RESPONSIBLE LEATHER INITIATIVE

Stakeholder Meeting – Monday, February 26th, 2018
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GoToWebinar & Registration List

- 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

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).
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 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!
“Global Leather Roundtable”

Optional LWG a/w risk assessment model

GRSB

Italian Tannery Association

LWG

WWF

Tannery of the Future

Solidaridad

CFA
“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

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

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*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](https://ssir.org/articles/entry/channeling_change_making_collective_impact_work)
Why a Roundtable?

The Five Conditions of Collective Impact

<table>
<thead>
<tr>
<th>Condition</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Common Agenda</td>
<td>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.</td>
</tr>
<tr>
<td>Shared Measurement</td>
<td>Collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable.</td>
</tr>
<tr>
<td>Mutually Reinforcing Activities</td>
<td>Participant activities must be differentiated while still being coordinated through a mutually reinforcing plan of action.</td>
</tr>
<tr>
<td>Continuous Communication</td>
<td>Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and create common motivation.</td>
</tr>
<tr>
<td>Backbone Support</td>
<td>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.</td>
</tr>
</tbody>
</table>
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 an 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.


“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

<table>
<thead>
<tr>
<th>Animal Welfare</th>
<th>Environmental Impacts</th>
<th>Social Impacts</th>
<th>Traceability</th>
<th>Measurement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Farm</td>
<td>Farm</td>
<td>Farm</td>
<td>Book &amp; Claim</td>
<td>Data</td>
</tr>
<tr>
<td>Transport</td>
<td>Transport</td>
<td>Slaughter</td>
<td>IP system</td>
<td></td>
</tr>
<tr>
<td>Slaughter</td>
<td>Slaughter</td>
<td>Tanning</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

- **Develop an umbrella set of requirements, verification criteria, and establish a benchmark system.**

- **Basic farming requirements, recommend or require the CFA Protocol.**

- **Determine how to incorporate existing tannery initiatives.**

- **Determine how to incorporate existing tannery initiatives.**

- **Develop one or both systems to allow for different mechanisms to connect brands to better practice farms and slaughterhouses.**

- **Determine data to be captured and reported on. Choose a system to manage the data.**

*CFA, Holistic Mgt ...
Roadmap: Verification Tool

Version 1
- Animal Welfare
  - Farm
  - Transport
  - Slaughter
- Environmental Impacts
  - Farm
  - Slaughter
  - Tanning
- Social Impacts
  - Farm
  - Slaughter
  - Tanning
- Traceability
  - Book & Claim
  - IP system
- Measurement
  - Data
- Version 2
  - Farm v2
  - Transport
  - Slaughter
  - Land Stewardship
  - Carbon
  - Additional Farm Practices
- Version 3: add
  - Wildlife/Predator

Version 1
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  - Data
- Version 2
  - Farm v2
  - Transport
  - Slaughter
  - Land Stewardship
  - Carbon
  - Additional Farm Practices
- Version 3: add
  - Wildlife/Predator
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
## 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

<table>
<thead>
<tr>
<th>Brand commitment strategy: 1-2 calls</th>
</tr>
</thead>
</table>

### Task Group Activities

<table>
<thead>
<tr>
<th>Scopes prioritization: survey review</th>
</tr>
</thead>
<tbody>
<tr>
<td>Traceability Options: options review</td>
</tr>
</tbody>
</table>

### Call 3 – Mar 20
- Confirm final details on Roundtable
- Scopes prioritization discussion
- Traceability options discussion
- Presentations from other groups?

### Survey
- Scopes prioritization
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
<table>
<thead>
<tr>
<th>Month</th>
<th>Events/Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>May</td>
<td>Benchmarking strategy: present to Roundtable and launch task group ISEAL: May 22-24</td>
</tr>
<tr>
<td>July</td>
<td>Outdoor Retailer: July 23-26</td>
</tr>
<tr>
<td>September</td>
<td>European Outdoor Summit: September 19-20</td>
</tr>
<tr>
<td>November</td>
<td>Summarize and review 2018 work</td>
</tr>
<tr>
<td>June</td>
<td>Outdoor Show: June 17-20</td>
</tr>
<tr>
<td>August</td>
<td></td>
</tr>
<tr>
<td>October</td>
<td></td>
</tr>
<tr>
<td>November</td>
<td>Summarize and review 2018 work</td>
</tr>
<tr>
<td>December</td>
<td>Confirm plan and budget needs for 2019+</td>
</tr>
</tbody>
</table>

**Ongoing Activities:**

- Task Groups – research, present and discuss outcomes with Roundtable:
  - Scopes task groups
  - Traceability task group
- Piloting opportunities with GRSB or other initiatives (including technology platforms)
- Government engagement
- Share information
- Explore new opportunities for the group or individual organizations
- Develop website
- Funding opportunities
## 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

## 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 Paolo, 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**  
17-20June, 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

<table>
<thead>
<tr>
<th>Task Group</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Roundtable: structure and mandate: 1-2 calls</td>
<td>Scope task groups by issue - eg: Animal welfare at farm, Deforestation, etc.</td>
</tr>
<tr>
<td>Traceability Options: multiple calls (1+ years)</td>
<td>Tanneries</td>
</tr>
<tr>
<td>Scopes prioritization: survey revision: 2-4 calls</td>
<td>Costing and business models</td>
</tr>
<tr>
<td>Brand commitment strategy: 1-2 calls</td>
<td>Risk analysis</td>
</tr>
<tr>
<td>Benchmarking models</td>
<td>LCA reviews? (Roundtable)</td>
</tr>
<tr>
<td>Communications and outreach strategy</td>
<td>Governance issues (Roundtable)</td>
</tr>
<tr>
<td>On-ground activities and resources mapping</td>
<td>Indicators and data strategy</td>
</tr>
<tr>
<td>Mapping of existing trade mechanisms and financial flows.</td>
<td>Data and stories to speak to CEOs and investors</td>
</tr>
</tbody>
</table>

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!**
**Membership Fees**
- Approximately $50,000

**TE Roundtable/Working Group**
- 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 $250,000
- Review

**Implementation of verification tool**
- Oversight and administration
- Training
- Marketing and outreach
- Benchmarking assessments
- Work towards revision
- Data collection and analysis

**Sponsorship Funding**
- Approximately $200,000

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

**Ongoing**
- Membership Fees
- Approximately $50,000

**1 year**
- Development of verification tool
  - Review

**1-2 years**
- Sponsorship Funding or Membership Fees
  - Approximately $50,000

**2 years Ongoing**
- Sponsorship Funding
  - Determined by project
  - (More brand funding)

*Events will be sponsored separately*
Fundraising Dashboard

2018 Goal: $200,000

February 2018: $5,000

Amount Still Needed to Meet Our Goal: $195,000
Next Meeting

1. March 29th – 10 AM EST
Thank you!

Questions?

responsibleleather@textileexchange.org