross-organisational challenges.*

Therefore, the creation of a collaborative platform – that of a CoP – will benefit all stakeholders involved by:

- ✓ **Consolidating** human, organisational and financial capital and securing effective and high-impact collective action
- ✓ **Maximising** the overall impact of existing industry effort while reducing costs for individual stakeholders
- ✓ **Devising** innovative solutions to economic, social and environmental challenges in the fashion industry
- ✓ **Facilitating** such concerted effort through the sharing and exchange of data, experience and intelligence

## Benefits of CoP Membership – The Business Case

- **Better understanding of your markets.** By communicating with other stakeholders within your industry you are in a better position to identify common issues and trends and recognise areas for improvement.
- **Strengthening markets.** Collaborative solutions to specific issues allow for increased market confidence, awareness and efficiency, leading to a stronger marketplace.
- **Share knowledge and experience. Foster interdisciplinary learning.** Members can share experience of dealing with common issues. Best practices can be developed, shared and promoted throughout the whole community and between different communities. As a result mutual goals are achieved more quickly and efficiently.

- **Co-investment in common interests, risk sharing and cost reductions.** The CoP invests on behalf of stakeholders in different projects. In this way, risks and costs are shared and better controlled, and duplication of effort is avoided.

- **Gaining new perspectives and new business opportunities.** In the short term the CoP will bring benefits by helping you create practical relationships that will increase the effectiveness of what you and others are already doing. In the long run, it will facilitate the building of strategic relationships and capability, discovering new business opportunities, doing new things in new more effective ways.

- **Early warning of potential opportunities and threats.** Generating new knowledge in response to problems and opportunities. Solving problems quickly and efficiently, driving innovation.

- **Improved supply chain relationships and reliability** resulting from effective exchange of information and knowledge, joint problem solving and use of best practice. Elimination or reduction of future costs and production delays. Enhanced productivity.

- **Reducing vulnerability to changing regulations.** Acting as a unified community will amplify your voice and will guarantee that your concerns are taken into account when new measures that affect your operations are adopted. Strengthen your licence to operate!

- **Improved levels of consumer confidence.** Devising joint solutions and responding collaboratively to market challenges will reassure buyers. Introducing shared terms of reference and common practice will alleviate customer confusion resulting from the proliferation and duplication of measures.

- **Credibility and recognition.** Working within a collaborative community that is operated by an independent organisation such as BSI ensures that the outcomes of the community will be credible and widely recognised. Increased brand value and reputation will follow.

**A CoP in ethical fashion, convened and independently facilitated by BSI, will ensure that the shortcomings of individual action are addressed comprehensively and that there are visible payoffs for each organisation, the network as a whole, society and the environment.**

WHEAT YOU GET

- + Identify & develop best practice
- + Access to key stakeholders and specialist information
- + Develop peer relationships across the board
- + Your voice matters – shape the community to optimise its processes
- + Specialist focus
- + Pooling of resources to secure funding
- + Cost savings & lower operational risks
- + Greater impact on the marketplace
- + Innovation
- + Tap into individual and collaborative knowledge
- + Identify new business opportunities
- + Discounted rate for participation in community events
- + Create consumer confidence – reassure and educate buyers
- + Promote common understanding of issues and needs
- + Turn organisational differences into a competitive advantage
- + Increase the impact of existing initiatives & devise new effective tools
- + Balanced stakeholder representation, transparency of agendas and respect for all views and contributions
- + BSI: independent facilitation, non-partisanship, 100+ years of experience in consensus building, cross-sectoral expertise
- + Gain credibility and favourable media coverage by working with BSI
- + Cost efficiency, savings and discounts when you develop standards with BSI
- + Achieving tangible results that no one stakeholder could achieve alone
- + Promote interoperability and effective supply chain management
- + Tackle proliferation of tools and measures through unanimity
- + Take pride in a community designed with consideration for the environment and society at large

**Create consumer confidence**

**Network in the definitive stakeholder forum**

**Define & influence industry best practice & standards**



## CoP Service Outline

BSI's CoP service enables stakeholders with a shared interest to set up a collaborative network. It provides an effective platform and necessary working mechanisms for members to share information, co-invest in projects, exchange and develop best practices and achieve influence. The CoP service comprises the following core elements:

- ✓ **Launch the community**, organise and facilitate an annual conference for the community
- ✓ **Set up the CoP structure** – community membership base and governing bodies
- ✓ **Provide administration** and manage the daily operations of the community
- ✓ **Provide membership/financial management**
- ✓ **Set up, maintain and update an information platform**
- ✓ **Manage and facilitate the consensus-building processes** within the CoP using BSI's unique methodology
- ✓ **Provide project management** for projects and facilitate working group discussions (meetings, teleconferencing, online discussions, etc.)
- ✓ **Provide necessary marketing services** for products, events and the collaborative community itself to increase influence and grow the community

## BSI: Long experience in neutral facilitation and mediation

Non-partisanship – BSI facilitators have no stake in the outcome of a conversation and are therefore seen to offer the “best possible advice” to groups and organisations that prefer to operate with broad support.

Independent of Government, BSI is globally recognised as an impartial body serving both the private and public sectors.

Through the use of our services many organisations can now create standards and best practice in consultation with all major stakeholders. Our independence is vital in ensuring this quality consultation and an unbiased view.

## CoP Service Lifecycle

Like other similar formations, communities have a life span and lifecycles. The table below outlines the lifecycle phases of BSI's CoP service and indicates the level of completion of each phase in the context of the CoP in Ethical Fashion. BSI's CoP lifecycle model incorporates the following key phases:

### 1 Research/Identification

In this stage specific industry issues, their implications and the corresponding needs are identified; key stakeholder groups are established and representative organisations within each major stakeholder group are located. The specific issues and needs are then matched with BSI's service capabilities and BSI's role in addressing these needs is evaluated.

*This phase has been completed in full for the CoP in Ethical Fashion.*

### 2 Incubation

This stage includes two key elements: (i) **STAKEHOLDER BUY-IN/COMMITMENT** – testing assumptions on issues and needs. At this stage the need for, and the benefits of, forming a CoP are confirmed and stakeholder interest is registered. (ii) **PRELIMINARY DESIGN/SCOPING** – defining the CoP's overall objectives, activities, processes and roles. Stakeholders are actively engaged to scope the community with consideration for their views, expectations and aspirations.

*In the context of the CoP in Ethical Fashion, stakeholders' commitment was tested with the Stakeholder Workshop held in February 2006. The preliminary design started with the Workshop, developed further with the feedback on the Workshop Report and the meetings held with individual stakeholders, and is now complete.*

### 3 Set-up

During this stage the objectives, activities, processes and roles within the CoP are refined and detailed through face-to-face meetings with key stakeholders. Draft Mission Statement/Constitution and other policy documents for the CoP are prepared (to be formally endorsed by the CoP members at the Launch Event/first Annual Conference). The brand of the CoP is developed and promoted. An interim website is set up and marketing materials are developed. In the set-up phase initial membership applications are processed and other administrative tasks are completed. Finally, the CoP's launch event is organised.

*This is the stage in which the CoP in Ethical Fashion currently is.*

### 4 Launch

Rolling out the community to a broader audience. Introducing the community to the wider public in a high-profile event. The launch event is likely to coincide with the community's first Annual Conference.

*The Launch Event/first Annual Conference for the CoP in Ethical Fashion is expected to take place in November 2006.*

### 5 Sustain & Grow

Maintaining members' interest and involvement; facilitating effective high impact collaboration in community activities, group projects and initiatives; developing a body of knowledge; moving the community agenda further and adding value. In this cycle, continuous attempts are made to attract new members, to promote the community's achievements and raise its profile, to identify new needs and work strands.

### 6 Closure

Dissolving the community when its practices have reached a natural conclusion, its objectives have been fully met, the CoP is no longer able to sustain itself or for any other reason which defies the existence of the community.

# CoP Service Core Components

## Launch Event and Annual Conference

**CoP LAUNCH EVENT** – the CoP will be launched formally with a high-profile event which will provide an opportunity for all CoP members to meet and network, will introduce the community to the public at large and will promote its principles, objectives and activities. The Launch Event will in effect be the community's first Annual Conference.

**CoP ANNUAL CONFERENCE** – The CoP in ethical fashion will hold one major annual conference. The format of this event is flexible. However, based on previous experience, the event could consist of two parts:

1. Workshop open to the public to showcase past and current activities and access non-member information
2. Conference for community members to discuss community-specific issues (e.g. ongoing projects, strategic direction, changes to community format)

### Additionally, BSI will :

- invite interested organisations to join the conference with a view to growing the community
- report on past, current and upcoming projects and products of the collaborative community
- facilitate topical group discussions
- record suggested future projects
- ensure consensus is reached among members on issues discussed during the conference
- confirm that all participants' needs, concerns and requirements are fully understood

**NOTE:** The Launch Event/Annual Conference will also seek members' endorsement of the suggested Working Groups and the projects to be carried out by these groups. It will provide an opportunity for members to discuss the specifics of these projects and sign up for them. *Members participate in the CoP's Annual Conference and other community events at a significant discount!*



## Information Platform

One of the key elements of the CoP service is the provision of a platform that can be used by members to access information and share knowledge. Specifically, such a platform will include:

- The community's public website
- A "members-only" area
- E- working groups
- Information of common interest such as:
  - Progress of ongoing projects
  - Membership list and contact details
  - Online forums
  - Summary of relevant industry or regulatory news
  - List of industry events
  - E-newsletters
- Central database for the CoP's deliverables

**NOTE:** This particular element of the CoP service will be tailored to meet the specific needs of the stakeholders and the requirements of the community as a whole.

## Working Groups and Projects

One of the key differentiators of BSI's CoP service is the community outputs. Once the community is launched, Working Groups will be formed to focus on specific issues. When a Working Group is formed it will present a detailed business case to the community elaborating on why the work needs to be done (i.e. its benefits), what the group will deliver, when it will complete its project(s) and the investment it needs to complete it. Working Group projects can have different outputs. These, depending on the specifics of the project, include but are not limited to:

- Research
- Published document (e.g. guide books, reports, standards)
- Events (e.g. fashion shows, trade fairs), seminars, conferences and workshops
- Marketing and public relations campaigns
- Electronic database and library

To identify members' level of interest and to help the community determine which projects it wants to undertake, all suggested Working Groups and their related projects (i.e. business cases) can be listed on the community's website. Once a Working Group has been created, BSI will assist its members to keep the project on target and inform all other members of its progress.

## Working Groups in Action

The Ethical Fashion Workshop, the feedback on the Workshop Report and the individual meetings with different organisations indicate stakeholders' interest in participating in the following initial Working Groups/ Projects:

**CONSUMER AND RETAILER ORIENTATED AWARENESS CAMPAIGNS** – educating consumers about the impact of current purchasing practices; raising customer awareness about issues relevant to ethical trading; substantiating and promoting the business case for ethical trading in the fashion industry; successfully disseminating industry best practice; providing tools for purchasers to enable responsible purchasing; educating supply chains.

Establishing a **MULTIFUNCTIONAL DATABASE** to facilitate the exchange of information, experience and knowledge between stakeholders (e.g. ethical sourcing database).

**ENCOURAGING AND IMPROVING DESIGNER-RETAILER PARTNERSHIPS** – exploring opportunities/promoting relationships between retailers and designers with a focus on sustainable fashion.

Focusing on issues of **DESIGN AND "SMART" VISUAL CAMPAIGNING**.

**RESEARCH INTO EXISTING INITIATIVES AND PROJECTS** for purposes of avoiding duplication and maximising the impact of existing initiatives; researching drivers for ethical shopping.

**STANDARDISATION** – introducing commonly recognised terms and definitions (e.g. defining "ethical", "fashion") to level the playing field, increase consumer confidence and minimise buyers' confusion.

**EDUCATION** – exploring and creating opportunities for training on socially and environmentally responsible practices within fashion colleges; eco-design courses, etc.

**NOTE:** further details about the suggested Working Groups and the projects run by these groups will be made available to the stakeholders in the CoP Set-up stage.



# CoP Service Core Components (cont)

## Membership Support

BSI will provide ongoing support for the community and its members covering the following aspects:

- a single point of contact for all members (i.e. helpdesk)
- e-training
- schedule, arrange and facilitate Working Group meetings including face-to-face meetings, teleconferences and online discussions
- provide meeting rooms
- manage membership applications and terminations
- accounting and invoicing
- manage a central knowledge-information system
- actively look for new members
- build and maintain relationships with key non-members
- project management and administrative support as required
- other

## Structure and Governance

**The key roles within the CoP are as follows:**

**NETWORK CONVENOR/FACILITATOR/ADMINISTRATOR**  
This role will be fulfilled by BSI. BSI will provide membership support, as described above, and will assume responsibility for the overall administrative management of the community. To this end, we will appoint a CoP project manager and an administrator who will be the single point of contact for all members. In its capacity as a network convenor, BSI will endeavour to: (i) foster the development of strong, trust-based relationships between the CoP members; (ii) collect and communicate all stakeholders' points of view through a consultative, consensus building process; (iii) guide the development and the promotion of a community ethos and image; (iv) facilitate the exchange of knowledge between members and promote collective learning; (v) use the diversity of the CoP's membership base to promote creative action.

**CoP ADVISORY COMMITTEE.** The community's Advisory Committee (AC) will be made up of experts and specialists from the CoP as a whole. The committee will be democratically elected by members annually. The committee members will have the opportunity to nominate new committee members to the task when required. The requirement for the AC will be enshrined in the Mission Statement/Constitution of the CoP. The aim of the committee will be to ensure a feeling of ownership of the community by stakeholders, allow the community to benefit from the expertise and energy of its members, and encourage a more efficient organisation with successful results and a continued attraction for new members.

In the Set-up stage of the CoP the role of the AC will be effectively assumed by BSI and the representatives of organisations who have been actively involved in BSI's Ethical Fashion Project and have helped to shape the CoP. BSI will endeavour to ensure fair and balanced representation of all key stakeholder groups and organisations on this transitional committee. The members of the transitional committee will be nominated for election as members of the community's first official AC.

**NOTE:** The need to establish **ADDITIONAL ROLES** within the CoP and the decision to appoint individuals/organisations to assume these roles belongs to the CoP's wider membership base and can be exercised at the community's Annual Conference.

## Membership and Financial Management

Within the CoP the pooling of resources will help implement high-impact projects more efficiently and effectively, thus driving down costs of individual members. To this end, the financial aspects of the community will be based on two major inflows: **membership fees** and **project sponsorship**.

### MEMBERSHIP FEES

Members will pay a fee to join the CoP. This fee will be used to support the core services provided by BSI to maintain the community as well as to fund projects that benefit the whole community. As a non-profit organisation BSI's main interest is to ensure its costs are covered. As a result, the higher the number of fee-paying members, the more funding available for specific projects. The fee structure is tiered to reflect the size, the ownership and other organisational characteristics of the members.

### PROJECT SPONSORSHIP

Any member can sponsor individual projects. Since the costs for each project will vary, it may be necessary for individual Working Group members to contribute resources to ensure projects are initiated and completed. Working Groups may wish to appoint a group member who will be responsible for project fundraising – on an ad hoc or on an ongoing basis. Alternatively, at the Annual Conference the CoP members may decide collectively to create a new role – that of a community fundraiser. A community fundraiser will liaise with CoP members and external parties to secure overall funding for current and future CoP projects.



## General Membership Information

### MEMBERS COMMIT TO:

- Collaborative action to meet sustainability challenges in the fashion industry and devise innovative solutions to such challenges
- Collective learning through the sharing of experience and knowledge
- Positive social and environmental impact on the marketplace through the promotion of responsible business practice
- Contributing to the further development of the ethical trading market in the UK
- Mutual respect, valuing diversity, inclusion of all voices, openness and transparency

NOTE: The above principles will be enshrined in the CoP's Mission Statement/Constitution.

### MEMBERSHIP BASE:

The CoP is open to all stakeholders regardless of size, location, level of experience and other factors.

**Membership for companies:** Membership is open to companies of all sizes and type of engagement in the fashion sector and sustainable trading.

#### **Membership for non-company organisations:**

Membership is open to non-company organisations working to promote sustainable trading practices. This would include government bodies, non-governmental organisations, academic institutions, foundations and trade associations. Non-company organisations enjoy the same benefits and make the same membership commitments as company members.

**Membership for individuals:** Membership is open to individuals with a demonstrated commitment to, and understanding of, the environmental and social aspects of the fashion industry. Applications for membership from individuals will be dealt with on a case-by-case basis.



**Founding members:** the founding members are in effect sponsors of the CoP whose involvement in the Set-up stage of the community will help shape and launch the CoP. For information on how to become a founding member and the specific benefits associated with this role, please contact Quincy Lissaur (Quincy.Lissaur@bsi-global.com) or Maria Varbeva-Daley (Maria.Varbeva-Daley@bsi-global.com).

### ANNUAL MEMBERSHIP CONTRIBUTIONS:

The annual membership contribution is set at a level dependent on the size/type and the total turnover of the organisation. The membership donation levels are as follows:

**LEVEL 1 – Membership contribution:** free  
**Size/type:** Individuals, low turnover overseas manufacturers and suppliers, other

**LEVEL 2 – Membership contribution:** £749  
**Size/type:** NGOs, micro/small companies, Government, associations  
**Turnover** (micro/small companies): up to £1,000,000

**LEVEL 3 – Membership contribution:** £2,495  
**Size/type:** Mid-size companies  
**Turnover:** £1,000,000 – £50,000,000

**LEVEL 4 – Membership contribution:** £4,995  
**Size/type:** Multinational companies  
**Turnover:** £50,000,000 +

NOTE: Level 1 is open to individuals and overseas companies who cannot afford to pay a membership fee due to their economic situation or geographic location, but whose involvement in the CoP will benefit the entire community. Applications for membership from such organisations and individuals will be dealt with on a case-by-case basis.

## Policies and Strategy

### Branding & Intellectual Property Rights

A strong brand for the community will help deliver a clear, unambiguous message to the marketplace on the members' purpose, goals and objectives. The CoP's brand will be enshrined in the CoP's Mission Statement/Constitution.

Community outputs will bear the community's own brand. Specific projects and their outcomes can be promoted under the community brand if so agreed by the CoP members participating in the respective Working Group/Project and when endorsed by the remaining CoP members or by their representative body (i.e. CoP's Advisory Committee). Alternatively, members' own brand(s) and logo(s) can be used to promote individual projects or project outputs if so preferred by the members.

The intellectual property rights for all community outputs will be owned by the community, i.e. by its active members at any given point in time. This process can be administered by BSI on behalf of the community to ensure managerial consistency and avoid having to set up an independent commercial vehicle for the community. The intellectual property rights associated with individual projects may be owned collectively by the CoP members involved in the respective project(s) or by a single member if so agreed by the organisations participating in the particular Working Group/Project.

IT HAS BEEN SUGGESTED THAT A SUITABLE TITLE FOR THE COP IN ETHICAL FASHION IS FASHION<sup>3</sup> OR F<sup>3</sup>, PRONOUNCED "FASHION CUBED". THE TITLE HAS BEEN SELECTED BECAUSE IT ENCOMPASSES THE THREE PILLARS OF SUSTAINABLE DEVELOPMENT: ECONOMIC, SOCIAL AND ENVIRONMENTAL, AND PLACES THESE IN THE CONTEXT OF THE FASHION INDUSTRY. FASHION<sup>3</sup> ALSO ACKNOWLEDGES THE COMPLEXITY OF THE GLOBAL GARMENT INDUSTRY. THE TITLE REPRESENTS THE NEED TO TAKE A ROUNDED AND INCLUSIVE APPROACH IN ORDER TO ACHIEVE SOCIAL AND ENVIRONMENTAL CHANGE.

### Community Purpose, Objectives and Vision

These will be detailed in the run-up to the formal launch of the CoP and will be enshrined in the CoP's Mission Statement/Constitution. The Mission Statement will reflect the key expectations and aspirations of the stakeholders – future CoP members. The CoP will be formed to pursue tripartite aims – economic, social and environmental – the three pillars of sustainable development. The objectives of the CoP, detailed in the CoP's Mission Statement, will be formulated along the following lines:

- encouraging the growth of the ethical fashion sector in the UK
- creating and maintaining a consensus platform for tackling pressing problems in the fashion industry
- devising innovative solutions of benefit to all stakeholders and society at large; driving innovation
- educating and reassuring buyers

Comments from the stakeholders on the draft Mission Statement/Constitution will be invited and published on the CoP microsite at [www.bsi-global.com/responsiblefashion](http://www.bsi-global.com/responsiblefashion). The Mission Statement will be endorsed by the CoP members upon the launch of the CoP. The community's purpose, objectives and vision, enshrined in its Mission Statement/Constitution, will be clearly communicated within the CoP and outside the community to attract new members and grow the community, to promote the community's positive impact on the market and to increase consumer confidence.

# Application for Membership

## Community of Practice in Ethical Fashion – Fashion<sup>3</sup>

We confirm that we wish to participate in Fashion<sup>3</sup> Community of Practice. The annual membership fee is £ ..... (plus VAT), payable one month prior to the official launch of the CoP.

Organisation Name: .....

Organisation Tel: .....

Organisation Address: .....

.....

.....

The main contact for our organisation will be:

Name: .....

Job Title: .....

Tel: .....

Fax: .....

E-mail address: .....

CoP Working Group/Project of initial interest: .....

.....

.....

Brand name – Fashion<sup>3</sup> – I agree/disagree with the suggested brand name. Additional comments:

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.....

.....

I am interested in obtaining more information about becoming a Founder Member      YES/NO

Signed on behalf of the Organisation :

Date:



**Please fax back this form to: Maria Varbeva-Daley [+44 (0)20 8996 7048]**

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