

AGENDA

ELEVATE Leadership Series
August 4, 2016 - 9 a.m. – 5 p.m.
New York, NY



ELEVATE
Business Driven Sustainability

Redefining an Effective Responsible Sourcing Program

NEW YORK | GERMANY | HONG KONG | LONDON

TIME	SESSION	SPEAKER
9:00 – 9:15	Introduction	Andrew Savini, ELEVATE
PART 1	REFLECTING ON THE “JOURNEY” OF RESPONSIBLE SOURCING	
9:15 – 10:15	1. A Retrospective – 20 Years since Kathie Lee Gifford	Dan Viederman, Humanity United
10:15 – 10:45	2. The Top 10 New Developments in Social Responsibility for 2016/2017	Ian Spaulding, ELEVATE
10:45 – 11:00	<i>Coffee Break</i>	
11:00 – 11:30	3. Thinking about Responsible Sourcing Effectiveness	Mark Jones, ELEVATE
11:30 – 12:15	4. Why is Supplier Ownership Slow to Take Off?	Margot Sfeir, ELEVATE Ira Roth, Must Garment Heeral Coleman, FLA
12:15 – 1:15	<i>Lunch</i>	
PART 2	THE NEW PARADIGM OF TRANSPARENCY AND OPPORTUNITY	
1:15 – 1:45	5. The Ingredients of Proactive Risk Management	TBD
1:45 – 2:00	6. The Global Supplier Risk Landscape	Ian Spaulding, ELEVATE
2:00 – 2:30	7. A Discussion of China's Changing Legal and Labor Landscape	Aaron Halegua, NYU School of Law
2:30 – 3:15	8. Stitches to Riches: the Potential of South Asia Apparel Exports	Gladys Lopez-Acevedo, World Bank
3:15 – 3:30	<i>Coffee Break</i>	
PART 3	DESIGNING YOUR PROGRAM FOR IMPACT	
3:30 – 4:15	9. Prioritizing for Impact	Ian Spaulding, ELEVATE Anthony Curtis, JCP Andre Raghu
4:15 – 4:30	10. Wrap Up	Ian Spaulding, ELEVATE



Session Summaries

PART 1

REFLECTING ON THE “JOURNEY” OF RESPONSIBLE SOURCING

1. A Retrospective – 20 Years since Kathie Lee Gifford

In 1996, the National Labor Committee in Support of Human and Worker Rights accused Kathie Lee Gifford of being responsible for contributing to bad labor conditions in the manufacturing of her Wal-Mart clothing line. It can be argued that this singular event represented the birth of responsible sourcing. Dan Viederman, who has worked closely with NGOs, governments, investors, and the biggest multinational brands in the world to improve working conditions, will look back on the past 20 years and share his views on the state of responsible sourcing.

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

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.

3. Thinking about Responsible Sourcing Effectiveness

Your Board requests that the CSR team give a fifteen-minute update on its activities through the year and a “state of the program”. What does that look like and how would you evaluate the state of your program and its effectiveness? If not number of audits conducted, percentage of total factory portfolio audited, number of factories terminated, then what? ELEVATE will build on several ideas presented in its December 2015 webinar, *Measuring Program Effectiveness and Performance*.

4. Why is Supplier Ownership Slow to Take Off?

Supplier Ownership has been talked about for years. Vendors are increasingly willing to be proactive. There is an obvious and positive multiplier effect on responsible sourcing programs from proactive suppliers. Yet there are few formal retailer programs in place. Why is this not developing faster? A panel of industry leaders will discuss their own experiences and give their views on the pace of change and what we can expect going forward.



5. The Ingredients of Proactive Risk Management

The responsible sourcing discipline is evolving rapidly from a reactive “fire-fighting” position to one that is necessarily proactive and informed by robust data science, analytics and risk metrics. This session builds on some of the drivers for this shift identified earlier in the day e.g. social media, increased transparency, milestone events and cost imperatives. It also explores some of the new tools and trends in risk assessment and management, and outlines a framework for how good data-insight can inform more effective and impactful engagement.

6. The Global Supplier Risk Landscape

ELEVATE will provide a window into its global audit and improvement database to give insights into various risks by country, sector and topic. We will also highlight new sourcing opportunities in emerging markets and touch on lessons learned to inform more proactive risk management.

7. A Discussion of China’s Changing Legal and Labor Landscape

Foreign and domestic NGOs are finding it increasingly challenging to work in China, particularly on labor issues. Aaron Halegua presents on the changing environment for civil society groups in China and explores:

- Which labor NGOs were targeted in the government crackdown?
- What activities were these groups engaged in and what role did they play in China’s labor relations landscape?
- How does this relate to broader trends involving civil society actors in China, including the recent *Foreign NGO Law*?
- What are the broader implications for workers and labor relations in China?

8. Stitches to Riches the Potential of South Asia Apparel Exports

Most retailers and brands place diversifying production from China as one of their top three sourcing strategies. Unfortunately, this has proven to be easier said than done. Despite recognizing the need to develop new sources of production, the footwear industry took many years before it really began to source from new countries. For apparel, changing demographics, increasing costs and new comparative advantages are opening up new regions to source. Gladys Lopez-Acevedo from the World Bank and co-author of *Stitches to Riches*, will share the findings from her book, which compares the opportunities and challenges of South



Asia (including India, Bangladesh, Sri Lanka and Pakistan) to the Southeast Asian benchmark group of Vietnam, Cambodia and Indonesia.

PART 3

DESIGNING YOUR PROGRAM FOR IMPACT

9. Prioritizing for Impact

Every responsible sourcing program operates in a unique organizational context. A company's program may report to legal or finance, have two staff or 100, be intolerant of working hours violations or take a more flexible approach. Sub-contracting may be the hot button issue for some, while human trafficking or wages for others. Despite each company's nuanced differences in approach and prioritization, the overarching principles of responsible sourcing remain the same: namely to reduce the risk of sourcing from developing regions, mitigate the negative impact of our business on society, and ultimately to deliver a positive impact in the communities where we do business.

Ian, Anthony and other panelists will share their views on different approaches and how to prioritize initiatives in order to achieve maximum effect based on a company's need, core business and profile.