

2021

# Annual Report

SOCIAL & LABOR CONVERGENCE PROGRAM



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# Foreword

Janet Mensink, Executive Director, SLCP



Marked by crises and disruptions, 2021 was yet another challenging year for global supply chains. The increased vulnerability of workers in the past year has heightened the need for transparent and resilient supply chains. By driving convergence, enabling collaborative action, and providing credible data, SLCP has been at the heart of efforts to achieve this ambition.

Notwithstanding the uncertainties of the past year, we are happy to have made progress on all our strategic aims. SLCP continued to grow and scale and saw a significant increase in adoption figures. By the end of the year, we were able to overshoot our revised ambitious target of 4000 verified assessments by 10%. We were also available in an additional 20 countries and regions (now 50+) and saw more sector diversity in facilities implementing SLCP.

One of the year's major highlights was the launch of the Converged Assessment Framework (CAF) v1.4, co-developed with Better Work. The positive user feedback on the new enhancements encourages us to continue reviewing the CAF to meet stakeholder needs in their efforts to improve working conditions.

The year 2021 also marked a transition phase for SLCP, where we moved beyond adoption and demonstrated tangible impact. We saw encouraging evidence of SLCP's potential to unlock resources for improvements through findings from the 2021 Better Buying Purchasing Practices Index™, signatory surveys, and case studies. The growing list of organizations agreeing to replace proprietary audits with SLCP verified assessments demonstrates increasing industry acceptance and our progress towards convergence.

We are also happy to share that we have hit our goal of financial resilience and self-sufficiency, with 101% of our operating costs in 2021 being covered by earned income. Having a robust business model sets us in a solid position to grow our impact in the years ahead.

In summary, even with all its challenges, 2021 has allowed us to be more confident about the future. As we enter an exciting phase in our program, we look forward to the many opportunities to accelerate stakeholder efforts in building a resilient post-pandemic industry.

We present this annual report in line with our Governance rules, to offer our signatories and stakeholders a transparent review of the progress made and opportunities identified in the past year.

# Strategic Progress

In our 5-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 & Comparability and Financial 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 & labor data

**SLCP Specific Aims**

**Industry adoption**

**Resources unlocked**

**Data access & comparability**

**Financial resilience**

# 2021 Progress Against Strategic Aims

## Key achievements against strategic goals

Here is a high-level overview of our progress against the four strategic aims. In later chapters we deep-dive into each strategic aim in turn.

INDUSTRY ADOPTION	RESOURCES UNLOCKED	DATA ACCESS & COMPARABILITY	ORGANIZATIONAL RESILIENCE
 <p>4440 verified assessments completed in 2021.</p>	 <p>87% of signatories using the CAF instead of proprietary tools.</p>	 <p>2.6 average shares per verified assessment.</p>	 <p>2021 budget based on 101% earned income, vs 47% in 2020.</p>
 <p>6458 facilities registered in the SLCP Gateway.</p>	 <p>Potential of 10 million USD unlocked* through use of the CAF.</p>	 <p>Strong network of Accredited Hosts. Introduced 'Brand Hosts' to the data sharing system.</p>	 <p>Leveraged key collaboration partnerships with ITC and Better Work.</p>
 <p>52 brands &amp; organizations publicly committed to accepting SLCP verified data.</p>	 <p>46% of signatories reported redirecting resources as a result of SLCP implementation.</p>	 <p>Launch of CAF v1.4 with Better Work</p>	

\*Many SLCP signatories invested time and resource in 2021 to implement 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 therefore, the resources unlocked through SLCP may be offset by the cost of implementation.

# Governance

SLCP Council elections were held in February and the newly elected Council was formed in March 2021. Of the nine signatory Council seats, five new signatory representatives were elected and four of the previous Council members successfully ran for re-election.

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



**8 Council meetings held virtually in 2021**

**Average attendance rate: 82%**



Active Council Committees in 2021:

- Finance
- Governance



In addition to the regular Council meetings, the Council held 2 deep-dive sessions in 2021 on the following topics:

- Verification Oversight & Quality Assurance
- Purchasing practices

# Council 2021

## 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

## Expert Seats



Anna Burger



Dan Danielsen



Steve Harris

## Rep. for Civil Society



Tamar Hoek  
Solidaridad

# Interview with the Independent Chair

Jonathan Obermeister



## **What do you consider to be SLCP's most significant achievement in 2021?**

*Without a doubt, beating our already ambitious target of 4,000 verified assessments! 4,400 really is an incredible result, especially considering the disruption from Covid-19. The credit for that must go both to the SLCP team and to all of our signatories who drove adoption of the CAF within their supply chains and organisations. Of course, meeting the target is only a means to an end - by doing so SLCP aims to unlock resources tied up in auditing. So it was also exciting to see growing evidence of positive impact in 2021 – with almost half of our signatories already reporting that, by adopting SLCP, they have been able to redirect resources saved towards improving conditions for workers. We also now have over 50 brands and retailers publicly committing to accepting SLCP verified data and, in doing so, reducing the audit burden on their suppliers.*

## **SLCP achieved its goal of becoming self-funding in 2021. Why is this important?**

*We hit our goal to achieve financial resilience and self-sufficiency last year, with all of our operating costs now covered by earned income. This is an impressive achievement for a young multi-stakeholder initiative within just over 3 years of our existence as a live program. This matters because we have managed to create a sustainable, scalable business model that means we are not reliant on other people's generosity, and we can also grow our team and footprint to better serve our stakeholders and the industry as adoption grows. That said, we will however continue to look for targeted opportunities for grant and partnership funding to further expand and enhance our work.*

## **5 new members joined the SLCP Council in 2021. What are your reflections on SLCP's multi-stakeholder governance?**

*Right from the start, SLCP has always had good, balanced representation of different stakeholder groups, and taken an inclusive, consensus-based approach to decision making. Our 5 new Council members have fitted in very well. We are also fortunate to have three very experienced and dedicated independent Council members, who go above and beyond to contribute to the work of the Council. Good multi-stakeholder governance is something you have to work at continuously, so we have now put in place an annual self-evaluation to make sure that the Council can fulfill its strategic and supervisory responsibilities to the full and can also function as a high-performing team.*

# Interview with a new member of the SLCP Council



**Michael Cai, Décor**

Representative for Manufacturers & Suppliers

## **Why did you run for the SLCP Council in 2021 and what did it mean to you to be elected?**

*After working in the textile & fashion industry for over two decades, I came to realize long time ago that duplicative audits from different brands created heavy burden on facilities and distracted them from putting real efforts to improve worker well-being. That's why I fully embraced and echoed SLCP's ambition to reduce the audit fatigue through a converged platform when I first knew about SLCP in 2018. Since then, I pushed the efforts within the company to include more factories into SLCP assessment, and eventually we signed up as a signatory in 2019. It also prompted me to submit my application immediately when I knew that the SLCP Council was open for new members in 2021.*

*It did mean a lot to me when I was finally elected. To serve at the Council and work alongside a talented global team enables me to actively contribute my part on the journey to advance SLCP rollout to more geographies and accelerate its adoption by more retailers, brands, suppliers and factories.*

## **After one year on the SLCP Council, what are your reflections on the role the Council plays and how it operates?**

*It has been a wonderful journey and experience. The Council is a strong and experienced global team, the governing body for SLCP. Together we review and discuss policies, strategies, governance documents etc. and take decisions at the periodic council meetings. These joint discussions and decisions shape the strategic priorities of the Program and ensures that it fulfils its Mission and Vision.*

## **What do you think were SLCP's biggest achievements in 2021?**

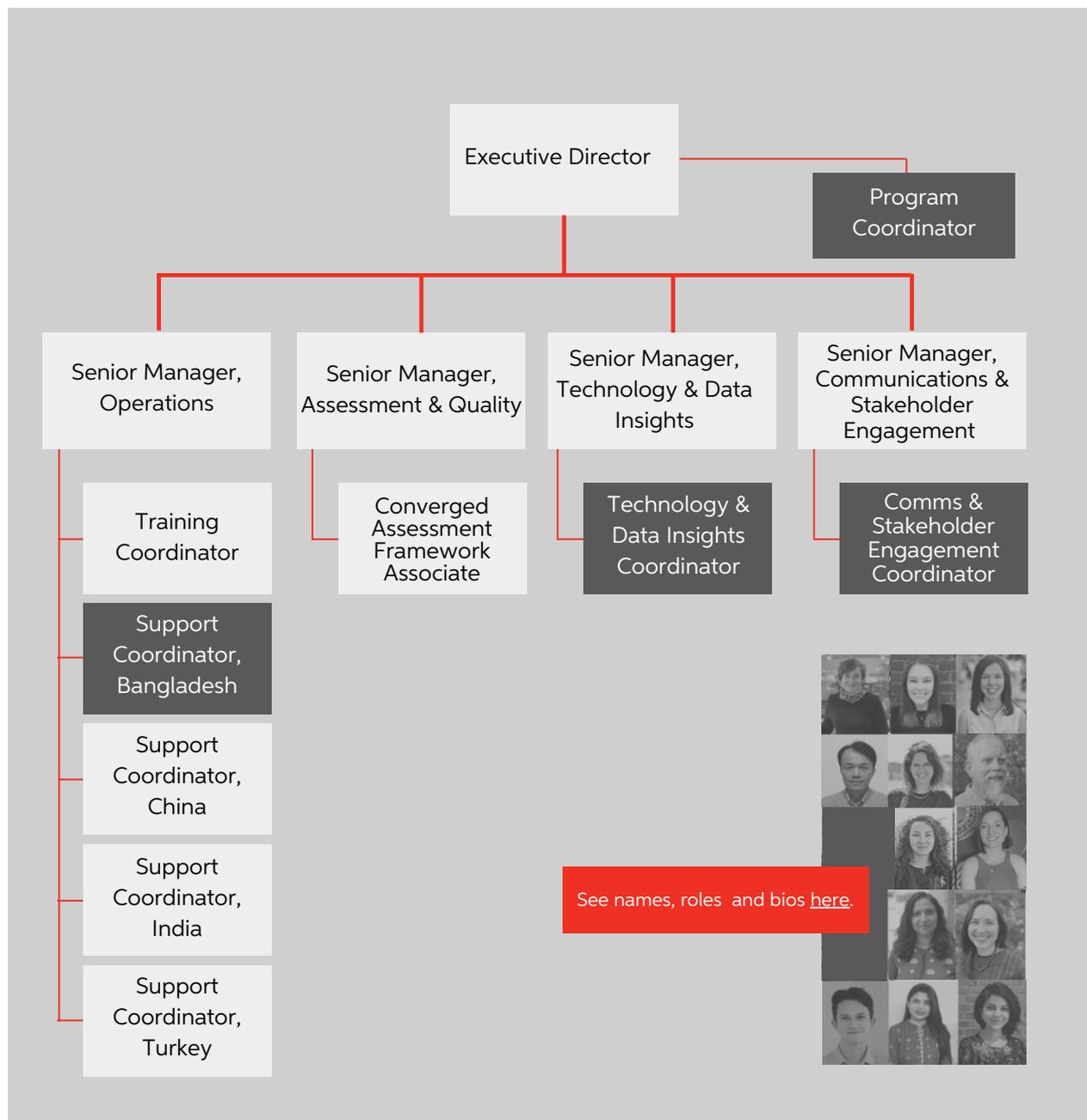
*2021 was an extraordinary year as SLCP made tremendous progress despite the continued challenges from the global pandemic. We had a new Council, launched CAF v1.4, expanded into more countries, deepened the influence through collaboration and partnership with global brands and organizations, and delivered the goal of 4000 verified assessments. I have been extremely excited with and inspired by the collective efforts and achievements we made together in 2021.*

# SLCP Secretariat

## SLCP Team Organogram (December 2021)

The SLCP Support Team expanded in 2021 to support the scaling of the Program.

*New positions in the team in 2021 are highlighted in dark grey:*



# Strategic Aim 1: Industry Adoption

Industry adoption

Resources unlocked

Data access & comparability

Financial resilience

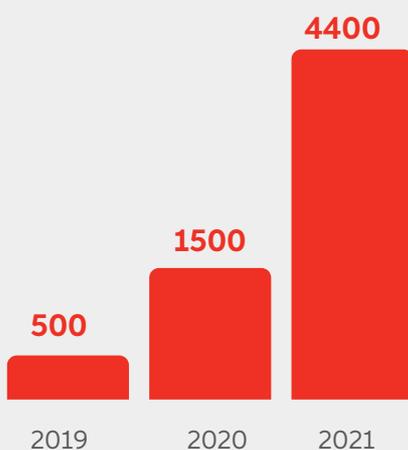
## Scaling Operations

In 2021, the number of verified assessments grew 165% from the previous year to 4440. This was 10% higher than the 2021 target. Furthermore, of the facilities that completed an assessment in previous years, 71% came back in 2021.

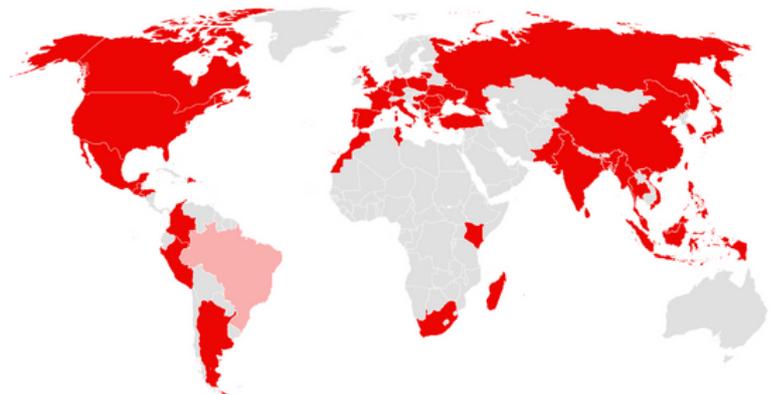
The high level of commitment of around 15 major brands to onboard their supply chain partners has certainly contributed to our adoption successes.

Over 20 countries were added in 2021 and SLCP is now available in 56 countries/regions. The percentage of facilities not based in mainland China (where we first launched) is growing rapidly, proving the global applicability of our tool and system.

Growth in verified assessments



CAF available in 56 countries/regions

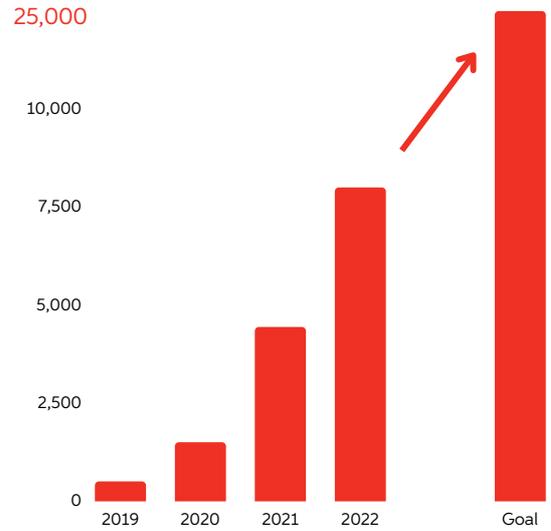




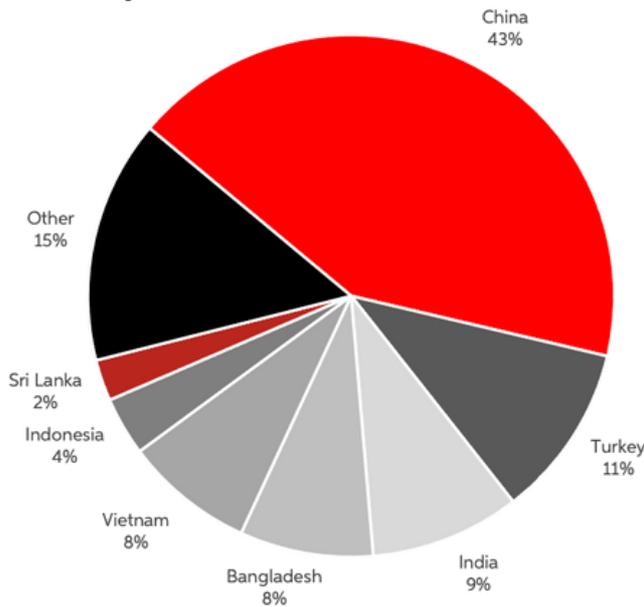
### Facility Support

- E-learning available in **7** languages with **almost 10,000** registered users
- Helpdesk FAQs in **8** languages visited **208,000** times
- **45+** Training Bodies (TBs) and **200+** Trainers
- **Over 60** training sessions conducted reaching **5,000+** users

### Number of verified assessments



### Location of facilities with profiles in the Gateway (%)



**4440**

verified assessments in 2021

**6458**

facility profiles in SLCP Gateway

**71%**

facility return rate in 2021



### Verifier Capacity

- **68** Verifier Bodies
- **739** Verifiers (Up from 530 Verifiers at end of 2020)



### Top 5 VBs accounted for

**52%**  
of total SLCP verifications

# Strategic Aim 2: Resources Unlocked

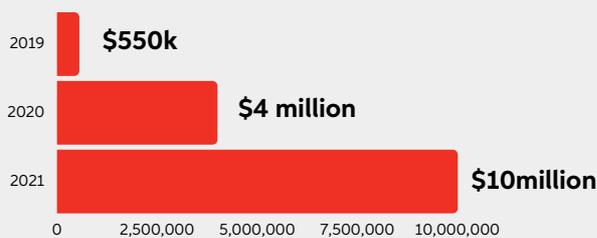


## Impact

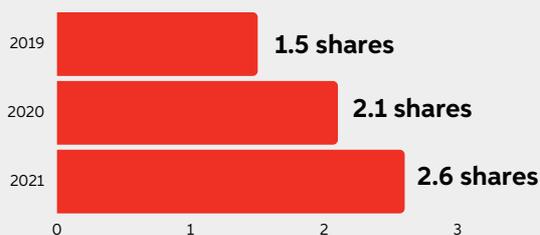
### Estimation of resources unlocked in 2021



#### Savings year-on-year



#### Average shares year-on-year



Each year, we apply the same methodology to assess whether SLCP is unlocking resources that can be redirected to improving working conditions. Based on the total number of verified assessments completed in 2021 (4400), compared to the average number of shares per assessment (2.6), 2021 operations resulted in a total savings of \$10M USD.

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 3 days in 2021.

In the annual signatory engagement survey in December 2021, 46% of signatories reported redirecting resources saved through the CAF in 2021 (up from 20% in 2020) and 59% 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. In the initial 2021 findings,

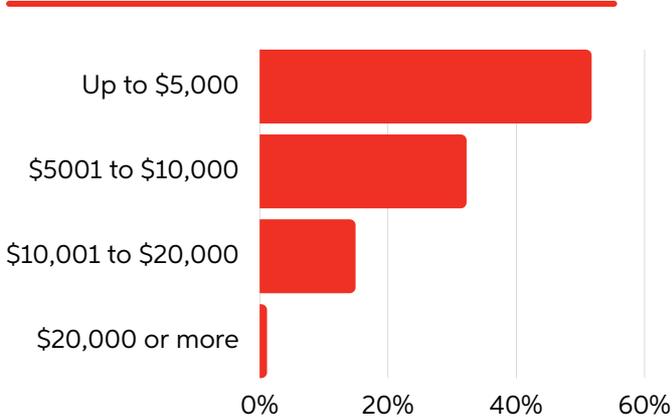
- 20% of the suppliers surveyed reported that their buyers were accepting SLCP data, and that this was resulting in savings of thousands of dollars, sometimes as high as \$20,000.
- 85.4% of suppliers who rated the purchasing practices of their customers in relation to win-win sustainable partnerships as part of the Better Buying™ 2021 ratings cycle, reported that their customers are now accepting existing audits or assessments of factory working conditions in lieu of asking for new audits specifically for themselves.



### Better Buying Purchasing Practices Index findings



Supplier savings as a result of buyers accepting SLCP

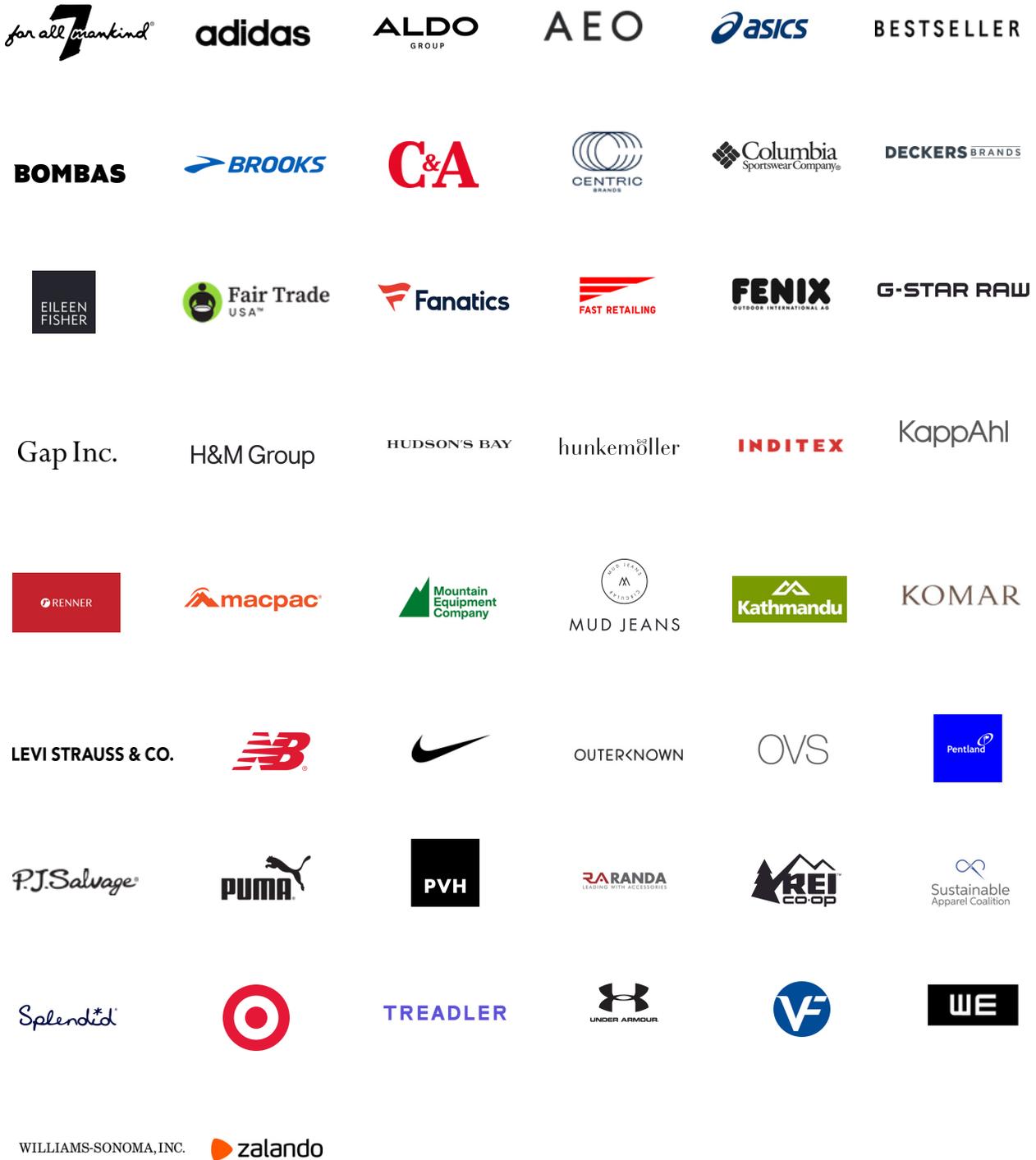


**Suppliers reinvested savings in:**

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

## Increasing Industry Acceptance

In Q4 2020, SLCP launched a list of brands & organizations accepting SLCP verified data. Signatories and non-signatories opt-in on a voluntary basis. By the end of 2021, the list included 52 brands & organizations, growing from 37 in 2020.



## Increasing Industry Acceptance: Comms & Engagement



Launch of new website :  
60,680 website visits in 2021



Twice monthly Intro to SLCP webinars



4 signatory webinars



SLCP represented at 11 industry events throughout the year



Over 2200 LinkedIn followers at the end of 2021



SLCP in the media 10 times



2 public thematic webinars

- SLCP Data Quality
- Data Interpretation and Integration Webinar



- Twice monthly signatory newsflashes
- Quarterly external newsletters

## Driving Convergence with Standards

In 2021 SLCP continued to engage with standard holders in the pursuit of further convergence and alignment. Below are some highlights of the progress made:



Trusted Sustainability Data

vFSLM requirements introduced for all SAC members for the first time. The FSLM is based on the Converged Assessment Framework (CAF).



Trade with purpose

Significant progress was made on the three-year road map to explore convergence between the CAF and BSCI . This included mapping the tools, QA and technology systems.



Fair Trade USA's Apparel and Home Goods program began accepting SLCP verified data.



Engaged in continued dialogue and started initial work on a draft joint vision document.



Joined SLCP as a signatory at the end of 2020 and started discussions in 2021 on how to collaborate further.

## Strategic Aim 3: Data access & comparability

Industry  
adoption

Resources  
unlocked

Data access &  
comparability

Financial  
resilience

### Enhancing Data Quality & Integrity

Data quality and integrity is key to the success of SLCP. In 2021, a range of Quality Assurance (QA) activities were conducted by the Verification Oversight Organization (VOO) and enhancements were implemented. SLCP launched the [public QA dashboard](#) to increase transparency around QA activity and results; the [public Verifier Bodies list](#) was updated to present details on Verifier numbers and local Verifier capacity; the VOO started enforcing the [Integrity Oversight Program](#) to ensure a minimum level of VB and Verifier performance; and SLCP onboarded the first [Stakeholder QA Program](#) member to benefit from QA activities conducted outside of the VOO.

SLCP's Verification Oversight Program was well equipped to support the launch of CAF v1.4 through training, communications, and helpdesk support. As a priority issue for 2021 and beyond, data quality remains a key focus for SLCP, and the Verification Oversight team continues to work with key partners such as Sumerra and APSCA to enforce SLCP data quality and integrity.

#### SLCP guiding principles for data quality & integrity



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



### Integrity Oversight Program

- Scores for VBs
- Translation to risk-based scale
- Three-strike system



### Stakeholder Quality Assurance Program

- Enabling signatories to share QA data with SLCP



### Worker Engagement Technology Pilot

- Trialing worker survey technology to gather more sensitive data



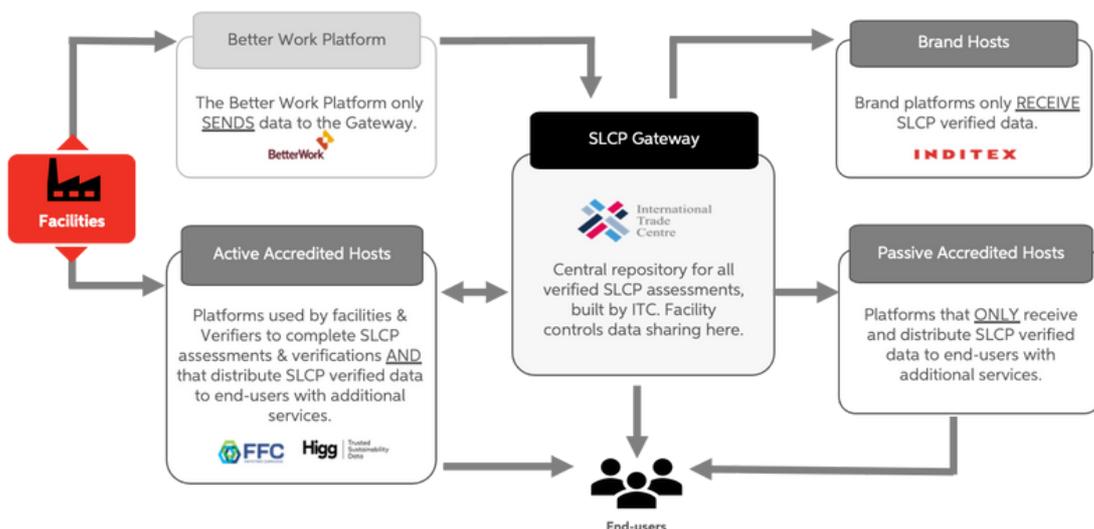
### Collaboration with APSCA

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

## Enhancing Hosting & Sharing

In 2021 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 & sharing ecosystem in 2021. This option allows a brand to connect directly to the SLCP Gateway via an API. Facilities decide with which Accredited Hosts to share their verified assessments and control this from their Gateway account.



## Delivering Data Insights

With a growing number of verified assessments in the SLCP Gateway, there are increasing opportunities to leverage SLCP data at an aggregated, anonymized level for insights into industry trends. To begin work in this area, in 2021 SLCP issued the first annual "Data Insights" brochure (based on 2020 findings) in partnership with ITC. This was shared only with SLCP signatories.




# 2020 Insights into SLCP Data

### Context and Purpose

In 2019 the Social Labor Convergence Program implemented the Converged Assessment Framework (CAF) to support stakeholders' efforts to improve working conditions in global supply chains. Throughout 2020 SLCP exceeded 240 signatories, the CAF became available in 30+ countries, and we partnered with ILO Better-Work to continue to scale and impact working conditions throughout global supply chains.

SLCP's aim is to reduce audit fatigue, redirect resources towards improvement, and to have comparable social & labor data. To that effect, SLCP developed a Data Insights workstream based on Operations in 2020. Through an internal analysis, we began to tap into the wealth of aggregated and comparable data. This publication provides some highlights from our internal study and gives a snapshot of future opportunities.

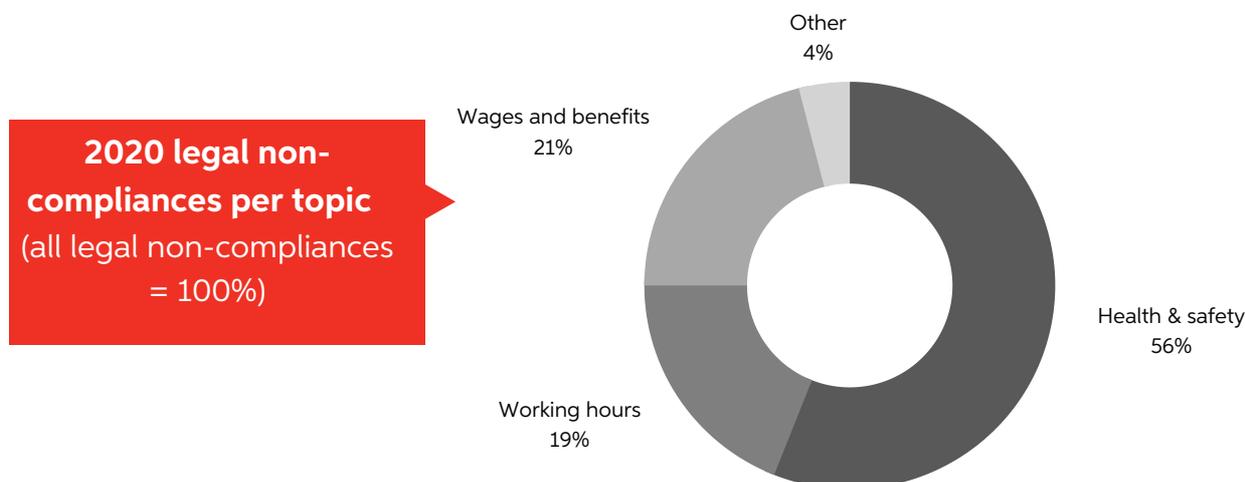
The Data Insights work succeeds the [Learning and Evaluation \(L&E\)](#) report, which is published annually and looks back on 2020 operations. Based on the L&E report, we begin to see an anonymized aggregated directional view of social labor conditions emerge that are aligned with industry trends. As SLCP continues to grow and scale, we seek future alignment with research and/or academic partners that will provide interpretation of this data for the industry, NGOs, and Policy makers to improve working conditions globally.

It is SLCP's ambition to transparently publish a Data Insight report in tandem with the International Trade Centre (ITC) and our future research and/or academic partners. As 2020's verified assessments are a limited data pool (1455 verified assessments) this report provides a snapshot of opportunities to come in 2021 and beyond.

**DISCLAIMER:**  
The underlying internal Data Insights report is a proof-of-concept report to demonstrate potential opportunities. This report does not provide conclusions or strategic direction. The pool of data available from 2019 and 2020 operations is narrow compared to the number of verified assessments that will be available in future years. As such, the findings cannot be generalized noting the statistical significance of the findings diminishes for data sub-groups in a more detailed analysis. As the number of verified assessments expands in 2021 and 2022, results will be less affected by outliers and more detailed findings will be possible.



### Example of insights from the report:



# Strategic Aim 4: Financial resilience

Industry adoption

Resources unlocked

Data access & comparability

**Financial resilience**

## 2021 Financial Overview

	Actuals	CC19 Approved budget (updated)	Variance (favourable/unfavourable)	
(*1,000 USD)				%
Revenue:	1881	1874	7	0.4%
Expenses:	1725	1859	-134	-7.2%
Surplus/(Deficit)- Simple profit	156	15	141	940.0%
2020 Carry Over:	48	48	0	0.0%
Balance EoY:	204	63	141	223.8%
<b>Earned Income</b>	<b>1747</b>			
<b>Self sufficiency ratio (Earned Income/Expenses)</b>	<b>101%</b>			

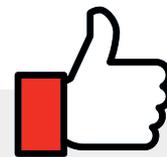
# Converged Assessment Framework

To reach our goal of 25k assessments, we must achieve industry alignment and acceptance of SLCP data by other standard holders. That means continuing to evolve and improve the CAF with stakeholder input. Alignment with Better Work has been a strategic priority and therefore Better Work co-led a full review of the CAF in 2020-2021, resulting in the launch of the CAF v1.4 in April 2021. At the end of 2021, we ran a survey to seek initial feedback on the CAF v1.4. Overall results were positive, with facilities indicating that it was an improvement on the previous version.



## Summary of changes in CAF v1.4

- Redefinition of Steps
- Reduction in Number of Data Points
- Offline Excel User Interface
- Facility Guidance
- More Detailed Verification Selection Drop-Downs
- Final Verified Response
- Law Overlay for National Labor Law (Indonesia, Vietnam, Bangladesh)

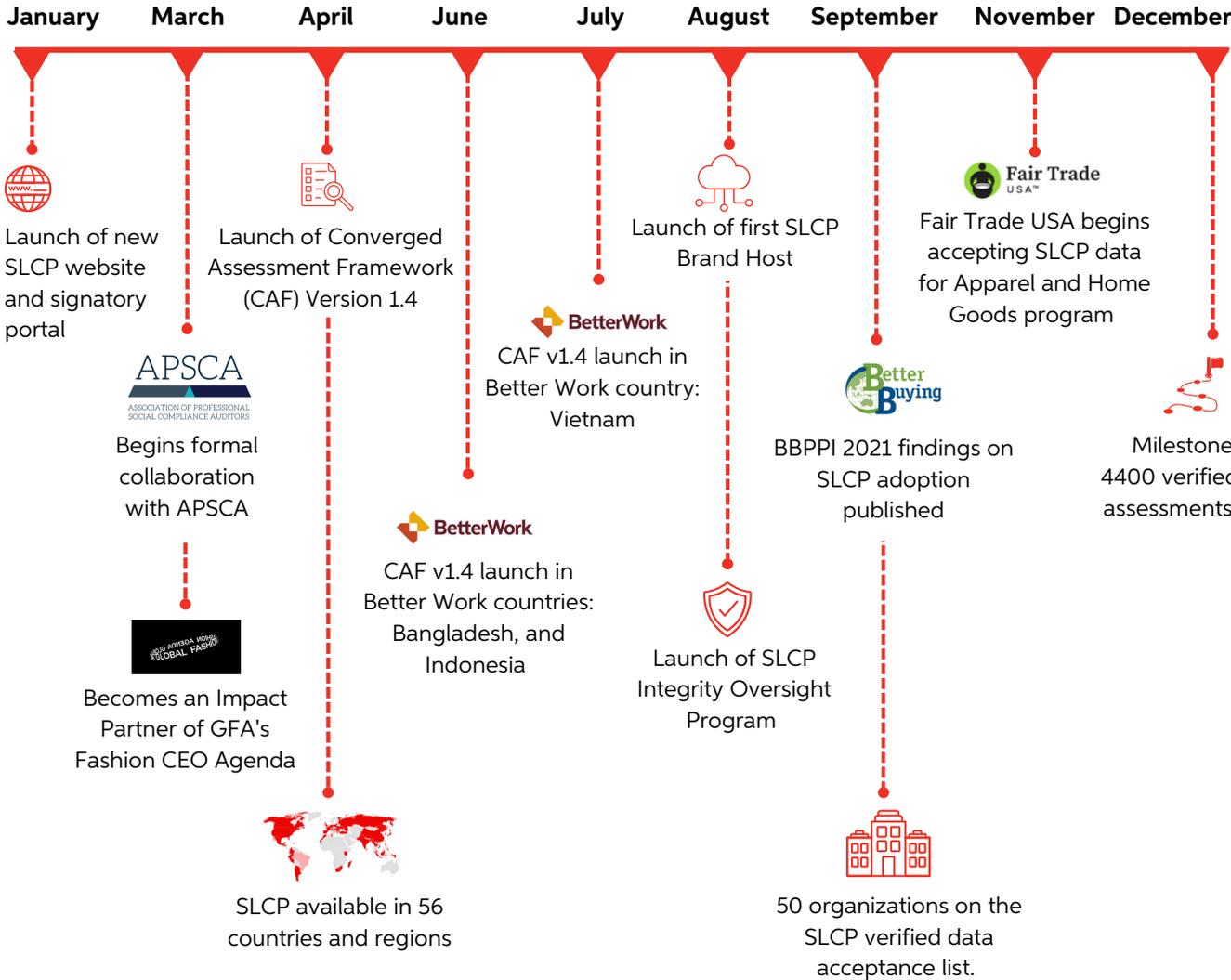


## CAF v1.4 Facility Feedback

### What has improved compared to CAF v1.3?

- 64% - Easier to navigate
- 57% - Less time to complete
- 57% - “More Info” is clearer
- 29% - Improved Step scope

# 2021 Timeline



# Partnerships



APSCA has been a consistent partner and advisor to SLCP. SLCP has been aligning with APSCA criteria to monitor and improve the performance of SLCP Verifiers and Verifier Bodies. Under a new collaboration agreement in 2021, both organizations have now mutually agreed to share alerts and integrity investigations proactively and systematically. APSCA and SLCP will also continue to seek further avenues for engagement that will support our joint vision.



SLCP has a 3-year collaboration agreement with the Better Buying Institute (BBI) to pursue our shared vision of improved working conditions in apparel and footwear supply chains. Our organizations recognize the benefits of alignment and collaboration in this pursuit, as well as the urgent need for accelerated adoption of practices that protect workers. Together, BBI and SLCP will provide data around the convergence of social assessments and identify potential links between purchasing practices and social conditions in the supply chain. As part of this collaboration agreement, questions about audit harmonization were added to the Better Buying™ Purchasing Practices Index for the 2021 ratings cycle. Read press release [here](#).



Better Work and SLCP's have found common ground in promoting credible and actionable data to be shared between a broad range of industry actors. In 2021, Better Work and SLCP collaborated on the development of the Tool v1.4, the Law Overlay and the introduction of Step 1 of the Converged Assessment Framework in the Better Work programs in Bangladesh, Indonesia and Vietnam. It is now possible for facilities to share their data from a Better Work assessment through the SLCP Gateway to share with business partners on other platforms.



In 2021, SLCP became an Impact Partner of the Fashion CEO Agenda. GFA and SLCP have a shared vision and in the partnership will take complementary roles. While GFA focuses on convening industry, leadership & business/trade media, and policymakers, SLCP focuses on the implementation of the Converged Assessment Framework, providing data and measuring progress. Together, SLCP and GFA will leverage their collective power to accelerate industry alignment and convergence and shift resources towards improvement actions based on credible, verified data.



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](#).



The International Textile Manufacturers' Federation (ITMF) and the International Apparel Federation (IAF) are SLCP signatories and strong supporters of SLCP's vision and mission. Reducing audit fatigue is one of the aims of two manufacturer-driven initiatives driven by IAF and ITMF respectively: the Sustainable Terms of Trade Initiative (STTI) and the Standards Convergence Initiative (SCI).



SLCP partners with the International Trade Center (ITC) for the Gateway, user training and stakeholder engagement. ITC is a joint agency of the United Nations and the World Trade Organization. It enables companies in developing economies to become more competitive and to connect to international markets, thus raising incomes and creating job opportunities, especially for women, young people, and poor communities. The European Commission, Directorate-General for International Partnerships, provides funding for the project "Enhancing transparency and traceability of sustainable value chains in the garment and footwear industry." The International Trade Centre (ITC), an implementation partner for the ongoing project, works in this area to provide IT tools and training solutions with pre-competitive consortia, which ultimately benefit suppliers in developing and emerging markets.

# Annex I: SLCP Signatories - 257

As per December 2021

**Brands/Retailers (52):** adidas Group | Aldo Group | Amer Sports (Arc'teryx, Peak Performance) | Ann Inc | Arena Italia SpA | Asics Corporation | BESTSELLER | Bombas LLC | Brooks Sports | C&A | Camelbak | Charles Komar & 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 Co-op (MEC) | Mud Jeans | New Balance | Nike | Outerknown | Patagonia | Pentland Brands | Puma | PVH Corporation | REI | Sanmar Corporation | SewEasy | Target Corporation | The Children's Place | VF Corporation | Williams-Sonoma Inc. | Zalando | Zephyr Graf-X

**Manufacturers (43):** 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 | EsquelGroup | Hanbo Enterprises Holdings Ltd. | Hansae | Hirdaramani Enterprises | Hop Lun | ISKO | L&E Int. Ltd. | MAS Holdings | Milteks Group | Pratibha Syntex Ltd. | 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 | Yunus Textile Mills

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

**Audit Firms & Service Providers (94):** 3D Audits & Advisory Ltd. | ABS Quality Evaluations Inc. | Accordia Global Compliance Group | ACT Testing Certification Technology Service Co Ltd. | Advance Compliance Co. Ltd | AJA Bangladesh Ltd. | ALGI | APCER - Associação Portuguesa de Certificação | APCert Technical 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 | Construaarch Mansys | CSER Solutions Limited | DNVGL | EasyDone Social Compliance Consulting Institute | Ekoteks Tekstil Laboratory | ELEVATE Hong Kong Holdings Ltd. | ESG360 Ltd. | Eurocert SA | Euroasia ITC Services Ltd | Extensive Standard Technical Services Co. Ltd. (ESTS) | Eurofins AQM HK | Fairland Ltd. | Footprints | GCL International Ltd. | Globalgroup Certification 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. | I Link Development Services | Impactt Ltd. | International Associates Ltd. | International Compliance Group | Intertek | KaixinCertification (Beijing) Co. Ltd. | Key of Sustainable Improvements Ltd. | Leadership & Sustainability | Leverage Ltd. | Madeown International Testing Certification Inc. | NEWAsia Solutions Ltd. | Novi Group | NTCL | Omega Compliance | OneStep Viet Co. Ltd. | Onsite Compliance & Technical Service Co. Ltd. | OpenviewService Ltd. | Ozone Sustainability Management Systems (OSMS) | Partner Africa | Pollution Solution Limited | QIMA Ltd. | Rina Services SpA | RST Co. Ltd | SCSA Group | SGS | SMT Global | Standard Testing and Verification Jiangsu Company Ltd. | Stantec SpA | Sumations GmbH | Sumerra | Sundar | 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 (IHKİB) | 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 & 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 II: Technical Advisory Committees (TACs)

### Converged Assessment Framework

Name	Organization
Angela Ng	SAC
Caner Soytaş	Nike
Caren Jakubaschk	C&A
Chaminda Withanage	Hirdaramani
Esther Germans	SAC
Henry Chan	Openview Service Limited
Kiran Gokathoti	H&M
Kristin Lusi	Fanatics
Mulyawan Laij	Tal Group
Venkat Srinivasa Rao	Shahi Exports
Whitney White	Fairtrade USA
William Weng	Target

### Verification Oversight

Name	Organization
Agnes Chan	Target
Anastasia Spathi	SGS
Andrea Gilders	APSCA
Anupam Prasad	Inditex
Caren Jacobaschk	C&A
Gülçin Üçüncüoğlu	Inditex
Iris Peng	Target
Jason Tucker	Nike
Juliette Li	Fair Wear Foundation
Kit Ko	PVH
Michael Andrew	Sumerra
Michael Cai	Décor (Suzhou) Co., Ltd.
Nilgün Yazkan	Tayeks Dış Ticaret Ve Tekstil San. A.Ş.
Tikirimali Silva	MAS Kreeda
Winnie Lo	PVH

### Operation/Country Roll Out

Name	Organization
Connie Chen	Bureau Veritas
Chad Lane	1888 Mills
Christian Schindler	ITMF
Eunice Chan	Esquel
Lily Lin	Bureau Veritas
Madison Wilcox	ITC
Sharmila Nithyanand	Gap Inc
Sucheta Ramprakash	VF
Tamar Hoek	Solidaridad

### Data Hosting & Sharing

Name	Organization
Abhishek Bansal	Arvind
Ana Chiu	PVH
Darren Chastain	GAP
Grzegorz Tajchman	ITC
Keith Wong	PVH
Micah Anceretti	Nike

### Stakeholder Engagement & Communication

Name	Organization
Andrew Feng	Inditex
Bernard Kwok	Youngone
Echo Hu	Inditex
Gauri Sharma	Shahi Exports
Loay Tolba	New Balance
Lyn Ip	REI
Mary Bean	Columbia
Vera Galarza	ALDO