

2022

# Annual Report

SOCIAL & LABOR CONVERGENCE PROGRAM

*Published September 2023*

**SOCIAL & LABOR  
CONVERGENCE** 



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# Executive summary

Janet Mensink, Executive Director, SLCP

This was a year of significant momentum for SLCP. Against a backdrop of continued turmoil from Covid, climate change and conflict, our mission to support stakeholders' ambitions to improve global working conditions is on firm foundations.

In 2022 we have scaled and grown our operations - increasing the number of assessments, gaining greater industry acceptance, and expanding into new sectors and regions.

And we continue strong progression on convergence. The wider roll-out and use of our Converged Assessment Framework (CAF) is demonstrably reducing social audit duplication, unlocking resources and enabling funds to be redirected into improvement programs. These gains will, in turn, help us advance towards our next five-year Strategic Plan and beyond.



By the end of the year, almost 10,000 facilities were registered on the Gateway. The number of assessments grew 65% to over 7,200, up from 4,400 from the previous year. SLCP aims to be relevant to facilities everywhere. We are now scaling and diversifying in implementation countries and sectors at a faster rate.

We launched the latest version of the tool - CAF v1.5. This included working closely with Better Work to further align the CAF with International Labor Standards and National Labor Laws. We also introduced Worker Engagement Technology (WE Tech) – providing a platform for workers to directly report information via mobile phones.

Our steady growth in adoption means that we can shift focus to quality, insights, and importantly the impact of our data. Last year served as a foundational year for SLCP in establishing our data insights and policy work to further serve as a resource for credible supply chain data for stakeholders.

We are seeing concrete evidence of SLCP's benefits of reducing audit fatigue and unlocking resources for improvement programs. Altogether this meant an estimated \$23m of resources were unlocked – money that can be reinvested back into better working conditions across supply chains. Truly impact in action.

We are pleased to confirm that we continue to be financially resilient and self-sufficient with our earned income covering 115% of our operating costs. This robust business model gives us a solid position to grow our impact in the years ahead.

We can look back with pride at everything we have achieved in 2022 and look forward with excitement to the next stage.

# Strategic progress

In our five-year Strategic Plan (2019-2023), we set out our Vision and Mission to implement a Converged Assessment Framework (CAF) that supports stakeholders' efforts to improve working conditions in supply chains. We identified four Strategic Aims to guide our work: Industry adoption, resources unlocked, data access and comparability and organizational resilience.

**Vision**

**Converged Assessment. Collaborative Action.  
Improved Working Conditions.**

**Mission**

Implement a Converged Assessment Framework that supports stakeholders' efforts to improve working conditions in global supply chains

**Industry benefits**

Eliminate audit fatigue and duplication

Redirect resources to improvement actions

Greater comparability of social and labor data

**SLCP specific aims**

Industry adoption

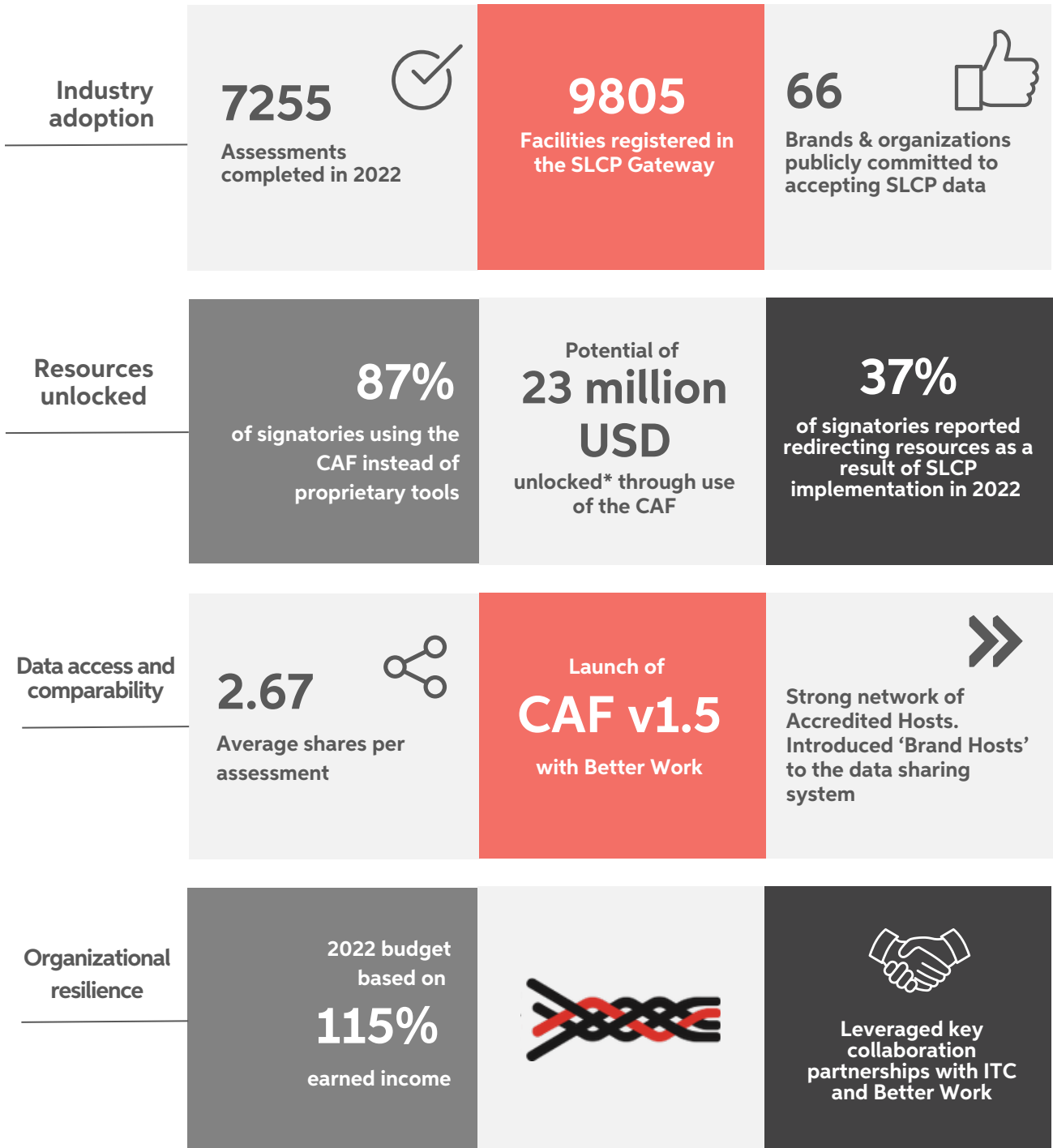
Resources unlocked

Data access and comparability

Organizational resilience

# 2022 Progress against Strategic Aims

2022 saw significant progress against the four strategic aims. In later chapters we deep-dive into each strategic aim in turn.



*\*Many SLCP signatories invested time and resources into implementing SLCP within their supply chains. This included training, awareness-raising and updating/ changing internal systems to ensure SLCP compatibility. At this early stage of SLCP roll-out, the resources unlocked through SLCP may be offset by the cost of implementation.*

# Governance

SLCP retained all Council members in 2022, with nine signatory seats and three expert seats.

Jonathan Obermeister completed his second full year as the Independent Chair of the SLCP Council, having taken up the position in October 2020.



There were a total of eight Council meetings, with two of them being thematic sessions

Average attendance rate: 83%



Active Council Committees in 2022:

- Finance and risk
- Governance
- Strategy



In addition to the regular Council meetings, the Council held two deep-dive sessions on the following topics:

- Development in social audit landscape
- Data insights with Global Labor Institute



Two major events took place in 2022:

- Commenced development of 2024-2028 strategy with consultancy The Terrace
- Formation of Joint Working Group (JWG) on legal separation of SLCP from Sustainable Apparel Coalition (SAC)

# Council 2022

## Independent Chair

Jonathan Obermeister



## Representative for Manufacturers



Abhishek Bansal  
Arvind Group



Michael Cai  
Décor (Suzhou)



Nikhil Hirdaramani  
Hirdaramani

## Representative for MSIs



Jeremy Lardeau  
Sustainable Apparel  
Coalition

## Representative for Brands / Retailers



Mary Bean  
Columbia  
Sportswear



Mayank Kaushik  
Inditex



Ninh Trinh  
Target

## Rep. for Audit firms



Margot Sfeir  
ELEVATE (an  
LRQA Company)

## Expert seats



Anna Burger



Dan Danielsen



Steve Harris

## Rep. for Civil Society



Tamar Hoek  
Solidaridad

# Message from Independent Chair, SLCP Council

Jonathan Obermeister



Our 2022 Annual Report marks another year of continuing progress for SLCP. Since 2015, we have grown from an idea to a well-established program that is already making a material difference to workers' lives around the world.

SLCP is fortunate to have a diverse group of over 250 committed signatories - representing manufacturers, industry associations, NGOs, audit firms, brands and retailers, national governments and intergovernmental organizations. Their collective support for our shared mission and active contribution to the aims of the Program are invaluable.

Our signatories are at the heart of SLCP's governance. The SLCP Council, which I have been privileged to chair for another year, provides strategic direction and oversight to SLCP. The Council represents our diverse signatory caucuses through elected seats and accounts to signatories through our annual reports and other key touchpoints throughout the year.

Our annual signatory survey is also a vital barometer of how well SLCP is performing, and it is very encouraging to see such positive responses again in 2022. Important KPIs I would highlight include 97% of respondents being supportive of SLCP's mission, 82% feeling that SLCP is inclusive of all signatories and 77% agreeing that SLCP allows for collaboration on equal terms.

SLCP also has a number of key partners who have invested alongside us in creating services and solutions to drive adoption and to enable our signatories and other stakeholders to meet their social and labor goals.

On behalf of the whole Council, our thanks go to all those who have contributed to our shared success in 2022. But above all thanks to our incredible dedicated and passionate Secretariat team who have once again delivered a great set of results, despite all of the challenges the industry has faced and prudent controls on SLCP's expenditure.

At the time of writing, we know that this momentum has been carried through into 2023, giving us the confidence that SLCP continues to go from strength to strength and is well placed for its second five-year strategy cycle, starting in 2024.

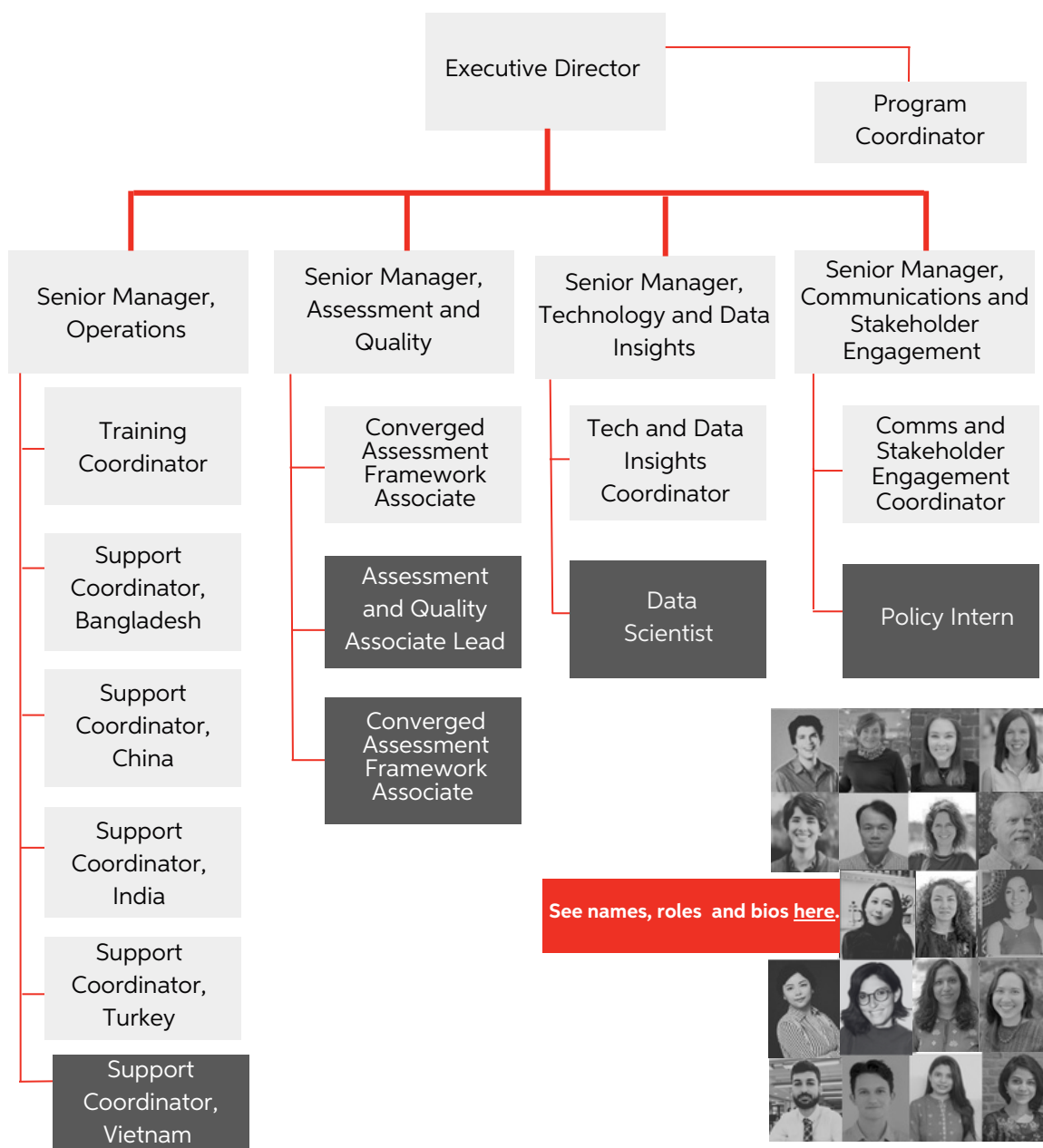


# SLCP Secretariat

## SLCP team organogram (December 2022)

The SLCP support team expanded in 2022 to support the scaling of the Program.

*New positions in the team in 2022 are highlighted in dark grey:*



# Strategic Aim 1: Industry adoption

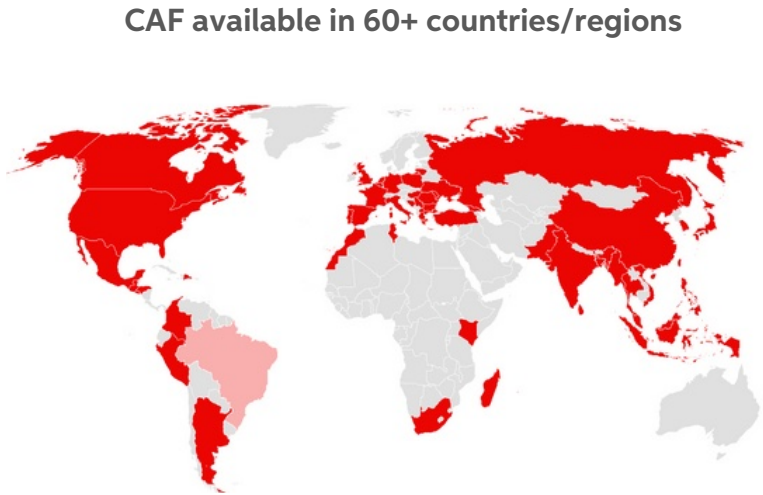


## Scaling operations

In 2022, SLCP operations grew significantly. SLCP’s presence expanded to 61 countries or regions. The number of assessments grew 65% to 7,255 from the previous year's figure of 4,400. This was higher than the 2022 target.

Despite the large increase in the number of assessments from 2021 to 2022, the continued adoption of assessments outside the apparel and textile sectors remained at over 30% of the total volume, relatively consistent compared to 2021 .

In 2022, SLCP prioritized increasing the growth and quality of data in existing countries or regions, which was demonstrated in the increased adoption and enhanced training programs. Overall, SLCP adoption is now growing at a faster rate than ever - a sign of a truly scaling and global program.



7,255

SLCP assessments  
in 2022

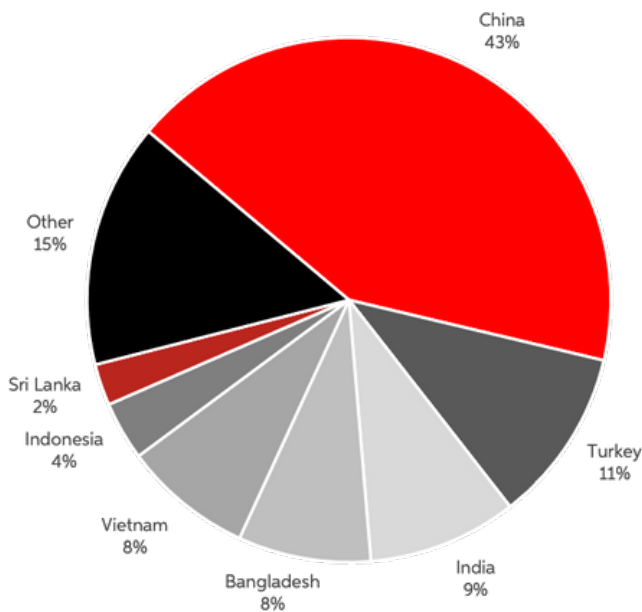
9,805

Facility profiles in  
SLCP Gateway

77%

Repeat users in 2022

Location of facilities with profiles in the  
Gateway (%)



### Facility support

- E-learning available in **seven** languages with **over 13,000** registered users
- Helpdesk FAQs in **eight** languages visited **245,000+** times
- **45+** Training Bodies (TBs) and 200+ Trainers
- **Over 60** training sessions conducted reaching **5,000+** users



### Verifier Capacity

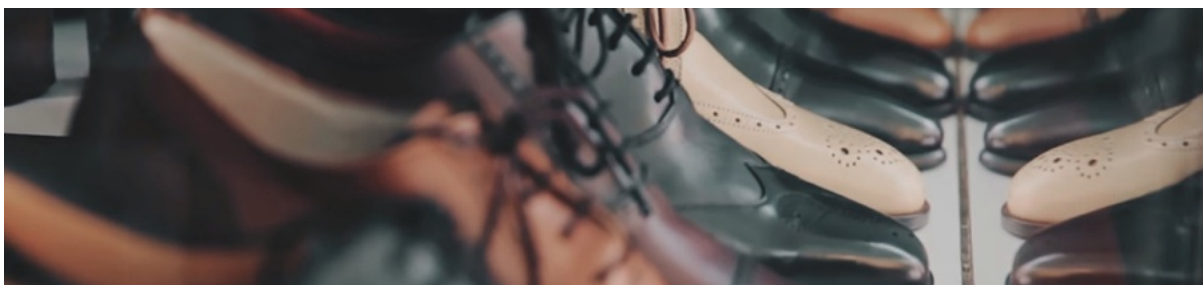
- **68** Verifier Bodies
- **866** Verifiers (up from 748 Verifiers at end of 2021)



### Top 5 VBs accounted for

**47%**

**of total SLCP  
verifications**



# Strategic Aim 2: Resources unlocked

Industry adoption

Resources unlocked

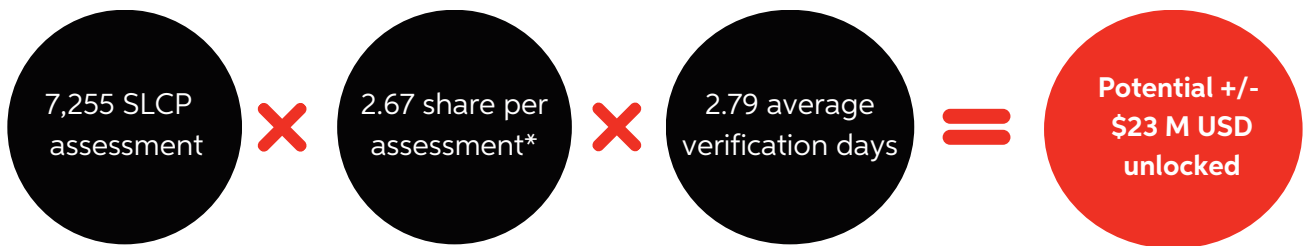
Data access and comparability

Organizational resilience

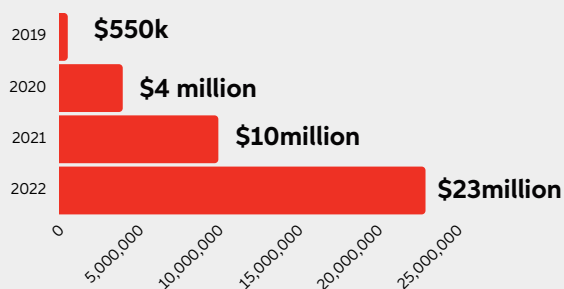
## Impact

### Estimation of resources unlocked in 2022

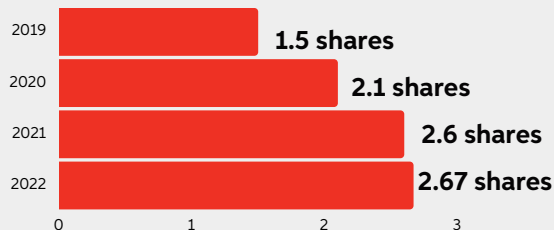
The below is a simplified, high-level version of the revised methodology to calculate resources unlocked.



### Savings year-on-year



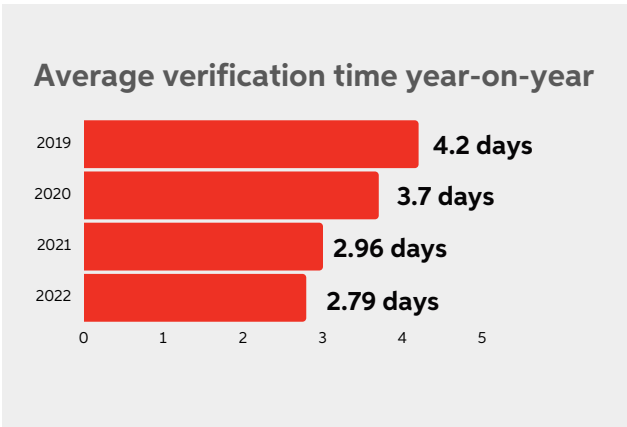
### Average shares year-on-year



In 2022, SLCP engaged Manaus, a social impact research consultancy, to review the methodology used to calculate costs saved by using the CAF. The findings validated the assumptions that inform our current calculation, and provided recommendations to more accurately capture the costs and benefits of implementing the CAF.

With the growing number of assessments, a declining number of average verification days, and an increasing number of shares per assessments, there was an estimated total saving of over \$23 million in 2022. This is a significant increase and demonstration of the clear impact SLCP is having by reducing audit fatigue.\*

\*Many signatories continued to invest time and resources to implement SLCP within their supply chains. This included training, raising awareness and updating/ changing internal systems to ensure SLCP compatibility. It is possible therefore, that some of the resources unlocked through SLCP are currently offset by the cost of implementation.



The average time required for an SLCP verification has reduced year on year, down from 4.2 days in 2019 to three days in 2021 which is almost similar for 2022.

In the annual signatory engagement survey in December 2022, 57% of signatories reported redirecting resources saved through the CAF in 2022 (up from 37% in 2021) and 63% felt confident they would be able to do so by 2023.

Although still in the early stages of implementation, there is already evidence that SLCP is beginning to achieve its vision and mission of shifting resources from auditing to improving working conditions.

For example, SLCP has partnered with the Better Buying Institute to include questions about audit harmonization in their annual supplier ratings cycle. According to 2022 findings;

- Over a fifth (22.5%) of respondents reported their buyers are accepting SLCP.
- Many reported saving thousands of dollars (up to \$20,000) as result.
- Savings are being reinvested in workplace improvements, new programs for workers and higher wages.

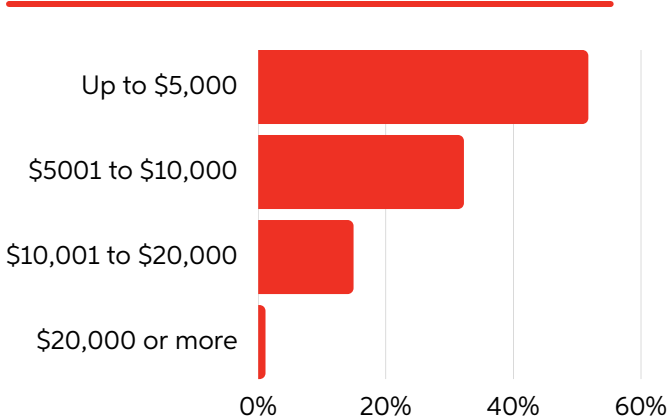
Read more about the findings [here](#).



### Better Buying purchasing practices index findings



Supplier savings as a result of buyers accepting SLCP



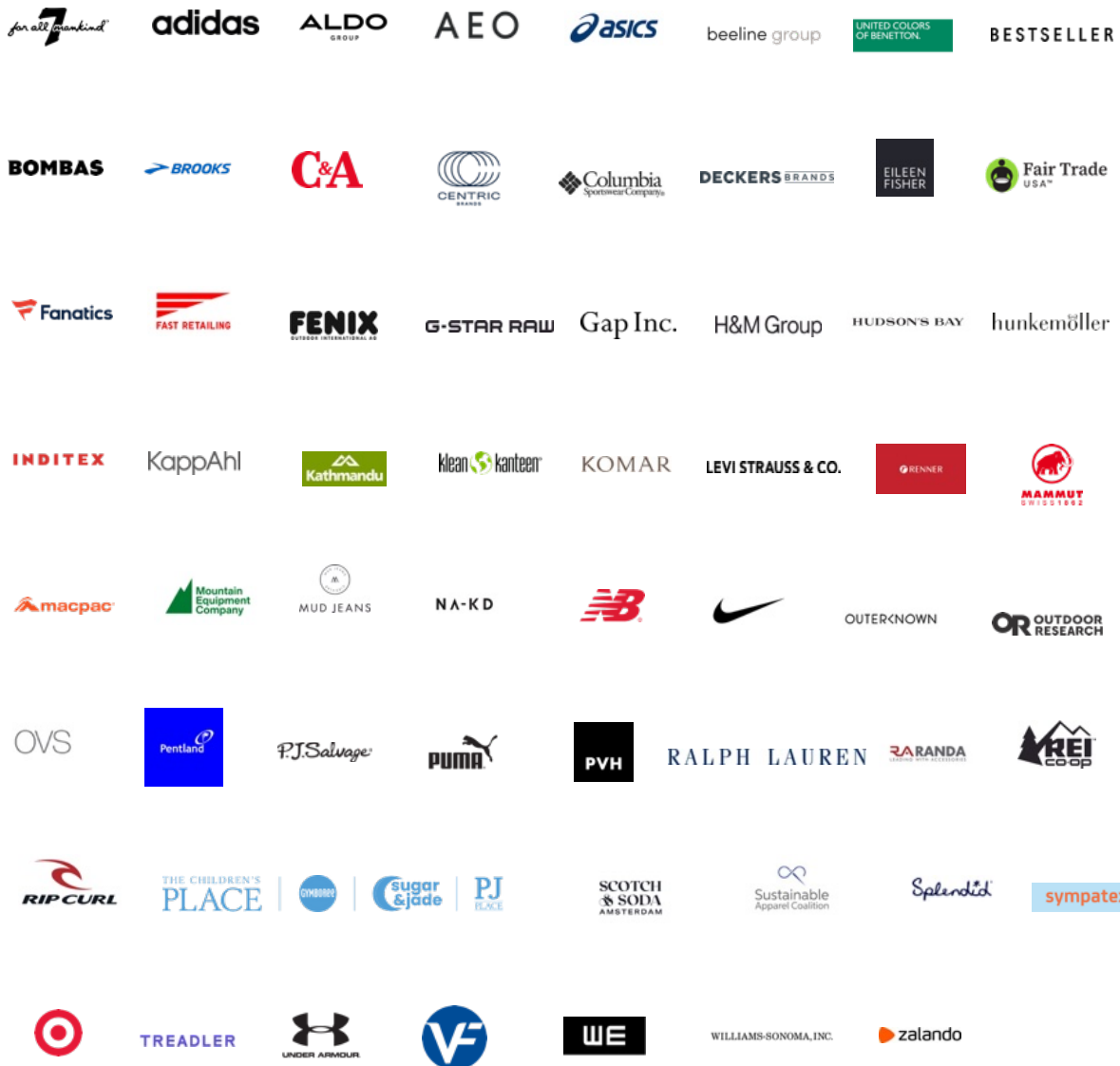
### Suppliers reinvested savings in:

- Workplace improvements
- New technologies
- Improved social protections for workers
- Community programs

# Industry acceptance of SLCP data

In 2020, SLCP launched a list of brands and organizations accepting SLCP data. Signatories and non-signatories opt-in on a voluntary basis.

**By the end of 2022, the list included 66 brands and organizations, growing from 52 in 2021.**



# Increasing industry acceptance

## Communications and engagement



123k website visits in 2022  
Top viewed pages: acceptance list, signatories and our tools



Two sessions of SLCP signatory meetings



One General Assembly held virtually in December 2022



SLCP represented at 20 industry events throughout the year



Over 3,907 LinkedIn followers at the end of 2022



SLCP in the media 24 times



Three public thematic webinars

- [Data quality webinar](#)
- [SLCP update webinar](#)
- [CAF v1.5 launch webinar](#)



- 27 signatory newsflashes
- Quarterly [external newsletters](#)

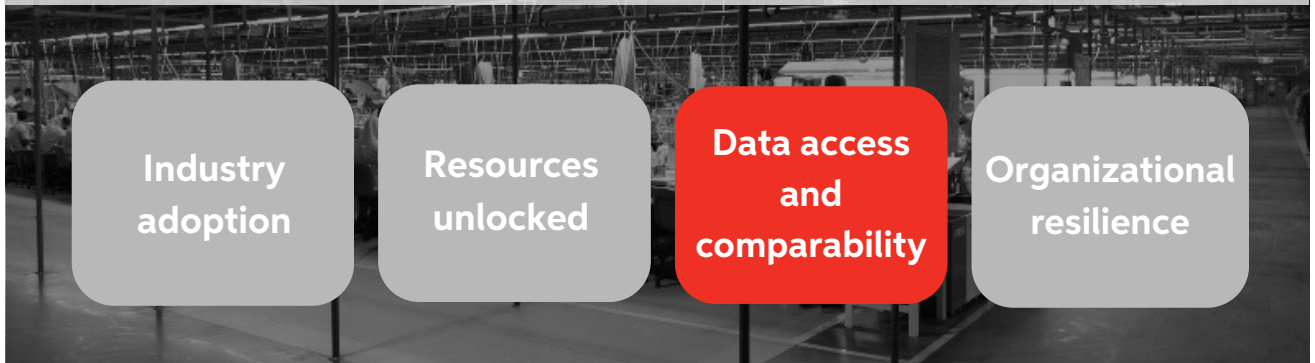
## Policy and advocacy

In 2022, SLCP prioritized understanding and cementing the program's usefulness for emerging policy and legal developments. As part of this work, some highlights include:

- Mapping the CAF with the ILO Core Labor Standards
- Analyzing legal and policy developments to ensure SLCP is remaining relevant
- Commencing a blog series, with six blogs published in 2022
- Engaging in public consultations and discussions with EU institutions and the OECD on topics relating to human rights due diligence, decent work, and reporting standards
- Participating in the Textile Community, advising the EU on the Corporate Sustainability Reporting Standard's design and content
- Analyzing the CAF's relevance for supporting the United Nations Sustainable Development Goals (left)



## Strategic Aim 3: Data access and comparability



### Enhancing data quality and integrity

Data quality and integrity remained a key focus for SLCP in 2022. With the support and collaboration of the Verification Oversight Organization (VOO), APSCA, and SLCP signatories, SLCP continued its focus on improving the overall quality of its data.

Expansion of the Stakeholder Quality Assurance (QA) Program was a major goal through which SLCP continued its commitment to the innovative approach of collaboration with our data users to enhance SLCP data quality. Their data further informs our risk-based factors for selection of reports for QA.

Other examples of 2022 activities to improve overall SLCP data quality and integrity include:

- Implementing Confidential/Sensitive Information Reporting for Verifier Bodies to report sensitive information, suspicions, or related concerns to the VOO and SLCP
- Exploring predictive analysis to “mine” data for trends and risk-based approaches
- Updating the Integrity Oversight Program with new escalating disciplinary consequences for low quality scores
- Development of 'holistic triangulation for verifications' training for Verifiers

By prioritizing data quality and integrity, SLCP is continually looking for ways to collect social and labor data that is credible and actionable, informing social compliance performance monitoring, tracking, and reporting.

#### SLCP guiding principle for data quality and integrity



*SLCP commits to nurturing, maintaining, and evolving a Program that delivers credible, trustworthy, quality data enabling integration, comparability and insights.*





### Verifiers onboarded in 2022

- Approximately 200 new Verifiers



### Members of the Stakeholder Quality Assurance Program in 2022

- Four members



### Worker Engagement Technology Data Collection Pilot

- The WE Question Set was deployed in ten facilities across five countries, and translated into ten languages



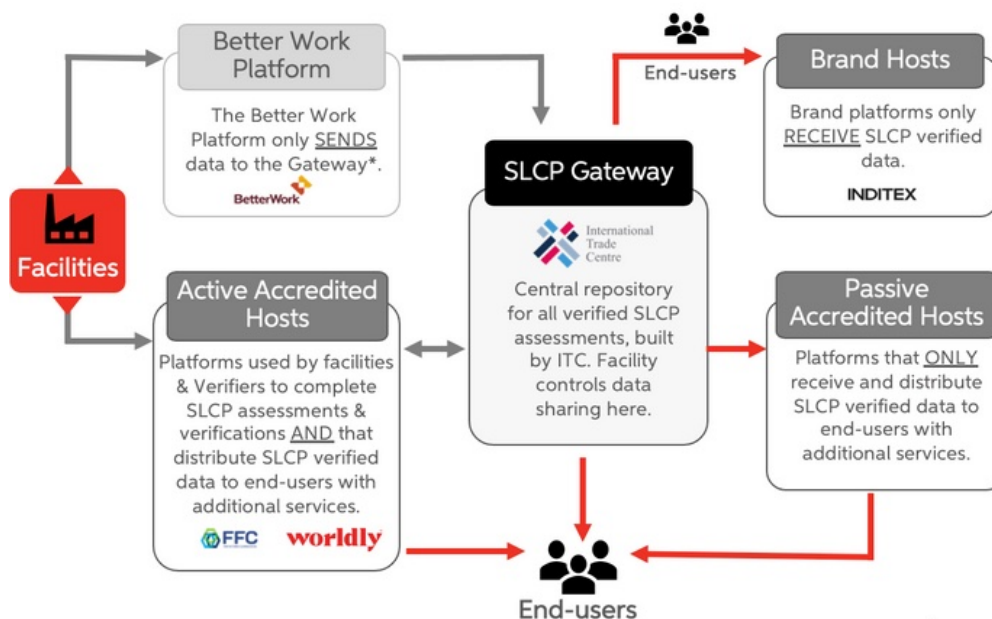
### Collaboration with APSCA

- Collaboration agreement to share alerts and integrity investigations proactively and systematically

## Enhancing hosting and sharing

In 2022, the Better Work platform connected to the SLCP Gateway, allowing Better Work enrolled facilities in Bangladesh, Indonesia and Vietnam to begin sharing their Better Work assessments to the SLCP Gateway.

Brand Hosts were also added to the SLCP data hosting and sharing ecosystem in 2022. This option allows a brand to connect directly to the SLCP Gateway via an API. Facilities decide with which Accredited Hosts to share their assessments and control this from their Gateway account.



# Delivering data insights

With a growing number of assessments in the SLCP Gateway, there are increasing opportunities to leverage SLCP data at an aggregated, anonymized level for insights into industry trends. In 2022, SLCP published the first Impact Report, detailing trends and insights from SLCP data as well as highlighting the growing impact of the Program. SLCP also partnered with ITC to release a factsheet spotlighting the use of the CAF by Small and Medium Enterprises (SMEs).

Based on 2022 assessments, highlights include:



# Strategic Aim 4: Organizational resilience



## 2022 Financial overview

	Actuals	Council approved budget (updated)	Variance (favorable/ <i>unfavorable</i> )	
(*1,000 USD)			\$	%
Revenue	2671	2953	-282	-9,5%
Expenses	2259	2849	-590	-20,7%
Surplus/(Deficit)- simple profit	412	104	308	296,2%
<b>Earned Income</b>	<b>2604</b>	<b>2729</b>		
<b>Self sufficiency ratio</b>	<b>115%</b>	<b>96%</b>		

# Converged Assessment Framework

In 2022, SLCP launched CAF v1.5. The CAF is regularly updated to respond to signatory and stakeholder feedback and to remain relevant. CAF v1.5 provides continuity while delivering key improvements and increased flexibility. SLCP aims to implement an annual CAF update cycle in the future.

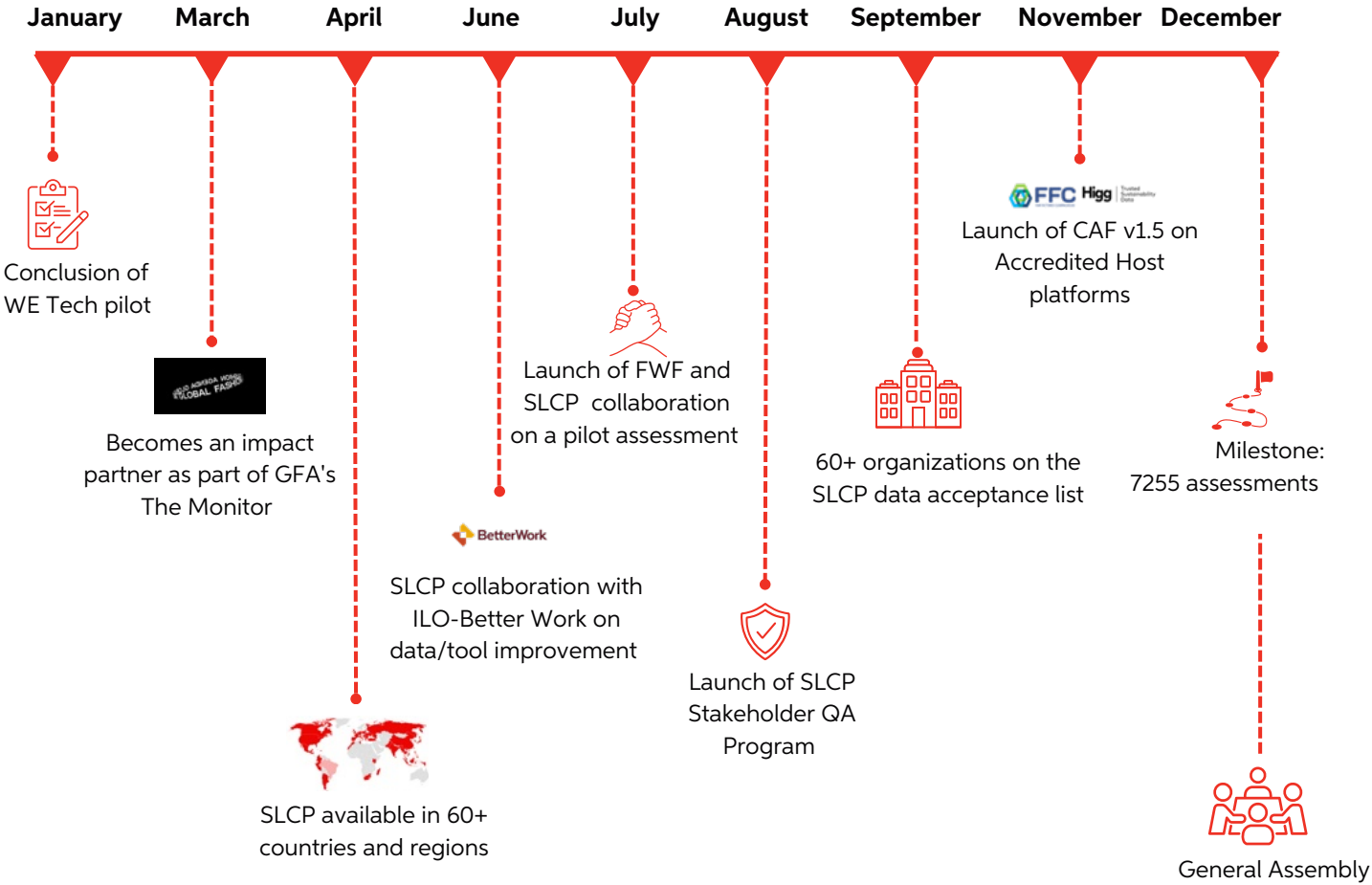
Since December 2022, in countries where the Better Work program supports factories to have “SLCP compatible” compliance assessments, the Better Work assessment tool has been fully aligned with Step 1 of CAF v1.5.



## What changed for CAF v1.5?

- Country-specific questions to further measure compliance with applicable national labor laws
- Improvements to question wording
- Introduction of Full Virtual Verification
- Introduction of WE Tech (SLCP's worker engagement question set)
- Improvements to report readability

# 2022 Key highlights



# Partnerships and collaboration

2022 saw SLCP continue to cement key existing partnerships. SLCP is proud to work closely with credible organizations and sees collaboration as an opportunity to leverage collective efforts to drive further impact.

## APSCA

APSCA has been a consistent partner and advisor to SLCP.



## Better Buying

SLCP has a three year collaboration agreement with the Better Buying Institute (BBI), who included questions on SLCP in their annual survey.



## International Trade Centre

In 2022, ITC and SLCP jointly published the Impact Report, outlining key trends and insights in SLCP data.



## Better Work

In 2022, Better Work (A partnership between the International Labour Organization (ILO) and the International Finance Corporation (IFC)), advised on how data can be better aligned with national labor laws and international labor standards in the CAF.



## Global Fashion Agenda

2022 progress: SLCP becomes an impact partner as part of GFA's The Monitor.



## ITMF and IAF

The International Textile Manufacturers' Federation (ITMF) and the International Apparel Federation (IAF) are SLCP signatories and strong supporters of SLCP's vision and mission.



# Building new collaborations

2022 saw SLCP build new collaborations with aligned organizations.



In preparation for further accelerating convergence of the CAF with social standards in 2022, as well as expanding use of the CAF into other sectors and linking the CAF to upcoming supply chain due diligence legislation, SLCP successfully applied for funding from the Initiative for Global Solidarity (IGS), a program implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH and commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ). Find more information [here](#).



In 2022, in a step towards increased alignment and collaboration, Fair Wear Foundation (FWF) and the Social and Labor Convergence Program (SLCP) confirmed their shared vision and developed a list of joint activities in pursuit of improved working conditions in supply chains. Read more [here](#).



# SLCP Signatories - 270

As per December 2022

**Brands/Retailers (53):** adidas Group | Aldo Group | Amer Sports (Arc'teryx, Peak Performance) | Ann Inc | Arena Italia SpA | Asics Corporation | BESTSELLER | BombasLLC | Brooks Sports | C&A | Camelbak | Charles Komar and Sons | Columbia Sportswear (PrAna Living) | De Bijenkorf | Deckers Brands | Eileen Fisher | Esprit | Fanatics | Fastretailing/Uniqlo | Fenix Outdoor International AG | G-Star RAW | Gap Inc | Hennes & Mauritz (H&M) | INDIGENOUS | Inditex | KappAhl | Kathmandu | Kering | Levi Strauss & Co | LL Bean Inc | Lojas Renner | Loomstate | lululemon Athletica | Macy's | Mountain Equipment Company (MEC) | Mud Jeans | New Balance | Nike | Outerknown | Patagonia | Pentland Brands | Puma | PVH Corporation | Palh lauren Corporation | REI | Sanmar Corporation | SewEasy | Target Corporation | The Children's Place | VF Corporation | Williams-Sonoma Inc. | Zalando | Zephyr Graf-X

**Manufacturers (44):** 1888 Mills | Artistic Milliners | Arvind Mills | Avery Dennison Corp | Ceres Dis Ticaret Textile Agency Ltd. | Ciel Textile | Chenfeng Group Co. | Classic Fashion | Comfit Composite Ltd. | Crescent Bahuman Ltd | Crystal Group | DBL Group | Décor Co Ltd. | Delta Galil | Denim Expert | Eren Socks | Esquel Group | HanboEnterprises Holdings Ltd. | Hansae | Hirdaramani Enterprises | Hop Lun | ISKO | L&E Int. Ltd. | Mahmood Textile Mills Ltd(MG Apparel) | MAS Holdings | Milteks Group |Pratibha Syntex Ltd. | PT Pan Brothers TBK| Ramatex Group | SAE- A Dominicana S.R.L. | Sapphire Textile Mills | SaiTex | Shahi Exports | SLN Tekstil | Soorty Enterprises |TAL Apparel Group | Taypa Tekstil | Thread International | W. L. Gore & Associates | VISigma Apparel Group | World Knits Ltd. | Yesim | Yousstex | Youngone

**Agents (6):** Ethical Apparel Africa | G-III Apparel Group Ltd. | Haddad Group | Li and Fung (Trading) Ltd. | MGF Sourcing | Randa Accessories

**Audit Firms & Service Providers (105):** 3D Audits & Advisory Ltd. | ABS Quality Evaluations Inc. | Accordia Global Compliance Group | ACT Testing Certification Technology Service Co Ltd. | Advance Compliance Co. Ltd | ALGI | Allegiance Certification & Training Service Ltd | APCER - Associação Portuguesa de Certificação | APCertTechnical Services Co. Ltd. | API | ASCP Services | AS International | Assent Compliance | Asya CC&C | BCI Compliance Group Ltd. | Benchmarks Company Ltd. | Best Compliance Ltd | Big Cove Consulting | BSI Group | Bureau Veritas | Bronco Technology | Business Link Consulting Co. Ltd. | Centre Testing International Group Co. Ltd. | Controlex Aspirer Ltd | Control Union Certifications | Constrarch Mansys | CSER Solutions Limited | DNVGL | E-union Standard Certification Limited |EasyDone Social Compliance Consulting Institute | Ekoteks Tekstil Laboratory | ELEVATE Hong Kong Holdings Ltd. | ESG360 Ltd. | ETKO Certification and Inspection (Shenzhen) Co., Ltd | Eurocert SA | Eurosia ITC Services Ltd | Extensive Standard Technical Services Co. Ltd. (ESTS) | Eurofins AQM HK | Fairland Ltd. | Footprints | GCL International Ltd. | Greenhubs Services Ltd | GreenPont | GSCS International Ltd. | GSUK Assurance Ltd. | Guardian Independent Certification Ltd. | Hong Kong Quality Assurance Agency (HKQAA) | HXC (Beijing) Certification Center Co. Ltd. | IDFL Laboratory and Institute | I Link Development Services | Impactt Ltd. | Insite Compliance LLC | International Associates Ltd. | International Certification (Thailand) Co., Ltd. | International Compliance Group | Intertek | Intrust Certification Service Co | Kaixin Certification (Beijing) Co. Ltd. | Key of Sustainability Auditing Ltd. | Leadership & Sustainability | Leverage Ltd. | Lima Certification | Lock, Stock and Barrel | Madeown International Testing Certification Inc. | Minerva VA | NEWAsia Solutions Ltd. | Ningbo Jialian Network Technology Co., Ltd | NTCL | Omega Compliance | OneStep Viet Co. Ltd. | Onsite Compliance & Technical Service Co. Ltd. | Openview Service Ltd. | Ozone Sustainability Management Systems (OSMS) | Partner Africa | Pollution Solution Limited | QIMA Ltd. | QusureQuality Consultant | Re Mmoho Compliance Solutions | Rina Services SpA | RST Co. Ltd | SCSA Group | SGS | SMT Global | Social Compliance Detachment Unity | Stantec SpA | Sumations GmbH | Sumerra | Sundar | Sustainable Alliance | Sustainable Compliance Management Ltd. | Sustainable Management System Inc. (SMS) | Taos Network | Teks Tech Inspection India Private Ltd. | TOTALIKA Sustainable Management Systems LLP | Trans Pacific Solutions | TÜV NORD CERT GmbH | TÜV Rheinland | TÜV SÜD | UL Responsible Sourcing | URS Verification Pvt. Ltd. | USDS International Ltd | VJN Global Solutions Ltd. | V-Trust Inspection Service | We-Tek Ltd. | Worksite Compliance Service Company Limited

**Consultancies & Service Providers (19):** Wider | AMRA Limited | ARCHE Advisors | CSR Solutions Ltd. | FITI Testing & Research Institute | FutureMade | HuapingEducation | iMentor Development Services Pvt. Ltd. | Innovatus | Labor Solutions | Matrix Sourcing/Triple Tree Solution | Micro Benefits | Qtex Solutions Limited | Quizrr | SupplyShift Inc. | Sustainable Alliance | The Sentio Advisory Group | Timeline Consultancy | Ulula

**Industry Association (11):** Abvtex | AIM-Progress | American Apparel & Footwear Association (AAFA) | EURATEX | European Outdoor Group (EOG) | Istanbul Apparel Exporters' Association (İHKİB) | International Apparel Federation (IAF) | International Textile Manufacturers Federation (ITMF) | Joint Apparel Association Forum (JAAF) | Outdoor Industry Association (OIA) | Turkish Textile Employers Association (TTEA)

**Multi-Stakeholder Initiatives, Standard Holders & Civil Society (29):** Better Buying Institute | Cradle to Cradle Products Innovation Institute | Dutch Agreement on Sustainable Garments and Textile | EcoVadis | Enviu | Ethical Trading Initiative Norway (IEH) | Fair Factories Clearinghouse | Fair Trade USA | Fair Wear Foundation | Fair Working Conditions | Fairtrade Foundation | Freedom Fund | Global Fashion Agenda | Higg | IDH | Inspectorio Inc. | MVO Nederland | New Earth | NorgesBank Investment Management (NBIM) | OEKO-TEX Service GmbH | Proudly Made in Africa | Responsible Sourcing Network | Sustainable Apparel Coalition (SAC) | Sedex | SIM Supply Chain Information Management | Solidaridad | Textile Exchange | The Mekong Club | UNICEF Netherlands | Verité

**National Governments (2):** Denmark - Ministry of Foreign Affairs | Netherlands Government

**Intergovernmental organizations – observer status (1):** Better Than Cash Alliance



## Annex I: Technical Advisory Committees (TACs)

### Converged Assessment Framework

Name	Organization
Agnes Chan	Target
Angela Ng	SAC
Caner Soytaş	Nike
Chaminda Withanage	Hirdaramani
Daniela Schmidt	C&A
Esther Germans	SAC
Henry Chan	Openview Service Limited
Kiran Gokathoti	H&M
Melanie Bower	Fairtrade USA
Michael Reidick	C&A
Venkat Srinivasa Rao	Shahi Exports

### Verification Oversight

Name	Organization
Agnes Chan	Target
Akansha Sharma	Inditex
Anastasia Spathi	SGS
Andrea Gilders	APSCA
Cara Unger-Fink	Nike
Daniela Schmidt	C&A
Gülçin Üçüncüoğlu	Inditex
Iris Peng	Target
Kit Ko	PVH
Michael Andrew	Sumerra
Michael Cai	Décor (Suzhou) Co., Ltd.
Michael Reidick	C&A
Nilgün Yazkan	Tayeks Dış Ticaret Ve Tekstil San. A.Ş.
Parul Chandra	Sumerra
Winnie Lo	PVH

### Data Hosting and Sharing

Name	Organization
Abhishek Bansal	Arvind
Ana Chiu	PVH
Darren Chastain	GAP
Grzegorz Tajchman	ITC
Micah Anceretti	Nike
Patricia Oliveira	Target

### Operation/Country Roll Out

Name	Organization
Connie Chen	Bureau Veritas
Chad Lane	1888 Mills
Christian Schindler	ITMF
Lily Lin	Bureau Veritas
Priyadarshini Gouthi	Good Business Lab
Shirley Xu	Esquel
Sharmila Nithyanand	Gap Inc
Sucheta Ramprakash	VF
Tamar Hoek	Solidaridad

### Stakeholder Engagement and Communication

Name	Organization
Andrew Feng	Inditex
Anne Patricia Sutanto	Pan Brothers
Bernard Kwok	Youngone
Echo Hu	Inditex
Justin Bettey	Intertek
Loay Tolba	New Balance
Nurdin Setiawan	Pan Brothers
Vera Galarza	ALDO

### Data Insights

Name	Organization
Ana Chui	PVH
Angela Ng	SAC
Ballaji Sounda	FFC
Darren Chastain	Gap Inc.
Fernando Guillermo	Inditex
Felicity Lamas	GFA
Joe Wozniak	ITC
Katherine Rickard	BTCA
Parul Chandra	Sumerra
Rochelle De Leon	Inditex
Sandra Granath	Quizrr