



RESPONSIBLE LEATHER INITIATIVE

Stakeholder Meeting – Monday, February 26th, 2018



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- As you will notice, from now on, we will be holding all meetings on **GoToWebinar** (instructions on next slide)
- We will be providing the list of all **registered attendees** as a “handout”

GoToWebinar Control Panel

Raise hand



Attendee Registration List



- 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 Questions Panel** and click Send. We will do our best to answer as timely as possible.
- You can find the **Attendee Registration List** under “**Handouts**” to see who else is on the call (note: not everyone registered will be present)

The screenshot shows the GoToWebinar control panel with the following elements:

- Audio Section:** Includes a 'Sound Check' indicator, 'Computer audio' (selected) and 'Phone call' options, a 'MUTED' status, and dropdown menus for 'Microphone (HD Webcam C510)' and 'Speakers (High Definition Aud...)'. A volume slider is also present.
- Handouts Section:** Titled 'Handouts: 2', it contains a list of files: '2017-05-05_11-59-21.png' and 'GTM iOS.jpeg'. This section is circled in yellow.
- Questions Section:** Titled 'Questions', it features a text input field with the placeholder '[Enter a question for staff]' and a 'Send' button. This section is also circled in yellow.
- Footer:** Displays 'Multi sessions different registrants', 'Webinar ID: 980-960-603', and the GoToWebinar logo.

Meeting Notes & Recording

- 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.



Agenda

1. News & Updates
2. The Roundtable
3. Focus Areas and Work Plan
4. Making It Work





News & Updates

News and Updates

1. What's up Down Under
2. Textile Exchange event in New York
3. SAC and EU looking at PEF (Product Environmental Footprint) for leather together
4. ISEAL Monitoring and Evaluation Training in London: May 4th



Updates from Down Under

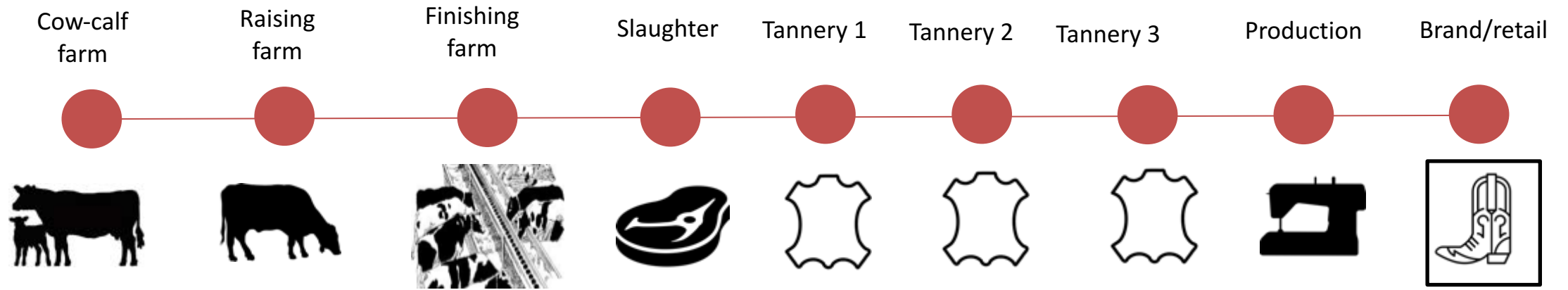


Stakeholder Updates: **Your Turn!**





The Roundtable



GRSB

Italian Tannery Association

← Optional LWG a/w risk assessment model

LWG

CFA

WWF

Tannery of the Future

Solidaridad

“Global Leather Roundtable”

Why a Roundtable?

*“Those who hope to launch collective impact efforts... assume that developing a common agenda involves gaining broad agreement at the outset about which predetermined solutions to implement. In fact, **developing a common agenda is not about creating solutions at all, but about achieving a common understanding of the problem, agreeing to joint goals to address the problem, and arriving at common indicators to which the collective set of involved actors will hold themselves accountable in making progress.** It is the process that comes after the development of the common agenda in which solutions and resources are uncovered, agreed upon, and collectively taken up.”*

“Under conditions of complexity, predetermined solutions rarely succeed...”

Kania and Kramer

Why a Roundtable?

Isolated Impact vs. Collective Impact	
Isolated Impact	Collective Impact
Funders select individual grantees that offer the most promising solutions.	Funders and implementers understand that social problems, and their solutions, arise from the interaction of many organizations within a larger system.
Nonprofits work separately and compete to produce the greatest independent impact.	Progress depends on working towards the same goal and measuring the same things.
Evaluation attempts to isolate a particular organization's impact.	Large-scale impact depends on increasing cross-sector alignment and learning among many organizations.
Large-scale change is assumed to depend on scaling a single organization.	Corporate and government sectors are essential partners.
Corporate and government sectors are often disconnected from the efforts of foundations and nonprofits.	Organizations actively coordinate their action and share lessons learned.

Channeling Change: Making Collective Impact Work, written by Fay Hanleybrown, John Kania, and Mark Kramer:
https://ssir.org/articles/entry/channeling_change_making_collective_impact_work

Why a Roundtable?

The Five Conditions of Collective Impact

Common Agenda	All participants have a shared vision for change , including a common understanding of the problem and a joint approach to solving it through agreed upon actions.
Shared Measurement	Collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable.
Mutually Reinforcing Activities	Participant activities must be differentiated while still being coordinated through a mutually reinforcing plan of action.
Continuous Communication	Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and create common motivation.
Backbone Support	Creating and managing collective impact requires a separate organization with staff and a specific set of skills to serve as the backbone for the entire initiative and coordinate participating organizations and agencies.

Leather Roundtable

Mission

Advance continuous improvement in sustainability of the global leather (and beef) value chains through leadership, science and multi-stakeholder engagement and collaboration.

Vision

We envision a world in which all aspects of the leather value chain are environmentally sound, socially responsible and economically viable.

The Roundtable will be:

- A platform for stakeholders in the leather industry to engage with each other, share information, and identify common challenges and opportunities.
- A common voice that represents the interests of the leather stakeholders and that can work with other stakeholders, including the beef/cattle industry.
- A structure for interacting with other organizations and government bodies.
- A forum to agree on priority issues and desired solutions, with the opportunity to take actions

Leather Roundtable

Roundtable Activities:

May include but are not restricted to:

- Develop a plan to create a **verification system** that will allow leather brands to send a clear signal to their supply chains, and that will ultimately drive positive industry transformation.
- Convening virtual and in-person **meetings to share information** and perspectives from the beef and leather supply chains.
- Identify existing **opportunities for joint action** (eg: adding leather users to pilot programs being run for beef, signing onto deforestation-free protocols).
- Combining knowledge and expertise of the stakeholders **to map out existing projects and initiatives**: put them into a **common framework** that both the beef and leather industries can use.
- **Outreach and education** to leather brands to understand the issues, develop alignment among their sourcing policies, and to participate in and financially support the Roundtable.

Leather Roundtable - Structure

Backbone Organisation

Textile Exchange will act at the backbone organisation to support the Roundtable and its work:

- Guide vision and strategy
- Support aligned activities
- Establish shared measurement practices
- Build public will
- Advance policy
- Mobilize funding



Leather Roundtable - Structure

Steering Committee

The steering committee will work to create the common agenda that defines the boundaries of the effort and set a strategic action framework. Thereafter, the committee will meet regularly to oversee the progress of the entire initiative.

We will strive for an even representation from all sectors:

1. Brands and Retailers
2. Value Chain members
3. Producers
4. Civil Society
5. Professional Services
6. Other organizations?



Leather Roundtable - Structure

Task Groups

Task Groups will allow us to move forward on multiple issues at the same time, and to leverage the interest and expertise of specific individuals.

- Task groups will have a narrow focus, and be time-limited.
- The areas of focus and desired outcomes will be discussed by the full Roundtable.
- We will encourage individual Roundtable members to lead the task group activities.
- Task group participation will fall under the Roundtable Charter
- All proposed solutions should fit with the agreed-upon goals and structures set out by the Roundtable.
- Task groups will consolidate their learnings and discussions, and bring back information or proposals to the full Roundtable.
- Key task groups will have a section on the web where TE can post their meeting notes and the information collected.
- Textile Exchange will engage and provide administrative support, and ensure that there is a strong linkage between the work of the different task groups.



Roundtable Charter

- Sets roles and responsibilities for Textile Exchange and Roundtable Members
- Sets codes of conducts for participants
- Will be mandatory for all Roundtable members to sign the charter in order to participate

Roundtable Task Group: Structure and Mandate

One of the first task groups that we establish will be to look at the structure and mandate of the Roundtable. We will look at the charter, put forth a proposed vision and mission for the greater group to comment on, and focus on the roles and responsibilities of the participants as well as the backbone organization.

Leather Roundtable - Actions

Verification System

- Develop a set of minimum criteria under and umbrella 'standard'
- Establish an Equivalency Assessment Model to evaluate existing standards, legislations and initiatives
- In the event that existing standards fall short of the umbrella one, the missing requirements can be audited separately or through a joint audit
- In the event that standards are not being applied to a site, the umbrella standard can be audited against.

Traceability Systems

- Develop both a book and claim and an identity-protected system
- Determine the types of company and product claims that can be made with each

Measurement

- Determine what needs to be measured and how
- Develop a system to collect and manage data
- Set up plan for evaluation and reporting of data



Let's Choose our Words

- Global Roundtable for Responsible Leather (GRRL)
- Global Roundtable for Sustainable Leather (GRSL)
- Global Leather Roundtable (GLR)
- Global Roundtable for Better Leather (GRBL)
- ??

- Global Verification Tool
- Global Verification System
- Global Benchmark Standard
- Global Benchmark Tool
- Global Benchmark System
- Global Assessment Tool
- Global Assessment System
- ??



Focus Areas and Work Plan

3 Phases*

Phase I - Initiate Action, requires an understanding of the landscape of key players and the existing work underway, baseline data on the social problem to develop the case for change, and an initial governance structure that includes strong and credible champions.

This was our 2017 work.

Phase II - Organize for Impact, requires that stakeholders work together to establish common goals and shared measures, create a supporting backbone infrastructure, and begin the process of aligning the many organizations involved against the shared goals and measures.

This will be our focus for the first half of 2018. The establishment of the formal Roundtable will give us our structure. Aligned goals and measures could be our desired outcome for the in-person meeting.

Phase III - Sustain Action and Impact, requires that stakeholders pursue prioritized areas for action in a coordinated way, systematically collect data, and put in place sustainable processes that enable active learning and course correcting as they track progress toward their common goals.

This is our long term work. It will evolve and grow over many years.

* [Channeling Change: Making Collective Impact Work](https://ssir.org/articles/entry/channeling_change_making_collective_impact_work), written by Fay Hanleybrown, John Kania, and Mark Kramer:
https://ssir.org/articles/entry/channeling_change_making_collective_impact_work

“Collective impact efforts are most effective when they build from what already exists; honoring current efforts and engaging established organizations, rather than creating an entirely new solution from scratch.”

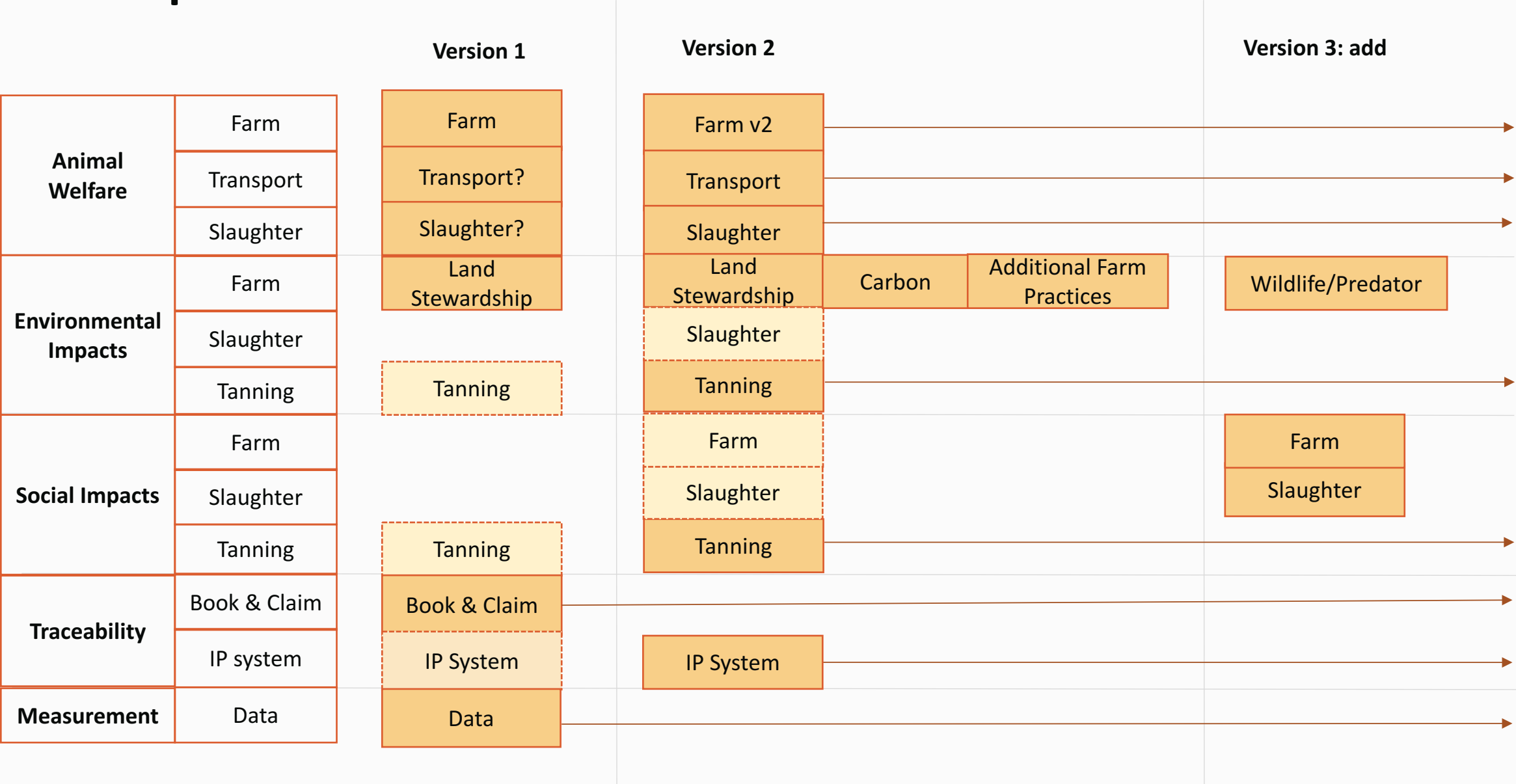
“Being realistic about the time it will take to get through these initial organizing stages is equally important.”

Roadmap: Verification Tool

Animal Welfare	Farm	Farm	Develop an umbrella set of requirements, verification criteria, and establish a benchmark system.
	Transport	Transport?	
	Slaughter	Slaughter?	
Environmental Impacts	Farm	Land Stewardship*	Basic farming requirements, recommend or require the CFA Protocol.
	Slaughter		
	Tanning	Tanning	Determine how to incorporate existing tannery initiatives.
Social Impacts	Farm		Determine how to incorporate existing tannery initiatives.
	Slaughter		
	Tanning	Tanning	
Traceability	Book & Claim	Book & Claim	Develop one or both systems to allow for different mechanisms to connect brands to better practice farms and slaughterhouses.
	IP system	IP System	
Measurement	Data	Data	Determine data to be captured and reported on. Choose a system to manage the data.

*CFA, Holistic Mgt ...

Roadmap: Verification Tool



Roundtable Task Group: Scopes prioritization

Another of the first task groups that we establish will be to look at which issues we should try to address through the verification system, and which we can address through separate roundtable activities. We will identify the "why" behind each issue, so that we can clearly articulate the importance of each verification scope. We can use the results from the last survey, consider a new one, and look at what is most practical to ensure we have success. We can also discuss whether there should be multiple tiers allowed (eg: bronze, silver, gold).

Roundtable Task Group: Traceability Options

We are now ready to start looking more deeply at the traceability options: book & claim (certificate trading), mass balance, and full chain of custody. We will talk examine what other organizations such as RSPO have done, talk to the technology providers about what is possible, and look at which options will best meet our needs.

February

Goals

- ❖ Come up with a final concept for the Roundtable, an agreed approach to develop the verification tool and prioritize issues.
- ❖ Develop a stronger understanding of the traceability options.
- ❖ Begin raising funds.
- ❖ Launch initial task groups.
- ❖ Plan in-person meeting

Actions: Establish Task Groups

Roundtable: structure and mandate: 1-2 calls

Traceability Options: multiple calls (1+ years)

Scopes prioritization: survey revision: 2-4 calls

Actions: Fundraising

Fundraising letters sent

Call 1 - Feb 2

- Review of 2017 and survey results
- Presentation of Roundtable
- Responsible Business Alliance presentation

Call 2 - Feb 26

- Confirmation of Roundtable and Task Groups
- Traceability options
- TBD: presentations

Survey

- Name for Roundtable

2018

March

Goals

- ❖ Finalize details of Roundtable: goals, structure
- ❖ Membership in GRSB
- ❖ Work towards stakeholder decision on the initial scopes for a verification tool
- ❖ Achieve common understanding of traceability options: pros and cons

Actions: Establish Task Groups

Brand commitment strategy: 1-2 calls

Action: Website

Expand website (as per \$)

Task Group Activities

Scopes prioritization: survey review

Traceability Options: options review

Call 3 – Mar 20

- Confirm final details on Roundtable
- Scopes prioritization discussion
- Traceability options discussion
- Presentations from other groups?

Survey

- Scopes prioritization

2018

April

Goals

- ❖ Agreement on the initial scopes for a verification tool and Roundtable work streams
- ❖ Agreement on traceability system(s) to use

Actions: Establish Task Groups

Scope task groups – by issue: multiple calls

Task Group Activities

Traceability Options: as needed

Call 4 – April 3
(to be confirmed)

Call 5 – April 17
(to be confirmed)

2018

May ❖ Benchmarking strategy: present to Roundtable and launch task group ❖ ISEAL: May 22-24	June ❖ Outdoor Show: June 17-20	Ongoing Activities: <ul style="list-style-type: none">• Task Groups – research, present and discuss outcomes with Roundtable:<ul style="list-style-type: none">• Scopes task groups• Traceability task group• Piloting opportunities with GRSSB or other initiatives (including technology platforms)• Government engagement• Share information• Explore new opportunities for the group or individual organizations• Develop website• Funding opportunities
July ❖ Outdoor Retailer: July 23-26	August	
September ❖ European Outdoor Summit: September 19-20	October	
November ❖ Summarize and review 2018 work	December ❖ Confirm plan and budget needs for 2019+	

2018 Events

FEBRUARY

Premiere Vision Leather
13 - 15 February, 2018
Location: Paris, France

MARCH

APLF MM&T
14 - 16 March, 2018
Location: Hong Kong, China

Morocco Leather and Shoes
28 - 31 March, 2018
Location: Casablanca, Morocco
Dedicated to leather and shoe components.

APRIL

SLTC Conference 2018
21 April, 2018
Location: Northampton, UK

Innovation Forum: Sustainable Apparel
24-25 April, 2018
Location: Amsterdam

MAY

Footwear Executive Summit
03 May, 2018
Location: Washington DC, U.S.

Copenhagen Fashion Summit
15-16 May, 2018
Location: Copenhagen

SAC Full Member Meeting
21-24 May, 2018
Location: Vancouver, Canada

ISEAL Conference
May 22-24
Location: Sao Paulo, Brazil

All Africa Leather Fair - AALF
25 - 28 May, 2018
Location: Addis Ababa, Ethiopia

Shoes & Leather Guangzhou
30 May - 01 June, 2018
Location: Guangzhou, China

JUNE

Sustainable Brands
4-7 June, 2018
Location: Vancouver

Freiberg Leather Days
13 - 14 June, 2018
Location: Freiberg, Germany

Outdoor Show
17-20 June, 2018
Location: Friedrichshafen, Germany

JULY

Shoes and Leather Vietnam
11 - 13 July, 2018
Location: Ho Chi Minh City, Vietnam

Outdoor Retailer
23-26 July, 2018
Location: Denver, CO USA

AUGUST

All China Leather Fair (ACLE)
29 - 31 August, 2018
Location: Shanghai, China

SEPTEMBER

European Outdoor Summit
19 - 20 September, 2018
Location: Malmö, Sweden

Premiere Vision Leather
19 - 21 September, 2018
Location: Paris, France

OCTOBER

TE Textile Sustainability Conference
22-24 October, 2018
Location: Milan, Italy

NOVEMBER

DECEMBER

In-person meeting options

Orange: TE attendance

Expected Task Groups

Roundtable: structure and mandate: 1-2 calls

Traceability Options: multiple calls (1+ years)

Scopes prioritization: survey revision: 2-4 calls

Brand commitment strategy: 1-2 calls

Benchmarking models

Communications and outreach strategy

On-ground activities and resources mapping

Mapping of existing trade mechanisms and financial flows.

Scope task groups by issue - eg:

- Animal welfare at farm, Deforestation, etc.

Tanneries

Costing and business models

Risk analysis

LCA reviews? (Roundtable)

Governance issues (Roundtable)

Indicators and data strategy

Data and stories to speak to CEOs and investors

And...?



Making It Work

TE Asks:

- **Financial Support**
- **Expertise:** a specific time commitment on a given topic or job
- **Leadership:** commitment to lead a task group
- **Volunteer:** contribute time to take on a given job or do research
- **Communicate:** tell your networks about what we are doing and encourage them to join
- **Patience!**

1 year

Sponsorship Funding
- approximately \$250,000

Review

1-2 years

Sponsorship Funding or
Membership Fees
- approximately \$50,000

Review

Ongoing

Membership Fees
- approximately \$50,000

TE Roundtable/Working Group

- Sharing of information
- Common voice for the leather industry
- Platform for engagement with other groups

Development of verification tool

- Determine priority issues - do targeted research
 - Farm to slaughter
 - Animal welfare
 - Better Farming Practices (inputs, carbon, regeneration)
- Determine solution model
 - Cost and feasibility assessment
 - Verification requirements
 - Link from farm to brand
 - Claim language
 - Revenue model

Industry change work

- Benchmark assessment system
- Coordination with other initiatives: pilot programs
- Impact reduction and governance engagement

Sponsorship Funding
- approximately \$200,000

Development of verification tool

- Develop verification and benchmark assessment criteria
- Develop solution model
- Piloting

*events will be sponsored separately

Sponsorship Funding
- determined by project

Industry change work

Foundation funding + Fees
Revenue + Sponsorship
- Approximately \$250,000

Implementation of verification tool

- Oversight and administration
- Training
- Marketing and outreach
- Benchmarking assessments
- Work towards revision
- Data collection and analysis

Sponsorship Funding
- determined by project

Industry change work

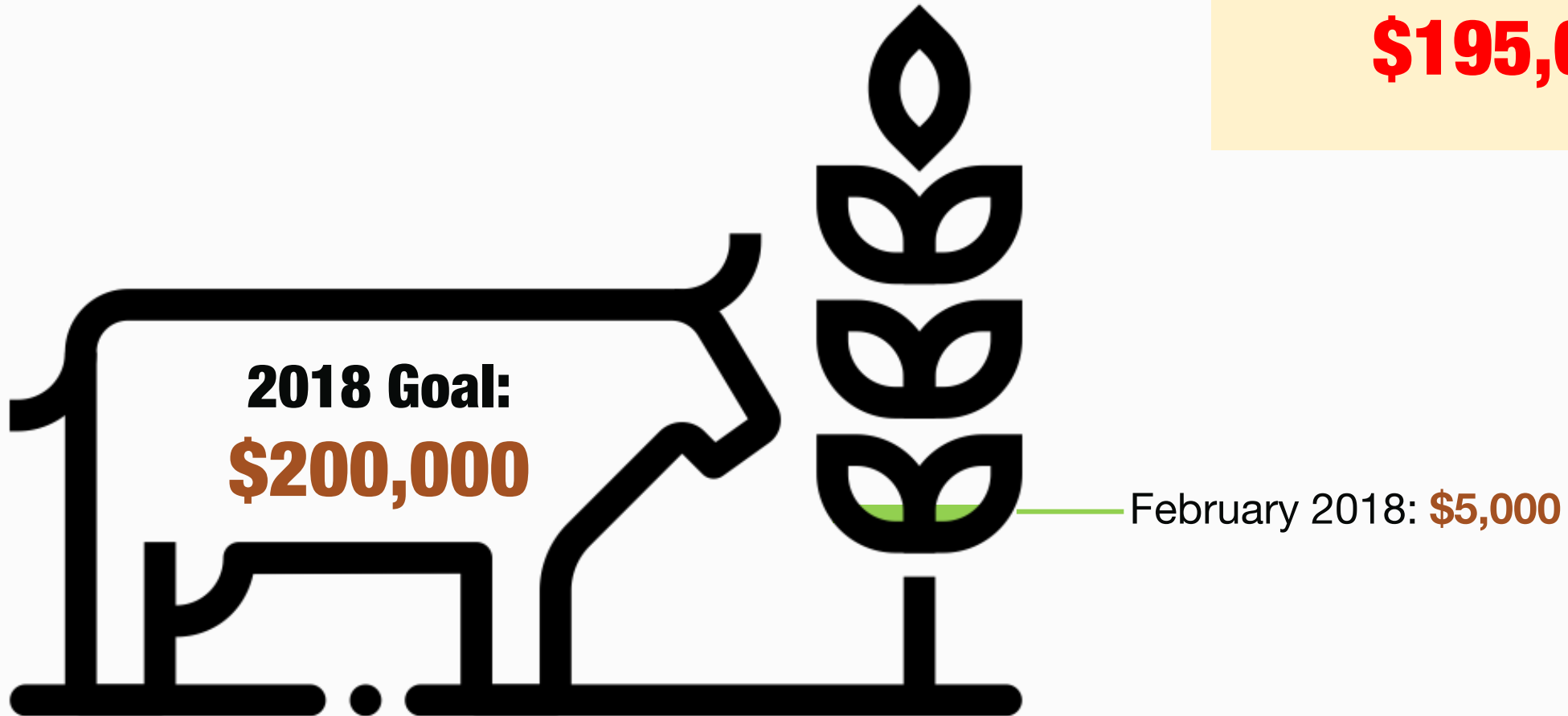
(More brand funding)



(More foundation funding plus fees revenue)

Fundraising Dashboard

**Amount Still Needed
to Meet Our Goal:
\$195,000**



Next Meeting



1. March 29th – 10 AM EST





Thank you!

Questions?

responsibleleather@textileexchange.org