



ELEVATE Leadership Series
Düsseldorf
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About ELEVATE

ELEVATE believes sustained, impactful improvement in social and environmental performance requires sincerity of intent and a responsible balance between maximizing financial return and meeting supplier responsibility requirements. We call this **Business Driven Sustainability**. ELEVATE's mission is to help our clients design and implement customized programs that provide complete insight into risk and improve supply chain social, environmental and business performance.

Shifting the Paradigm

The business community has addressed supply chain Labor and environmental issues in roughly the same way for the past 15 years. Audit and "do it yourself" corrective action planning has been and continues to be the focus with minor investments in in-factory training or consulting. However, it is clear that model has its limits and we have reached them.

Customization

While ELEVATE supports and believes in collaborative efforts, the reality is that every company is different. Our experience has shown that tailored programs that address and leverage unique company culture, supply chain characteristics, and challenges drive faster and more sustained improvements.

Increased ROI

Businesses make decisions every day that involve trade-offs and rarely is there a perfect 'solution'. We believe that in order to drive sustained impact, resources should be focused where they matter most. By segmenting activities and efforts to match the unique challenges of different supply chain actors a clear ROI emerges. ROI is critical in establishing Business Driven Sustainability.

Transparency

Widespread falsification of records as well as worker intimidation continue to undermine our collective efforts to monitor and improve factories conditions. Calibrating and building programs that encourage open and transparency communication within the supply chain is a must.

RESPONSIBLE SUPPLY CHAIN SOLUTIONS

GLOBAL REACH

GLOBAL EXPERTS IN THE FOLLOWING SECTORS: APPAREL, CONSUMER GOODS, ELECTRONICS, FOOD, FOOTWEAR, INDUSTRIALS, AND PHARMACEUTICALS.

CLIENT OFFICES:
SAN FRANCISCO, NEW YORK, LONDON, SHENZHEN, SHANGHAI, GUANGZHOU, HANGZHOU, VIETNAM, INDIA AND BANGLADESH.

ELEVATE BY THE NUMBERS

IMPROVING PERFORMANCE FOR MANAGEMENT, AND CONDITIONS FOR WORKERS

- 10,000+ FACTORIES ASSESSED ANNUALLY IN 30+ COUNTRIES
- 35,000+ ATTENDEES OF ELEVATE TRAINING EVENTS
- 25,000+ FACTORIES USING ELEVATE E-LEARNING LESSONS
- 500+ FACTORY IMPROVEMENTS
- 3,000,000+ WORKERS IMPACTED ANNUALLY

Agenda

Time	Activity/Topic	Presenter
9:00 – 9:30	Registration	
9:30 – 9:45	Welcome/Introduction	Mark Temme <i>ELEVATE</i>
9:45 – 10:15	Where is Corporate Responsibility Today and the Key Trends in Responsible Sourcing for 2017	Christian Ewert <i>Foreign Trade Association</i>
10:15 – 11:00	Top 10 New Developments in Social Responsibility for 2016/2017 Seen from the Auditor Side	Ian Spaulding <i>ELEVATE</i>
11:30 – 11:45	Coffee/Tea Break	
11:45 – 12:15	Worker Surveys Versus Worker Interviews, The Next Step	Mark Temme <i>ELEVATE</i>
12:15 – 13:00	Supply Chain Traceability and Chain of Custody	Britta Gallus <i>METRO</i>
13:00 – 14:00	Lunch	
14:00 – 14:45	Panel Discussion – Data and Technology in Responsible Sourcing – Curse or Blessing?	Facilitator: Kevin Franklin - <i>ELEVATE</i> Panelists: Ralf Düster – <i>SETLOG</i> ; Ian Spaulding – <i>ELEVATE</i> , Other guest panelists TBC
14:45 – 15:00	Feedback on Answers	Kevin Franklin & Mark Temme <i>ELEVATE</i>
15:00 – 15:15	Coffee/Tea Break	
15:15 – 16:00	Project Structural Safety – Going One Step Ahead in Pakistan	Ansgar Lohman <i>KiK Textilien und Non-Food GmbH</i>
16:00 – 16:15	Closing Comments / Summary	Ian Spaulding <i>ELEVATE</i>

Summary of Sessions

Where is Corporate Responsibility Today and the Key Trends in Responsible Sourcing for 2017

Christian Ewert – Foreign Trade Association

Current trends and developments in the industry are redefining the way we think about sustainable and responsible sourcing. The migration of sourcing, 'homeshoring' and other trends such as manufacturing automation and the seasonality's impact in the retail sector are not negligible. BSCI stays at the forefront of the debate, identifying those changes and future trends and coming up with innovative solutions to support companies adapt to what's next in the horizon for sustainable global supply chains.

The Top 10 New Developments in Social Responsibility for 2016/2017

Ian Spaulding – CEO, ELEVATE

The sudden emergence several years back of fire and building safety created a number of prioritization issues for responsible sourcing organizations. As the issue rose in importance, it pushed ongoing initiatives to the periphery. Today we see modern slavery, human trafficking, migrant labor and sub-contracting once again gaining in profile. These shifting agendas make plotting a consistent path for social responsibility programs increasingly challenging.

ELEVATE will share its view on the top 10 new developments expected to influence responsible sourcing and wider social responsibility agendas for companies in the US and Europe over the next two years. Mutual recognition, segmentation and including cost in corrective action plans are just a few to make the list.

Worker Surveys versus Worker Interviews, the Next Step

Mark Temme – ELEVATE

The current model of going through interviews of selected workers during the auditing exercise has reached its limits. The information received is not meaningful enough and certainly isn't representative for the whole workforce in the respective factory when taking into account, that only a few percent of the workers are interviewed. Also the questions normally asked have been set up in that way to give answers with limited results. The option to include or add on worker surveys as an additional tool for collecting soft information is impacting the industry offering wider possibilities of evaluating the changes done and enabling the stakeholders to balance between good and better remediation steps.

Supply Chain Traceability and Chain of Custody

Britta Gallus – Metro

The growing population - 9.6 billion people by 2050 – and the increasing demand for raw material lead to a shortage of resources already now and even more so in the future. The necessity of resource-saving production methods and sustainable procurement alternatives are growing tremendously. METRO's business it is to use and trade those scarce resources hence we are also responsible contributing to global solutions. Already years ago sustainability had become a solid and integral part of METRO's company strategy. Our sustainability engagement covers many fields of action: operations, offer, employees, customers & partners and corporate citizenship hence is thoroughly rooted in our business. For example social standards: we stand for fair working

conditions for those suppliers producing goods for us. Moreover, we are founding member of BSCI and a member of the Bangladesh Accord. Furthermore, sustainable procurement is one of our main targets as well as an improved transparency in the supply chain. Sustainability needs clear commitment and strong engagement along the whole supply chain up to customers in order to create value within that very same supply chain. Close collaboration is key e.g. through the Consumer Goods Forum where retail and industry work together on effective solutions for global challenges and current questions. By highlighting relevant examples the presentation will demonstrate the importance of cooperation in the supply chain in order to protect the planet earth for future generations.

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Panel Discussion – Data and Technology in Responsible Sourcing – Curse or Blessing?

Kevin Franklin – ELEVATE

Nowadays the possibilities of collecting and accessing data is growing exponentially, which leads to various new scenarios. What is the “best” way to collect and process the data? What data is meaningful? Is (all) the data necessary or should we concentrate and prioritize? After a short introduction on how and what Setlog does with the data as well as an overview from ELEVATE what kind of data is available from the last 5-10 years, the participants of the panel will discuss these questions and more.

Feedback on Answers

Kevin Franklin & Mark Temme – ELEVATE

During lunchtime we will distribute several questionnaires with questions on social compliance, future / new developments, main issues during audits ... and will present the results of this poll during this short session. Participants will be invited to comment and interact.

Project Structural Safety – Going One Step Ahead in Pakistan

Ansgar Lohman – KiK Textilien und Non-Food GmbH

Lohman will cover KiK's CSR strategy and its new project 'building safety in Pakistan.'

Speakers



Christian Ewert

Foreign Trade Association (FTA)
Director General

Christian Ewert is the Director General of the Foreign Trade Association (FTA), the leading business association of European and international commerce that promotes the values of free trade and sustainable supply chains. FTA represents over 1,900 retailers, importers and brands to promote and defend free trade and supports their international business by providing information and practical solutions towards sustainability in the international supply chain.

In the context of FTA sustainability, the Business Social Compliance Initiative (BSCI) is the leading initiative aimed at improving working conditions in factories and farms worldwide. FTA also provides the Business Environmental Performance (BEPI) that supports enhanced environmental performance in international supply chains. More information is available at www.fta-intl.org.

Prior to his role at FTA, Christian worked as President and CEO of ICTI CARE Foundation, the International Council of Toy Industries' (ICTI) programme to promote social compliance in the supply chain producing for the toy and children's products industry. Christian previously worked as the Chief Operating Officer and Member of the Board of Zapf Creation, Europe's leading manufacturer of branded play & function and collector dolls and doll accessories. For more than 10 years he held the position of Managing Director and Chairman of North Sails Lanka which is the leading manufacturer of products for the windsurfing industry, operating two factories and employing more than 1000 staff. Christian had previously held the position of the CEO of Mistral Sports, the market leader in the windsurfing industry.



Britta Gallus

Director, Programs & Risk Assessment, Corporate Responsibility
METRO GROUP, Wholesale & Food Specialist Company

Since January 2015 Britta has worked as Director of Programs & Risk Assessment in the Corporate Responsibility department. Among other things she is responsible for the development and implementation of standards & policies and program management. One of the main topics she is currently dealing with is transparency in the supply chain covering transparency, traceability and social compliance.

From 2011 until 2014 Britta worked for METRO AG as Head of and Director of Group Regulatory Affairs. In this position she represented the company in European and international committees and supported the implementation of certain rules and commitments.



Ralf Duester

Managing Director
Setlog GmbH

Ralf Duester is co-founder and Managing Director of Setlog GmbH and responsible for Supply Chain Management and Logistics. He is also President and Chief Executive Officer of Setlog Corp. the 100% subsidiary of Setlog GmbH, based in New York.

He is board member and Vice President of the Log-IT Club/Logistikcluster NRW with its more than 270 member companies from global sourcing industries from logistics, as well as from management consultancies, and member of the Executive Committee of the Logistics Cluster at the Federal State NRW. Mr. Duester is a member of several leading organizations: the Council of Supply Chain Management Professionals (CSCMP); the American Apparel & Footwear Association (AAFA) and the Bundesverband Logistik (BVL) - the German Federal Logistics Association as well as member of the advisory board of NRW Invest (USA) LLC.

He is a qualified logistics manager and obtained a degree in Business Management, specializing in marketing and foreign trade. He is an expert in Sourcing, Supply Chain management and Logistics in the apparel market and in the consumer goods industry.

After one year in the import and export department of the logistics company Lep Group International, Mr. Duester worked for ten years for the Steilmann Group, the largest apparel group at the time. Here he was responsible for planning, purchasing, and the management of international transportation and finance. Amongst other assignments in this company which had fourteen subsidiaries, he was entrusted both with the corporate-wide management of global export logistics, as well as with sourcing logistics in Asia. As Director of Asia Singapore in the Steilmann Group Asia Limited (SGAL Ltd) he was responsible for purchasing-logistics planning as well as for the financing of Asian suppliers in the documentary transfer of payments. Together with the Management Consultancy McKinsey, he directed the restructuring of the Steilmann Group's complete logistical process.

Subsequently Mr. Duester acted as Director of Logistics at Matchbid AG, Dusseldorf. His area of operations during these one-and-a-half years included the complete logistics management of marketplace customers, as well as the development and implementation of Internet-based logistics applications.



Ansgar Lohmann

Head of CSR Department
KiK Textilien und Non-Food GmbH

Ansgar Lohmann has been working for “KiK Textilien und Non-Food GmbH” in Germany since July 2013 and has been deployed as the Head of the CSR Department (Corporate Social Responsibility) worldwide since April 2014. He is responsible for the monitoring and developing of social, environmental and fire protection standards in international supply chains. Prior to that, Mr. Lohmann studied economics and worked in several leading management positions of clothing industry and industrial companies in the areas of purchasing, production and supply chain management.



Ian Spaulding

ELEVATE
CEO

Mr. Spaulding is recognized globally as a preeminent thought leader and authority on supply chain social, environmental and business performance. Mr. Spaulding is the Chief Executive Officer of ELEVATE – a global professional services firm that specializes business driven sustainability.

ELEVATE develops and implements progressive and more impact-oriented corporate supply chain responsibility programs which improve working conditions, minimize risk and drive business performance.

On a day-to-day basis, Mr. Spaulding advises senior executives at more than 75 global businesses and is regularly featured as a speaker at major events and in a range of top-tier media outlets such as the New York Times, Wall Street Journal, Business Week, Bloomberg and CNN.

Previously, Mr. Spaulding worked at Business for Social Responsibility (BSR), KPMG and Sears Holdings. At Sears Holdings, Mr. Spaulding was the former Director of Global Compliance where he pioneered the largest effort to promote greater transparency and continuous improvement among thousands of manufacturing facilities globally.

Mr. Spaulding has a Masters from Yale and Bachelors from American University. Mr. Spaulding lives in Hong Kong with his wife and three boys.



Kevin Franklin
ELEVATE
Senior Vice President

Kevin is responsible for new product development and emerging markets. He has 20 years' experience advising business on global risks, analytics and management systems. This includes extensive senior level engagement with many of the world's largest companies on corporate strategy, sustainability, metrics-driven risk management and award-winning integrated reporting.

Prior to ELEVATE, Kevin was the Chief Operating Officer of Verisk Maplecroft where he also oversaw the supply chain management practice. This included work on supply chain strategy, organizational resilience, responsible sourcing, human rights due diligence and compliance across a range of sectors including consumer goods, manufacturing, electronics and extractives.

Kevin has a Master's degree in Policy and Planning, and a PhD from Warwick Business School with a focus on systems theory, collaborative decision-making, and the role of data / analytics in performance management. He is an experienced auditor and has authored numerous reports / delivered key note sessions at numerous high-level international fora.



Mark Temme
ELEVATE
Director, Business Development

Mark is a British citizen born in Africa, raised in Yugoslavia and has been living in Germany since 1969. He is a chemical and process engineer with graduating at the Technical University of Berlin.

Mark's business career started in 1983, always in the sales resp business development sector, covering topics such as industrial and medical equipment, service industry and the TIC service industry. The last 10 years Mark has worked at BV CPS covering anything from inspections, factory assessments and social audits and testing of any kind of consumer products, with a focus on garments and toys. During his time at BV he covered the geographical area of Germany, Switzerland, Austria as well as Italy, The Netherlands and Scandinavia.

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