Social & Labor Convergence Project (SLCP)

2017 Annual Report

Executive Summary: What We Have Achieved in 2017

The Social and Labor Convergence Project is an industry-driven, multi-stakeholder process that aims to reduce social audit fatigue. Our converged assessment framework and verification methodology is expected to reduce audit duplication and allow the reallocation of resources via alternative tools that can help achieve the ultimate goal of improved working conditions.

In 2017, the SLCP made critical progress in developing the converged assessment tool and verification methodology. More than 160 signatories — representing the world's leading manufacturers, brands, retailers, industry groups, (inter)governmental organizations, service providers and civil society organizations — actively contributed to the development of the framework. Their close involvement in thematic working groups led to the development of the second prototype tool.

The second prototype is a vast improvement over the first version, in both content and functionality. It includes a data collection and verification tool, the verification protocol, and verifier guidance material. In addition to being piloted in 170 facilities across 23 countries, the prototype was published for public consultation, and received positive and constructive feedback from major stakeholders. This feedback will be included in the final version of the tool and verification, which is expected to be complete in May 2018.

The Steering Committee has decided to continue the project through adoption and implementation. To facilitate this transition, the SLCP agreed on 2018 as a "bridge year." This year will be used to develop and implement a strategy, as well as to ensure processes and systems are in place to support implementation of the assessment framework and verification methodology.

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Some Words From Pierre Hupperts, Chair of the Steering Committee

When was the moment you thought this project was going to make a difference, and what happened this year to confirm that?

There are several moments, and I would like to highlight two:

(1) In evaluating our activities over the past year, I noted enormous progress in both the development of the converged assessment framework and industry uptake in the pilot, with 170 facilities requesting to participate in testing the tool and verification methodology. This process provided us with important feedback as we prepare to launch the final version in May 2018.

(2) The other is the impressive dedication and backing from our signatories. We submitted a questionnaire to ask them about their satisfaction with the project, and their suggestions for improvement (e.g. progress, content, communication). The overwhelming support in the number of returned surveys, and the positive feedback we received, are key indicators that we are on the right track. We also received a positive response from our signatories on the proposed bridge year, as well as the financial backing required.

"Sedex is an early signatory to the SLCP, as convergence and simplification is what we're working towards too. The agnostic and non-judgmental principles perfectly align to ours, in working towards reducing duplication in the collection of supply chain data. Sedex believes it is supporting an initiative which will create a positive impact in working conditions in the apparel and footwear sector as a result." ***Jonathan Ivelaw-Chapman, CEO at Sedex***

In 2016, we laid the groundwork for 2017 with the project launch and establishment of a governance structure. What are the major accomplishments of 2017, and what do you expect from 2018 and beyond?

The basic structure we established in 2016 was needed for the successful introduction of the second prototype of the converged assessment framework. We were ambitious and made great progress in the development of the tool and verification methodology. This year will be just as demanding as we deliver on our promises with a set of high-quality and professional products in order to guarantee a robust adoption by our signatories. We will also perform a thorough analysis of the different parts of the project, and set up the governance and organizational structure needed to move forward in 2019. All key decisions for the future project will be set in motion this year.

What was the critical success factor of the SLCP in 2017?

The number of signatories grew steadily in 2017 as we continued to follow an ambitious timeline. Quick onboarding is key. Since our project is only possible if signatories actively participate, we need their knowledge and commitment. There are 50-60 active signatories in the Working Groups, the Project Management Team and the Steering Committee. Thanks to the tremendous efforts of our signatories, the members of the Working Groups, the Project Management Team, Steering Committee and the Secretariat, we have been able to develop the tool, and the verification and hosting/sharing protocol. Our financial sponsors — the C&A Foundation, Sustainable Apparel Coalition (SAC), the Nordic Bank Investment Management (NBIM) and the Netherlands Government

— provided the space to make it happen in 2017. A thank you goes to the Secretariat, as well as the various organizations that facilitated this work.

Report from the Steering Committee

Our Starting Point

The Steering Committee is elected by all signatories, acts on their behalf and is accountable to them. The project is inclusive and encourages a wide range of stakeholders to engage and commit. Governance is independent, and the governance structure is designed to follow best practice multi-stakeholder initiatives. Several bodies have been established in order to create checks and balances, mark a clear division between strategic level and operations, and recognize different involvement levels of stakeholders.

What does the Steering Committee do?

The Steering Committee is responsible for the strategic direction of the project. The Steering Committee is not responsible for the operational activities and progress in the Working Groups. The members of the Steering Committee are elected. They are leaders in their organizations and represent our diverse stakeholder category.

Composition

The Steering Committee began its activities after its election in February 2016. Through additional elections in August 2017, the remaining seats on the Steering Committee were filled. There are 15 members of the Steering Committee who cover seven categories that represent all stakeholders involved in the project. The role of independent chair, held by Pierre Hupperts, was re-evaluated in 2017 and re-appointed by the Steering Committee for 2018.

Operations

In 2017, the Steering Committee held 14 meetings. Twelve were conference meetings (webinars) and two were face-to-face meetings in Bangalore (May) and Amsterdam (August). Each webinar was an hour and a half in length. The average attendance was 80 percent. In the event that a Steering Committee member could not attend due to travel commitments or conflicting meetings, the Steering Committee member provided comments to the relevant discussions in writing. Steering Committee members were also active in other committees, such as the election committee.

The Chair of the Steering Committee held frequent calls with the Project Director to discuss the general progress of the project and serve as a sounding board. He also joined the Project Management Team meeting in Hong Kong in September 2017.
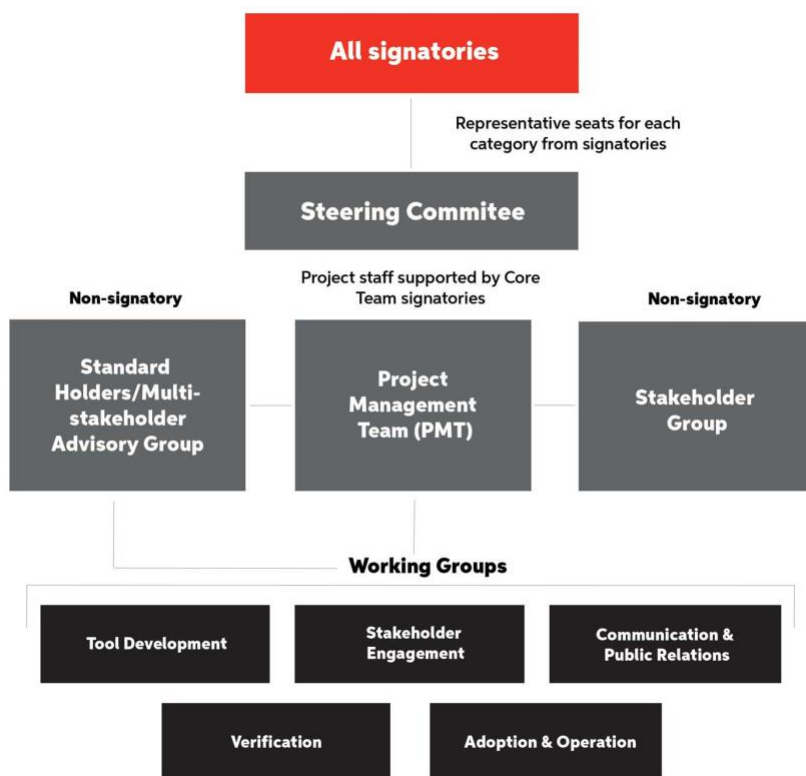
In 2017, the following subjects were high on the Steering Committee's agenda:

1. Governance rules, decision framework and elections
2. Refreshing/clarifying the SLCP Vision and Mission
3. Monitoring overall functioning of the Working Groups
4. Strategic direction of key deliverables, such as the converged assessment

framework, verification oversight, and the hosting and sharing of verified data
5. Building relations with relevant stakeholders within and outside of the SLCP
6. The transition towards adoption at scale: bridge year 2018
7. The funding and budget planning

In December 2017, a dispute committee was established to deal with a complaint related to the Steering Committee election process. This committee developed a process in line with the dispute mechanism, as described in the SLCP governance document (Annex 2), and presented its final report in the beginning of January 2018. The outcome had no impact on the elections, but the recommendations to form a taskforce to review the governance document, clarify possible ambiguities in the document, and come up with recommendations and learnings for the organization from 2019 onwards, were accepted.

"Nike is committed to advancing workers' rights in the global apparel and footwear supply chain alongside industry partners. Nike strongly supports Social and Labor Convergence Project (SLCP) objectives and their approach to engage multiple stakeholders in the development and launch of an industry-based tool. We remain actively engaged with SLCP and support the successful public launch of the assessment in 2018. We believe the SLCP is an example of industry convergence to accelerate change and drive impact for workers."
Noel Kinder, VP Sustainable Manufacturing at Nike

Governance

The Secretariat consists of the Project Director and supporting staff. The Secretariat acts as the main process link between the Steering Committee, Project Management Team, Working Groups and signatories. On behalf of the Project Management Team, the Secretariat, updates the Steering Committee on the project's progress, including adherence to timelines, tool development and verification. The Secretariat gathers strategic direction from the Steering Committee, ensuring decisions are driven by them.

Looking Forward

2018 will be a decisive year for the SLCP, as the tool and verification methodology will be finalized. The Steering Committee will look beyond 2018 to ensure future adoption and the success of the project from 2019 onwards, including developing the Five Year Strategic Plan 2019–2024.

Some Words from Janet Mensink, Project Director

What happened this year that you are particularly proud of? What were your personal milestones?

Considering our ambitious timeline, I am proud that we met all of our deadlines and that we delivered what we promised (e.g. the first and second prototypes of the tool and verification methodology). Moreover, we saw the confidence of our signatories grow. Not only do they support the converged assessment framework, they are also anticipating adoption within their internal planning. This came out of the survey on adoption that led to the launch of our fifth working group on adoption and operation. The survey showed that signatories are setting internal targets on adoption. They are using a phased approach to increase the number of assessments completed with our tool in a year, starting in 2018.

This year, the second prototype of the converged assessment framework was launched. Can you elaborate on the progress made?

The first prototype was piloted in 43 facilities. Feedback and learnings from this work were included in the second prototype, with the most visible improvement being the inclusion of the verification protocol and the verifier guidance. There were also major improvements in user-friendliness and contents, such as consistency among questions, conditional responses, clear and easy-to-understand phrasing of questions, and user-friendly drop-down menus.

"Over the past two years, a critical mass of organizations from all relevant stakeholder groups have come together to create a common assessment framework for social and labor conditions in the apparel and footwear supply chain. With the current progress, I believe we are on the right track to achieve the objective of converging and eliminating the current practice of replication of efforts."
Abhishek Bansal, Head of Sustainability at Arvind

Can you give us insight into project dynamics? How do you build on sector knowledge?

I think it is very special to see how actively people are involved. Signatories assign knowledgeable staff to this project, who commit their time to it on a weekly basis. The SLCP becomes an extended part of their day-to-day roles and responsibilities within their organizations. This enables us to count on additional expert resources. But this convergence of very different ideas and approaches was not always easy to manage. We are grateful for the willingness of participants to set aside their personal beliefs for the greater good and achieve consensus.

What do you hope to achieve with the project in 2018?

We must never lose sight of why we are doing this. We are making it possible for our stakeholders to re-direct resources from auditing to tangible action that supports the improvement of social and labor conditions. In 2018, we are aiming for the approval of signatories for the first formal implementation version of the tool and verification methodology, and to begin the operational roll-out of this framework.

SLCP: Converged Assessment, Collaborative Action, Improved Working Conditions

The SLCP aims to create a common framework for data collection that will eliminate audit fatigue, avoid duplication, and reduce the number of social and labor audits by replacing current proprietary audit tools. This will allow resources that were previously designated for compliance audits to be redirected toward the improvement of social and labor conditions. It will also increase the opportunity for greater comparability of social and labor data. This convergence of effort supports stakeholder activity to improve working conditions in the global apparel and footwear supply chain.

This project implies and requires a commitment by all signatory organizations to:

1. Publicly support the mission of the SLCP
2. Collectively build a converged assessment framework (data collection tool and verification methodology)
3. Jointly develop an SLCP operational plan to facilitate adoption of the assessment framework by project stakeholders, and share these assessment results among business partners
4. Develop concrete (individual) organizational adoption plans of the assessment framework to replace proprietary tools
5. Adhere to a process based on inclusiveness, collaboration under equal terms and collective ownership of the deliverables
6. Promote joint ownership and accountability for necessary improvements of working conditions based on SLCP assessment results

What is in and what is out of scope?

This project will take a step-by-step approach, with a clear scope and ambitious planning. Within three years from the initial public statement (October 2015), we seek to develop an industry-wide effective assessment framework, which includes a tool and verification methodology for the collection of data on social and labor performance in apparel and footwear supply chains.

The framework will be agnostic. The focus is on the collection of performance data in a unified and credible way, allowing sharing and comparing across brands and other organizations. The tool is non-judgmental. It does not define the threshold for good or bad practices. Instead, it focuses on collecting objective data. The tool offers the foundation upon which standards and codes of conduct will base their insights and results. It will not unify existing standards and codes into one

This framework will:	The framework will not:
✓ Collect compliance and performance information from production facilities ✓ Be an Excel-based tool compatible with existing systems and IT platforms ✓ Enjoy a robust verification process	- Set minimum requirements - Be a scoring or ranking system - Be a certification program - Be a code of conduct - Be an IT platform or database

new standard.

Who Are the Involved Parties?

In October 2015, 33 parties announced their commitment to the rationale and principles of this joint project. They collaboratively built the tools and verification methodology with the intention to

replace proprietary tools. By the end of 2017, the number of signatories increased from 33 to 167. This project uses a multi-stakeholder approach. All involved parties are committed to acting and collaborating in an inclusive manner. We continuously and actively engage with potential partners, collaborators and stakeholders with the aim to include them in our work. The project is owned and driven by its signatories.

W.L. Gore & Associates Fabrics Division welcomes the initiative that aims to improve the working conditions around the world. The initiative is well aligned with our values, and we believe in the power of cooperation to develop sound business practices and systems to manage social compliance. We strongly believe that the adoption of a converged assessment framework globally would add a considerable value to the industry's efforts on improving the working conditions and lives of those that make apparel and footwear products.
Evre Kaynak, Fabrics Division, Social Compliance Expert for Fabrics Division at W.L. Gore & Associates

Signatories represent all industry stakeholders (e.g. manufacturers, brands, agents, auditing firms, civil society and industry platforms). The manufacturers that signed in 2017 include Ciel Textiles, Isko and SLN Tekstil; brands and retailers include Esprit, Talbots and Mud Jeans; service providers include Assent Compliance, DNVGL and TUV SUD. The Danish Ministry of Foreign Affairs also joined as a signatory in 2017. Furthermore, the project includes non-signatory advisors, and was pleased to include the International Labor Organization (ILO) in 2017 as an observer dedicated to providing SLCP with supportive guidance.

SLCP Signatories – 167
January 2018

Manufacturers (35): Artistic Milliners, Arvind Mills, Avery Dennison Corp, Ciel Textile, Chenfeng Group Co., Classic Fashion, Comfit Composite Limited, Crystal Group, DBL Group, Delta Galil, Esquel Group, Flextronics, Hanbo Enterprises Holdings Limited, Hirdaramani Ent., ISKO, L&E Int. Ltd., MAS Holdings, Milteks Group, Nester Hosiery, Pratibha Syntex Limited, Ramatex Group, SaiTex, Sing Lun Global, SixSigma Apparel Network, SLN Tekstil, Sun Queen Garments, TAL Apparel Group, Thread International, W. L. Gore & Associates, VogueTex, Washing International Company, Yesim, Yousstex, Youngone, Yunus Textile Mills

Brands /Retailers (60): adidas Group, Aldo, Amer Sports, American Eagle Outfitters, Ann Inc, Arc'teryx, Asics Corporation, Bestseller A/S, Brooks Sports, Burton Snowboards, C&A, C & J Clark International Ltd, Camelbak, Columbia Sportswear Co., De Bijenkorf, Ecco Holding A/S, Eileen Fisher, Esprit, Fanatics, Fast Retailing/Uniqlo, Gap Inc., G-Star, H&M, HEMA, Hudson's Bay Company, IC Group, INDIGENOUS, Inditex, KappAhl, Kathmandu, Kering, L Brands, Levi Strauss & Co., LL Bean Inc., Loomstate, lululemon, Mountain Equipment Co-op (MEC), Miss Green, Mud Jeans, M&S, Nike Inc., Outerknown, Patagonia Inc., PrAna Living LLC, Puma, PVH Corp., REI, SanMar Corp, Stella McCartney, Schutt Sports, Talbots, Target Corporation, The Children's Place, Tory Burch, Uniform Project, VFc-Timberland, Vetta Brands, Williams Sonoma, Inc., zLabels, Zephyr Graf-X

Agents (6) Ethical Apparel Africa, Haddad Group, Li&Fung (Trading) Ltd., MGF Sourcing, Piece&Co, Randa Accessories

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

Multistakeholder Initiatives/Standard Holders/Civil society (19): Cradle to Cradle Products Innovation Institute, Danish Fashion Institute, Ethical Trading Initiative Norway (IEH), Good World Solutions, Fair Factories Clearinghouse, Fair Trade USA, Fair Working Conditions, Freedom Fund, IDH, Leather Working Group, New Earth, NBIM, Responsible Sourcing Network, Sedex, Sustainable Apparel Coalition (SAC), Solidaridad, The Mekong Club, Verité, Worldwide Responsible Accredited Production (WRAP), Textile Exchange

Industry Association (6) AAFA, European Outdoor Group (EOG), Istanbul Apparel Exporters' Association (İHKİB), International Apparel Federation (IAF), JAAF, Outdoor Industry Association (OIA)

Auditing Firms/Service providers/Consultancies (37): ALGI, AndWider, ANM Transformational Solutions, Asia Inspection, Asya CC&C, Assent Compliance, Bureau Veritas, BSI group, Control Union Certifications, CTC Groups, DNVGL, EcoVadis, Elevate, FutureMade, iMentor, Impactt Limited, Intertek KSA Leverage Limited, Koopman Works, MicroBenefits, NEWAsia Solutions Limited, Omega Compliance, Openview Services Lmtd., Partner Africa, SCS Global Services, SewEasy, SMT Global, SGS, SIM Supply Chain Information Management, The Sentio Advisory Group, TÜV Rheinland, TÜV SÜD, Stantec, Sumerra, Sundar, UL Responsible Sourcing, Ulula, Workplace Options

Intergovernmental organizations – observer status (2): ILO, OECD
Non-signatory Advisory Group of Standard Holders/Multi Stakeholder Initiatives (3): FWF, GSCP-CGF, SAI   **SOCIAL & LABOR CONVERGENCE**

General Overview of Milestones in 2017

The Five Working Groups

The SLCP is owned and operated by its signatories. The operational activities on the project deliverables are developed and managed under the working groups. Due to the growing workload and number of active participants, much of the hands-on work is delegated to specific committees, whereas the working groups serve as a sounding board. The SLCP has five working groups:

1. Tool Development
2. Verification
3. Stakeholder Engagement
4. Communication & Public Relations
5. Adoption & Operation

1. Tool Development

The first prototype of the data collection tool was launched in 2017 and tested in 43 facilities. The manufacturers, who are the first users of the tool, came back with helpful feedback on how to make the tool more user-friendly and comprehensive. In addition, we received expert reviews by signatories and others (academics), who reviewed specific aspects of the tool for content and ease of use, and provided recommendations for improvement. In April, an in-person Working Group meeting took place in Vietnam to discuss the outcomes and provide direction for the second prototype.

"Harmonization and convergence in social audit protocols have long been desired by all stakeholders in the apparel industry. MAS supports the convergence initiative, as an important step for the industry to look beyond compliance to initiate a wider social sustainability mandate. It is a refreshing antidote to the current state of audit fatigue that will enable better comparability and resource utilization. The initiative's focus on equal partnership and collaboration would enable the collective betterment of the society in manufacturing communities with social up-lift and ethically made apparel across the world."

Eranthi Premaratne, MAS Holding, Manufacturer

The Tool Development Working Group worked together with external expert Leslie Chiverton to further develop the data collection and verification tool. Additional categories were added, questions were clarified and conditional responses were introduced. The improved prototype was launched in November 2017. The tool was piloted in 170 facilities across 23 countries where apparel and footwear are produced to test for comprehensibility and inclusiveness. Important feedback was collected from three different user groups, manufacturers, brands and verifiers.

The Tool Development Working Group will use stakeholder feedback and the information collected from the pilot to come to a final version of the tool, which launches in May 2018.

2. Verification

In early 2017, the SLCP started to develop a verification methodology to complete the converged assessment process. The Verification Working Group developed both the verification protocol and the verifier guidance for the second prototype of the converged assessment framework. This methodology includes documentation on how to ensure that data collected at the facility level is complete and accurate, includes processes and procedures, and provides guidance to the verifier.

In the development process, the Verification Working Group looked at current best practices in the sector for inspiration and alignment.

"G-Star considers the SLCP to be THE solution towards sustainable development in factories. G-Star stimulates the industry to only use the converged assessment framework in order to stop audit fatigue once and for all and focus on development."
Yung Joo Lockhorn Lamberts, Corporate Responsibility Manager at G-Star RAW

The verification protocol and verifier guidance were launched with the second prototype in November 2017 and were tested during the pilot. Verifying bodies and individual verifiers provided initial feedback. In total, 87 verifiers who tested the verification package came back with ideas on how to improve it. The public consultation resulted in feedback on the verification elements, under the converged assessment framework.

The project identified the need for a governing body to organize the verification steps and ensure quality of the process. An RFP will be launched early 2018 to find a Verification Oversight Organization (VOO) that will coordinate the services for SLCP verifications.

3. Stakeholder Engagement

The Stakeholder Engagement Working Group has mapped all the relevant stakeholders. The SLCP organized stakeholder meetings and informal gatherings alongside important industry events to ensure people understand the project and become involved. SLCP events took place in Amsterdam, Hong Kong, London, HCMC, Bangalore and Washington DC.

"This project is multi stakeholder and inclusive. That means that manufacturers can participate and have a voice. Manufacturers are encouraged to sign and participate in its formation. The SLCP provides an opportunity to all stakeholders to work together on a common goal to resolve an issue that has been talked about continuously for many years: audit fatigue."
Nikhil Hirdaramani, Hirdaramani Ent.

Apart from engaging stakeholders as signatories, the project understands that the mission and structure of certain organizations do not allow for signatory support. The second prototype of the converged assessment framework was created after public consultation, and was designed to gather input from all relevant signatory and non-signatory stakeholders. The public consultation was organized through an online survey, as well in-depth follow-up interviews. In January 2018, a face-to-face stakeholder meeting took place in Paris to discuss key topics and gather comments that will help to further develop the converged assessment framework.

4. Communication & Public Relations

Clear, consistent and frequent communication is a vital part of the SLCP process. The Communication & Public Relations Working Group ensures the communication toolkit is up to date, including the development of new materials. In 2017, the website was relaunched to include the updated mission and vision, as well as a video in which different stakeholders of the project explained why the SLCP is important to them and what they see for the future.

The SLCP circulated two press releases in 2017 (February and November), and both were picked up in the international media sector.

The Communication & Public Relations Working Group coordinates closely with the working group

stakeholder engagement on presentations and updates for signatories and stakeholders. The SLCP regularly organizes webinars and stakeholder events and is represented at conferences. Signatory members of the Project Management Team and Steering Committee often speak on behalf of the SLCP in different settings. Because of the dynamic nature of the SLCP, things change quickly and status updates are often required. The Communication & Public Relations Working Group makes sure speakers are informed and assists in preparation to ensure the messaging is consistent.

5. Adoption & Operation

The Adoption & Operation Working Group was instituted in July 2017, and began by setting scope, objectives and targets. A survey was initiated, which confirmed the commitment of signatories to adopt the converged assessment framework. In many cases, organizations had already started creating concrete internal plans in anticipation of the final converged assessment framework. The survey provided input for the potential scale of adoption by the end of 2018, when the initial operation is expected. The priority in this Working Group was focused on organizing the data hosting and sharing. The Working Group developed scenarios that were analyzed during a technical in-person workshop in Amsterdam in December 2017. The Project Management Team and Steering Committee are expected to make a decision on a preferred model by early 2018.

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Learnings

We have learned that for this work to be successful, the project will need to be widely adopted and deeply embedded within the signatory organizations. This will require critical ownership in the final phase. Within the supply chain axis (manufacturers, brands and retailers) there will need to be investment in creating consensus through dialogue and stakeholder support.

As a multi-stakeholder and inclusive project, we are clarifying project governance surrounding decision-making processes, definitions, and ensuring transparent and consistent communication. This takes time and may cause some delays, but we strongly believe it is the right long-term approach to ensure success.

"Intertek actively supports the effort of the SLCP to promote convergence of the industry, reduce audit fatigue and help organizations focus their resources on continuous improvement. We have been anticipating the shift in the auditing industry for a long time and the past 12 months have proven to accelerate mutual recognition and convergence as a whole. From our position, we support it and want to embrace it, rather than being passive and reactive."
Christophe Liebon, VP Supplier Management-Business Assurance

Part of the reason the project is making great headway and deadlines are being met is that signatories are willing to set aside their own interests and beliefs for the greater good. The project's definition of consensus is, "This may not be the ideal solution for me, but I can agree if it benefits the industry as a whole and if I am able to live with it."

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Financial Summary

REVENUE	Actual		SC approved budget	
Grants carry over from 2016	$	63,206	$	40,320
Grants 2017	$	375,512	$	371,032
SAC Match funding	$	216,649	$	182,768
Sponsoring	$	5,600	$	-
Total Revenue	$	660,967	$	571,720

EXPENSES

1. Staff	Actual		SC approved budget	
Secretariat salary and benefits	$	282,521	$	262,808
Human Resources (HR) expenses	$	13,758		
Staff travel	$	30,501	$	46,789
Sub-Total Staff	$	326,780	$	309,597

2. Consultants and outside services				
Facilities rental and catering for meeting	$	27,017	$	31,360
Consultancies (process facilitation and technical)	$	249,430	$	208,895
Sub-Total Consultancies and Outside Services	$	287,219	$	240,255

3. Overhead and admin costs				
Direct: Office utilities, technology, expenses etc	$	8,662		
Indirect, office rent, etc.	$	34,396		
Sub-total Overhead and Admin Costs	$	43,058	$	17,432

Total Expense	*$*	*657,057*	*$*	*567,283*

NET RESULT (income)	*$*	*3,910*	*$*	*4,437*

Overview of Signatories Driving the Project

Members of the Project Management Team in 2017

Abhishek Bansal, Arvind	Mary Bean, Columbia Sportswear Co.
Christelle Esquirol, TAL Apparel	Linda Ingolfsdottir, H&M
Cimarron Nix, Nike, Inc.	Reuben Levy, PVH
Daniel Fibiger/Kapil Mathur, Gap Inc.	Ritika Burman, SGS
Evre Kaynak, W.L. Gore & Associates	Samantha Kuchmak, MEC
Eranthi Premarathne, MAS	Shelly Gottschamer, Outerknown
Holly McHugh, Kering	Susanne Gebauer, UL
Lyn Ip, REI	Stuart Cranfield, Clarks
Malar Odayappan, Esquel	

Elected Members of the Steering Committee in 2017

Manufacturers: • Helen Sahi – Avery Denison • Nikhil Hirdaramani – Hirdaramani Ent*.	**Stakeholder Initiatives/Standard Holders:** • Clay Hickson – Worldwide Responsible Accredited Production* • Maya Spaull – Fair Trade USA
(Inter) Governmental Organizations (Observer Status): • Jennifer Schappert – OECD • Roopa Nair – ILO	**Civil Society:** • Pamela Ravasio – European Outdoor Group • Catherine Benoit – New Earth • Tamar Hoek – Solidaridad • Wengjuan Yao-Verité
Brands/Retailers: • Maritha Lorentzon – H&M Colleen Vien – VFc-Timberland*	**Auditing Firms/Service Providers/Consultancies:** • Christophe Liebon – Intertek* • Kevin Franklin – ELEVATE
Agents: Matthew Z Xu – Li &Fung	**Independent Chair:** • Pierre Hupperts

*In January 2018, Steering Committee elections were held and the following persons have taken seats or were re-elected:

Dionne Harrison, Impact *Auditing Firms Service Providers/Consultancies*	Maritha Lorentzon, H&M *Brands/Retailers*
Evre Kaynak, LW Gore *Manufacturers*	Pamela Ravasio, EOG *Civil Society*
Jennifer Schappert, OECD *(Inter)Governmental Organizations*	Peter Higgins, VF Corp *Brands/Retailers*
Jonathan Ivelaw-Chapman, Sedex *Multi-stakeholder Initiatives/Standard Holders*	Tamar Hoek, Solidaridad *Civil Society*

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Thank you.

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Collaborative Action.
Improved Working Conditions.

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