© Copyright Notice

This presentation is protected by U.S. and International copyright laws. TE welcomes you to use slides from this collection for your presentations on the condition that:

- The slides are not altered from the way it is presented in its original format, this includes changing colors and style.
- The Textile Exchange logo should not be removed.
- Adding logos and/or content is not permitted without written permission from Textile Exchange.
- Any presentation using this content or any form of this content should acknowledge Textile Exchange as the author.
About Responsible Leather

Responsible Leather is a Textile Exchange initiative aimed at addressing the many issues found within the global leather supply chain.
About Textile Exchange

Textile Exchange (TE) is a global nonprofit organization that works closely with our members along the entire textile supply chain to minimize the adverse environmental and social effects that the $1.7 trillion textile industry creates.

VISION

We envision a global textile industry that protects and restores the environment and enhances lives.

MISSION

Textile Exchange inspires and equips people to accelerate sustainable practices in the textile value chain. We focus on minimizing the harmful impacts of the global textile industry and maximizing its positive effects.
Meeting Agenda

1. Updates
   1. Deforestation Event (New York)
   2. GRSB Board Meeting
   3. Public Eye report

2. News & Information
   1. JBS Scandal

3. Setting Context

4. Review of RLI

5. Further Progress
   1. Task Group Updates

6. Our Thinking

7. Conference & Meetings
Now, a few formalities...
Go To Webinar Control Panel

- Hide/show control panel
- Full screen mode
- Raise hand

- You can use the Raise hand button to signal that you have a question, want to make a comment, or require assistance.

- Alternatively, if you have a question, type it in the question pane and click Send. We will do our best to answer as timely as possible.
Meeting Notes & Recording

- GoToWebinar will automatically send a recording to all registrants.
- We will email you with meeting notes and the recording within 2-3 days.
- Recording and meeting notes will be uploaded to responsibleleather.org, also within 2-3 days.
Chatham House Rule

“When a meeting, or part thereof, is held under the Chatham House Rule, participants are free to use the information received, but neither the identity nor the affiliation of the speaker(s), nor that of any other participant, may be revealed.”
Anti-Trust Declaration

Textile Exchange is committed to adhering strictly to the letter and spirit of the antitrust laws. Any and all meetings, communications, conference calls, shared resources and collaborative workspaces are designed solely to provide a forum or means for the expression of various points of view. Under no circumstances shall Textile Exchange activities be used as a means for competing companies to reach any understanding, expressed or implied, which tends to restrict competition, or in any way, to impair the ability of members to exercise independent business judgment regarding matters affecting competition.
OK, let’s continue!
Updates: TE & Industry

- Anne attended Climate Week NYC event “Going “All In” To Address Commodity-driven Deforestation”
- GRSB Board Meeting in Australia
- Public Eye report
2. News & Industry Information

- JBS scandal
  - [https://www.ft.com/content/161e2be8-9895-11e7-a652-cde3f882dd7b](https://www.ft.com/content/161e2be8-9895-11e7-a652-cde3f882dd7b)
Updates & News from you!

If you have any updates to share, please make a note in the chat box or raise your hand to be unmuted.
Setting Context: Info & Stats

Bovine hides represent 66% of the raw material used by the leather industry. (Future Trends in the World Leather and Leather Products Industry and Trade – UNIDO)

Consumer Goods Forum: DEFORESTATION RESOLUTION

In November 2010, our Board of Directors agreed a resolution on deforestation, with the aim of achieving zero net deforestation by 2020. The Resolution is of voluntary character, but authoritative (non-binding in a legal sense). It is voted upon by the Board on behalf of our members.

IN 2015, OVER 23 BILLION SHOES were manufactured worldwide.

Statistics show that China leads the global shoe manufacturing industry, accounting for 60% of the worldwide production. They are followed by India at barely 10%. (shoes.publiceye.ch)

Global Leather Use

- Footwear – 52%
- Apparel – 15%
- Automotive – 10%
- Furniture – 14%
- Other: 9%

SUSTAINABLE BRANDS: According to the UN Food and Agriculture Organization (FAO), the global livestock industry is responsible for 15% of all greenhouse gas emissions (GHGs) caused by humans, making it the 3rd largest contributor of GHGs, after energy and industry.
Review of the RLI
Overlapping Stakeholders

- Investors
  - Restaurants
  - Retail & Supermarkets
  - Meat Processing
  - Leather Tanning
  - Packhouses
  - Farms
  - Raising Farms
  - Birthing Farms

- Stakeholders
  - Manufacturing
    - Furnishings
    - Apparel
    - Footwear
    - Automotive & Transport
    - Equestrian

- Professional Groups (Across the Supply Chain)
  - Standards Bodies
  - Consultancies
  - Industry Associations

- Special Interest Groups & Civil Society
  - Animal Welfare groups
  - Environmental groups
  - Social/Human Rights groups

- = livestock transport point

©2017 Responsible Leather Initiative | Stakeholder Meeting #4
Theory of Change

Industry Action Program

Government Engagement Program

Best Practices

Financial support, influence, consumer engagement

Stories, metrics and KPIs, impacts

BRANDS

“Safe” supply

Demand

RESponsible LEATHER

Data, recognition, reduced risk

INDUSTRY

Engagement
2017 Work Plan

- Seed Funding
- Initial Working Group
- Identify Existing Initiatives
- Invite Additional Stakeholders
- Review Issues
- Determine Decision-Making Strategy
- Choose Scopes
- Identify Solution Frameworks
Seed Funding

- Our original target was $60,000 for 2017.
- We have $55,000 to date.
- We are requesting additional support to:
  - Cover our staff costs (i.e.: reach $60,000)
  - Convene a key stakeholder meeting
  - Begin work in 2018

- Please plan to support us in 2018+!
  We will be looking to raise $250,000 for the first year.
Stakeholder Groups

- Certification bodies
- Consultancies
- Brands and retailers
- Leather suppliers
- Food industry
- Automotive industry
- Animal welfare groups
- Environmental NGOs
- Leather industry groups
- Slaughterhouses
- Farms
- Tanneries
- Standard Bodies
Further Progress
Framework for Looking at Issues

**Animal Welfare**
- Farm
- Slaughter

**Environmental**
- Farm
- Tanneries
  - Land Conversion*
  - Pollution
- Land Health
- Climate Change
- Biodiversity

**Social**
- Farm
- Slaughter
- Tanning
  - Slavery
  - OHAS
  - Child Labour?

**Traceability**
- Animals
- Feedstock
- Materials

**Data Collection**
- Benchmarking

*Includes deforestation

Task group needed for 2017
Task group needed for 2018
Task Groups Updates

- Meet outside of the regularly scheduled stakeholder meetings
- Focus on a single issue at a time
- Identify issues and activities related to the topic
- Discuss options and presents them to the full International Working Group (IWG)
- Do not make decisions
- Are time-limited
- Supported by Textile Exchange
- Can be led by TE or someone else
## Addressing Multiple Species

<table>
<thead>
<tr>
<th>Goal of the RLI</th>
<th>The goal of the RLI is to ensure that leather comes from animals that have been treated responsibly (and from farms which manage natural resources responsibly and enhances ecosystem health)</th>
</tr>
</thead>
</table>
| Desired Outcomes | Farmers and processors respect and manage animals to ensure their health and welfare.  
  OR  
  A proactive approach is taken to ensure that the health of the animal is maintained through all stages of life. Sheep are free from pain, injury or disease through prevention, rapid diagnosis, and treatment. |
| Principles/Aims | • Animal caretakers provide animals with health care, in addition to identifying health problems and taking appropriate action to control and treat disease.  
  • The health and welfare of all livestock is being checked and managed |
| Generic Requirements | • The producer shall have a management plan for flock health and animal welfare.  
  • Animal husbandry procedures shall be performed or supervised by a competent stockperson, using well maintained equipment designed specifically for the purpose.  
  • Sick or injured livestock must receive prompt attention in order that suffering is not prolonged |
| Species Specific | • Husbandry procedures (castration, dehorning, branding etc.)  
  Slaughter and euthanasia methods  
  • Transport  
  • Housing space allowances  
  • Feed trough space allowances |
Standards Mapping
Task Group Work Flow: Animal Welfare

- **Input:** submit examples of standards to Hanna
- **Research …**
- **RWS Stakeholder Call**
- **Initial mapping of key points of animal welfare standards**
- **TE Sustainability Conference**
- **Call: Livestock rearing**
- **Call: Transport**
- **Call: Slaughter**

- **October 10-11**
- **November X**
- **December X**
Task Group Work Flow: Supply Chain Mapping/Traceability

- Sept. 7th: Call: Supply Chain Kick-Off
- Sept. 21st: RLI Stakeholder Call
- Sept. 26th: Send Survey
- Oct. 6th: Remit Survey
- Oct. 10-11: TE Sustainability Conference
- Oct. X: Call 2: Supply Chain
- Nov-Dec X: 2018 Plan and Scope
- Dec. X: Call 3: Supply Chain

Other events:
- Survey Results
- Mapping Process
- Mapping Tools
- 2018 Goal Setting

Task Group actions needed
Task Group calls
TE actions
Other events
Task Group Work Flow: Wet Processing (Tannery)

- Sept. 21st: RLI Stakeholder Call
- Sept. 26th: Send Survey
- Oct. 6th: Remit Survey
- Oct. 10-11: TE Sustainability Conference
- Oct. X: Tannery Task Group Kick-Off
- Nov-Dec X: RLI Plan and Scope Draft
- Nov. X: Call 2: Tannery
- Dec. X: Call 3: Tannery

- Task Group actions needed
  - Survey Results
  - Tannery Standards
  - Tannery Metrics

Task Group calls
TE actions
Other events
Traceability Pre-Slaughter

(Supply Chain Mapping)

Potential for Traceability
- **Fair to Good**
- **Poor to Fair**
- **Very Poor to Poor**

Realistic opportunities for impact
- Code of Practice with auditing
- Optional audits, government engagement and industry action
- Optional audits, government engagement and industry action

- **Slaughterhouses**
  - **Finishing Farms/Feedlots**
  - **Raising Farms**
  - **Cow/Calf Farms**
Task Group Work Flow: Social Issues

- Map out existing initiatives (farm and supply chain)
- Look at 1st, 2nd, and 3rd party verification options

Agenda Topics:
- OHAS
- Slavery
- Child Labor
Overlapping Stakeholders

Need to get the same message from both food and leather

Where the profit from leather kicks in, and where the influence on producers lies
CONE: Conversion of Natural Ecosystems

Removing natural ecosystems (forests, grasslands, wetlands) to meet other land needs, such as plantations, agriculture, settlement, pasture for cattle and mining.

Accountability Framework

Collaboration for Forests & Agriculture (CFA)
Getting the Message to Packers – **CONE**

**GRSB**

*Accountability Framework - CFA*

- Restaurants
- Retail & Supermarkets
- Meat Processing
- Leather Tanning
- Packers

**Accountability Framework - CFA**

- Farms
  - Raising Farms
  - Birthing Farms

**GRSB**

*Manufacturing*

- Furnishings
- Apparel
- Footwear
- Automotive & Transport
- Equestrian
Task Group Work Flow: CONE

- **September 21st**
  - RWS Stakeholder Call

- **October 10-12**
  - Clarify opportunities to join in with AF and CFA

- **Oct 24**
  - TE Sustainability Conference
  - Call: Conversion of Natural Ecosystems
  - TBD

- **TBD**
  - TBD

**Task Group actions needed**

**Task Group calls**

**TE actions**

**Other events**
Our Thinking
Verification Options

- **Responsible Leather Certified**
- **Better Leather Verified**
- **Better Leather Sourced**

Cost

Assurance, Traceability and Claim level
Responsible Leather **Certified**

- Set a standard with clear criteria covering the agreed scopes
- Reference the GRSB principles for farm and slaughter
- Develop desired outcomes
- 3rd party certification of key areas
- Chain of custody to final product
- Product or company claims will be supported
- Collect data through the verification to map to quality and to report on impacts
- Will capture those following best practices initially

To address:
- What has to be covered to call it “responsible”? Or what name would we give it?
- Low value of hides
- Integration with beef and dairy
- Do we address sustainability of feed
## Solution Models

<table>
<thead>
<tr>
<th>Solution Models</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Pass-fail standard</td>
<td>RWS Animal welfare</td>
<td></td>
</tr>
<tr>
<td>Continuous Improvement</td>
<td>RWS Land Mgt or BCI (farm)</td>
<td></td>
</tr>
<tr>
<td>Multi-level</td>
<td>Leeds Certification, LWG</td>
<td></td>
</tr>
<tr>
<td>Scoring system</td>
<td>Higg, SAN, Unilever</td>
<td></td>
</tr>
<tr>
<td>3rd party certification</td>
<td>TE Standards</td>
<td></td>
</tr>
<tr>
<td>1st, 2nd and 3rd party verification</td>
<td>BCI</td>
<td></td>
</tr>
<tr>
<td>Chain of custody (identity preserved)</td>
<td>TE Standards</td>
<td></td>
</tr>
<tr>
<td>Mass Balance (offset)</td>
<td>BCI</td>
<td></td>
</tr>
<tr>
<td>Indicators, metrics, guidance, guidance</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Can we use different solution models for different stages: farm, slaughter, tanneries, supply chain?

Can we have different verification requirements based on risk levels.
Tannery Options & Scope

<table>
<thead>
<tr>
<th>Level</th>
<th>Traceability (Packhouse)</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Self-assessment score &gt; 50% criteria (material)</td>
</tr>
<tr>
<td>B</td>
<td>Self-assessment score &lt; 50% criteria (material)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Level</th>
<th>Social Compliance/EHS</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Audited (Benchmark) Pass/Fail</td>
</tr>
<tr>
<td>B</td>
<td>Adopted Protocol and Mgmt. Framework</td>
</tr>
<tr>
<td>C</td>
<td>Posted-Signs (Code of Conduct, etc.)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Level</th>
<th>Environmental Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>LWG Gold certified</td>
</tr>
<tr>
<td>B</td>
<td>LWG Silver certified</td>
</tr>
<tr>
<td>C</td>
<td>LWG Bronze certified</td>
</tr>
<tr>
<td>D</td>
<td>Enviro. Management Plan and Framework</td>
</tr>
<tr>
<td>E</td>
<td>Audited (Benchmark) LWG 6.5</td>
</tr>
</tbody>
</table>

- If we have a multi-tier standard, we can link the tiers to the level of verification at the tanneries
  - Traceability (Baseline/Required)
  - Social Compliance/EHS
  - Environmental Management
- We can use this for continuous improvement, e.g.:
  - Year 1, level E, is required
  - Year 2, level D is required
  - Year 3+, level C is required
- Another option is to make tannery social and environmental audits optional, traceability required.
- Set requirements based on size of the tannery
- *Look at other existing schemes ICEC Certification (Italy), ISO 14001, ISO 9001, OSHAS 19001, LWG P6.5, and fit them into one of the levels (traceability required).

Note: Above protocol/framework is an example/illustrative purposes only.
To Be Determined:

Single-tier standard?
- This would effectively be a pass/fail, although we can set the levels based on a scoring system (eg: farmer must meet 50% of requirements to pass)
- A single tier standard provides more clarity in communications, especially to consumers

Multi-tier standard?
- A multi-tier standard is inclusive for more players, and can be a path for continuous improvement
- This could be bronze/silver/gold or it could be a numeric score
- Different claims for different tiers

Can we include optional modules?
- See following slide for an example
- Would we allow for different levels of claims, or just look for joint claims (eg; RLS and LWG on a hang tag)
Better Leather Verified

- Use criteria from Responsible Leather Standard
- Farms:
  - Self-assessment for all farms registered (no ICS)
  - 2nd party assessments from RLI partners (?) – skip this to keep costs down?
  - 3rd party verification by Certification Bodies of X%
- Slaughterhouses - small:
  - Self-assessment for all slaughterhouses registered
  - 2nd party assessments from RLI partners (?)
  - 3rd party verification by Certification Bodies of X%
- Slaughterhouses - large:
  - 3rd party verification by Certification Bodies or equivalency
- Book and claim – do we need to link to the brands’ supply chains?
- Collect data through the verification to map to quality and to report on impacts

In the Book and Claim model, a company can obtain sustainability certificates for the volume of certified materials that it puts into the supply chain. Certified and non-certified materials flow freely throughout the supply chain. Sustainability certificates are bought via a trading platform and can be issued by an independent body.

This model relies on the link between the volumes of the certified material produced at the beginning of the supply chain and the amount of certified product purchased at the end of the value chain.
Better Leather **Sourced**

- Applied to Farm or Farm + Slaughter
- 3rd party assessment of risk level (eg: 3 levels total)
- RLI will set risk criteria to be assessed
- Applies to a defined geographic region – large or small or a defined group of farms and sh’s
- Regions will apply and pay for assessments
- Set a review schedule
- Do we need chain of custody? Or book and claim?
- What kind of data can we collect and report on?
- We would have to develop a risk assessment tool
- Good potential to coordinate activities with Government Engagement Program and Industry Action Program
Government Engagement Program

- The program will give visibility to regional initiatives, programs, and existing regulations, and a platform for collective influence.
- Brands will be encouraged to add their voice on issues that are important to them and that reflect their CSR goals, sourcing needs, etc.
- TE can commit to holding the information on the Responsible Leather website, but will not be able to manage the program without a continued revenue stream to support it.

*Integrate Government and Industry Programs!
Industry Action Program

- The program will give visibility to the activities of NGOs and organizations working on issues that are impacted by the leather and cattle supply chain
- These issues may extend past the scopes of the assurance work
- Brands will be able to learn about the work being done, and to make connections
- Brands can support and work with the individual organizations, connecting through the Industry Action Program
- The program will be branded under the Responsible Leather Initiative, and brands will be encouraged to engage and financially support it as part of their CSR commitments on leather
- Ideally the actors in this program can report out on their progress with data, KPI’s and stories
- TE can commit to holding the information on the Responsible Leather website, but will not be able to manage the program without a continued revenue stream
Verification Options - Discussion

- Better Leather Sourced
- Better Leather Verified
- Responsible Leather Certified

Cost vs. Assurance, Traceability and Claim level
Data Collection

- Data collection is essential if we are to focus more on impacts than on practices
- We need multi-stakeholder input to determine what and where to collect
- We can work on technology solutions in collaboration with other standards organizations
- TE is working on databases that will help to manage and present the data that we collect

### What do we collect?
- Brand CSR reports or full cost accounting
- RLS impacts measurement
- Benchmarking for farmers etc.
- Information to inform industry and government actions
- Progress to SDGs
- Valuations for carbon inset or offset programs
## Equivalencies

<table>
<thead>
<tr>
<th>ANIMAL WELFARE</th>
<th>ENVIRONMENTAL IMPACTS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Farm</strong></td>
<td><strong>Traceability</strong></td>
</tr>
<tr>
<td>RLS</td>
<td>RLS</td>
</tr>
<tr>
<td>Scheme A</td>
<td>Scheme A</td>
</tr>
<tr>
<td>Program B</td>
<td></td>
</tr>
<tr>
<td>Legislation C</td>
<td>Legislation D</td>
</tr>
</tbody>
</table>

- How will equivalencies be assessed?
- Do we look at principles, desired outcomes, or do we map the requirements?
- How close of a match do we need?
- How do we address different auditing timelines?
- What types of claims will be allowed?
- Who will evaluate each one and make decisions?
- How will assessment costs be covered?
- How will chain of custody/traceability be addressed?
Layered Approach - example

<table>
<thead>
<tr>
<th>Goal of the RLI</th>
<th>The goal of the RLI is to ensure that leather comes from animals that have been treated responsibly <em>(and from farms which manage natural resources responsibly and enhances ecosystem health)</em></th>
</tr>
</thead>
</table>
| Desired Outcomes | Farmers and processors respect and manage animals to ensure their health and welfare.  
OR  
A proactive approach is taken to ensure that the health of the animal is maintained through all stages of life. Sheep are free from pain, injury or disease through prevention, rapid diagnosis, and treatment. |
| Principles/Aims | • Animal caretakers provide animals with health care, in addition to identifying health problems and taking appropriate action to control and treat disease.  
• The health and welfare of all livestock is being checked and managed |
| Generic Requirements | • The producer shall have a management plan for flock health and animal welfare.  
• Animal husbandry procedures shall be performed or supervised by a competent stockperson, using well maintained equipment designed specifically for the purpose.  
• Sick or injured livestock must receive prompt attention in order that suffering is not prolonged |
| Species Specific | • Husbandry procedures (castration, dehorning, branding etc.)  
Slaughter and euthanasia methods  
• Transport  
• Housing space allowances  
• Feed trough space allowances |
| Assessment methods | • 3rd party verification (yearly or every 3 years, announced vs unannounced, continual electronic monitoring, pass/fail vs. continuous improvement)  
• 2nd party verification  
• Reliance on legislation  
• Self-assessments |
### Equivalencies - Discussion

<table>
<thead>
<tr>
<th>Tier</th>
<th>Benchmark*</th>
<th>Tier 1</th>
<th>Tier 2</th>
<th>Tier 3</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>RLI &gt; 80</td>
<td>RLI &gt; 80</td>
<td>RLI &gt; 80</td>
<td>RLI &gt; 80</td>
</tr>
<tr>
<td>Criteria</td>
<td>A, B, C</td>
<td>A, B</td>
<td>B, C, D</td>
<td></td>
</tr>
<tr>
<td>Verification</td>
<td>B</td>
<td>B</td>
<td>B, D</td>
<td></td>
</tr>
<tr>
<td>Data</td>
<td></td>
<td></td>
<td>D</td>
<td></td>
</tr>
<tr>
<td></td>
<td>RLI &gt; 60</td>
<td>RLI &gt; 60</td>
<td>RLI &gt; 60</td>
<td></td>
</tr>
<tr>
<td>Criteria</td>
<td>G, H</td>
<td>G, I</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Verification</td>
<td>H</td>
<td>H</td>
<td>I</td>
<td></td>
</tr>
<tr>
<td>Data</td>
<td>G</td>
<td>G</td>
<td>G</td>
<td></td>
</tr>
<tr>
<td></td>
<td>RLI &gt; 40</td>
<td>RLI &gt; 40</td>
<td>RLI &gt; 40</td>
<td></td>
</tr>
<tr>
<td>Criteria</td>
<td>K, L, M</td>
<td>K, L, M</td>
<td>K, L, M</td>
<td></td>
</tr>
<tr>
<td>Verification</td>
<td>K, L, M</td>
<td>K, L, M</td>
<td>K, L, M</td>
<td></td>
</tr>
<tr>
<td>Data</td>
<td>K</td>
<td>K</td>
<td>K, M</td>
<td></td>
</tr>
</tbody>
</table>

* All benchmarks will include minimum mandatory criteria.

**Brand Strategy Example**

"By 2025, at least 20% of the leather we source will be from Tier 1, 20% from Tier 2 and the remainder will be from Tier 3”

**Considerations**

- Is this too complicated?
- How will equivalencies be assessed?
- Do we look at principles, desired outcomes, or do we map the requirements?
- How close of a match do we need?
- How do we address different auditing timelines?
- What types of claims will be allowed?
- Who will evaluate each one and make decisions?
- How will assessment costs be covered?
- How will chain of custody/traceability be addressed?

**Brand Strategy Example**

"By 2025, at least 50% of the leather we source will be for animal welfare."
Leather and cashmere are the next animal sourced materials that are being addressed by the textile industry. Stakeholders have already started work on animal welfare, the environmental impacts of grazing, and traceability. Learn from experts about the impacts, activities, and opportunities, and figure out how your company can get engaged.

Humane Society: Animal Welfare
IKEA: Transparency
WWF: Grazing Impacts
Responsible Leather Initiative Meeting (Post Conference)

Thursday, Oct 12th | 1:00pm-5:00pm | Tentative Agenda

1. Introduction to the Responsible Leather Initiative and Update on progress so far – 20 min
   - I’ll introduce our team, our work and progress and the objectives of the meeting
   - Talk about the resources, materials we’ve given them
   - Present on the terms of reference and how they feed into our work plan
   - Stakeholders (map of the categories): Crispin, brief self-intros of key groups in the room – survey results

2. Business case drivers for Responsible Leather – Panel discussion – 60 min
   - Survey results

3. What are we really trying to achieve and what is the best way to do it? – General discussion – 30 min
   - Review the different options we can look at – 5-10 min: goal will be to get direction on which solution to look at
   - Looking at the risks and opportunities, which will best serve your needs. – 20-25 minutes

   20 min - break

   - 10 minutes to present on the possible scopes to include, and on the trade-offs to include more vs less, explain what we will be discussing
   - 30 minutes: break out tables – 3 topics
   - 30 minutes: break out tables – 3 topics
   - 25 minutes: report backs and group discussion
Survey!

A Responsible Leather Initiative survey will be sent out soon.

It will help us immensely if you can take the time to answer the questions.
Thank you!

Questions?

responsibleleather@textileexchange.org