

A woman with short, wavy grey hair is walking away from the camera down a paved path lined with trees. She is wearing a long, flowing teal dress with a low back and is holding the hem of the dress with both hands, making it flare out. The path is dappled with sunlight and shadows from the trees. The overall mood is serene and elegant.

Webinar 4: Introduction to Higg BRM

July 14th, 2020
Karin Ekberg & Saskia Lössl

Meet our Speakers

2



Karin Ekberg
CEO & Founder

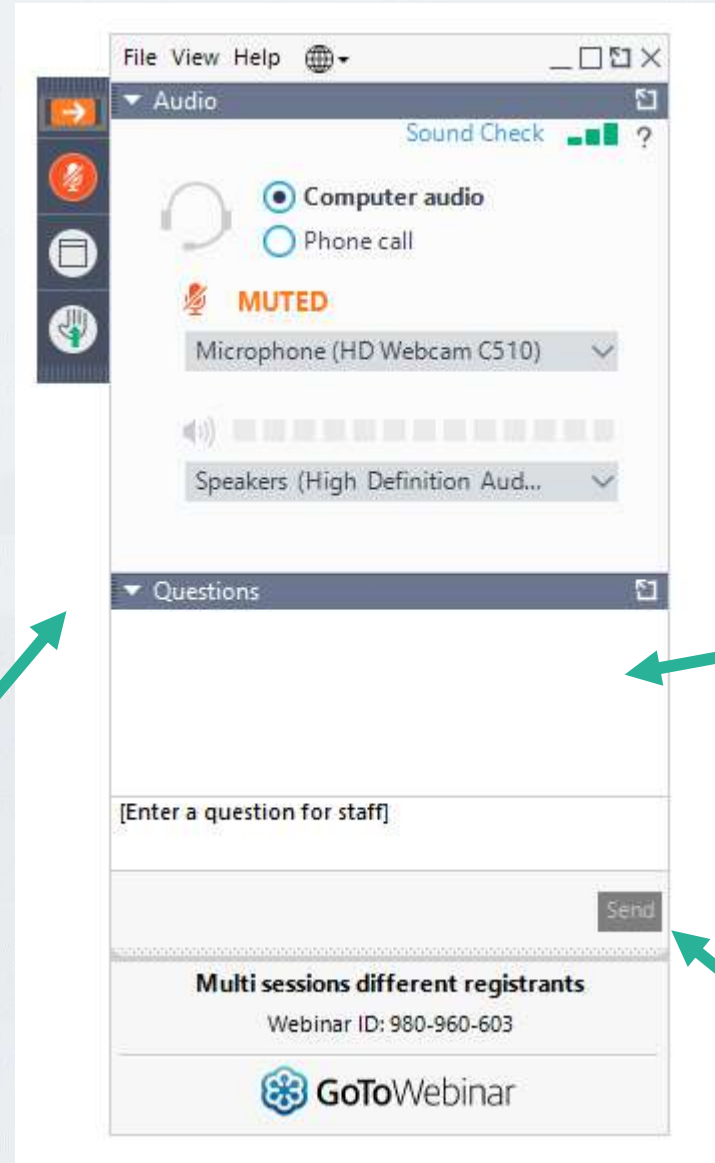


Saskia Lössl
Senior Sustainability
Manager

Using GoToWebinar Control Panel

- During this webinar the audience will be muted, in order to ensure best audio quality
- Please feel free to send us questions during the presentation, via the Questions function
- In a follow up e-mail, we will provide a link to download the presentation

Click the drop down arrow to open „Questions“



Type your Question

Click Send

Welcome from Karin Ekberg, CEO, Leadership & Sustainability

4

What makes Leadership & Sustainability unique

- 30 years of work experience to **improve performance** at corporate strategic level and at facility level
- We stand out from the crowd by our **system approach** coupled with **manufacturing knowledge** and a drive to create change and measurable results
- **Head of Environmental Services at adidas** (global role, 2009-2014). Developed Environmental Strategy 2015, implementation plans. Met almost all goals
- **Sustainability Director at ASSA ABLOY** (2002-2008), developed Strategy, goals, implementation plans, sustainability reports. Met all goals
- **Consulting:** ASICS, Mammut, Salewa, Charles & Keith, and several others
- [References](#)



CEO
Karin Ekberg

Agenda

5

- Welcome
- Short Introduction to SAC and Higg Index
- BRM Scope and Purpose
 - Assessing Risks and Impacts
 - Identifying Hot Spots
 - Enabling Positive Impact
- BRM – the different sections
- Questions & Discussion
- End of Webinar



Introduction to SAC and Higg Index

SAC – What is it?

7



- Network for **positive social and environmental transformation and change** within industry
- Apparel, footwear and textile industry's **leading alliance** for sustainable production
- **Vision:** apparel, footwear and textile industry with no unnecessary environmental harm and positive impact on people and communities
- 253 diverse members of global stakeholders



Higg Index – What is it?

8

- Accurately measure and score a company or product's sustainability performance.
- Holistic overview to empower businesses to make **meaningful improvements**.

- **Materials Sustainability Index (MSI)**
- **Product Module (PM)**

Higg Product Tools



Higg Index

Higg Facility Tools



- **Facilities Environmental Module (FEM)**
- **Facilities Social/Labor Module (FSLM)**



Higg Brand & Retail Tool

- **Brand & Retail Module (Environment and Social)**

Source: apparelcoalition.org



BRM Scope and Purpose

Unique Value of the BRM

10

- Research showed **scepticism** about product-only claims
- Brand scores “more holistic” and representative
- Consumers happy to use brand scores














- **Comprehensive assessment tool**
- Used by brands and retailers
- **Evaluate sustainability risks and impacts** across entire value chain
- Identify top-priority actions

Assessing Risks and Impacts

11

- Learn **what is most important for your organization**
- BRM covers nearly 30 environmental and social impacts and risks

	Greenhouse Gas (GHG) Emissions		Child labor
	Water Use/Water Scarcity		Discrimination
	Biodiversity/Land Use/Habitat Loss		Forced Labor or Human Trafficking
	Wastewater/Water Pollution/ Eutroph.		Sexual harassment and gender-based violence in the workplace
	Deforestation		Working time
	Chemical Hazard/Mgmt		Freedom of Association & Collective Bargaining
	Animal Welfare		Health and Safety
	Solid Waste		Sanitation
	Hazardous Waste		
	Air Emissions/Air Pollution (non GHG)		
	Energy/Fuel Use (or Fossil Fuel Depletion)		

Identifying Hot Spots

12

- **Prioritize across value chain**
- BRM questions cover full value chain



Management System



Transportation



Product Development



Distribution Centers



Supply Chain



Offices & Retail Stores



Packaging















Product Use & EOU

Enabling Positive Impact

13

- **Discover actions that create real progress**
- Includes range of actions

 Impact + risk assessment	 Responsible purchasing
 Strategy building	 Disclosure
 Measurement	 Workplace standards
 Setting targets + tracking progress	 Third-party certifications
 Accountability	 Policy creation and alignment
 Impact reduction	 Mapping (materials + supply chain)
	 Stakeholder Consultation



BRM – The Different Sections

BRM – Six Sections

15



Company Profile



Management System

- Environment
- Social & Labour



Retailer

- Environment
- Social & Labour



Brand

- Environment
- Social & Labour



Stores

- Environment
- Social & Labour

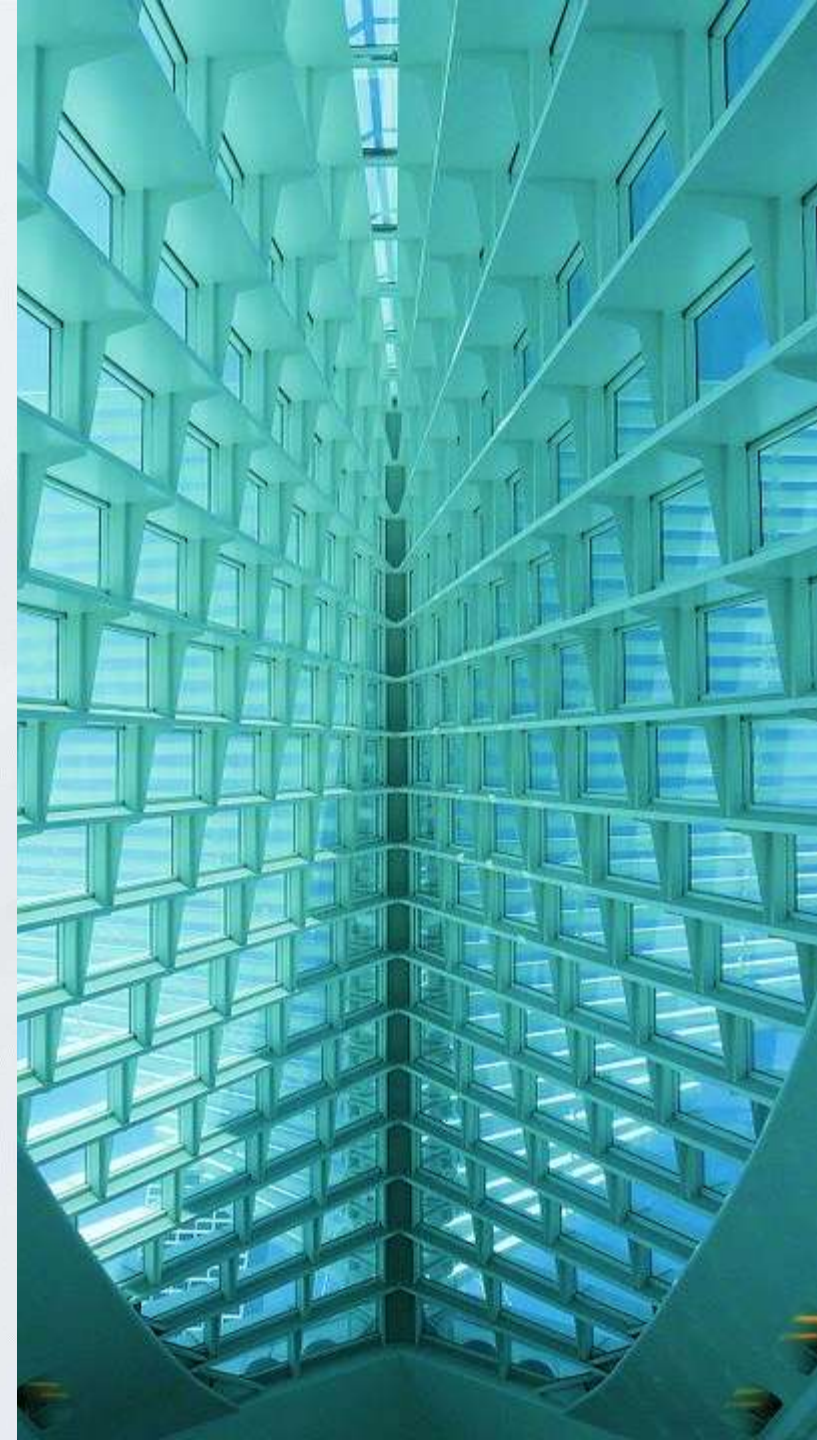


Operations & Logistics

- Environment
- Social & Labour

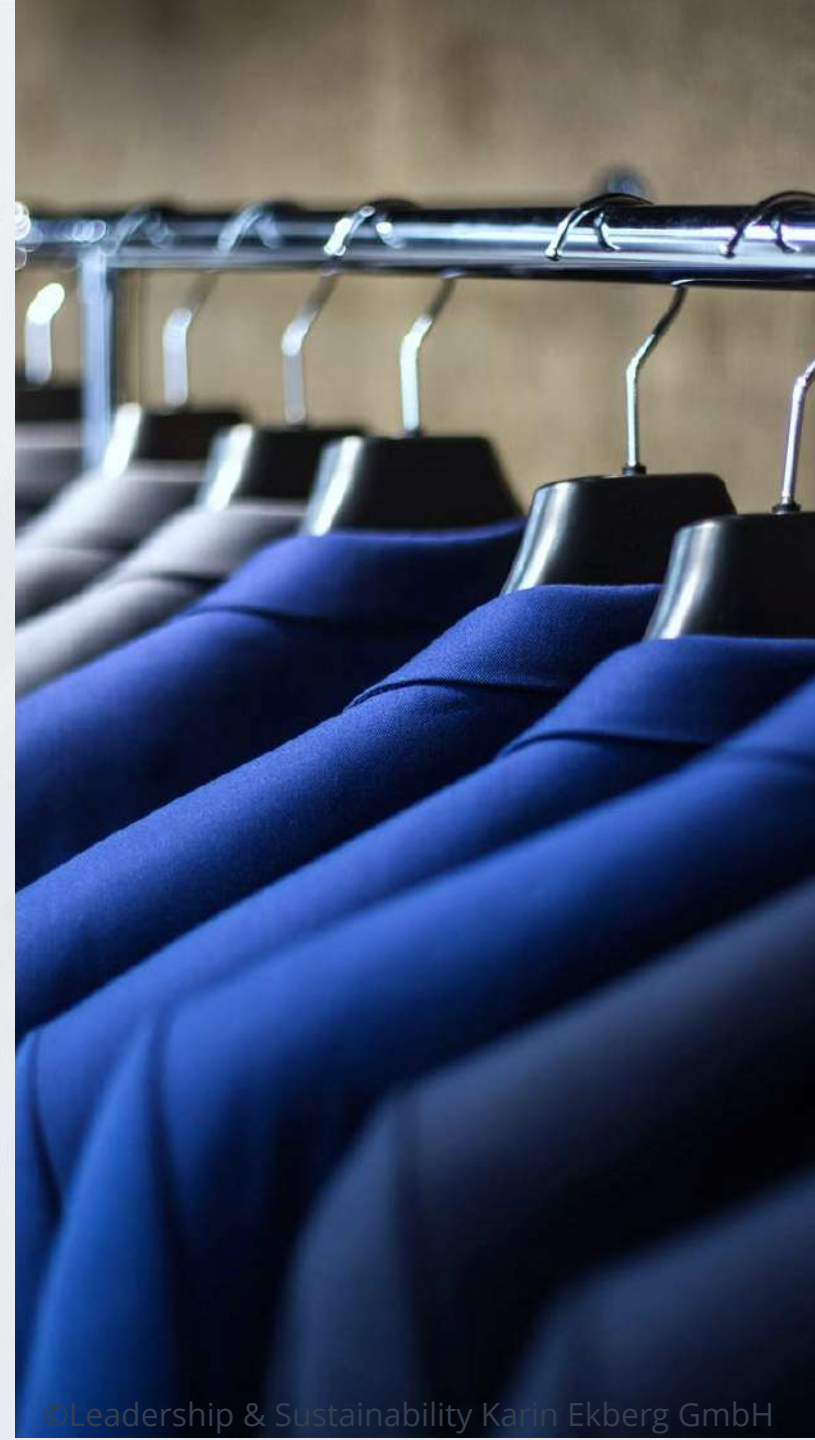
Company Profile

- Identification of **business use case**
- **Categorization of company** for comparative analytics
 - Country
 - Ownership
 - Business Model
 - Product Types
 - Annual Revenue
 - Annual Volume
 - Distribution Regions
 - Employee Count



Management System - Environment

- Ensures foundation for progress
- **Requires you to:**
 - Evaluate and map operations and supply chain
 - Perform **environmental risk assessment**
 - Develop **pathways** for improvement
 - Report on **Scope 1, 2 and 3** GHG Emissions
 - Engage
 - Identify responsible **staff**
 - Develop **strategies**



Management System – Environmental Risks and Impacts

18

Environmental Risk + Impact Assessment Categories



Greenhouse gas (GHG) emissions



Water Use/Water Scarcity



Biodiversity/Land Use/Habitat Loss



Energy/Fuel Use (or Fossil Fuel Depletion)



Wastewater/Water Pollution/Eutrophication



Deforestation



Chemical Hazard/Management



Animal welfare



Air Emissions/Air Pollution (non GHG)



Solid Waste

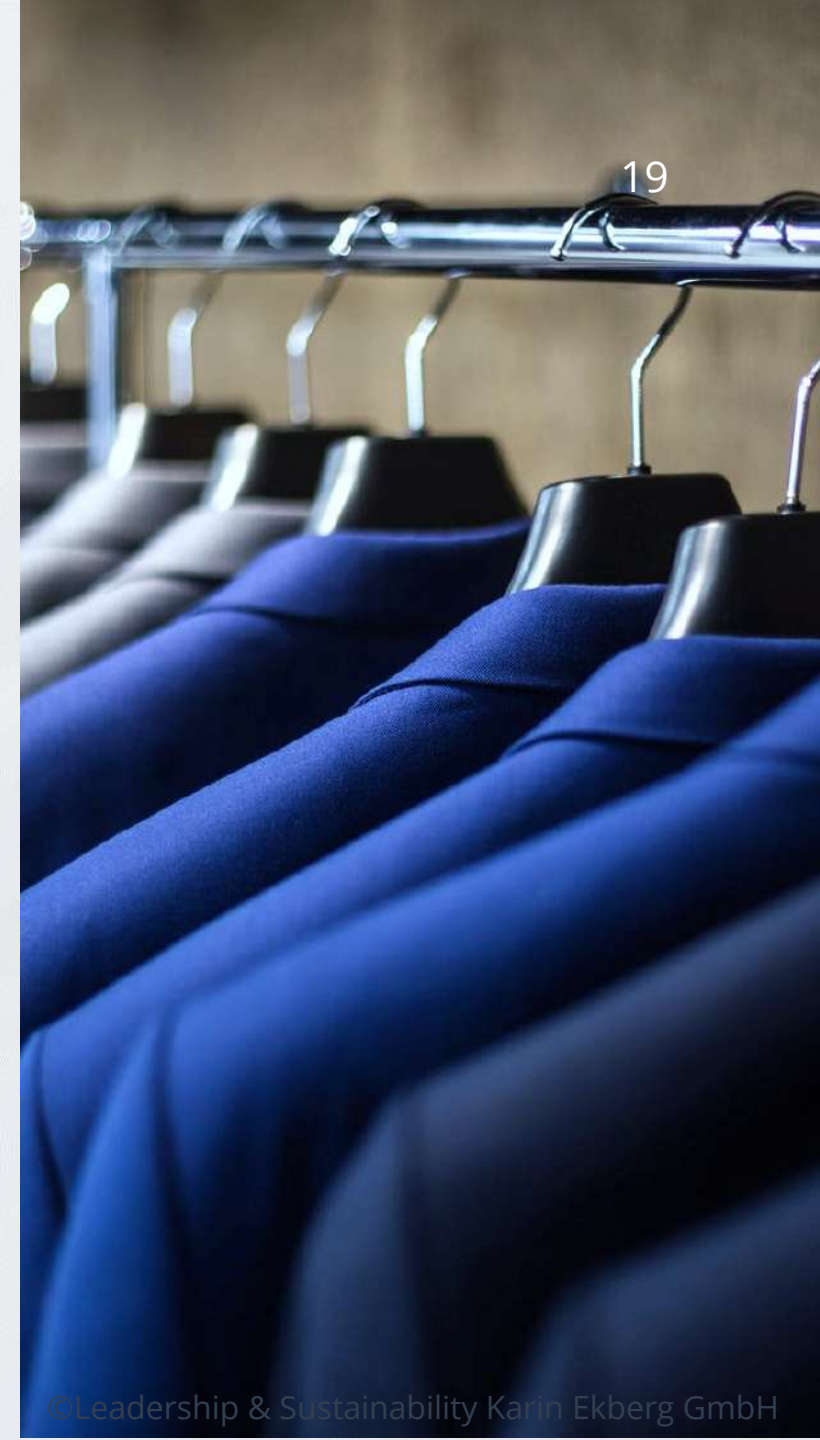


Hazardous Waste

Management System – Social and Labor

Requires you to:

- Evaluate operations and map supply chain
- Perform **social/human rights risk assessment**
- Develop **pathways** for improvement
- Engage
- Identify **staff responsible** and ensure technical competence
- Demonstrate **social / human rights standards**, grievance mechanisms and monitoring
- **Develop strategies**



Management System – Social and Labor

20

Social/Human Rights Risk Assessment Categories Include:

 Child labor	 Bribery and Corruption	 Non-compliance with minimum wage laws
 Discrimination	 Right to Health	
 Forced labor	 Right to Privacy	
Sexual harassment and	 Right to Security of the Person	 Occupational health and safety
 gender-based violence in the workplace	Minorities' and	Responsible sourcing
	 Communities' Rights	 Forced Labor or Human
 Working time	 Land Rights	 Trafficking
 Freedom of Association and Collective Bargaining	 Discrimination, Harassment, and Abuse	 Wages and Benefits
 Health and Safety	 Decent Work	 Access to Water and
 Sanitation		 Sanitation

Management System – Question Examples

21

Environment

2. Has a robust environmental risk assessment process been completed?

msenvriskprocess

Yes

Which risks factors were used to identify your company's salient risks in its operations and/or supply chain?

msenvriskfactors

Product risk factors Sourcing model risk factors

Edit...

Were standards or resources referenced in your process to identify these salient risks, impacts, and opportunities?

msenvriskstandards

Yes

Select which standards or resources were referenced:

msenvriskstandardslist

Select...

Social and Labor

7. Is employee accountability tied to goals in your company's social/human rights approach or strategy?

msscmemployeelevels

Choose...

8. Does your company have a safe, effective way or grievance mechanism for those impacted by social/human rights risks to submit complaints and concerns?

msslgrivance

Choose...

9. Does your company have internal social/human rights & labor workplace standards?

msslintstandard

Choose...

This question applies to your company's own operations and employees

10. Does your company have an internal compliance program that monitors social/human rights & labor performance within its own operations (e.g., employee compensation, hours of work, code of conduct, etc)?

msslintprogram

Choose...

Retailer - Environment

Requires you to:

- Assess, track, improve and communicate **environmental impacts / attributes / certifications**
- Incorporate sustainability factors into purchasing decisions
- Engage partner brands and support **performance improvement**
- Consider partners providing **end-of-use services**



Retailer – Social and Labor

Requires you to:











- **Establish and track adherence**
- Assess, track and communicate **social / human rights attributes and certifications**
- Incorporate social / human rights factors into **purchasing decisions** from partner brands
- Incentivize and provide support / resources











Retail – Question Examples

24

Environment

1. Does your company assess the environmental impacts of the products it sells from other brands?	envretailimpact
<input type="text" value="Choose..."/>	 
<p> The Higg MSI or comparable tools (e.g. LCA, LCI, etc) could support your company's efforts to identify and assess these impacts.</p>	
2. Does your company track the percentage of products it sells from other brands that have sustainability attributes?	envretailKPI
<input type="text" value="Choose..."/>	 
<p> Good targets should be normalized and include a target and progress to date. Detailed guidance for how to do this can be found in How to Higg.</p>	
3. Does your company have a means of communicating the environmental attributes or certifications of its products to customers?	Envretailcommunicate
<input type="text" value="Choose..."/>	 
4. Does your company have an integrated scorecard that helps factor both business and sustainability criteria into purchasing decisions from partner brands?	envretailscorecard
<input type="text" value="Choose..."/>	 

Social and Labor

1. Does your company have social/human rights & labor standards in place that your partner brands, and their products, must meet, and/or policies they must follow?	slretailpolicy
<input type="text" value="Choose..."/>	 
2. Does your company have a means of communicating these credible third-party social/human rights certifications and attributes to its customers?	slretailcommunicate
<input type="text" value="Choose..."/>	 
3. Does your company have an integrated scorecard that helps factor both business and social/human rights criteria into purchasing decisions from partner brands?	slretailscorecard
<input type="text" value="Choose..."/>	 
4. Do you have a means to evaluate how well your brand partners' performance aligns with your social/human rights policies/standards/targets?	slretailvalidate
<input type="text" value="Choose..."/>	 

Brand – Environment (1)

Requires you to:

- Assess, track, improve and communicate the **environmental impacts / attributes / certifications** of material components
- **Map supply chain** and publicly disclose supplier list
- Create improvement **program** and action plan
- Monitor and reduce **resource consumption**
- Assess, monitor and **improve** risks



Brand – Environment (2)

Requires you to:

- **Engage supply chain partners**
- Incentivize and support **performance improvement**
- Assess, track, improve and communicate environmental impacts / attributes of consumer and **transport packaging**
- Assess, track, improve and communicate environmental impact of products **during consumer use and at end of use**
- **Reduce environmental impact** of products



Brand – Social and Labor

Requires you to:

- **Assess, track, improve and communicate** social / human rights impacts / attributes / certifications of products and material components
- Set social / human rights impact **improvement program** and action plan
- **Engage suppliers and manufacturers**
- Establish **responsible purchasing program**



Brand – Question Examples

28

Environment

16. Has your company implemented practices to reduce resource consumption in key impact areas in its supply chain?

scenvResRedux

Choose...



Specifically regarding GHGs and Water as key impact areas

17. Has your company implemented practices to mitigate risks in key impact areas in its supply chain?

scenvRiskRedux

Choose...



Specifically regarding Chemicals and Wastewater treatment as key impact areas

18. Does your company measure the effectiveness of its environment programs?

scenvmeasureeffect

Choose...



19. Does your company have an escalation process for working with manufacturers that do not meet its programmatic goals?

scenvescalation

Social and Labor

11. Does your company have a means to confirm that suppliers at each tier of its value chain identify, manage and meet compliance with all applicable local regulations and/or international norms?

scslcomp

Choose...



It is critical that companies align with international norms or local regulations, whichever is higher.

12. Does your company have an action plan to mitigate harm and improve the social/human rights performance of its supply chain?

scslaction

Choose...



13. Does your company measure the effectiveness of its social/ human rights programs?

scslmeasureeffect

Choose...



14. Does your company have an escalation process for manufacturers that do not meet your policy requirements or programmatic goals?

scslescalation

Choose...



Stores - Environment

Requires you to:

- Set **environmental impact improvement program**
- Establish and monitor **action plan**
- Monitor and **reduce resource consumption**
- Develop **communication** methods



Stores – Social and Labor

Requires you to:

- **Set and implement** social / human rights & labor standards
- Establish and monitor **action plan**
- Ensure that all retail stores comply with **local labor laws**
- **Engage** outside stakeholders
- Develop **communication** methods



Stores – Question Examples

31

Environment

1. Has your company established a program aimed at improving environmental performance within its stores?

storesenvprogram

Choose...



The Stores section will be completed by companies that own or lease retail stores. It excludes store-in-store and franchised stores.

2. Has your company implemented practices to reduce resource consumption in key impact areas in stores?

storesenvkeyimpact

Choose...



3. Does your company have an action plan to improve the environmental performance of its stores?

storesenvaction

Choose...



4. Has your company made improvements in store environmental performance over the last calendar year?

storesenvimprove

Choose...



Social and Labor

1. Have internal social/human rights and labor workplace standards been implemented in stores in the last calendar year?

storesslstandard

Choose...



This question applies to your contracted retail workforce (store employees)

2. Do all contracts associated with stores include social/human rights compliance terms to which all parties must adhere?

storessltpcompliance

Choose...



3. Have any stores been cited for labor violations?

storessltpviolation

Choose...



4. Do all stores have a social/human rights responsibility program in place?

storessltpprogram

Choose...



Operations & Logistics - Environment

Requires you to:

- Set **environmental impact improvement program and action plan**
- Monitor and reduce **resource consumption**
- Track and monitor **efficiency of inbound and outbound transportation methods**
- **Engage transportation partners**
- Develop **communication methods**



Operations & Logistics – Social and Labor

Requires you to:

- Set social / human rights & labor **standards and action plan**
- Ensure that all offices, transportation operations and distribution centers comply with **local labor laws**
- **Engage outside stakeholders**
- Develop **communication methods**



Operations & Logistics – Question Examples

34

Environment

1. Has your company established a program aimed at improving the environmental performance within its offices?

officesenvprogram

Choose...



2. Has your company implemented practices to reduce resource consumption in key impact areas in offices?

officesenvkeyimpact

Choose...



3. Does your company have an action plan to improve the environmental performance of its offices?

officesenvaction

Choose...



4. Do your offices carry recognized third-party certifications for reduced environmental impact (multi-attribute certifications ONLY)?

officesenvcert

Choose...



5. Do you publicly communicate your key environmental impacts, policies and programs associated with your offices?

officesenvpublic

Social and Labor

12. Do all contracts associated with transportation operations include social/human rights compliance terms to which all parties must adhere?

transsltplcompliance

Choose...



13. Has/have your transportation operation(s) been cited for labor violations?

Transsltplviolation

Choose...



14. Do all transportation operations have a social/human rights responsibility program in place?

Transsltplprogram

Choose...



15. Are all transportation operations (including any employment or labor agencies with which you work) in compliance with local labor laws?

Transslcompliance

Choose...



A close-up photograph of a teal-colored fabric with a fine, ribbed texture, possibly a sweater or a similar textile. The lighting is soft, highlighting the intricate details of the weave.

Supporting the Progress

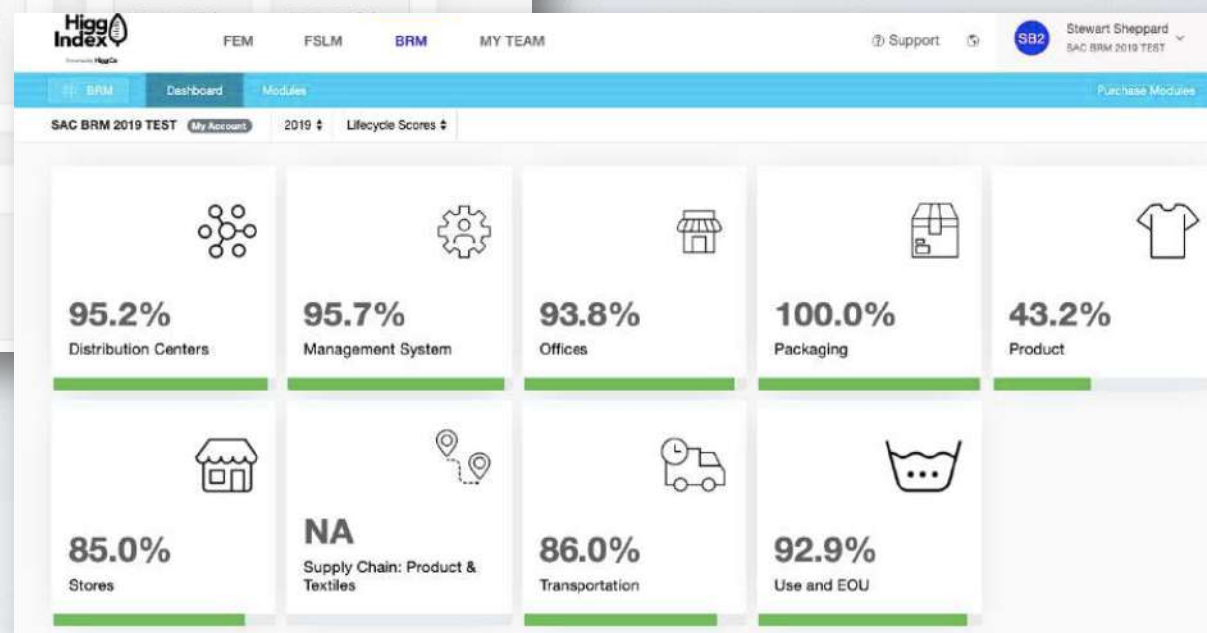
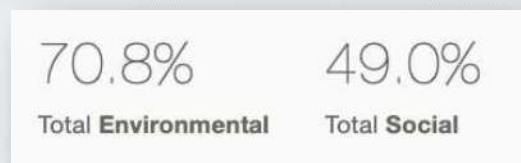
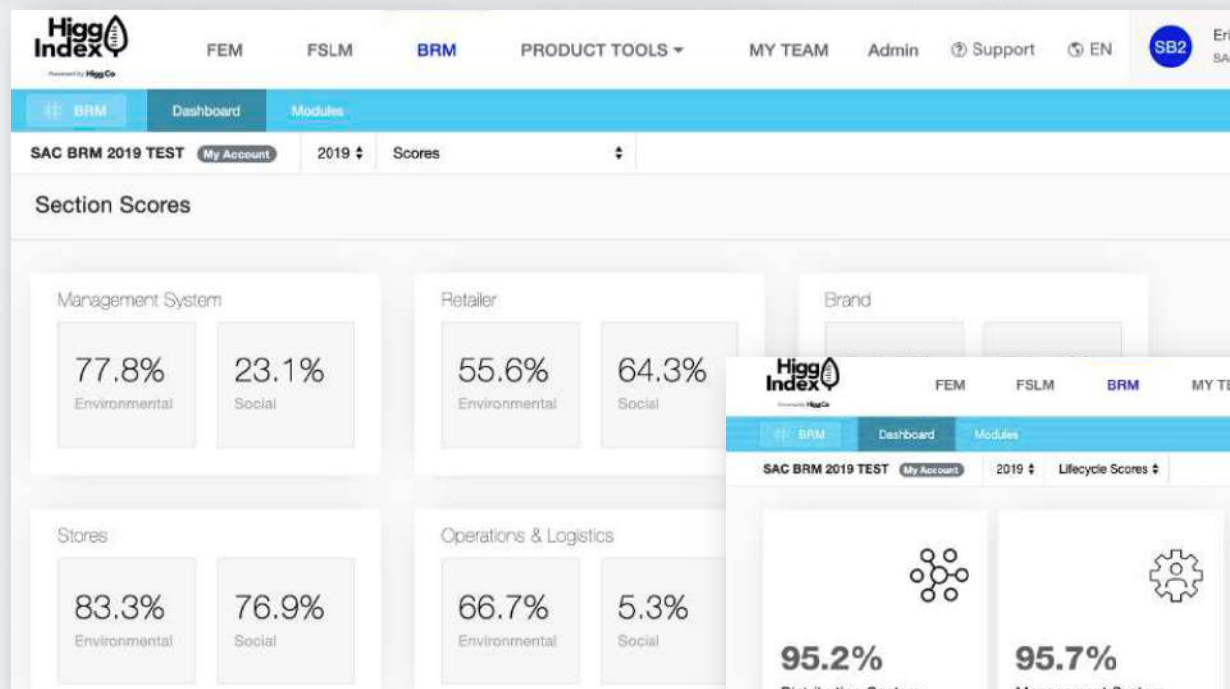
Leadership & Sustainability

36

Leadership & Sustainability

Sharing Results Internally

37



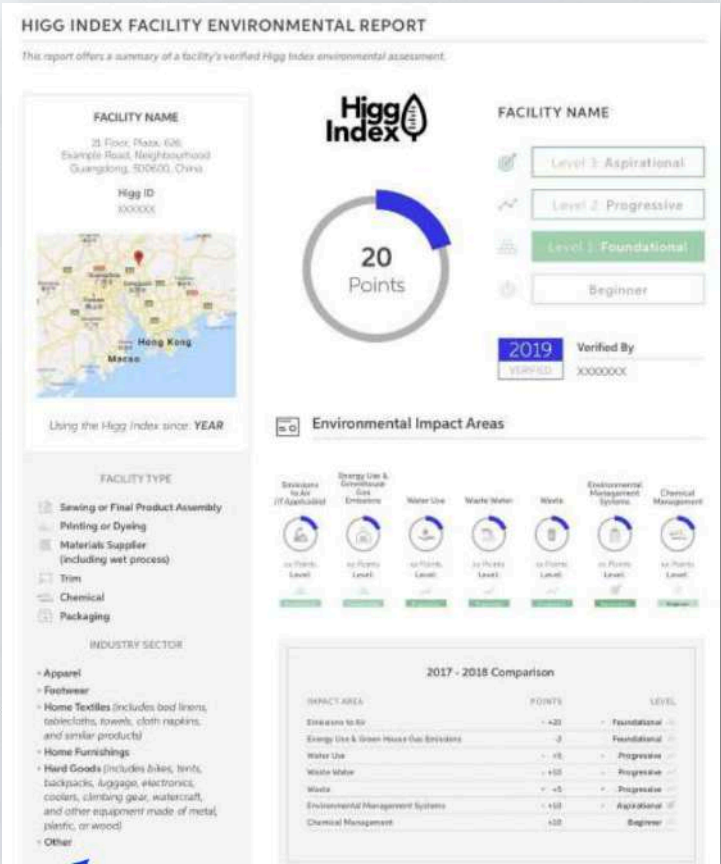
Badge

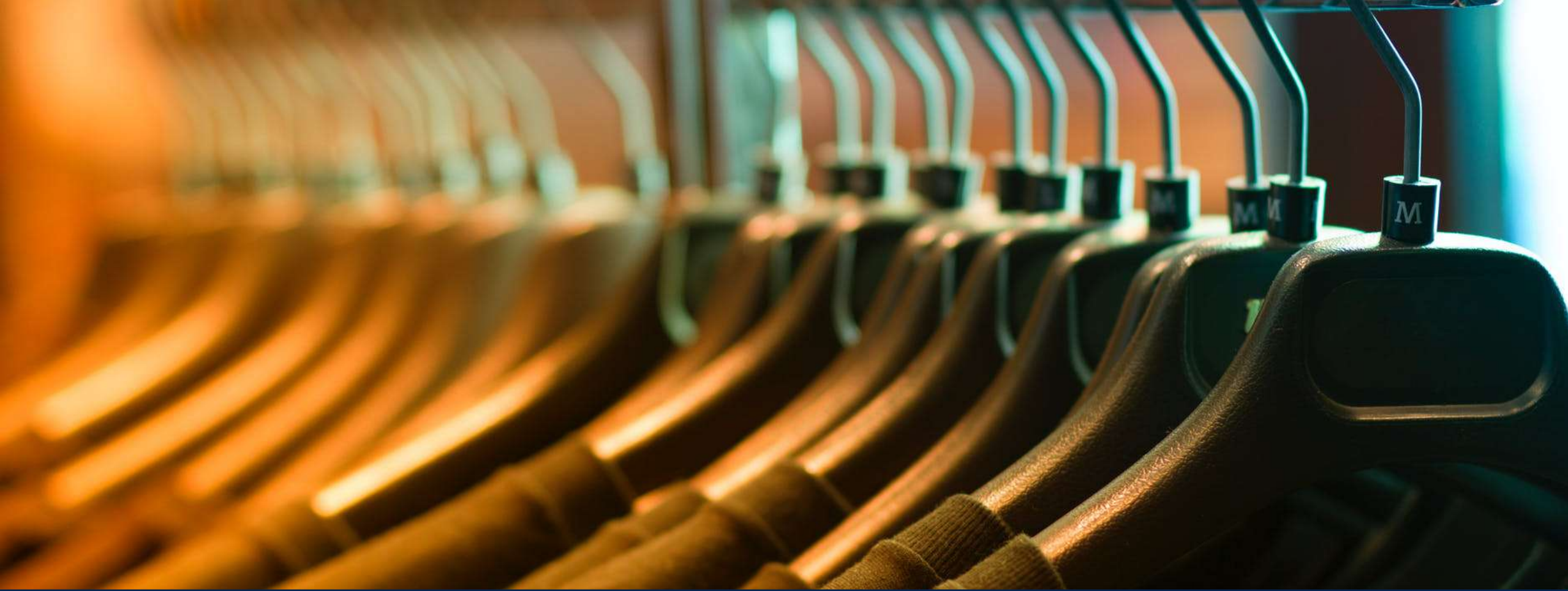


Scorecard



Performance report





Questions & Discussions

Leadership & Sustainability

Build a backbone for your sustainability management!

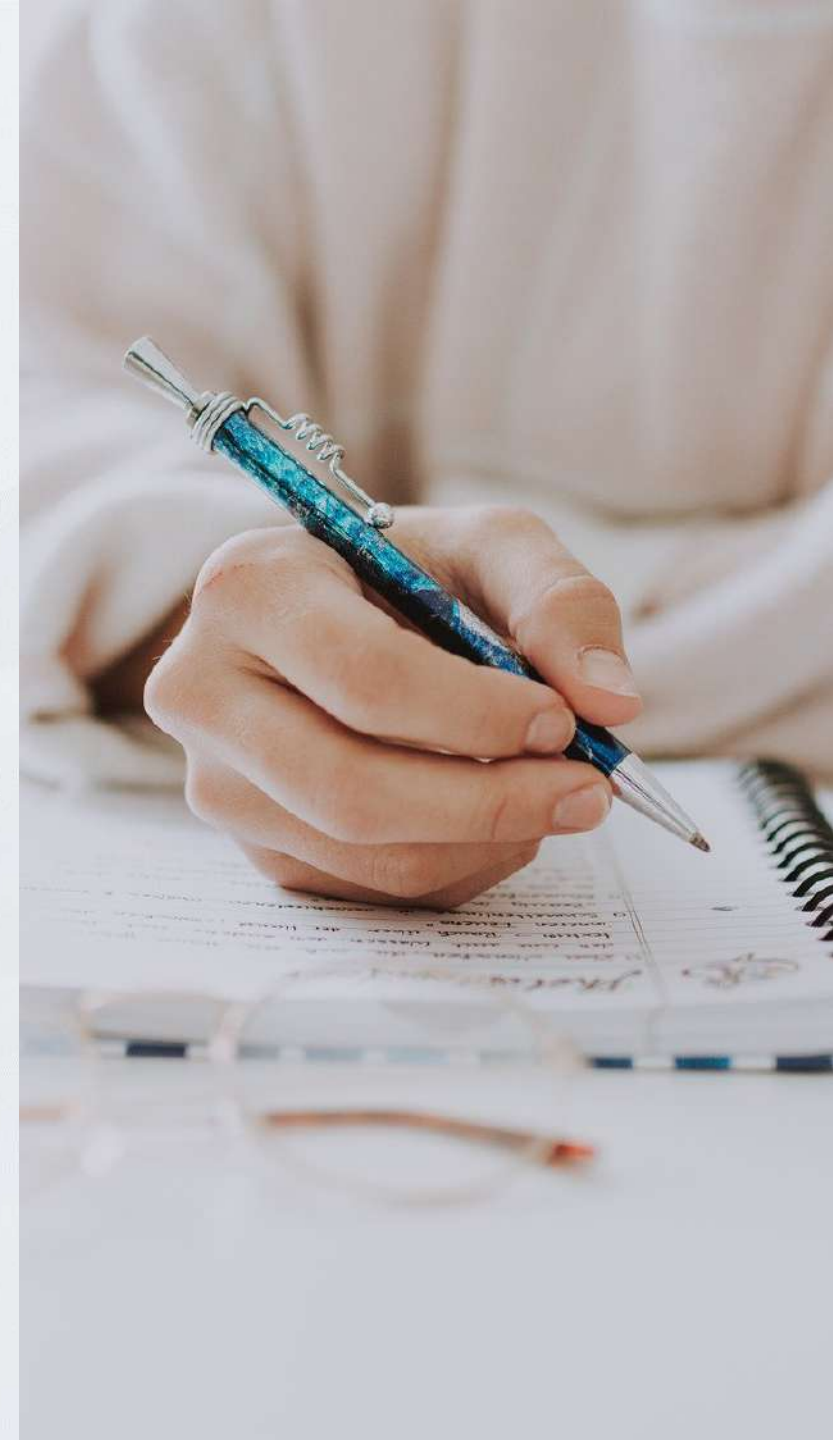
- You would like to use Higg BRM but are still working on the backbone of your sustainability management
- **Let us support you!**
- We are a **member of the Sustainable Apparel Coalition** and offer you a comprehensive portfolio of SAC-related services.
- Our services:
- **Materiality Assessment & Strategy:**
 - Value Chain approach
 - Strategy development
 - Business Cases
- **Sustainable supply chain management**
- **Materials strategies and certifications**



Would like to work with us on a BRM-related project – **contact us!**

You can book a time slot for a call via our [booking tool](#).
Simply follow these steps:

1. Go to our [booking page](#)
2. Select “General Appointment” from the “Category” menu
3. Go to the “Service” menu and select “Appointment – 30 min”
4. Go to the “Employee” menu and select “Karin Ekberg”
5. Indicate your availability and click next
6. Choose your preferred date and time
7. Provide your contact details and any further notes you’d like to share



Contact

42

Leadership & Sustainability

Visit our Website:

www.leadership-sustainability.com

E-Mail us:

Karin.Ekberg@Leadership-Sustainability.com

Call us:

Mobile: +49 (151) 461 70 184

Sign up to our newsletter or follow us on:



[Newsletter](#)



[LinkedIn](#)



[Twitter](#)



[YouTube](#)

Leadership & Sustainability





End of Webinar