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Executive summary

Janet Mensink, Executive Director, SLCP

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

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

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

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

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

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

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

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

We can look back with pride at everything we have achieved in 2022 and look forward with excitement to the next stage.
In our five-year Strategic Plan (2019-2023), we set out our Vision and Mission to implement a Converged Assessment Framework (CAF) that supports stakeholders’ efforts to improve working conditions in supply chains. We identified four Strategic Aims to guide our work: Industry adoption, resources unlocked, data access and comparability and organizational resilience.

**Vision**

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

**Mission**

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

**Industry benefits**

- Eliminate audit fatigue and duplication
- Redirect resources to improvement actions
- Greater comparability of social and labor data

**SLCP specific aims**

- Industry adoption
- Resources unlocked
- Data access and comparability
- Organizational resilience
2022 Progress against Strategic Aims

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

<table>
<thead>
<tr>
<th>Industry adoption</th>
<th>Resources unlocked</th>
<th>Data access and comparability</th>
<th>Organizational resilience</th>
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<tbody>
<tr>
<td><strong>7255</strong></td>
<td><strong>9805</strong></td>
<td><strong>87%</strong></td>
<td><strong>2.67</strong></td>
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<td>Assessments completed in 2022</td>
<td>Facilities registered in the SLCP Gateway</td>
<td>of signatories using the CAF instead of proprietary tools</td>
<td>Average shares per assessment</td>
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<tr>
<td><strong>66</strong></td>
<td></td>
<td><strong>37%</strong></td>
<td><strong>Launch of CAF v1.5</strong></td>
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<tr>
<td>Brands &amp; organizations publicly committed to accepting SLCP data</td>
<td></td>
<td>of signatories reported redirecting resources as a result of SLCP implementation in 2022</td>
<td>with Better Work</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Strong network of Accredited Hosts. Introduced ‘Brand Hosts’ to the data sharing system</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Leveraged key collaboration partnerships with ITC and Better Work</td>
</tr>
</tbody>
</table>

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

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

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

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

Average attendance rate: 83%

Active Council Committees in 2022:
- Finance and risk
- Governance
- Strategy

In addition to the regular Council meetings, the Council held two deep-dive sessions on the following topics:
- Development in social audit landscape
- Data insights with Global Labor Institute

Two major events took place in 2022:
- Commenced development of 2024-2028 strategy with consultancy The Terrace
- Formation of Joint Working Group (JWG) on legal separation of SLCP from Sustainable Apparel Coalition (SAC)
Council 2022

Independent Chair

Jonathan Obermeister

Representative for Manufacturers

Abhishek Bansal
Arvind Group

Michael Cai
Décor (Suzhou)

Nikhil Hirdaramani
Hirdaramani

Representative for MSIs

Jeremy Lardeau
Sustainable Apparel Coalition

Representative for Brands / Retailers

Mary Bean
Columbia Sportswear

Mayank Kaushik
Inditex

Ninh Trinh
Target

Rep. for Audit firms

Margot Sfeir
ELEVATE (an LPGA Company)

Expert seats

Anna Burger

Dan Danielsen

Steve Harris

Rep. for Civil Society

Tamar Hoek
Solidaridad
Message from
Independent Chair, SLCP Council

Jonathan Obermeister

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

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

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

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

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

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

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

SLCP team organogram (December 2022)

The SLCP support team expanded in 2022 to support the scaling of the Program. *New positions in the team in 2022 are highlighted in dark grey:*
Scaling operations

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

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

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

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

Top 5 VBs accounted for 47% of total SLCP veriﬁcations

Location of facilities with proﬁles in the Gateway (%)

Facility support

- E-learning available in seven languages with over 13,000 registered users
- Helpdesk FAQs in eight languages visited 245,000+ times
- 45+ Training Bodies (TBs) and 200+ Trainers
- Over 60 training sessions conducted reaching 5,000+ users
Strategic Aim 2: Resources unlocked

Impact

Estimation of resources unlocked in 2022

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

7,255 SLCP assessment × 2.67 share per assessment* × 2.79 average verification days = Potential +/- $23 M USD unlocked

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

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

*Slight signatories continued to invest time and resources to implement SLCP within their supply chains. This included training, raising awareness and updating/changing internal systems to ensure SLCP compatibility. It is possible therefore, that some of the resources unlocked through SLCP are currently offset by the cost of implementation.
The average time required for an SLCP verification has reduced year on year, down from 4.2 days in 2019 to three days in 2021 which is almost similar for 2022.

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

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

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

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

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

![Better Buying purchasing practices index findings](#)

**Supplier savings as a result of buyers accepting SLCP**

**Suppliers reinvested savings in:**

- Workplace improvements
- New technologies
- Improved social protections for workers
- Community programs
Industry acceptance of SLCP data

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

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

Communications and engagement

- 123k website visits in 2022
- Top viewed pages: acceptance list, signatories and our tools
- Two sessions of SLCP signatory meetings
- One General Assembly held virtually in December 2022
- SLCP represented at 20 industry events throughout the year
- Over 3,907 LinkedIn followers at the end of 2022
- SLCP in the media 24 times
- Three public thematic webinars
  - Data quality webinar
  - SLCP update webinar
  - CAF v1.5 launch webinar
- 27 signatory newsflashes
- Quarterly external newsletters

Policy and advocacy

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

- Mapping the CAF with the ILO Core Labor Standards
- Analyzing legal and policy developments to ensure SLCP is remaining relevant
- Commencing a blog series, with six blogs published in 2022
- Engaging in public consultations and discussions with EU institutions and the OECD on topics relating to human rights due diligence, decent work, and reporting standards
- Participating in the Textile Community, advising the EU on the Corporate Sustainability Reporting Standard’s design and content
- Analyzing the CAF’s relevance for supporting the United Nations Sustainable Development Goals (left)
Strategic Aim 3: Data access and comparability

Enhancing data quality and integrity

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

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

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

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

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

SLCP guiding principle for data quality and integrity

SLCP commits to nurturing, maintaining, and evolving a Program that delivers credible, trustworthy, quality data enabling integration, comparability and insights.
Verifiers onboarded in 2022
- Approximately 200 new Verifiers

Members of the Stakeholder Quality Assurance Program in 2022
- Four members

Worker Engagement Technology Data Collection Pilot
- The WE Question Set was deployed in ten facilities across five countries, and translated into ten languages

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

Enhancing hosting and sharing

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

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

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

Based on 2022 assessments, highlights include:

8.7  
2021 average: 8.5  
average number of legal non-compliances per assessments in 2022

91%  
2021 average: 91%  
of all assessments included at least one legal non-compliance in 2022
Strategic Aim 4: Organizational resilience

2022 Financial overview

<table>
<thead>
<tr>
<th>(*)1,000 USD</th>
<th>Actuals</th>
<th>Council approved budget (updated)</th>
<th>Variance (favorable/unfavorable)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>2671</td>
<td>2953</td>
<td>$ -282  -9.5%</td>
</tr>
<tr>
<td>Expenses</td>
<td>2259</td>
<td>2849</td>
<td>$ -590 -20.7%</td>
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<tr>
<td>Surplus/(Deficit)- simple profit</td>
<td>412</td>
<td>104</td>
<td>$  308  296.2%</td>
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<tr>
<td>Earned Income</td>
<td>2604</td>
<td>2729</td>
<td></td>
</tr>
<tr>
<td>Self sufficiency ratio</td>
<td>115%</td>
<td>96%</td>
<td></td>
</tr>
</tbody>
</table>
Converged Assessment Framework

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

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

What changed for CAF v1.5?

- Country-specific questions to further measure compliance with applicable national labor laws
- Improvements to question wording
- Introduction of Full Virtual Verification
- Introduction of WE Tech (SLCP’s worker engagement question set)
- Improvements to report readability
2022 Key highlights

January
- Conclusion of WE Tech pilot

March
- Becomes an impact partner as part of GFA’s The Monitor

April
- SLCP available in 60+ countries and regions

June
- Launch of FWF and SLCP collaboration on a pilot assessment

July
- SLCP collaboration with ILO-Better Work on data/tool improvement

August
- Launch of SLCP Stakeholder QA Program

September
- 60+ organizations on the SLCP data acceptance list

November
- Launch of CAF v1.5 on Accredited Host platforms

December
- Milestone: 7255 assessments
- General Assembly
Partnerships and collaboration

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

**APSCA**
APSCA has been a consistent partner and advisor to SLCP.

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

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

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

**Global Fashion Agenda**
2022 progress: SLCP becomes an impact partner as part of GFA’s The Monitor.

**ITMF and IAF**
The International Textile Manufacturers’ Federation (ITMF) and the International Apparel Federation (IAF) are SLCP signatories and strong supporters of SLCP’s vision and mission.
Building new collaborations

2022 saw SLCP build new collaborations with aligned organizations.

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

In 2022, in a step towards increased alignment and collaboration, Fair Wear Foundation (FWF) and the Social and Labor Convergence Program (SLCP) confirmed their shared vision and developed a list of joint activities in pursuit of improved working conditions in supply chains. Read more here.
SLCP Signatories - 270

As per December 2022


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


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

Intergovernmental organizations – observer status (1): Better Than Cash Alliance
## Annex I: Technical Advisory Committees (TACs)

### Converged Assessment Framework

<table>
<thead>
<tr>
<th>Name</th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agnes Chan</td>
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</tr>
<tr>
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<td>SAC</td>
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<tr>
<td>Henry Chan</td>
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<td>Kiran Gokathoti</td>
<td>H&amp;M</td>
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<td>Melanie Bower</td>
<td>Fairtrade USA</td>
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<tr>
<td>Michael Reidick</td>
<td>C&amp;A</td>
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<td>Venkat Srinivasa Rao</td>
<td>Shahi Exports</td>
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### Operation/Country Roll Out

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<td>Connie Chen</td>
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<td>Esquel</td>
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<td>Solidaridad</td>
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### Verification Oversight

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<td>Anastasia Spathi</td>
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<td>Andrea Gilders</td>
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<td>Cara Unger-Fink</td>
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<td>Daniela Schmidt</td>
<td>C&amp;A</td>
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### Stakeholder Engagement and Communication

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<tr>
<td>Andrew Feng</td>
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<td>Anne Patricia Sutanto</td>
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<td>Justin Betey</td>
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<td>Loay Tolba</td>
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<td>Vera Galarza</td>
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### Data Insights

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<td>Fernando Guillermo</td>
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<td>Felicity Lamas</td>
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<td>Sandra Granath</td>
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### Data Hosting and Sharing

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<td>Nike</td>
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<td>Patricia Oliveira</td>
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