

Ethical Fashion

Building a collaborative community and developing solutions to social and environmental challenges in the fashion industry

Stakeholder Workshop Report

21 February 2006, Chiswick, London

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Executive Summary

The Ethical Fashion project was launched in May 2005 within the Professional Services (PSS) unit of the British Standards Institution (BSI), the UK's National Standards Body. The project focuses on building a collaborative community in the fashion industry, empowering 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 United Kingdom.

The project consists of several stages based on the principle of building strategic collaboration with representatives of key stakeholder groups in the fashion sector. A fundamental 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 21st of February 2006 in Chiswick, London and saw 45 representatives of various organisations discuss industry best practices, common mechanisms for tackling pressing problems and a communal strategy for strengthening the ethical fashion market.

This document summarises and comments on the outcomes of the day, which explored the following two overarching questions: "What are the enablers and blockers to the industry becoming "ethical"?" and "What needs to occur for the fashion industry to become "ethical"?"

Based on the information gathered during the workshop, the report concludes that the stakeholders' understanding of what needs to occur for the fashion industry to become "ethical" and for the UK's ethical fashion market to develop further, can be grouped into the following thematic categories:

- A common, integrated, multi-stakeholder approach to social, environmental and economic issues
- Developing a platform/framework and an effective mechanism for such a joint response to take place
- Exchange of information, experience and knowledge between stakeholders, i.e. creating a multifunctional database
- Unifying existing mechanism and tools and developing new ones to respond to ethical trading issues

Furthermore, the data captured during the event indicates that among fashion stakeholders there is a clear realisation of the need for, and a demonstrated commitment to, a collaborative approach to tackling the most pressing social, environmental and

economic challenges in the fashion industry. It reveals a clear drive toward forming a collaborative community in “ethical fashion”.

Building on the above conclusions, the report details our vision on how we can help ethical fashion stakeholders benefit from working together. It summarises our ideas about how to maximise the impact of existing projects and initiatives, devise innovative programmes and turn stakeholder commitment into viable actions. To this end, the report describes our Community of Practice Service and outlines its benefits, key deliverables, methodology, policies, resources and operational mechanisms.

■ BSI Ethical Fashion Initiative – Project Outline

I. Project overview

The following section provides an overview of BSI's Ethical Fashion Project (EFP) in reference to its overall objectives, key project stages, milestones and history.

I.1 Project outline

BSI's EFP focuses on building a collaborative community in the fashion industry, empowering 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 United Kingdom (UK).

I.2 Project stages

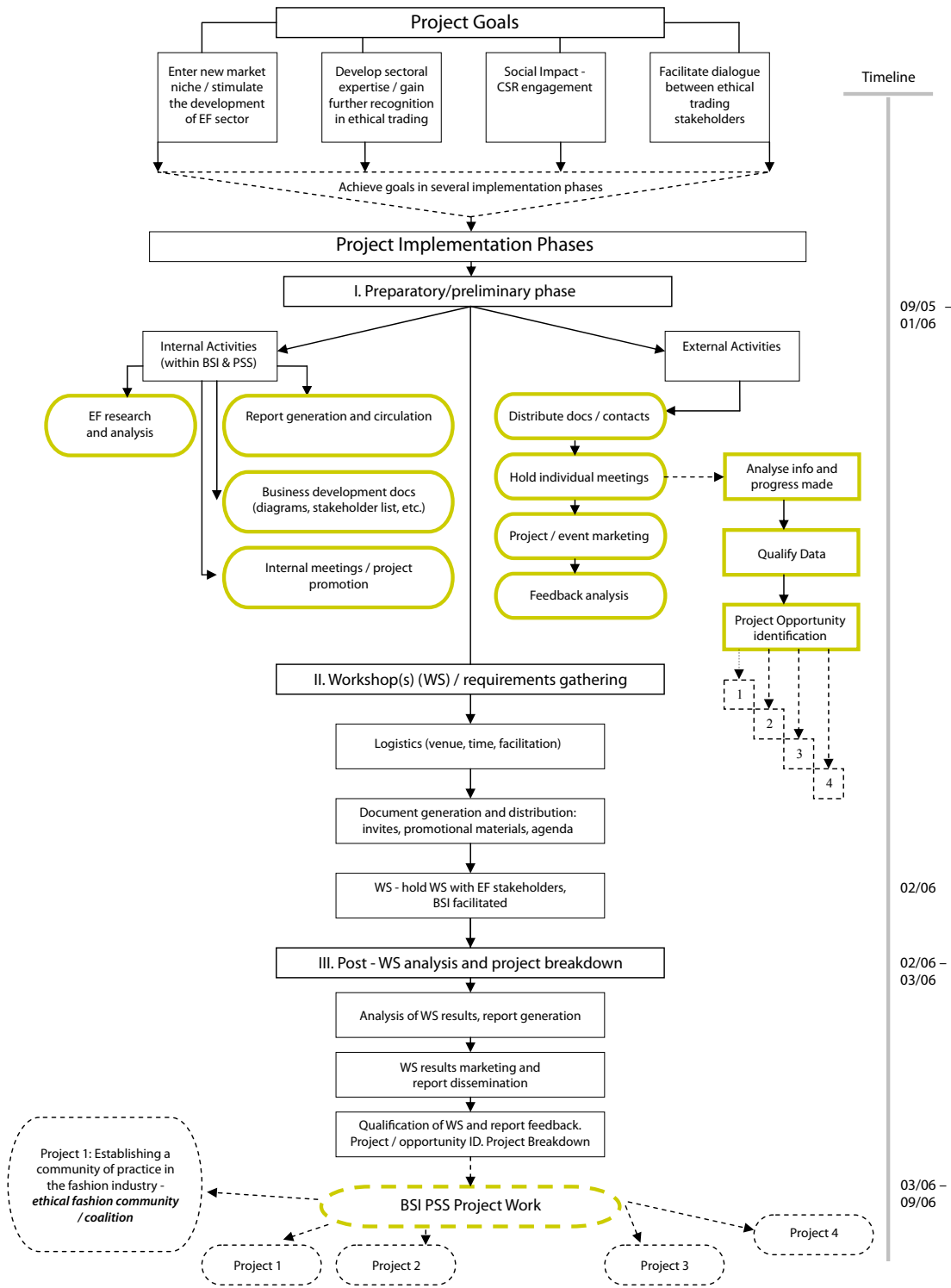
Figure 1 below outlines the main stages of BSI's EFP and is based on the principle of building strategic collaboration with representatives of key stakeholder groups in the fashion sector.

I.3 Key deliverable/milestone

A key element of this project is a community workshop where representatives of different stakeholder groups meet to discuss issues/needs in the ethical fashion industry and identify the way forward. The stakeholder workshop is intended to provide an open forum for stakeholders to:

- establish and share best practice
- identify common mechanisms for tackling pressing problems
- map out a communal strategy for strengthening the ethical fashion market

Figure 1 – Ethical Fashion (EF) – Project Diagram



2. Project history and objectives

This section provides a brief overview of the EFP's history and objectives, as outlined on the day of BSI's Ethical Fashion Workshop.

The EFP was born in May 2005 within the Professional Services (PSS) unit of BSI, the UK's National Standards Body.

The project started with comprehensive research into the issue of ethical trading driven by BSI's ambition to expand its work in the sector, thereby contributing to the further development of what is a rather unique market.

Because we approached the very wide topic of ethical trading with a sense of urgency and desire to deliver results in a timely and effective manner, we decided to narrow the scope of the project by focusing on the performance of a particular industry within the ethical trading arena – the fashion industry. With its diversity, contradictions, initiatives, achievements, public profile and a state of flux when it comes to ethical matters, it lent itself very easily to the project.

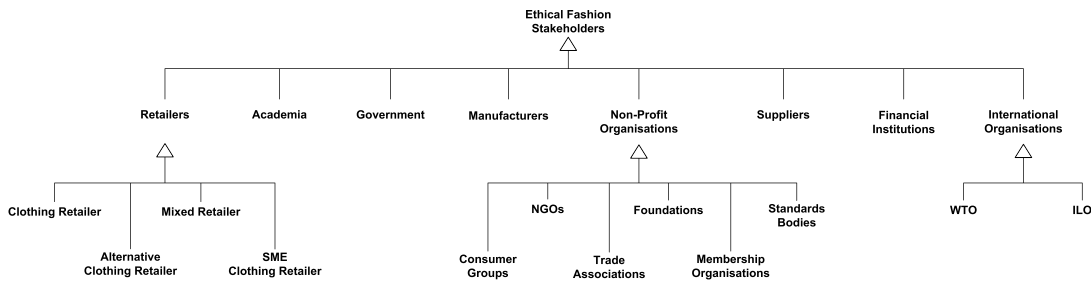
While carrying out the research on what we then started referring to as “ethical fashion” we discovered a number of **common** issues and problems that ethical fashion stakeholders face on a daily basis. Through the prism of standardisation we also looked at the specific market needs and established the key needs that must be addressed in order to give the UK ethical fashion market a boost. Some of these issues and needs, as identified in our research and as described by some of the stakeholders we contacted, are given as Appendix 1, 2 and 3 to this report.

The identified issues and needs were then matched to our experience and services which led us to the realisation that BSI has a lot to offer to address these issues and needs in a consistent and effective manner. In particular, we felt that our experience in reconciliation, consensus building, maximising the dispersed impact of numerous initiatives, as well as in standardisation, could be particularly beneficial to the UK's ethical fashion market. In its over 100 years of history as the UK's National Standards Body, BSI has built a reputation of a capable facilitator and mediator, a provider of services which address burning issues and trigger market development. And such are the types of needs that we identified in our research and that we feel capable of responding to.

However, from the very beginning of the project we recognised that ours is only one

perspective on the ethical fashion industry. With this acknowledgement in mind we set out to explore the subject further by actively seeking to be informed by the experiences and the knowledge of other stakeholders. It was our priority to identify as many key stakeholder groups as possible, to open communication channels with these groups and to allow their views to shape our project. In doing so we met and spoke with individuals and organisations that have begun to take steps or are already carrying out vast amounts of work in corporate social responsibility, ethical trading and ethical/sustainable fashion in particular. Figure 2 below depicts the key stakeholder groups identified and contacted for the purposes of the EFP.

Figure 2 – EFP Stakeholder Map



The comments and suggestions coming from the many organisations that we contacted enriched our understanding of fashion in general and about the ethical and environmental aspects of fashion in particular. They also confirmed our observation and belief that what is needed to ensure the further growth of the UK ethical fashion industry and to reassure ethical consumers is a **unified approach**. It is a **community** of stakeholders willing to work together in order to maximise the impact of existing initiatives and to devise and implement new initiatives and products. Such an integrated community, when properly defined, structured and guided will have the capability to identify common issues, address existing problems and devise effective solutions.

With this in mind and motivated by our belief that we can provide such a platform for fashion stakeholders to work together, we hosted BSI’s Ethical Fashion Workshop.

3. Stakeholder workshop

3.1 Workshop outline

The workshop was intended to provide an open forum where a wide range of stakeholders can work together to establish and share best practice, identify common mechanisms to tackle pressing problems and map out a communal strategy for strengthening the ethical fashion market. BSI worked closely with all stakeholder groups to ensure that they were properly represented and that their expectations and views on ethical trade were unambiguously communicated at the workshop.

3.2 Workshop objectives

The workshop was structured in a manner that allowed the stakeholders to express their views and opinions on the enablers and blockers to the fashion industry becoming ethical. The workshop attendees were prompted to debate freely on what will need to occur for this industry to become ethical. It was BSI's objective to establish areas of commonality in the current and future market place. Above all, it was our ambition to encourage the industry's representatives to go a step further and commit to delivering solutions devised by themselves during the day in response to current market issues and needs. BSI's paramount objective for the day was to facilitate this process and to assist the ethical fashion stakeholders in laying the way forward, outlining a common platform and beginning to build a collaborative community in ethical fashion.

Stakeholder Workshop

I. Workshop logistics

Below is a summary of the key parameters and logistical aspects of BSI's Ethical Fashion Workshop.

I.1 Date/venue

The workshop took place on the 21st of February 2006 in Chiswick, London.

I.2 Participation/delegates list

A targeted approach was used to invite organisations to BSI's Ethical Fashion Workshop as the event was intended to provide a good networking opportunity for high-level representatives of key stakeholder groups - retailers (clothing, mixed and "own label"), government, academia, financial institutions, NGOs, industry experts, media, consumer organisations, and so on. A total of 55 individuals registered to participate in the event. On the day the discussion group consisted of 45 participants. The list of registered workshop delegates is given as Appendix 4 to this report.

I.3 Workshop agenda

The workshop agenda was designed with the overall objective to encourage and inspire ethical fashion stakeholders to express their views, share experiences and expectations and devise common solutions. The detailed agenda is given as Appendix 5 to this report.

I.4 Workshop format

The workshop was held in a structured open format, as an informal discussion facilitated by professional facilitators. Versatile and highly proficient processes and facilitation techniques were used with the intention of providing stakeholders the opportunity to communicate their views in a clear, effective and outspoken manner. Two specific techniques were employed for this purpose - World Café and Open Space. Summaries of the key features of these facilitation methods, their guiding principles and the benefits associated with their application are given in Appendix 6 to this report.

1.5 Participants' feedback

The 21st of February 2006 proved to be a very productive and interesting day for all workshop participants. Below is some feedback received after the event.

"Many thanks for organising and hosting such an informative and enjoyable day. I certainly learnt a lot and welcomed the opportunity to meet so many other people working in this field."

"Just a quick note to say thank you and well done for Tuesday's workshop. I thought it was incredibly professional, and I was particularly impressed with your ability to bring all the key players together. The facilitation managed to be innovative but not gimmicky and very much added to the style of the day."

"Thank you for a very productive workshop yesterday. I hope it has met all your targets and I believe you will have a lot of participative response. For us it was fantastic!"

2. Workshop discussion - outcome

The following section of the report summarises and, where relevant, comments on the outcome of the workshop discussion, which focused on two overarching questions:

- What are the enablers and blockers to the industry becoming "ethical"?
- What needs to occur for the fashion industry to become "ethical"?

2.1 Blockers to the industry becoming "ethical"

Below is a summary of the factors identified by the main discussion groups as blockers to the fashion industry becoming "ethical". The results listed in Table 1 are presented as "raw data", i.e. as expressed and captured by the workshop participants themselves. The table reveals a considerable degree of overlap between the blockers specified by the separate discussion groups.

Table 1 – Blockers to the industry becoming “ethical”

Group I	Group II	Group III	Group IV
<ul style="list-style-type: none"> • Mandate of business • Profit driver • Customer demand • Communications • Price perceptions • Education • Peer pressure • Corporate fear of “head above parapet” • Communications – associated with negative things • Marketing without guarantees • Lack of robust strategy • Buying practices • Complexity 	<ul style="list-style-type: none"> • Many different schemes • Lack of transparency in supply chain • Industry commitment • High speed of industry • Pricing • Lack of consumer communication • Education / understand product • Lack of awareness within industry / retailers • Mass production • Different legislation / policy / subsidies in different countries 	<ul style="list-style-type: none"> • Lack of examples to follow / best practice • Complexity • Organisational culture (down the supply chain) • Lack of info / for business • Consumers / (lack of awareness info) • Proliferation / complexity of info / standards • Accreditation schemes / no common (certification system) • Too many “bad stories” • No common platform / level field • Fast pace – short production times, fashion trends changing rapidly (the type of industry) - driving down standards • Lack of appropriate technology • Tendency to blame the supply chain (retailers / designers) • Competition (fear of) • Lack of choice of fashionable product (“ethical” does not equal “sexy”) 	<ul style="list-style-type: none"> • Certification - time of audit • Complexity of supply chains – transport / distance, home working • No definition of what is “ethical” • Resource available in small and medium organisations • Ignorance and naiveté in the organisational culture of companies • Interference from senior management • Lack of “ethical” cotton • Lead times • Lack of legislation; problems with the implementation of existing legislation • Consumer does not want to pay more for clothing that is “ethical” • The look of clothing • Transparency – traceability (lack of ...) • Too many people / organisations involved • Understanding principles of fair trade • Confusion and lack of clarity – consumer, everyone • Is it possible to create standard labels? • Capital investment - good business cases • Companies not wanting to change • Lack of consumer demand is driven by lack of education • Ambiguity of definitions (related to labour) • Ethical is often “ethnic” - not a desirable look

2.2 Enablers

Below is a summary of the factors identified by the different discussion groups as enablers to the fashion industry becoming “ethical”. As with section 2.1 above, the results summarised below in Table 2 are presented as “raw data” and reveal a considerable degree of overlap between the enablers specified by the separate discussion groups.

Table 2 – Enablers to the industry becoming “ethical”

Group I	Group II	Group III	Group IV
<ul style="list-style-type: none"> • Leaders (designers / big corporations) • Consumers are asking • Design (good, clean and green) • Media • Demand – manufacturers will develop new techniques / technology • New technology developing “ethical” fibres (bamboo, hemp, etc.) • Are codes of conduct an enabler or a blocker? • Advertising – body image • Celebrity endorsement • NGOs • Business case – ask • Happy values = good product • Price / quality / delivery – (competition) 	<ul style="list-style-type: none"> • Consensus approach • Definition • Investment –time / month • Existing organisations (Soil Association, Ethical Trading Initiative, TA, trade unions) • Technology – alternative raw material • Policy • Clear proposition to consumers - buy with confidence – transparency • Education • Being aware of the supply chain • Integration into business • Consumer demand / price 	<ul style="list-style-type: none"> • Press and media • Visibility and awareness • Support from fashion designers (market share, fashion shows) • Retailers (stocking, promoting) • Some enablers may now be blockers • Consumer demand – to create a buzz • NGOs • Perception • International trade bodies (WTO) • Manufacturers and factories • Education • Standards – transparency • Certification, labels – guarantee, brand • Main stream • Supply chain • Organic, fair trade, labour, fashion miles, recycled and reconditioned, environmental, animal welfare • Communications • Promoting issues through lifestyle • Talk to peoples’ desires, aspiration, values (linked with education) • Money – affordability, cost, promotion and education • Prices of clothes need to go up • Labelling • Design • Cheap does not mean unethical • Ethical ratings for fashion • Levelling the paying field 	<ul style="list-style-type: none"> • Media communications / advert • Government backing – addressing the public and raising awareness • Levelling the playing field for everyone • ONE FRAMEWORK (for everyone) to cover: <ul style="list-style-type: none"> (i) Common terminology / definitions (ii) Information sharing / overall database (iii) Networking / partnerships (iv) Commercial / customers-orientated (v) Industry standards – common supply chain standards (vi) Investment in the supply chain top down (vii) “Ethical scale” for products (consumer orientated) – communications (viii) Common auditing mechanism (ix) Building on existing effort

2.3 Blockers and enablers – integration and prioritisation

The subsequent processing of the blockers and enablers identified by all discussion groups, led to the following overall observations:

- (i) There is a significant degree of overlap between the blockers identified by each discussion group and the enablers, thus highlighting the issues and needs that are **common** to all ethical fashion stakeholders;
- (ii) Often a single blocker, or a combination thereof, can act as an enabler and vice versa.

In view of the preceding observations, it becomes necessary to classify the identified blockers and enablers into major categories/trends and to rank each category. This prioritisation approach is intended to emphasise the **common** issues/needs which must be addressed first in order to encourage the fashion industry to become “ethical”. These should also be regarded as issues and needs that are common to the wider fashion audience, the tackling of which will require a joint platform and mechanisms to be set up.

Table 3 below lists the major categories of blockers and enablers as established by the workshop participants and the significance ascribed to each. The table also defines each category by identifying the common group denominator and draws conclusions and recommendations about the **collective** needs and action(s) required.

Table 3 – Categories of blockers and enablers

Group No and definition	Enablers/blockers within group (as defined by the participants)	Score (group significance)	Overarching need/action required (recommendation)
Group 1 – standardisation / commonality of approach	<p>Lack of common standards</p> <p>Agree on one descriptive standard</p> <p>Standardisation</p> <p>People do not agree</p> <p>Framework / platform</p> <p>No common standards</p> <p>Language and intention differences</p> <p>Lack of rewards</p> <p>Bureaucracy</p> <p>Monitoring and verification</p>	20	<p>Commonality of response and tools used</p> <p>Common standardisation + verification mechanisms to combat proliferation of instruments</p> <p>Avoid duplication of effort and fragmentation</p> <p>One/common mechanism flexible enough to reflect the nuances in stakeholders' operations and interests</p>
Group 2 – fragmentation of interests and initiatives	<p>Multiplicity</p> <p>Implementation</p> <p>Fragmentation</p> <p>No common mechanism – stakeholder dialogue needed</p> <p>Diverse interests (no common link)</p> <p>Stakeholder involvement</p>	3	<p>Common approach linking and unifying stakeholders' different interests</p> <p>Committed, proactive and joint stakeholder action</p> <p>Effective and flexible common mechanisms for implementing actions, programmes and initiatives</p>
Group 3 – legislative support and political backing	<p>Legislation</p> <p>Lack of guidance (from Government)</p> <p>Lack of international legislation</p> <p>Legislation and standards (set base line)</p> <p>Government support e.g. breaks in ethical trade products</p> <p>WTO / US subsidies unfair</p> <p>Lack of political will</p>	9	<p>Involve Government as a partner/ensure Government support in a joint initiative in ethical fashion</p> <p>Work closely with Government to maximise the overall impact of separate initiatives and to join similar initiatives</p> <p>Increase the profile of Government's involvement in ethical trade</p> <p>Establish and maintain communication channels and dialogue with Government and international institutions</p>

<p>Group 4 – clarity of the message to consumers / defining “ethical”</p>	<p>Message to consumers not clear</p> <p>Contradictory information</p> <p>Lack of definitions (of “ethical”)</p> <p>Definitions</p> <p>Blocker - lack of clarity</p>	<p>12</p>	<p>Agree and establish key definitions as part of a common stakeholder platform</p> <p>Agree collective priorities and outline a joint message to consumers</p> <p>Educate consumers and raise consumer awareness about “ethical” choices</p> <p>Increase the level of consumer confidence in ethically sourced products</p>
<p>Group 5 – the nature of the industry / drive for profit-ability</p>	<p>Drive for profit</p> <p>Lead times - short and unfair</p> <p>Economic structure - money goes out to shareholders</p> <p>Business culture</p> <p>Purchasing practices of retailers</p> <p>Commodity price pressure</p> <p>Cost</p> <p>Buying practices</p> <p>Customer expectations (lead time)</p> <p>Focus solely on profit</p>	<p>9</p>	<p>Educate consumers about the effects of current purchasing practices; raise customer’s awareness about issues relevant to ethical trading</p> <p>Devise specific programmes which address the problem along the entire supply chain</p> <p>Continue to promote examples of good / responsible practice</p> <p>Substantiate the business case for ethical trading in the fashion industry (produce and distribute case studies / best practice)</p>

<p>Group 6 – communication</p>	<p>Communication</p> <p>Lack of information</p> <p>PR</p> <p>Consumer communication</p> <p>Lack of transparency</p> <p>Information + transparency</p> <p>Ethical fashion “trend”</p> <p>Lack of sourcing info</p> <p>Blocker - info / sharing</p> <p>Celebrity endorsement</p> <p>Positive / sexy spin</p> <p>Branding - not sexy enough</p> <p>Lack of recognised experts</p> <p>Eco marks – what do they mean?</p> <p>Labelling</p> <p>Enabler – media dissemination</p>	<p>22</p>	<p>Integrated education and awareness-raising campaigns</p> <p>High profile campaigning - engaging celebrities, designers, lead figures, etc.</p> <p>Need for coherent information and a clear message to convey to consumers</p>
<p>Group 7 – design</p>	<p>Good design</p> <p>Producing quality</p>	<p>5</p>	<p>Improve quality and desirability of ethical fashion products; improve design practices</p> <p>Focus on co-operation between ethical clothing designers and big companies / retailers to sell / promote designers’ ethical collections</p> <p>Promote ethical clothes</p>
<p>Group 8 – investment</p>	<p>Develop local economies</p> <p>Investment</p> <p>Investment in change</p>	<p>0</p>	<p>Encourage investment in local economies and change by linking with innovative reward schemes for investors + better customer-orientated promotional campaigns</p>

<p>Group 9 – supply issues</p>	<p>Not enough supply, e.g. organic cotton</p> <p>Blocker - access to green ethical products</p> <p>Lack of supply</p> <p>Lack of raw materials</p>	<p>6</p>	<p>Investment in diversifying the supply of “ethical” raw materials</p> <p>Develop new, supplement and link existing databases of ethical suppliers</p> <p>Devise and establish reward schemes for ethical suppliers and ethical purchasers</p>
<p>Group 10 – innovation/ stimuli</p>	<p>Encourage social enterprise</p> <p>Rewards</p> <p>No recognition for trailblazers</p> <p>Blocker - lack of a clear business model</p> <p>Pioneers on the high street</p> <p>Enabler - new sustainable production models</p>	<p>0</p>	<p>Encourage social enterprise</p> <p>Devise and establish reward schemes for ethical suppliers and ethical purchasers (good performers reward schemes)</p> <p>Ensure media coverage / recognition of good examples and industry best practice</p> <p>Encourage new sustainable production models (through reward schemes and public recognition)</p>
<p>Group 11 – education and awareness raising</p>	<p>Education</p> <p>Human rights</p> <p>Individual values</p> <p>Trust throughout</p> <p>Consumer demand</p> <p>Develop local economies</p> <p>Investment</p> <p>Investment in change</p> <p>Rewards</p> <p>Examples of best practice</p> <p>Benchmarking by companies / markets</p> <p>Information sources</p> <p>Reasoned learning</p>	<p>11</p>	<p>Encourage social enterprise</p> <p>Devise and establish reward schemes for ethical suppliers and ethical purchasers (good performers reward schemes)</p> <p>Ensure media coverage / recognition of good examples and industry best practice</p> <p>Encourage new sustainable production models (through reward schemes and public recognition)</p> <p>Integrated education and awareness-raising campaigns</p> <p>High profile campaigning</p> <p>Need for coherent information / clear message to bring to consumer’s attention</p> <p>Educate consumers and raise consumer awareness about “ethical” choices</p> <p>Campaigns and projects to increase the level of consumer confidence in ethically sourced products</p>

Group 12 – trust / values	Human rights Individual values Trust throughout	0	<i>Note: the low score of this group can be explained with the underlying assumption that an "ethical" industry is based on the principles of respect and protection of human rights, individual values and trust. It also indicates a positive development in the ideology of ethical trading and sustainability suggesting that the stakeholders involved in these processes are more inclined to work together and overcome their differences in approach and philosophy.</i>
Group 13 – consumer demand	Consumer demand Lack of consumer demand Understanding consumer demands Consumer pressure Consumer power Consumer choice Enabler consumer demand Increasing demand	5	Research and analyse consumer demand patterns and investigate ways of influencing consumers' ethical choices Educate consumers and raise consumer awareness about "ethical" choices Increase the level of consumer confidence in ethically sourced products
Group 14 – supply chain issues and needs	Finding expertise Distance from suppliers Commitment and partnership with supply chain Complexity of the supply chain Structure of industry Long term commitment from retailers to supply chain Wider supply base of ethical products Difficult to trace supply chains ethic and ecology	8	Transfer of knowledge and experience in supply chain management and issues; develop an information and advice exchange system Develop a mechanism for encouraging stakeholder dialogue and collaboration along the supply chain Research and document supply chain issues and way of dealing with them Research and maximise the overall impact of existing initiatives focusing on supply chain management and improvements

Group 15 / Group 5 - the nature of the industry	Disposable fashion Blocker – too many fashion cycle changeovers Fast fashion Enabler new fashion pace setting	3	Educate consumers about the effects of purchasing practices; raise customer’s awareness about issues relevant to ethical trading Devise specific programmes which address the problem along the entire supply chain Continue to promote examples of good/responsible practice Substantiate the business case for ethical trading in the fashion industry
Group 16 – technology / innovation	Technology	1	Projects to encourage development of new technology to facilitate new sustainable production models Research and analyse technological innovation in the area

Note: The top priority categories are listed in Table 4 below.

2.4 Initiatives, projects and ideas

Structured around the principles of the Open Space facilitation technique, this segment of the workshop discussion focused on the following overarching question:

What initiatives, projects and ideas need to come to life for the fashion industry to become “ethical”?

Several discussion groups were formed around the following specific topics and with the following formal output:

Fashion³ – the first cross-sector coalition specifically focused on making ethical fashion the norm. Focus on fundraising for projects and increasing the profile through public events.

- No formal output

Definitions – Standards? Legislation? What, when, who? Essential elements and definition of ethical standards required to reassure the customer. Defining “ethical”, drawing up a mandate for the ethical fashion forum.

- *No formal output*

Fair Trade Certifications of Cotton Farmers and Beyond – general information about fair-trade and relevant fair-trade initiatives.

- *No formal output*

Common Platform/Framework – Building a Community Of Practice In Ethical Fashion - It was discussed that a community of practice can be formed to effectively address the following issues/needs:

- Common format for retailers – code of conduct, audit and verification requirements, standards
- Information exchange / database (e.g. Sedex’s database)
- Community and individual campaigns projects/ initiatives (current / future)
- Different approaches to meet different needs
- Feedback mechanisms
- Customer focus – common mark
- Legislative support / Government supporting others and itself
- Community forum for sharing and exchanging ideas, experiences and expertise / PR
- Info / audit / administrative management
- Education / awareness-raising

Ethical Fashion Exception (Niche) vs. Rule (Mainstream)

- *No formal output*

Ethical Fashion Sourcing Data Base – This discussion group focused on the need to create and maintain a sourcing database for the fashion industry. Specifically, the following conclusions and recommendations were drawn:

Recommendations

- Keep it simple, e.g. using tick boxes
- Links to website should be included
- There would be a need for a clear introduction with a definition of each database category
- Initially the database target market could focus on smaller business, as large mass production is usually through agents
- Advisable to build links with agents to encourage agents with social as well economic goals

Ideas for database

- Online – will be most accessible
- Could be open source – this would mean it would be much easier to update
- Some monitoring would be required to avoid abuse
- There will need to be a financial model to make the database sustainable

Ideas for finance

- Industry funding - business grounds
- Fees for services extra to database
- Pay to use database
- Pay to list on database – but this could be a disadvantage as it would discourage listing

First steps

- Organisations to work together to collect information for the database (PAN UK, SEDEX, Soil Association, IFA and others)
- Research into market, products and other database which have successfully achieved similar goals

Office ideas

- Build a community of interest

What Part Do Design and Aesthetics Play In Ethical / Ecology Fashion and Textiles?

- *No formal output*

2.5 Actions, decisions, main streams of work arising from initiatives, projects and ideas

The following specific actions and decisions, arising from the Open Space discussions described in the preceding Section 2.4, are worth noting:

Actions

- Investigate how to put together a community of practice in ethical fashion and engage more stakeholders (with BSI's report)
- Explore what the barriers to applying standards are
- Capture the workshop's output on what "ethical" means
- Check if the existing lists of what constitutes "ethical" are sharable
- Circulate list of what constitutes "ethical"
- Retailers need to make the first move on a wholly fair-trade label and "shout about it"
- Idea - simple questionnaire on audit of supply chain
- Liaise with SEDEX and Soil Association on sourcing database

Decisions that need to be taken - Decisions on categories of ethical fashion database

Major streams of work that need to occur

- Explore what is needed to get a whole fair-trade label on garments
- A definition of "ethical"
- Structure of a baseline standard and building upwards
- Look at what exists to find overlaps and what is missing
- NGOs and political organisations need to come to the table with big business and maintain the dialogue
- Put together a business-to-business database
- Market (joining) the business-to-business database

Other stakeholders that need to be drawn into the process

- Producers and manufacturers
- Trade unions
- Suppliers
- More big retailers
- More NGO groups

Requests/offers

- Gather feedback and process – create report – Maria/BSI
- Review psychology of shopping and consumption - Lucy/Futerra

After the event several delegates wrote to BSI to notify us of their willingness to assume obligations relating to the actions, decisions and the main streams of work discussed during the workshop. A significant number of delegates also expressed their desire to be included, in one form or another, in specific working groups to be formed after the workshop.

The response of all workshop attendees clearly indicates that there is a collective recognition of the need to continue to improve the initiated stakeholder dialogue in the fashion industry. Furthermore, it reveals a higher level of stakeholder commitment to collaborative action aimed at boosting the development of the UK's ethical fashion industry.

Overall Conclusions and Observations

Based on the information captured during BSI’s Ethical Fashion Workshop and summarised above, the following observations and conclusions can be drawn:

I. With regard to blockers/enablers to the fashion industry becoming “ethical”

The issues/needs of highest priority to ethical fashion stakeholders are listed in Table 4 below, where each group of blockers/enablers is linked with an overarching conclusion/recommendation, drawn by BSI, on the required next steps.

Table 4 – Categories of blockers and enablers – top priorities

Group Enablers/blockers	Score	Overarching conclusion – needs and solutions
Communication	22	Emphasis on education and awareness raising through stakeholder collaboration (targeted community projects and campaigns – maximising the impact of effective current projects, devising new customer-facing projects and campaigns)
Standardisation / commonality of approach	20	Commonality of response – agreeing and implementing an integrated and consistent approach to tools and instruments used to encourage and mainstream ethical trade / ethical fashion Leadership / guidance is needed in the above process
Clarity of the message / definitions (e.g. definitions of “ethical”)	12	Unified definitions + one strong and coherent message (i.e. statement of intent) aimed at consumers
Education/awareness raising	11	Implementing targeted community projects and campaigns – maximising the impact of effective current projects, devising new education/awareness-raising projects and campaigns <i>Note:</i> a complex and multilayered response is needed (such as education campaigns, projects and initiatives) covering all areas of interests (e. g. campaigning, establishing reward schemes, customer communication and engagement, social enterprise encouragement, etc.)
Legislative support / political backing + The nature of the industry / drive for profitability	9	Ensure government support Commonality and consistency of approach in developing supporting legislation + Education and awareness campaigning, devising targeted programmes and reward schemes
Supply chain issues and needs	8	Exchange of knowledge and experience within a wide stakeholder community, along the supply chain (e.g. database, meetings / seminars / conferences / workshops, other communication channels)

The above categories can be viewed as main streams of work that an integrated stakeholder community should focus on. They could form separate working groups under the umbrella of a community of practice in ethical fashion.

2. With regard to specific topics, actions, decisions and streams of work

The topical discussions which took place during the workshop and the actions that follow from them mirror the stakeholder priorities laid out in Table 4 above. Furthermore, they outline a possible “way forward” in dealing with these priorities. Thus, the stakeholders’ understanding of what needs to occur first for the fashion industry to become “ethical” and to give the UK’s ethical fashion market a boost, can be grouped in the following thematic categories:

- A common, integrated, multi-stakeholder response to social, environmental and economic issues
- Developing a platform/framework and an effective mechanism for such a joint response to take place
- Exchange of information, experience and knowledge between stakeholders, i.e. creating a multifunctional database
- Unifying existing and developing new mechanisms and tools to respond to ethical trading issues

As with the previous high-priority categories of blockers and enablers (Table 4), these specific themes could form separate working groups under the umbrella of a community of practice in ethical fashion.

3. Overarching conclusion

The workshop data, processed and summarised in the preceding sections, leads to a conclusion that there is one overarching prerequisite for the UK ethical fashion market to develop further. Among fashion stakeholders there is a clear realisation of the need for, and a demonstrated commitment to, a collaborative approach to tackling the most pressing challenges in the fashion industry. Thus,

- the successful exchange and dissemination of best practice,
- the effective mechanisms for resolving pressing problems, and
- any strategic and tactical planning

are firmly linked with the need and the desire to establish a collaborative platform. Such a platform would:

- consolidate human, organisational, financial, etc. capital, thus securing effective collective action;
- maximise the overall impact of existing industry effort;
- devise innovative collective responses to stimulate the development of the ethical fashion industry; and
- bind all of the above through the sharing and exchange of data, knowledge, experience and resource.

Overall, it can be concluded that there is an apparent drive toward, and a realisation of, the benefits of forming a collaborative community in the fashion sector around social, environmental and economic issues ².

4. What next?

In light of the aforementioned drive toward forming a collaborative community in ethical fashion and the benefits associated with such an integrated multi-stakeholder approach, the logical questions which arise are:

- *How can a collaborative community be established?*
- *What mechanisms should be employed?*
- *Who should devise and implement these mechanisms?*
- *What are the pillars and the components of such a platform?*

The next section of this document addresses these particular questions and outlines BSI's vision on how we can help ethical fashion stakeholders benefit from working together and realise the specific commitments made on the day of BSI's Ethical Fashion Workshop.

² Social, environmental and economic are the three pillars of sustainable development. Therefore, it has been suggested by some of the workshop participants that the stakeholder dialogue initiated in the fashion sector should be "re-branded" from "ethical fashion" to "sustainable fashion". This particular subject remains open for discussion.

Our Vision – a Community of Practice in Ethical Fashion

I. Outline and definition

This section of the report outlines BSI’s proposal on how to respond timely and effectively to the common challenges faced by the stakeholders in the fashion industry. It summarises our ideas about how to maximise the impact of existing projects and initiatives, devise innovative projects and work programmes and turn stakeholder commitments into viable actions. Therefore, the focus here is on the main components of the service which BSI is proposing to develop in collaboration with key stakeholder groups – Community of Practice (CoP) in ethical fashion.

I.1 Rationale

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

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

I.2 Our offer

In view of the above and given the outcome of BSI’s Ethical Fashion Workshop, BSI is proposing to provide a collaborative community service for organisations with common interests in ethical fashion, thus facilitating the sharing of information, knowledge and best practice.

I.3 CoP – definition

A CoP is commonly defined as:

“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.”³

³ Hubert et al. 2001 in Van Winkelen, Ch., and Ramsel, Ph. (2002), Building Effective Communities, Henley Knowledge Management Forum

The following set of characteristics have also been added to this definition⁴:

- Knowledge is shared in the community based on relationships with others, rather than direct transactions. Hence, interaction involves an emotional as well as an intellectual component.
- Resources are pooled to maximise results while minimising the impact of resource constraints of individual organisations.
- A community does not have a hierarchical management system and is largely self-organising.
- A strong community will stay together in the face of obstacles.

2. CoP - issues and benefits

Table 5 below summarises the key issues and needs that lie at the heart of a collaborative community.

Table 5 – Key collaborative community issues

PROBLEM	IMPLICATION	NEED	PAYOFF
Lack of resources to invest in projects	Missed opportunities to grow High costs to develop solutions Higher risks	Working groups with common interests to co-invest in projects	Grow the market Lower costs Share risks
No platform for stakeholders to share information	Incorrect decisions Missed opportunities Lack of learning and development	Establish a platform and environment for stakeholders to share their experiences and knowledge	Better decision making More opportunities Learn from others
There is no cooperative mechanisms for stakeholders to influence their market	Passive market change Lack of learning and development High risks	Establish mechanisms allowing stakeholders to cooperate	Actively shape the market place Lower risks Increase consumer confidence Boost market development
There is no mechanism to codify and distribute knowledge	Low efficiency Duplication of effort	Establish a mechanism to ensure knowledge and best practice are codified and shared	Improve efficiency Avoid duplication Realise cost savings

⁴ See Van Winkelen, Ch., and Ramsel, Ph. (2002), Building Effective Communities, Henley Knowledge Management Forum, p.2.

Some of the benefits of participating in a CoP in ethical fashion have been previously mentioned. However, the generic benefits of CoP membership include:

Better understanding 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.

Strengthen markets

Solutions to specific issues allow for increased market confidence, awareness, and efficiency, leading to a stronger marketplace.

Share knowledge and experience

Members can share experience of dealing with common issues. Best practices can be developed, shared and promoted throughout the whole collaborative community and between different communities.

Co-investment in common interests

The collaborative community invests on behalf of stakeholders with common interests in different projects. In this way, risks and costs are shared and better controlled, and duplication of effort is avoided.

Credibility

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.

3. Effective communities of practice – drivers and enablers

The following have been described by CoP theorists as essential components of an effective collaborative community:

3.1 Effective CoP – key drivers

Appropriate subject area (i.e. new, topical or relevant)

Without doubt, ethical trading/ethical fashion represents a topic which is contemporary, high-profile and a strong aspect of the predominant recent drive for corporate social responsibility.

Clear purpose and a structured process

A CoP in ethical fashion should have a common purpose and aims and has to clearly communicate its objectives and aspirations to all stakeholders. As previously suggested, a CoP in ethical fashion could have the following objectives: create a consensus platform, drive innovation, educate and reassure buyers and, ultimately, encourage the growth of the ethical fashion sector in the UK.

Fulfilment of roles

There are many roles to be played within a CoP. They include, but are not limited to:

(i) *Proactive and respected leader/coordinator*

It is our ambition and belief that BSI can successfully coordinate the community in a respected and independent manner, in close collaboration with the community's stakeholders and guided by their agreed preferences and objectives.

(ii) *High level sponsors/champions*

This role can be assumed by various stakeholders at different times and for different projects. It will depend on their capabilities, availability of resources, organisational characteristics and priorities.

(iii) *Facilitators/project managers*

The role of a facilitator/project manager is one that can be assumed by various stakeholders at different times depending on the needs of each specific working group within the wider community. Since each project will differ, in some cases it may be necessary for the facilitator/project manager to have specific domain knowledge and organisational expertise while at other times an independent facilitator/project manager would be better suited to lead a project.

(iv) *Librarian/knowledge managers*

This role is vital for the proper functioning of every CoP. With regard to a potential CoP in ethical fashion, the need for such a role, the functions associated with it and the mechanisms put in place to support it, were highlighted during several of the workshop discussions. Particular attention was given to the need for a community sourcing database and the general ability of fashion stakeholders to exchange information, knowledge and experience.

3.2 Effective CoP – enablers

The following two prerequisites are considered vital for the successful operation of a CoP:

- culture of trust and openness and social capital (structural, relational and cognitive)
- organisational acquiescence, both passive and active

4. BSI’s collaborative community service

BSI Professional Services has developed a CoP service that enables stakeholders with a common interest to set up a collaborative community and provides an effective platform and necessary working mechanisms for members to share information, co-invest in projects, share and develop best practices and achieve influence. Within this service we have the ability to:

- Provide administration services and manage the daily operations of the community
- Set up, maintain and update an information platform
- Manage and facilitate the consensus-building processes using our unique methodology
- Provide project management for projects and facilitate working group discussions (meetings, teleconferencing, online discussions, etc.) when necessary
- Organise and facilitate an annual conference for the community
- Provide necessary marketing services for products, events and the collaborative community itself to educate all stakeholders, increase influence and grow the community



In general the services provided by BSI as part of a CoP are flexible. The format and the incorporation of these services within the CoP’s platform will depend on the agreed needs and objectives of the community. However, to ensure that the community continually delivers value to its members, a number of core services will be needed. The diagram above provides an overview of the core components within BSI’s CoP service.

4.1 Information platform

One of the main 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 could include:

- The community's public website
- A "members-only" area
- Email accounts for members
- 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

It should be noted that that all these services will be tailor-made the specific needs and requirements of the community as a whole.

4.2 Annual conference

Since networking and information sharing is a key element for every community but everyone's time is limited, it is recommended that a CoP in ethical fashion holds at least one major annual conference. The format of such an event is flexible. However, based on previous experience, the event could consist of two parts:

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

Additionally, BSI can provide a range of services for the annual conference, such as:

- invite interested organisations to join the conference
- report on past, current and upcoming projects and products of the collaborative community
- facilitate group discussions

- record suggested future projects
- ensure consensus is reached among members on common issues discussed during the conference
- confirm that all participants' needs, concerns and requirements are fully understood

4.3 Membership support

The community needs ongoing support such as:

- 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

4.4 Financial management

As mentioned earlier, one of the key benefits of a CoP is the pooling of resources to help drive down costs of individual members. When working within a community the financial resources of several members can be joined to aggressively drive down the cost for each of these members. To this end, the financial aspects of the community will be based on two major inflows: membership fees and project sponsorship.

- Membership fees

Each member will need to 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 will be tiered to reflect the size, the ownership (e.g. public, private, non-profit, etc.) and other organisational characteristics of the members as well as to provide for in-kind contributions made to the community.

- Project sponsorship

Additionally, 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 (financial, human, intellectual, etc.) to ensure the project can be completed.

4.5 Branding and intellectual property rights (IPR)

A strong brand for the community will help deliver a clear, unambiguous message to the marketplace on the members' purpose, goals and objectives. Associating themselves with the community and its brand will help individual members effectively associate themselves with the principles upon which the community is built. Therefore, it is important that:

- a single brand for the community is created
- project outputs are branded with the community's own brand
- members' own brand(s) and logo(s) are used on project outputs and website if so desired 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 could 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.

4.6 Working groups

One of the key differentiators of BSI's CoP service is the community outputs. Once a community is launched, Working Groups will be formed to focus on specific issues faced by the community. For the CoP in ethical fashion, as pointed out in Table 4 of this report, Working Groups could be formed around the following issues of interest to stakeholders: communication; standardisation/commonality of approach; clarity of consumer message/definitions; education/awareness; legislative support/political backing; nature of the industry/drive for profitability; supply chain issues and needs.

Once a Working Group is formed it has to present a business case to the community outlining 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 funding it needs to complete it. Projects can take many different forms, such as:

- Research

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

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 keep the project on target and inform all other members of its progress.

5. Feedback and acceptance

We would like to thank you for your interest in BSI's Ethical Fashion Project and this report in particular. In order to take this initiative further, we would like to invite you to provide us with feedback on the following:

General thoughts on the information contained in this report

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Comments/suggestions on how to continue the stakeholder dialogue

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Your evaluation of BSI's Community of Practice offering

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Would you be interested in joining a BSI Ethical Fashion Community of Practice?

YES NO

Please return your feedback to:

Mr. Quincy Lissaur
BSI Professional Standards Services
389 Chiswick High Road
London W4 4AL
Fax: +44 (0)20-8996-7048

Appendix 1 – Industry issues and needs – examples

Organic and/or fairtrade? Fairtrade standards, labelling and verification

- There is a fairly diverse range of products available in organic cotton in the UK with the Soil Association being the label for organic produce that most consumers recognize.
- The fairtrade label itself is equally important, and some fairtrade textiles and fibre standards are already available or are in the process of being developed. Consumers who buy organic cotton are likely to buy cotton that also addresses issues of fair and ethical, or responsible, trade. However, no formal or commonly recognized standards for fairtrade clothing, textiles and fibres appear to have been developed.
- There is no one system of verification for ethical clothing production to parallel the fairtrade mark for commodities. Therefore, different suppliers have their own criteria to ensure workers rights are respected, and different monitoring systems to ensure that their criteria are met. Many companies have put in place codes of conduct.

Specific gaps and roadblocks in the market place

- At present the market in the UK has several gaps, especially for new and smaller companies wanting to gain access. These gaps are particularly in the wholesaling of yarns and fabrics to make and finish products. While several existing businesses do offer some wholesale opportunities, the costs are still quite high, and obtaining smaller quantities of yarn and fabric particularly so.
- Setting up supply chains remains difficult as there are no convenient listings of all actors and suppliers available linking organic farming areas.
- Another problem area is that of dyeing. Natural dyes remain difficult to source, and even more so in volume, although industrial low impact dyes can be found. There is a problem in the UK with sourcing funds for undertaking research in this area as R&D funds suffer from the competitive, price sensitive nature of the sector.

Appendix 2 – Ethical fashion industry – situation outline

- Ethical manufacture has been a recent political issue for the fashion industry.
- The ethical clothing market has emerged in response to concerns about ‘sweat-shop’ labour used to produce garments sold in the west.
- The media and consumer groups have highlighted concerns about working conditions in developing countries.
- Many UK companies have developed policies and set employment standards that their suppliers are expected to meet.
- The markets for green and ethical goods form only a small percentage of total consumer expenditure, yet significant niche markets, particularly fairtrade goods, are growing exponentially. The success of fairtrade demonstrates the potentially huge demand for ethically-sourced produce.
- The growth in ethical consumerism in the UK is soaring and is now worth £24.7 billion a year. Ethical fashion spending in Britain rose by 17 % to £273 million by the end of 2003 (Co-op Bank stats).
- The UK is now the fastest growing market for organic food and beverages, and may well become a leader in textiles in the same way.
- There is growing interest within the UK clothing and textiles sector, including some large retailers, in organic cotton, and generally, in better supply chain sustainability and transparency

Appendix 3 – Stakeholder comments

“I spent 12 years trying to buy eco friendly yarn, and have realised I have to make it myself. I am doing post grad at Kingston to define the area and be accurate about fibre production, yarn production, waste issues, and use of textiles. I will produce a tool for designers and students so that they will know what they are buying, what questions to ask and the wider implications of their choices, and their unique position of power to effect change. I am also making my own yarns, both for my own use and to sell to designers looking for eco yarns. Issues of clear labeling are needed, but this cannot happen until there is a consensus, based on facts, correctly interpreted and assimilated, and one that is flexible, and where customers can easily read the changes implied by that flexibility. I have various ideas for this, but you are the body who are expert in this, and I am looking forward to hearing about your proposals.”

“... making a film on how we shop/consume things and the rate at which fashions change and the effects this poses on the environment...”

“... areas I would think are important are the difference between Fairtrade and ethical trade; the role of small/artisanal garment makers cf big factories; understanding all the various initiatives and schemes (not just in the UK but globally); understanding market demand and consumer perception...”

“... there seems to be a massive gulf between people who work in the fashion industry proper ... and people who are interested in these wider societal/environmental issues – they just do not think about these things! – and they do not respond well to people accusing them or making them feel like it is a political issue – most of them are fundamentally not interested in anything that they perceive as ‘political’, so you have to find a new language for the two camps to talk to each other. My personal feeling is that this issue is seeming to attract a lot of people who are really passionate but not that ‘professional’ – lots of talk and not a lot of structure – this issue really needs someone like your organisation to give it some solid structure, almost like a conflict resolution expert!!”

Appendix 4 – Delegates List

Delegate	Job title	Organization
Annie Sherburne	Designer and researcher	Annie Sherburne
Cyndi Rhoades	Creative Director	Anti-Apathy/Worn Again
Chris McCann	Ethical Trading Manager	ASDA Stores Ltd
Rachel Grimmett	Quality Assessor	Boots Group plc
Simon Henzell-Thomas	Development Manager	Business in the Community
Susan Postlethwaite	Teacher	Camberwell College of Arts
Christopher Powles	Venture Capitalist	Christopher Powles
Eleni Pasdeki-Clewer	Sustainable Procurement Task Force Secretariat	Defra
Frank O'Connor		Design Wales
Liz Kirk	Head of Projects	Ethical Trading Initiative (ETI)
Diana Gayle	Product Manager (Non-food)	Fairtrade Foundation
Clare Lissaman	Consultant	Fairtrade Foundation
Lucy Shea	Partner	Futerra Sustainability Communications Ltd
James Shaw	Consultant	Future Considerations Ltd
Mark Young	Consultant	Future Considerations Ltd
Richard Armstrong	Project Manager	Getethical
Abigail Petit	Director/Owner	Gossypium
Katharine Mill	Press Office -EU	Greenpeace
Miriam Neale	MFA Forum Co-ordinator	Institute of Social and Ethical Accountability
Judith Condor-Vidal	Associate member of IFAT/founder member of the Ethical Fashion Forum	International Fairtrade Association
Amir Haider	CSR	International Labour Organization
Bernard Buckley	Head of Merchandise Standards	John Lewis Partnership
Tom Campbell	Policy Development Manager	London Development Agency
Julia Dobson	Ethical & Quality Systems Manager	Marks & Spencer Group plc
Sarah I Barlow	Global Ethical Trade Manager	Monsoon Accessorize plc
Clara Vuletich	Textile Design Student	Chelsea School of Art & Design
Lorna McCaw	Student	Central Saint Martin's
Andrew Whale		Next Retail Ltd
Joanne Poynor	Legislation and Environmental Manager	Next Retail Ltd
Deborah Isaacs	Manager	People Tree
Rachel Neame	PR & Marketing	People Tree
Damien Sanfilippo	Cotton Project Officer	Pesticide Action Network UK
Hazel Culley		Sedex Information Exchange Ltd

Chris King	Vice Chair of the Textiles Standards Committee	Soil Association
Sophie Gorton	Designer of Fashion and Textiles	Sophie Gorton
Søren Laursen	Senior Research Associate	Sustainable Manufacturing Group, Institute for Manufacturing, University of Cambridge
Cecilia Malvido de Rodriguez	Research Associate	Sustainable Manufacturing Group, Institute for Manufacturing, University of Cambridge
Joanne Soulsby		Tesco plc
Alan Wheeler	National Liaison Manager	Textile Recycling Association and Recyclatex (TRA)
Ruth Rosselson	Director for Labour Behind the Label	The Ethical Consumer Research Association
Tamsin Lejeune	EFF Chairperson	The Ethical Fashion Forum
Elizabeth Laskar	Founder Member & Events Director	The Ethical Fashion Forum
Linda Devereux	Director	The National Group on Homeworking (NGH)
Kathryn Pearson	Manager Woolmark Admin/Legal	Woolmark
Maria Varbeva-Daley	Market Analyst	BSI
Jim Smith	Development Manager	BSI
Quincy Lissaur	Senior Business Consultant	BSI
Jonathan Silver	Publisher	BSI
Paul McNeillis	Head of Professional Services	BSI
Alexandre Bykov	Team Leader	BSI
Katherine Hunter	MDM - Sustainability and CSR	BSI

Appendix 5 – Workshop Agenda

ETHICAL FASHION: BSI Stakeholder Workshop 21st February 2006

Session	Time	Min's	Flow
Welcome	09:30-10:00	30	Introductions & Presentation from BSI
Set-Up of Day	10:00-10:30	30	Agenda explanation and outline of process
World Café*	10:30-10:50	20	Round One: What are the 'enablers'? (including best practice which can be reapplied elsewhere or more frequently)
What are the enablers and blockers to the industry becoming 'ethical'?	10:50-10:55	5	Find another table with people you haven't met before
	10:55-11:15	20	Round Two: What are the 'blockers'?
	11:15-11:20	5	Move to next table
	11:20-11:40	20	Round Three: Consolidate enablers and blockers from everything you've heard
	11:40-11:45	5	Return to main room and take your seat
Processing	11:45-12:30	45	Table-Hosts present back.
Lunch	12:30-13:15	45	Networking & informal conversations to process outputs
Set-Up Open Space	13:15-13:30	15	Agenda is created, venues and convenors assigned
Open Space**	13:30-13:55	25	Slot One
What needs to occur for the fashion industry to become 'ethical'?	13:55-14:00	5	Move to next venue
	14:00-14:25	25	Slot Two
	14:25-14:30	5	Move to next venue
	14:30-14:55	25	Slot Three
	14:55-15:00	5	Return to main room and take your seat
Processing	15:00-16:00	60	Convenors present back the outcomes of the conversations at their venues. Development of a common strategy
Next Steps	16:00-16:45	45	Any actions arising from the Open Space Major decisions that need to be taken Major streams of work that need to occur Other stakeholders that need to be drawn into the process
Acknowledgements	16:45-17:00	15	Review of day

* World Café is a creative process for leading collaborative dialogue, sharing knowledge and creating possibilities for action in groups of all sizes. An overarching question provides guidance for a series of small group conversations that delegates rotate between different tables to discuss.

** Open Space is a process for utilising the collective intelligence of a group to un-conceal and deal with the most important issues facing the group. Delegates nominate and convene issues for discussion, based on another overarching question that needs to be answered by the group as a whole.

Appendix 6 – Workshop facilitation techniques

THE WORLD CAFÉ

“The World Café” refers to both a vision and a method of dialogue. It evolved out of conversations between and experimentation by group process facilitation consultants Juanita Brown and David Isaacs.

World Café Conversations are an intentional way to create a network of conversation around questions that matter. A Café Conversation is a creative process for leading collaborative dialogue, sharing knowledge and creating possibilities for action in groups of all sizes.

The methodology of the World Café is simple:

- The environment is set up like a café, with tables for four, tablecloths covered by large sheets of paper, some coloured pens and, if possible, quiet music and refreshments. Attention is paid to the ambience and environment you want to create, i.e. wall decorations, etc.
- People sit four to a table and have a series of conversational rounds lasting from 20 to 45 minutes about one or more questions which are personally relevant or meaningful to them.
- At the end of each round, one person remains at each table as the host, while each of the other three travel to separate tables.
- Table hosts welcome newcomers to their tables and share the essence of that table’s conversation so far.
- The newcomers relate any conversational threads which they are carrying – and then the conversation continues, deepening as the round progresses.
- At the end of the second round, participants return to their original table – or move on to other tables for one or more additional rounds – depending on the design of the Café. In subsequent rounds they may explore a new question or go deeper into the original one.
- After three or more rounds, the whole group gathers to share and explore

emerging themes, insights, and learnings, which are captured on flipcharts or other means for making the collective intelligence of the whole group visible to everyone so they can reflect on what is emerging in the room. At this point the Café may end or it may begin further rounds of conversational exploration and inquiry.

In World Café, the formulation of powerful questions is a fundamental art and skill. Questions like “What’s important to you about this situation, and why do you care?” and “What are we not seeing (or talking about) that is vital to our progress?” can open up new possibilities and energy.

The seven design principles of World Café are:

1. Set the context
2. Create hospitable space
3. Explore questions that matter
4. Encourage everyone’s contribution
5. Cross-pollinate and connect diverse perspectives
6. Listen together for patterns, insights, and deeper questions
7. Harvest and share collective discoveries

OPEN SPACE TECHNOLOGY

Open Space Technology was created in the mid-1980s by organisational consultant Harrison Owen when he discovered that people attending his conferences loved the coffee breaks better than the formal presentations and plenary sessions. Combining that insight with his experience of life in an African village, Owen created a totally new form of conferencing.

Open Space conferences have no keynote speakers, no pre-announced schedules of workshops, no panel discussions, no organisational booths. Instead, sitting in a large circle, participants learn in the first hour how they are going to create their own conference. Almost before they realize it, they become each other’s teachers and leaders.

Anyone who wants to initiate a discussion or activity, writes it down on a large sheet of paper in big letters and then stands up and announces it to the group. After selecting one of the many pre-established times and places, they post their proposed workshop on a wall. When everyone who wants to has announced and posted their initial offerings, it is time for what Owen calls “the village marketplace”: Participants

mill around the wall, putting together their personal schedules for the remainder of the conference. The first meetings begin immediately.

Open Space is, as Owen likes to say, more highly organised than the best planning committee could possibly manage. It is also chaotic, productive and fun. No one is in control. A whirlwind of activity is guided from within by a handful of simple Open Space principles.

The most basic principle is that everyone who comes to an Open Space conference must be passionate about the topic and willing to take some responsibility for creating things out of that passion. Four other key principles are:

- 1) Whoever comes is the right people.
- 2) Whatever happens is the only thing that could have.
- 3) Whenever it starts is the right time.
- 4) When it is over it is over.

‘The Law of Two Feet’ says: “If you find yourself in a situation where you aren’t learning or contributing, go somewhere else.” (This includes the possibility of moving to another level of awareness and participation, as well as the more obvious one of moving to another activity.) This law causes some participants to flit from activity to activity. These people are called bumblebees because they cross-pollinate all the workshops. Participants who use The Law of Two Feet to go off and sit by themselves are known as butterflies, because they create quiet centres of non-action for stillness, beauty, novelty or random conversations to be born.

Open Space conferences are particularly effective when a large, complex operation needs to be thoroughly re-conceptualised and reorganised – when the task is just too big and complicated to be sorted out “from the top.” On the assumption that such a system contains within it the seeds of everything that needs to happen with it, Open Space provides it with an opportunity to self-organize into its new configuration. For this to work, however, the system’s leaders must let go of control so that true self-organization can take place.