



# MATERIAL CHANGE

INSIGHTS REPORT  
2019

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The state of fiber  
and materials sourcing

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# Foreword

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As companies, organizations and individuals, we might have a great passion for making the world a better place. But we don't always know where to start, or if what we are doing is enough.

This is understandable given the bewildering amount of information available to us, some of it conflicting. As a non-profit specializing in the sustainability of raw materials in the textile industry, we recognize that it is impossible to know where we need to go next until we know where we are.

Benchmarking answers the question, "Where are we now?" It allows us to define what "the end" of the journey looks like and create a roadmap for getting there. And crucially, it provides the catalyst and momentum to drive a race to the top.

We hope these industry-level insights from our latest Corporate Fiber & Materials Benchmark provide the clarity needed to move your materials journey forward!



**Liesl Truscott**  
*Director of European & Materials Strategy*  
*Textile Exchange*

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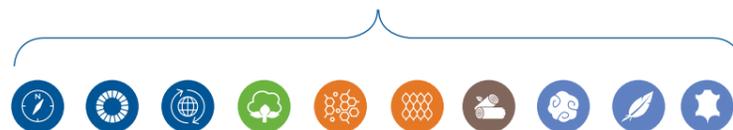
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Circularity analysis in partnership with:



Use these icons to navigate to **Part A: Analysis**



# Navigating the Report

## State of the Sector

The report opens with the executive summary, supported by key 2019 takeaways which provide high-level statistics. Next, topic summaries offer a succinct look at the industry state of play and improvement opportunities. The Material Change Leaders Circle celebrates the 16 companies that achieved the top performance banding in the holistic Material Change Index, followed by the full Leaderboard that presents an overview of leading companies in each of the Material Change indices.

## Part A: Analysis

Part A contains the main body of the analysis and is organized according to the Corporate Fiber and Materials Benchmark [framework](#): Business Integration, Sustainable Development Goals, Circularity, and Material Portfolios including Cotton, Polyester, Nylon, Manmade Cellulosics, Wool, Down and Leather.

Each topic is comprised of the following:

- **Analysis highlights:** A round-up of the quantitative and qualitative data; bringing important findings from Part B: Data Deep Dive into an analytical narrative.
- **Material dashboards:** An infographic-based dashboard is displayed for each material portfolio, providing a profile of the participants, outcomes and impacts of their improved sourcing practices, with a focus on climate change - in collaboration with the Sustainable Apparel Coalition.
- **Company highlights:** A snapshot of company actions based on an analysis of comments included in survey submissions, and presented as bullet-point summaries designed to spark and inspire.
- **Progress tables:** Alongside the Material Change Leaderboard, Textile Exchange recognizes companies' progress in their uptake of preferred materials.
- **Leveling up stories:** A summary of top tips gleaned from interviews with industry leaders.
- **Extra insights:** Additional contributions, analysis and findings that complement the data.

## Part B: Data Deep Dive

Part B contains the quantitative data analysis. Highly visual, Part B is organized according to the benchmark framework, mirroring Part A. Part B also includes a representative selection of company comments (presented as quotes), unattributed but identified by sub sector category.

## Part C: About the Benchmark Program

Further information on the benchmark program.

## Interactive navigation

The report is color coded. Thematic icons can be found at the bottom of each page, allowing the reader to easily move between the Analysis in Part A and the Data Deep Dive in Part B.

Use these icons to navigate to **Part B: Data Deep Dive**



# State of the Sector Executive Summary

As we publish our 2019 Material Change Insights Report, we acknowledge the unprecedented times in which we're living.

**In nearly every way imaginable, the COVID-19 pandemic has upended the world order.** It has tested global leaders, disrupted supply chains and deeply impacted individual lives in ways big and small.

It is within this context that we ask ourselves: What are the implications of this crisis for the textiles sector? How should we approach our journey to more sustainable materials sourcing when other priorities require urgent attention? Does it still matter?

Yes, it does. **Amidst tragedy and chaos, this pandemic has demonstrated the deep interconnectedness between people and planetary systems.** It shows the turmoil that can result when one element of the system is out of balance — a situation that is certain to repeat itself many times over if we ignore long-term risks like climate change.

This interconnectedness is particularly evident in the textiles sector. Raw materials are derived from plants, animal fibers and fossil fuel products, supporting livelihoods for many but also risking negative impacts on health and ecosystems through pollution, unsustainable land use and climate change. At the same time, the favorable growing conditions, reliable rainfall and fertile soils that so many farmers, companies and consumers depend on are at risk of collapse or simply will not recover and regenerate.

**It's time to rethink the textiles industry to make it fit for the future. But where do we begin?**

First, we need to know where we stand. This is where this Material Change Insights Report comes in. Our 2019 report summarizes the state of fiber and materials sourcing in the textiles industry, drawing on exclusive data from the industry's largest voluntary peer-to-peer comparison initiative. It builds on Textile Exchange's Material Change Index (MCI) — a family of indices, [published](#) earlier this year, that tracks individual company progress. In an industry lacking consistent and comparable reporting, Textile Exchange aims to fill the gap by rigorously analyzing and validating self-reported company data in order to track the materials sourcing progress of individual companies as well as the industry at large.

**Here are a few takeaways from this year's analysis:**

**Climate change and raw materials sourcing are inextricably linked — and sourcing preferred materials is a powerful way for a company to reduce its climate impacts.**

The climate crisis is already impacting business and has catapulted up the list of corporate risks. The choices a company makes when sourcing raw materials can either damage or improve the health of the planet - and sourcing preferred materials is a demonstrated way to make sure it's the latter. In 2018, reporting companies collectively converted 1.7 million metric tons of materials to preferred, resulting in a saving of 1 million metric tons of greenhouse gases. We believe the potential to drive further reductions is tremendous. Under our new Climate+ strategic direction, Textile Exchange will be the driving force for urgent climate action with a goal of 30% reduced CO<sub>2</sub> emissions from textile fiber and material production by 2030.

# Executive Summary

**Companies are increasingly sourcing their raw materials from preferred sources.**

Reporting companies sourced nearly 40% of their materials from preferred sources in 2018. This includes cotton, polyester, nylon, manmade cellulose, wool and down. Textile Exchange defines a preferred material as one which results in improved environmental and/or social sustainability outcomes and impacts in comparison to conventional production.

**More and more companies are incorporating circularity into their strategies — but a deeper rethinking of value chains is still lacking.**

Companies are recognizing the urgent need to reduce dependency on virgin material inputs and eliminate waste by shifting towards a circular value chain. 86% of companies responding to the circularity questions have a circularity strategy in place - up from just 29% of the same companies two years before. However, the majority are focusing on one or a few circularity activities, with limited coverage right across the business. Circularity leaders are moving our industry in the right direction, with design strategies, post-consumer collection, use of recycled content, and other circularity-enabling practices. To achieve the transformative shift we need, from a linear to circular textile system, these efforts must be connected, accelerated, and scaled exponentially.

**The UN Sustainable Development Goals (SDGs) are a useful framework for global action. However, the majority of companies have not yet set measurable targets within the Goals.**

The way we produce, (re)use and dispose of or recycle our materials has an impact on nearly every one of the SDGs. The textile industry has a powerful opportunity to shift the needle in both producer and consumer contexts. Our study shows that 66% of companies said they have identified priorities with respect to one or more of the SDGs; The top priority SDG for participants was SDG 12 Sustainable Consumption and Production (93%), and 80% cited SDG 13 Climate Action as their second most important SDG. However, 71% have not set measurable targets in relation to SDGs, which is needed for these commitments to be meaningful.

**The time for urgent action is now.**

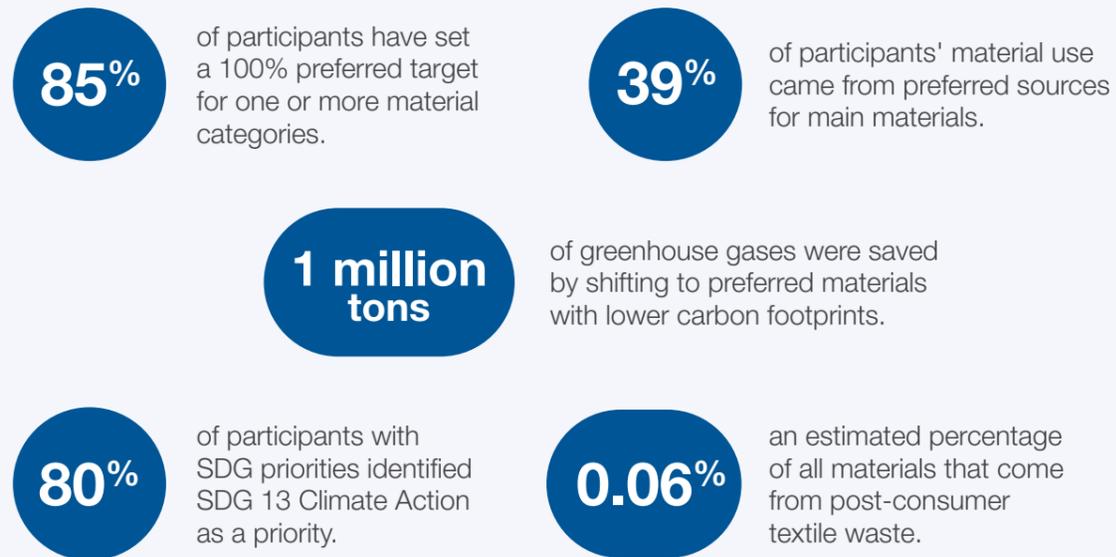
We are encouraged by the progress we are seeing. But we realize that meaningful change requires an even deeper commitment to a sourcing model that regenerates instead of extracts, that benefits instead of exploits, and that prioritizes the health of the planet and all of us people on it. Now is the time to double down on this commitment. Let's embrace kindness. Let's accelerate innovation, rather than stall it.

We may not have been able to prevent the current pandemic - but we do have it within our power to prevent future crises. At Textile Exchange, we are here to support you however we can.

# State of the Sector

## Key 2019 Takeaways

### Five big insights



### Participant profile

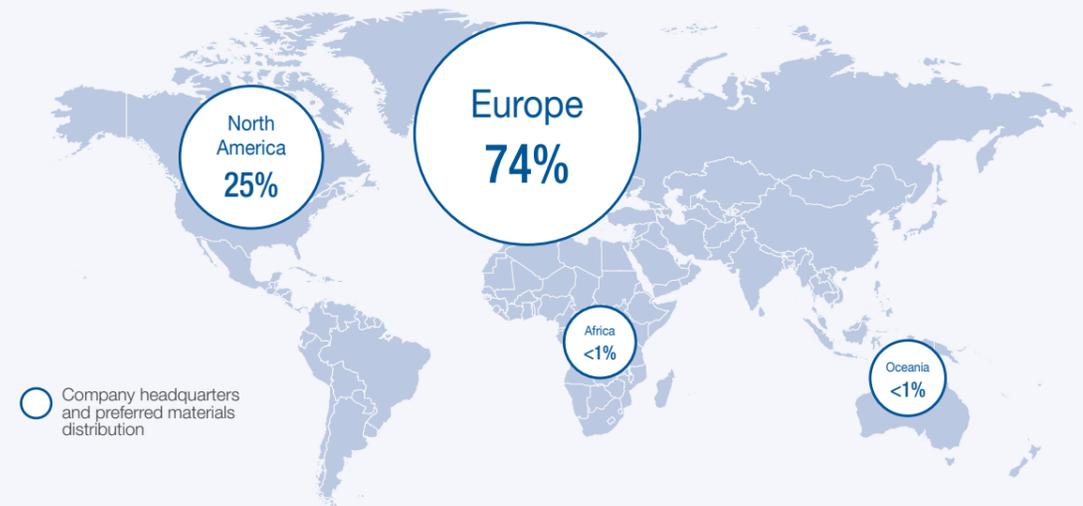
[See full participant list](#)



# Key 2019 Takeaways

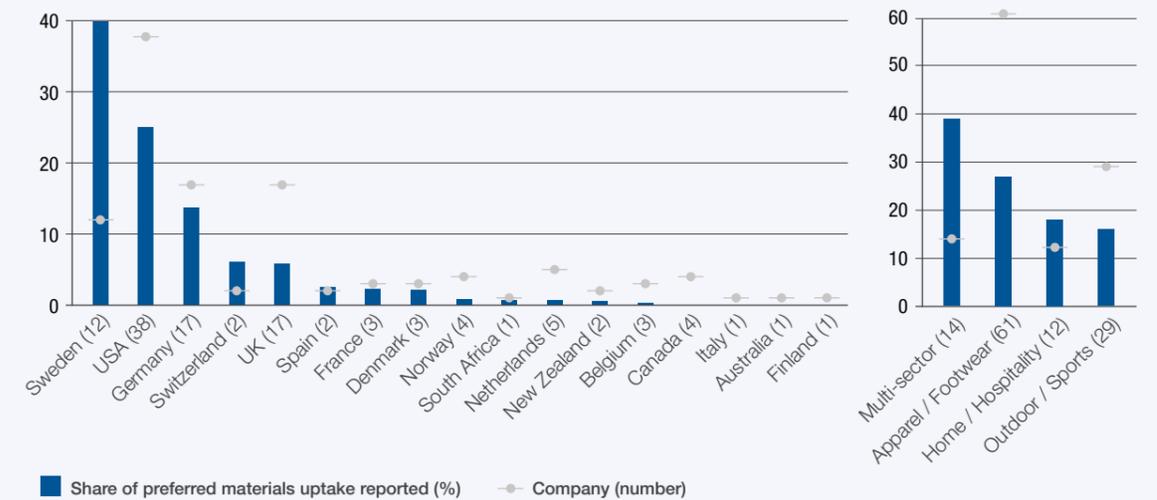
### Preferred materials uptake by region

Europe accounted for 74% of global preferred materials uptake in 2018.



### Preferred materials uptake by country and market segment

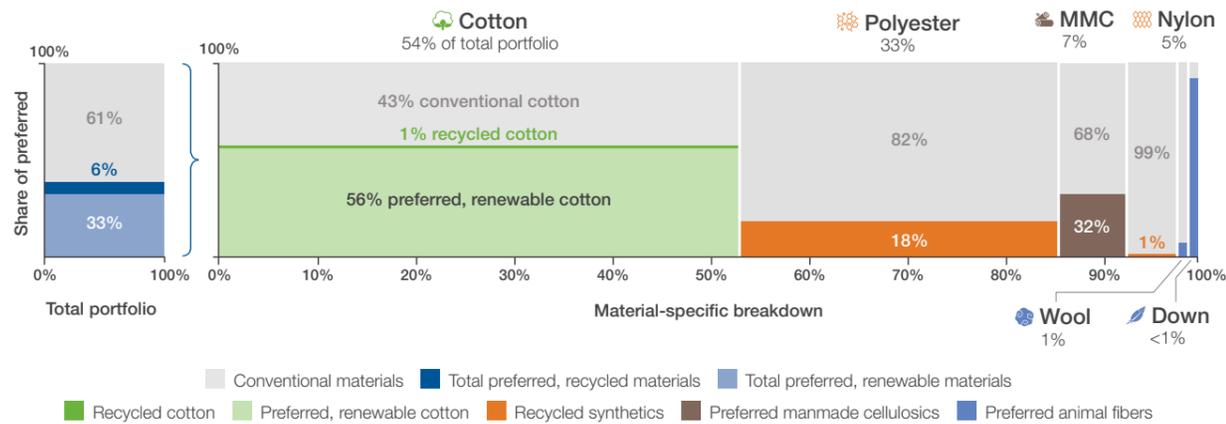
Sweden alone accounted for 40% of global uptake. By market segment, the 14 "multi-sector" brands and retailers dominated uptake share.



# State of the Sector

## Key 2019 Takeaways

### Snapshot of preferred materials

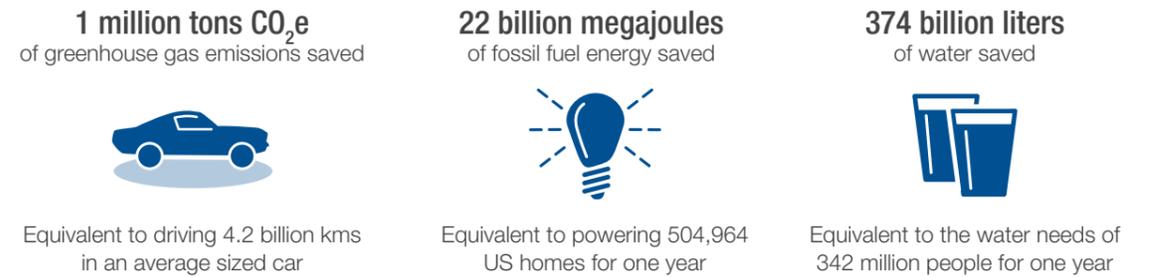


### Beneficial outcomes resulting from preferred materials sourcing



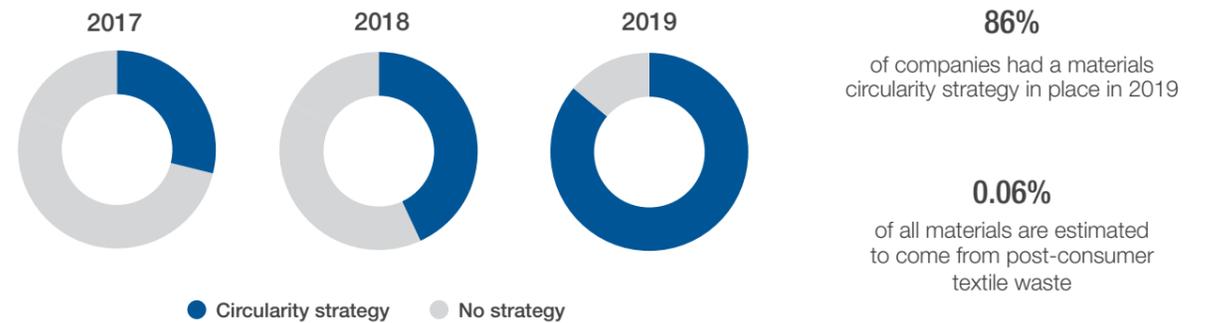
# Key 2019 Takeaways

### Positive environmental impacts achieved through preferred materials sourcing

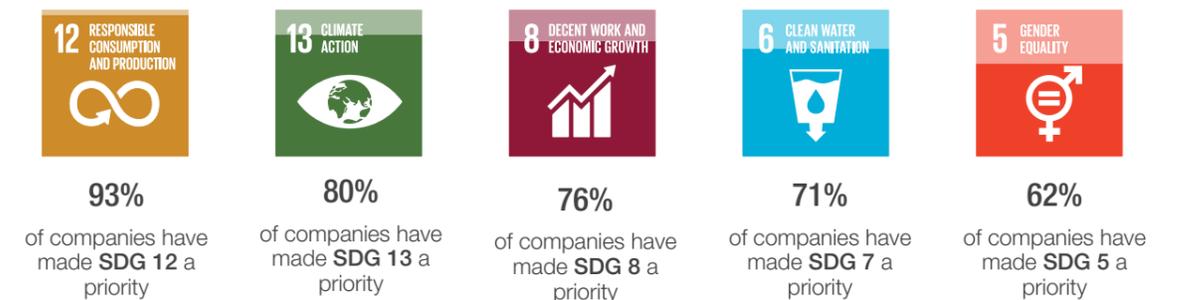


Based on the Sustainable Apparel Coalition, Higg MSI

### Circularity strategies are on the rise but yet to be realized



### Responsible Consumption & Production and Climate Action are priority SDGs\*



\* Data excludes the 34% of companies not prioritizing SDGs

# State of the Sector

## Topic Summaries

### Strategy

#### State of play

Climate change (the most cited business risk) will keep materials front and center. Companies are developing integrated strategies that take care of business at the start of their supply network, engaging stakeholders and increasingly customers.

#### Areas to improve

Integration can be deepened through greater Board penetration, and incentivizing and rewarding materials sustainability-related performance across the organization. Confidence in data and reporting will be achieved through better quality assurance.

### Sustainable Development Goals

#### State of play

Companies are divided on how best to approach the SDGs. Some are working hard to build strategic alignment and systems for implementing and tracking progress. Others are less clear on the pathway or the need to evaluate their current sustainability priorities.

#### Areas to improve

Embedding the SDGs will require matching the global imperative of the Goals to business opportunity, building leadership and creating clarity of intent. Tapping into global commitments and new investment opportunities could incentivize action.

### Circularity

#### State of play

The breadth of circularity strategies and ambition levels are increasing rapidly, with some aligning circularity with the SDGs. Many companies are training design teams and engaging customers and suppliers to develop more circular systems.

#### Areas to improve

Textile-to-textile recycled fiber is still nascent – the replacement of virgin materials with post-consumer textiles must increase to close the loop. Business model innovation, technology investment, and resource efficiency targets will be important levers.

### Cotton

#### State of play

Companies are more advanced on cotton than most other materials. Key drivers are the widespread availability of preferred cotton programs and cotton being a large volume material for many. A highlight was the uptake of preferred, renewable cotton.

#### Areas to improve

More regional transparency, direct intervention and monitoring of impacts are needed at farm-level. Verification of preferred cotton uptake could be stronger, as systems, such as chain of custody, are seldom complete through the entire supply chain.

### Polyester

#### State of play

Accelerating the sustainability of polyester lags behind cotton given how cost effective and readily available conventional polyester remains. There are signs, however, that companies are looking to shift to recycled and renewable alternatives.

#### Areas to improve

Transition to recycled is slow and companies struggle to certify entire supply chains. Eventually, recycled needs to be from post-consumer textile and not just plastic packaging. For this to happen, collaboration is needed between stakeholders, including consumers.

# Topic Summaries

### Nylon

#### State of play

As a minority fiber (by volume), nylon is overshadowed by polyester and engagement is minimal. Strengths include investing in specific branded programs, but widespread adoption of these programs has yet to occur.

#### Areas to improve

Nylon carries all the challenges of polyester but without the attention. Like, polyester, there are growing opportunities to explore alternatives to virgin non-renewables and to connect preferred feedstocks to positive campaigns such as ocean clean-ups and worker livelihoods.

### Manmade Cellulosics

#### State of play

Deforestation and pollution from fiber production are identified by companies as top risks. Companies are extending their initial focus on forests to include pulp and fiber production and exploring alternative feedstock options.

#### Areas to improve

Investment and active stakeholder collaboration are what's needed. The pace of change is somewhat dictated by the extent to which experts have agreed best practice and set strong industry standards. Significant sourcing of conventional viscose remains.

### Wool

#### State of play

Conventional wool dominates uptake albeit with many companies having non-mulesing policies in place. Recycled wool uptake was higher than volumes sourced from preferred virgin wool programs, such as the Responsible Wool Standard.

#### Areas to improve

With pressure on agriculture to become more regenerative and sensitive to biodiversity needs, there is considerable potential for the industry to do good by transitioning to wool programs with both animal welfare and responsible land use criteria in place.

### Down

#### State of play

Awareness of animal welfare issues has led to the successful growth in the use of standards such as the Responsible Down Standard, with more companies achieving transition of their entire supply to a certified source than any other material.

#### Areas to improve

As a by-product of the food industry, influencing at farm-level is challenging. However, opportunities to monitor improvements and influence further lies in achieving greater transparency back to source through supply chain mapping.

### Leather

#### State of play

Until recently, leather processing risks (tanning, chemical use) have been the main focus. The growing interest in animal welfare, deforestation, land use (and associated biodiversity loss), and climate change issues is driving interest and investment in leather.

#### Areas to improve

With developments typically led by the food industry, and very opaque supply chains, it is challenging for brands to address farm-level risks. Textile Exchange has developed the Leather Impact Accelerator (LIA) to accelerate positive actions along the full beef/leather value chain.

# State of the Sector

## 2019 Material Change Leaderboard

### The Material Change Index

Textile Exchange's Material Change Index (MCI) is a voluntary benchmark that tracks the apparel and textile sector's progress toward more sustainable materials sourcing, as well as alignment with global efforts like the Sustainable Development Goals and the transition to a circular economy. As a voluntary benchmark, the MCI is based on companies' willingness to be transparent and disclose their materials uptake and management practices - in order to learn from each other and promote inclusive progress.

The MCI is a key component of Textile Exchange's Corporate Fiber & Materials Benchmark (CFMB) program, which enables participating companies to measure, manage and integrate a preferred fiber and materials strategy into their business. The CFMB is one of few transparency benchmarks built on voluntary company disclosure of management activities and performance, coupled with evidence to support company claims and validated by Textile Exchange. By participating, companies demonstrate a commitment to transparency and continuous improvement around their materials sourcing strategy.

### The MCI Family of Indices

The MCI family of indices consists of an overarching Material Change Index that tracks companies' holistic approach to more sustainable materials sourcing, as well as a number of related indices: Circularity, SDGs, and Material Portfolio Indices for Cotton, Polyester, Nylon, Manmade Cellulosics, Wool, and Down.

### Performance Bandings

Company results are assigned to one of four performance bands.

<p><b>1 Developing</b></p> <p>This level is for companies that are laying the foundation of their programs and scored 25 or less out of 100 possible points.</p>	<p><b>2 Establishing</b></p> <p>This level is for companies that are strengthening their programs and scored 26-50 out of 100 possible points.</p>
<p><b>3 Maturing</b></p> <p>This level is for companies with emerging leadership that scored 51-75 out of 100 possible points.</p>	<p><b>4 Leading</b></p> <p>This level is for companies that are pioneering industry transformation and scored 76-100 out of 100 possible points.</p>

### Methodology

Our methodology is continually refined through consultation with a wide range of stakeholders, including our participating companies. Our program and processes are [externally assured](#) by BSD Consulting in accordance with Global Reporting Initiative (GRI) guidelines, bringing increased credibility and confidence in the results as the program grows in size and importance. See [Part C](#) for further details and links to resources.

# 2019 Material Change Leaderboard

### The Leaders Circle

The Material Change Index (MCI) is the cornerstone of the MCI family of indices. The MCI incorporates scores achieved across the full benchmark framework: strategy and integration, circularity, and the portfolio of materials. The companies included in the Leaders Circle have robust materials sustainability strategies, comprehensive integration and implementation systems in place, including circularity, and are making good progress in transitioning their materials portfolio to preferred options.

The 16 companies listed here achieved a Level 4 Leading position in the 2019 Material Change Index (MCI) and form the 2019 Material Change Leaders Circle.

MCI Level 4 Leading Companies (alphabetical)
C&A AG
Coyuchi, Inc.
DECATHLON SA
EILEEN FISHER, Inc.
H&M Group
IKEA of Sweden AB
Levi Strauss & Co.
Loomstate, LLC
MUD Jeans
Naturaline
NIKE, Inc.
Nudie Jeans
Patagonia
prAna
Stanley/Stella SA
Tchibo GmbH



### The Leaderboard

The new Material Change Leaderboard includes Level 4 Leading companies across the Material Change Index (MCI) and family of indices. As a result of the benchmark program review carried out over Q4 2018 and Q1 2019, Textile Exchange has introduced the Material Change Leaderboard this year to provide a more holistic and contemporary assessment of leadership than the volume-based focus of the past.

The Leaderboard is based on a company's management practices (including risk assessment, transparency, investment, target setting, and impact measurement) as well as the adoption rate of preferred fibers and materials. In this way it reflects both intention and action. See full listing on next page.

# State of the Sector

## 2019 Material Change Leaderboard

Company (alphabetical)	Material Change Index	Family of Indices							
		SDG	Circularity	Cotton	Polyester	Nylon	Manmade Cellulosics	Wool	Down
	Level 4 Leading	Level 4 Leading	Level 4 Leading	Level 4 Leading	Level 4 Leading	Level 4 Leading	Level 4 Leading	Level 4 Leading	Level 4 Leading
AB Lindex				●			●		
adidas AG				●	●				
Aritzia									●
ARMEDANGELS				●			●	●	
ASOS Plc.				●					
BESTSELLER A/S				●					
Boll & Branch				●					
Burberry				●					●
C&A AG	●			●			●		●
Columbia Sportswear Company									●
Cotonea				●					
Coyuchi, Inc.	●			●					
DECATHLON SA	●			●	●				
Dedicated Sweden AB				●					
EILEEN FISHER, Inc.	●			●			●		
Fjällräven International AB									●
H&M Group	●	●		●			●		●
IceBreaker								●	
IKEA of Sweden AB	●			●	●		●		●
Inditex Group		●		●					
KALANI S.A.				●					
KappAhl Sverige AB				●					
Kathmandu Limited				●					●
KID Interior AS									●
KnowledgeCotton Apparel				●					
Levi Strauss & Co.	●	●		●			●		
Loomstate, LLC	●			●					
Marks and Spencer				●					
MEC									●
Mini Rodini				●	●				
MUD Jeans	●		●	●					
Naturaline	●			●					

# 2019 Material Change Leaderboard

Company (alphabetical)	Material Change Index	Family of Indices							
		SDG	Circularity	Cotton	Polyester	Nylon	Manmade Cellulosics	Wool	Down
	Level 4 Leading	Level 4 Leading	Level 4 Leading	Level 4 Leading	Level 4 Leading	Level 4 Leading	Level 4 Leading	Level 4 Leading	Level 4 Leading
NIKE, Inc.	●			●					
Norrøna Sport		●							
Nudie Jeans	●			●					
Otto Group				●					
Patagonia	●			●	●	●		●	●
prAna	●			●			●		
PUMA SE				●					
PVH Corp		●							
Recreational Equipment, Inc. (REI)									●
Stanley/Stella SA	●			●					
Stella McCartney				●			●		
Tchibo GmbH	●			●					
Tesco Stores Ltd				●					
The North Face									●
UGG								●	
Veja Fair Trade SARL				●					
Wear Pact, LLC				●					
WOOLWORTHS (PTY) LTD				●					

**Table notes:**

1. The Material Change Leaderboard comprises of Level 4 Leading companies who are pioneering industry transformation and scored 76-100 out of 100 possible points in the Material Change Index or one or more of the indices that make up the MCI family of indices.
2. The MCI is derived from the Corporate Fiber and Materials Benchmark full survey responses, including Strategy and Integration, SDGs, Circularity, and the company's priority Materials Portfolio.
3. The MCI family of indices includes the SDGs, Circularity, Cotton, Polyester, Nylon, Manmade Cellulosics, Wool, and Down.
4. See the MCI [website](#) and our [methodology](#) for further details.

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## Part A: Analysis

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## Analysis Highlights

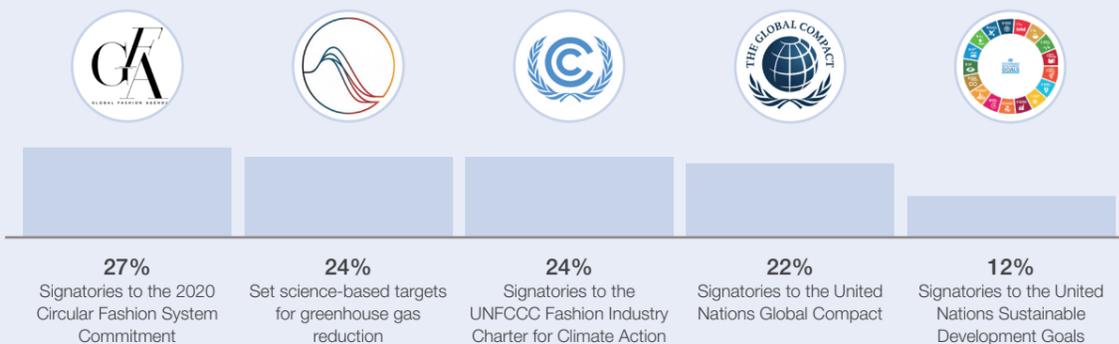
[Deep dive into data](#)

### 1. Strategy - Table stakes for business

Almost all participants (96%) have a materials strategy, with the majority (76%) integrating materials into corporate strategy, indicating that materials sustainability is not an add-on but considered core to business for many. Leading companies (33%) have aligned strategies with the UN Sustainable Development Goals (SDGs).

#### Public commitments growing

Over half (58%) of companies are signatories to one or more industry-wide or global commitment, most commonly the Global Fashion Agenda's Circular Fashion System Commitment (27%), Science Based Targets (24%), United Nations Fashion Industry Charter (24%), United Nations Global Compact (22%), and the Sustainable Development Goals (12%). Other important global commitments made by participants include the Transparency Pledge and the We Mean Business Climate Action Commitment.



### 2. Leadership - Accountability concentrated at the top

Accountability for delivering materials sustainability strategies is held at the top, with 42% of companies saying accountability resides with the C-suite, and a further 40% reporting accountability at senior management/director level. Within the survey year, 66% of Chief Executive Officers publicly demonstrated leadership in materials sustainability; 62% published materials-related statements in annual reports, 55% advocated for materials change and 45% of corporate leaders presented at a major conference.

### 3. Internal Engagement - Responsibility distributed across multiple teams

Responsibility for materials sustainability has been assigned across multiple departments in 87% of companies. Respondents said that responsibilities remain with the sustainability team and/or sourcing and product teams, although a healthy 67% of companies engage their marketing and communications staff as well. Slightly fewer include their retail staff. High numbers of staff receive regular training on materials sustainability (81%). However, fewer (51%) have set employee or team performance targets for materials sustainability, and only 24% provide incentives or rewards for meeting sustainability targets. An opportunity for increased engagement is with the C-suite and board. Only 47% of companies have embedded materials-related engagement activities (training, performance targets, incentives) into the C-suite and only one third include board members.

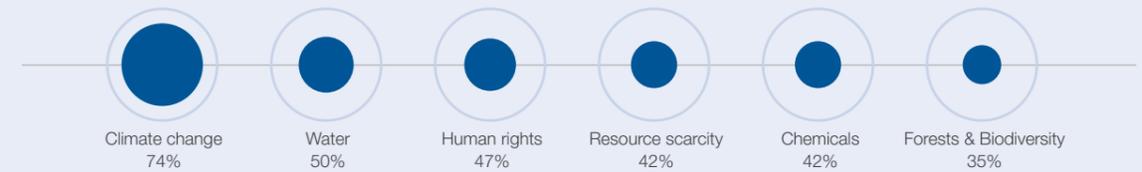


## Analysis Highlights

[Deep dive into data](#)

### 4. Materiality - Climate dominates, while biodiversity is increasing in importance

Climate change is the top materials-related business risk identified by participants. The risk list is derived from companies disclosing their top 5 most significant materials-related risks. Other responses include availability of preferred materials and consumers no longer valuing sustainability.



#### Risk and opportunity assessments still not the norm

36% of companies assess the risks and opportunities across all materials used, a similar share (37%) focus on their key materials, while 7% do not assess risks at all. Around half of companies carry out a materials-related risk assessment outside of their business risk review. The most commonly consulted stakeholder group during materiality assessments are suppliers (94%), followed by employees (85%), non-profits (76%), independent experts (58%), and feedstock producers (53%). Companies typically conduct a qualitative assessment (69%), with 39% quantifying risk and 18% undertaking a monetized assessment (e.g. Environmental Profit & Loss). Many companies make use of decision-making tools to quantify impacts - with the majority using Life Cycle Assessments (49%) or the Sustainable Apparel Coalition's Higg Materials Sustainability Index (47%).

### 5. Customer Engagement - Communications go beyond product labeling

Participants reported very high rates of customer engagement, with only 7% not having any communication at all with consumers about their use of preferred materials. The most common form of communication was via product labeling, some using third party certification logos (35%) but more through their own labeling (64%). Beyond labeling, 70% of companies are supporting customers in their learning process (through campaigns, Earth Day, etc.), and 53% encourage customers to ask questions both online and in-store. Multiple companies mentioned having sustainability articles embedded within brand magazines and catalogues as well as dedicated blog articles related to sustainability where consumers can post comments and ask questions.

### 6. Reporting - Common but data assurance less so

51% of participants report on materials via their sustainability reports, 13% using an integrated report approach and 11% via financial reports. 24% report through other means e.g. embedded in general website content. 10% of companies do not publicly report on materials-related sustainability activities. Only 24% of participants seek data assurance by an independent third-party, the majority (58%) rely on internal reviews and 18% do not validate data at all.





## Company Highlights

- One company has set goals for all its priority fibers and continues to expand its understanding of the impacts of its entire portfolio. The company is committed to building a more circular apparel system by fully integrating preferred fibers into the business, working with its suppliers to reduce production impacts, increasing its sourcing of recycled textile fibers, and creating systems to recover and reuse materials.
- A number of CEOs are demonstrating sustainability leadership through annual reports, with one CEO referencing climate change, circularity and SDGs in their opening remarks. While another company's Chief Marketing Officer gave public talks on its preferred fiber commitments, traceability and its social impact initiatives.
- One holding company has an annual sustainability award for its "best" performing brand. Those brands that show leadership and progress towards company goals are highlighted in the company's sustainability report.
- Through consumer engagement one company learned that targeting ocean plastics and increasing the use of biobased materials to reduce reliance on fossil fuels were key opportunities for the business to explore.



## Leveling Up Your Materials Strategy



Companies with strong materials strategies take a systematic approach to integrating preferred fibers and materials and align their strategies with global efforts like the Sustainable Development Goals (SDGs) and the transition to a circular economy. But these aren't the only commonalities; here are a few other strategic approaches that leaders factor in:

**They commit to change.** Leading companies set measurable targets for their overall materials use or by fiber. The most progressive organizations link their targets to global agendas like the SDGs or Science Based Targets, and they make public commitments to keep themselves accountable.

**They get everyone on board.** Actually meeting targets requires alignment and buy-in across the organization. Business leaders need to become change advocates, convincing investors and equipping and incentivizing buyers and designers so they're set up for success.

**They invest in collective action.** Top-performing companies work with others to drive meaningful change and invest in collective action alongside governments, industry bodies and peer companies. They share their learnings widely so that other companies can benefit from them.

Full story: <https://mci.textileexchange.org/discover/strategy/>





## Analysis Highlights

Deep dive into data

### What are the Sustainable Development Goals?

The [2030 Agenda for Sustainable Development](#), was adopted by all United Nations Member States in 2015, providing a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 Sustainable Development Goals (SDGs), which are an urgent call for action by all countries (i.e. countries with both developed and developing economies) in a global partnership. They recognize that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth – all while tackling climate change and working to preserve our oceans and forests.

### Strategy

#### Alignment - Overall business strategy alignment not yet widespread

33% of companies have aligned their business strategy with the Sustainable Development Goals (SDGs). This result indicates that companies are struggling to identify what alignment means for them and others believe their strategies and engagement are comprehensive, but they have not considered an SDG alignment (or the need for it). Given that the SDGs represent the globally agreed most pressing environmental, social and economic issues and given the urgency to address major sustainability risk and turn it into opportunity within the next decade, SDG alignment provides a mapping opportunity and strategic north star.

#### Tracking progress - Most measure progress against at least one SDG

Despite lack of holistic alignment, 61% of engaged companies are measuring progress towards one or more of the 17 SDGs. However only 11% track the outcomes and impacts of company activities related to the SDGs. Increased integration is needed to ensure targets are set with SDGs in mind, and companies actively track performance against these targets.

#### SDG prioritization - SDG 13 Climate Action shifting up the agenda

66% of respondents have set SDG priorities. Within this group, SDG 12: Sustainable Consumption and Production is the Goal which most directly links to the actions of the textile industry and is the most frequently prioritized (93%). SDG 13: Climate Action sits in second place (80%) and SDG 8: Decent Work and Economic Growth is a close third (76%), echoing the industry's commitment to climate action and ambition to protecting workers throughout company supply chains. The benchmark program has been tracking SDG priorities since 2017 and seen Climate Action shift up in importance over the years.

#### Investment - Few invest in SDG-related funds

Results show its early days for mobilizing SDG-related funds, with 75% of participants not yet making a connection. Those that are investing are doing so through corporate funds such as Corporate Social Responsibility (CSR) budgets (17%). Other investments are made through private-public partnerships and philanthropic spending. It is important to note that the role of impact investment and the number of financial schemes for the SDGs is evolving rapidly. As the financial sector (banks, asset managers, private and institutional investors) is getting more deeply involved, new and innovative investment options, such as blended financing, and green or social bonds pertaining to the SDGs, are becoming available.

## Analysis Highlights

Deep dive into data

### Leadership - Accountability mostly at the top

Accountability for delivering the SDGs has been assigned by 57% of companies and split evenly between CEOs (24%) and senior management (23%). A small number of board members have also been assigned accountability for delivering the SDGs (8%).

### Employee Programs - Few communicate SDGs to employees

Implementation of the SDGs into employee programs is just beginning as only 17% of companies have started to do so. Raising awareness and engaging the entire organization in the vision and purpose of the SDGs will be essential to their delivery.

### Materiality - Not yet standard to incorporate SDGs in risk and opportunity assessments

Very few companies (39%) are using an SDG lens when assessing materials-related risks or opportunities and even fewer (27%) have integrated the SDGs into stakeholder consultation.

### Customer Engagement - Rare to communicate SDGs to consumers

Customer engagement is rare with only 4% of respondents actively engaging their customers on the SDGs, however an encouraging 18% have started planning. Engaging and inspiring people to participate in “the world we want” will be an important lever for meeting the SDGs. Opportunities are there for companies to play a pivotal role in SDG awareness by connecting customers to the Goals.

### Reporting - Very few companies report against the SDGs

The majority of companies (54%) are yet to start any form of SDG-related corporate reporting. 26% have started and provide general information, 12% are more focused and reporting their SDG-related activities, yet only 8% are disclosing progress against SDG targets.

### Circularity

#### Alignment of circularity strategies with the SDGs - Starting to see momentum

The transition from a linear to a circular economy will play a significant role in meeting the Global Goals. 22% of companies have already aligned their circularity strategy with the SDGs, and a further 26% indicated that plans are in place. SDG alignment with circularity may prove an interesting opportunity for collaboration within and beyond the textile industry, including inter-industry innovation. SDG 12: Sustainable Consumption and Production is an obvious fit with circularity. In particular, alignment of quantifiable actions with SDG targets 12.2: Sustainable Management And Use Of Natural Resources and 12.5: Substantially Reduce Waste Generation.



See the benchmark [SDG Companion Guide](#) for more details.

# Business Integration Sustainable Development Goals



## Company Highlights

- As part of aligning its strategy with the SDGs, one company mapped its strategic focus areas against the 17 Goals and set targets where alignment is the highest. The company has put in place key indicators from which it tracks and reports progress. Indicators were selected based on the Global Reporting Initiative's: *Business Reporting on the SDGs: An Analysis of Goals and Targets*, and posted on the GRI's *Reporting on the SDGs Action Platform*. The company uses this platform to share experiences and best practices with others across different sectors.
- One company conducted an enterprise-wide materiality assessment and discovered that its risks and opportunities were tied to nearly every SDG. Four key areas were identified: climate change, water, chemicals, and labor. The assessment fed into the strategic direction of its sustainability program, which is now focused on embedding SDGs into the business. The entire company was informed of these commitment areas through presentations and other media. Ongoing conversations take place with supply chain leadership teams and the company is investing in a strategic response to climate risk as well as optimizing its social initiatives.
- One company has integrated the SDGs into its employee well-being programs and volunteer work (SDGs 1, 3, 4, 5 and 8) and is looking to roll out these programs to its Tier 1 suppliers.



# Sustainable Development Goals



## Leveling Up Your Material Strategy's Alignment With The SDGs



Photo: Gap Inc.

The textile industry has a powerful opportunity to shift the needle by contributing to global efforts around the UN Sustainable Development Goals (SDGs). Companies who align their strategies with the SDGs not only position themselves as business leaders, but can also reframe their achievements as wins for the world. Here are some activities that top-performing brands in the SDG category have in common:

**They embed the SDGs into business.** Leading brands use materiality assessments or plain old conversations to engage all stakeholders in developing strategies around the SDGs.

**They leverage spheres of influence.** Some brands double down on “priority SDGs” that resonate more strongly with their business and stakeholders. They tap organizations in their supply chain to bring diverse perspectives to the table — particularly important when tackling complex sustainability challenges in sourcing regions.

**They partner for change.** The SDGs are shared goals, so forming cross-sector and cross-industry collaborations is essential. Leading companies not only partner with others, but also initiate working groups, coalitions and platforms that inspire collective engagement.

Full story: <https://mci.textileexchange.org/discover/sdgs/>



## Analysis Highlights

Deep dive into data

### 1. Strategy - Growing ambition

This is a time of rapid change in the recognition of a need for a circular textile system. Just two years ago, when Textile Exchange first asked about circularity, only 21 of the respondents said they had a circularity strategy in place. In 2018, that number increased to 37 companies (with an additional 35 having a strategy in development). In this year's benchmark, 74 companies completed the expanded circularity module, and 64 of those reported a circularity strategy in place (86%).

Accountability and resource allocation lags behind ambition, as only 9% have assigned senior level responsibility. And while 86% have a circularity strategy, less than half that percentage invest in circularity arenas that are critical to closing the loop, with 41% investing in innovation or technology, and 34% in supply chain operations.

### 2. Resource Use - Minimal engagement in tracking or reducing waste

Despite significant progress in strategy, only 5% of respondents reported having an explicit goal related to the absolute reduction of fiber/material use (an additional 19% are working towards the reduction of fibers and materials use relative to economic growth). Without this important end goal in mind, circularity-related activities may not reach the full potential of their positive impact.

Changing consumption habits and revenue drivers to reduce the industry's dependence on virgin resources seems like an overwhelming challenge to many companies. Reducing over-production of goods that are never sold may be a more "low hanging fruit". To reach this fruit, companies will have to increase tracking systems and transparency around unsold goods. 74% could not report any data on unsold goods, and 11% could report only incomplete data or a rough estimate. Of the 14% who could report volumes, the majority were no-collection/on-demand production models, with very minimal inventory to report. Overall, the volume of unsold goods remains opaque through several companies mentioned an intention to begin tracking this data in the next year.

### 3. Design for Circularity - Awareness is high

Awareness of circularity as a design practice is high, with 80% of respondents reporting at least one design strategy for circularity in practice. However, coverage is still low: 28% report that the majority of their design teams are trained in circular design, and only 15% include circularity aspects in their design briefs.

Designing products that can be recycled into next lifecycles is hampered by a lack of clear standards and best practices – 35% of respondents report designing products for recyclability and/or biodegradability, but only 4% used a certification scheme related to those aspects (several more companies initially reported certification schemes, but referred to recycled content (input) certifications, rather than recyclable product (output).

### 4. Business Models - Repair leads

New business models are scaling in only a handful of innovative companies thus far but stood out as an approach with a surprising level of engagement from a wide range of brands, with 62% extending the first life of products through innovative business models. Repair is the main offerings in this arena, with 38% offering repair services of some kind. Apparel and outdoor companies lead the way in repair offerings.



## Analysis Highlights

Deep dive into data

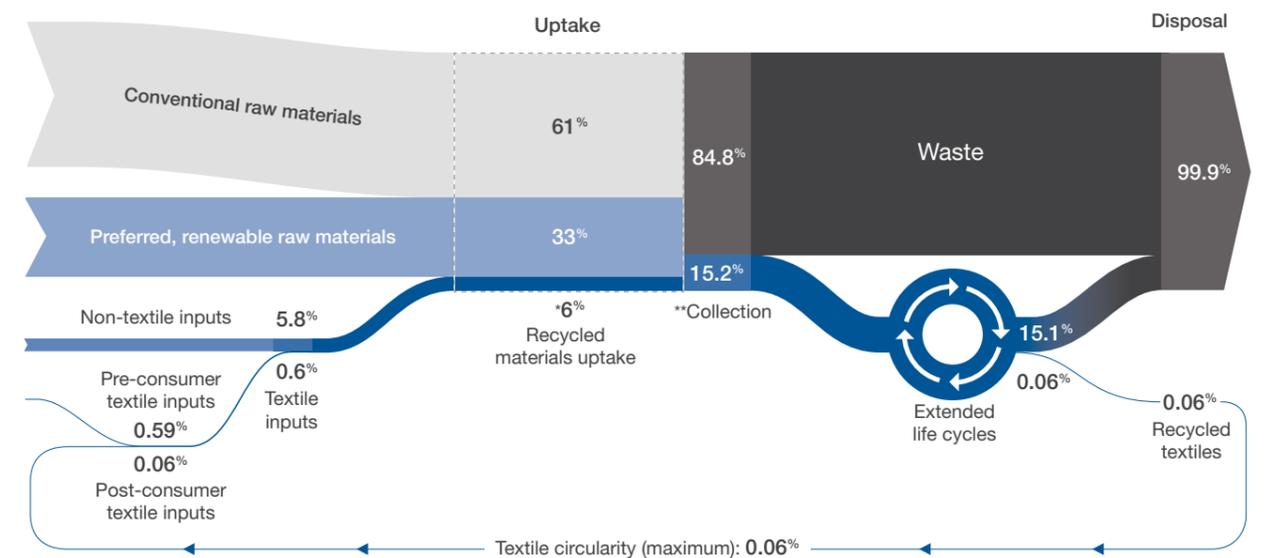
### 5. Textile Collection - Customers engaged to recapture value

Textile collection at end of use is a crucial circularity enabler, capturing the output materials that must form the input feedstocks for both reuse and recycling loops, and nearly 50% of respondents offer collection services, either through their retail channels or third-party collection partners. To help these materials make their way back into the textile value chain, companies should increase downstream traceability and transparency: only 31% can identify what happens to the collected textiles. The low rate of monitoring and evaluation (16%) of these schemes indicates that while beginning collection is an important first step, the textile industry must do much more to ensure that the collected materials are truly diverted from the waste stream – not just delayed.

### 6. Recycled Content - Most reclaimed materials used in textiles is waste from other industries

To transform materials from linear waste to circular resource, companies must signal dramatically increased demand for recycled materials, especially those recycled from textile feedstock. In 2018, 6% of fiber uptake was recycled - a significant step in the right direction. However, given the fiber breakdown and current state of recycling technology, very little of that 6% comes from textile sources. So, where will the 4.4 million tons of fiber sourced in 2018 by this group of companies end up when the users are finished? Collection schemes are enabling one or two additional lifecycles via reuse - an essential first step. But the textile system will not be truly circular until companies can source end-of-life textile material as the feedstock for new products.

## The state of circular textile systems in 2018



\* Recycled materials percentage of total uptake rounded from 6.4%.

\*\* Collection: EPA industry estimated recycling rate, 2017.

Source: <https://www.epa.gov/facts-and-figures-about-materials-waste-and-recycling/textiles-material-specific-data>



## A First in Benchmarking Circularity

When it comes to GHG emissions, water, and land use, sourcing virgin raw materials is often the most impactful part of a textile company's supply chain. **Circularity is a powerful lever to decouple economic growth from resource consumption**, enabling a reduction of virgin material impacts. Combined with the use of preferred where virgin fibers are required, circularity can support a truly more sustainable portfolio.

To develop a framework for benchmarking circularity, we referenced both general and industry-specific principles, aiming for a robust yet accessible approach. **Circularity requires both inputs that are "circular ready" and a circular system for those inputs to flow through - it cannot be achieved through material choices alone.** Our circularity module covers all components of that system – not just the material inputs or outputs.

As an area of rapid innovation, circularity often makes headlines – but how do we know whether true progress has been made, or how far we still have to go? **This year's benchmark data is the most comprehensive measurement of industry progress on circularity to date.** We've measured the rapid growth of circularity ambitions, as well as the barriers to truly closing the loop. Completing the circularity module can help brands and retailers identify the gaps in their circularity performance. It can also inform the development of more comprehensive strategies.

Having established baseline metrics across such a wide range of circular strategies in this first circularity module, the Material Change Index can now effectively illuminate the road towards a more circular textile sector, designed for a truly sustainable future. **While designed specifically for textile brands and retailers, the circularity module also provides a valuable framework for assessing any industry's collective and individual progress on circularity.**

Corporate Citizenship has partnered with Textile Exchange on this work because supporting brands, retailers, and supply chain partners in their sustainability journey must include guidance on circular thinking. We believe that the industry can be a catalyst of radical change - by pioneering responsible businesses, transforming the systems on which it relies, and maximizing value to society. Acting as critical friends, we aim to translate ambition into practical action.

**Cory Skuldt, Associate Director (North America)  
Corporate Citizenship**

### Guidance and principles referenced:

- Biological/Technical Cycles - Ellen MacArthur Foundation
- Circular Materials Framework - Fashion Positive+
- Cradle to Cradle Principles - C2C Certified
- 7 Key Elements – Circle Economy
- Circularity Roadmap for Apparel Brands – FWD Impact



## Leveling Up Your Circularity Strategy



Photo: Tchibo GmbH

The transition to a circular fashion system has the potential to unlock huge economic opportunity for brands willing to innovate and invest in new ways of doing business. Companies with circularity strategies often start by incorporating recycled materials into product collections, ideally traced to the source through "chain of custody" standards. Strategies might also include designing products for disassembly or recyclability, managing demand and providing services to extend a product's life. Here are some activities that top circularity performers have in common:

**They explore new business models.** Leading brands take a systems-thinking approach and are incorporating new business models like rental, alternative markets for unsold goods, and recommerce and extended product responsibility.

**They invest in innovation.** The industry needs new solutions to recycle textiles back into textiles without degrading quality. Leading brands are investing in research and development and engaging in pre-competitive collaborative initiatives to close the loop.

**They push the industry forward.** Leading brands share their learnings with others, treating the results of any internal innovation as an opportunity to lead industry transformation — not just a competitive advantage. Through industry groups, they collaborate with other changemakers to drive the entire industry's progress forward.

Full story: <https://mci.textileexchange.org/discover/circularity/>

# Business Integration Strategy, SDGs and Circularity

The companies listed here have reached a Level 4 Leading position in the overall Material Change Index (MCI) and related themes: Strategy, Sustainable Development Goals (SDGs), and/or the Circularity Index of the MCI.

	Material Change Index	Strategy & Integration	Sustainable Development Goals	Circularity
Company (alphabetical)	Level 4 Leading	Level 4 Leading	Level 4 Leading	Level 4 Leading
AB Lindex		●		
adidas AG		●		
Coyuchi, Inc.	●			
C&A AG	●	●		
DECATHLON SA	●	●		
EILEEN FISHER, Inc.	●			
Gap Inc.		●		
H&M Group	●	●	●	
IKEA of Sweden AB	●	●		
Inditex Group			●	
Kathmandu Limited		●		
Levi Strauss & Co.	●	●	●	
Loomstate, LLC	●			
MUD Jeans	●			●
Naturaline	●			
NIKE, Inc.	●			
Norrøna Sport		●	●	
Nudie Jeans	●	●		
Patagonia	●	●		
prAna	●	●		
PUMA SE		●		
PVH Corp			●	
Stanley/Stella SA	●			
Stella McCartney		●		
Tchibo GmbH	●	●		
The Burton Corporation		●		
Williams-Sonoma, Inc.		●		

- Table notes:**
1. MCI result is derived from the CFMB survey responses to the full survey, including Strategy and Integration, SDGs, Circularity, and Materials Portfolio.
  2. Family of Indices listed separately include: Strategy and Integration, SDGs and Circularity.
  3. Level 4 Leading companies are pioneering industry transformation and scored 76-100 out of 100 possible points.



# Materials Portfolio

## Cotton



### Analysis Highlights

[Deep dive into data](#)

#### 1. Risk Management - Policies common but direct intervention low

The highest reported risks in cotton cultivation are pesticide exposure, soil degradation, child labor, water (scarcity and pollution) and biodiversity loss. Climate change is interconnected to other risks but is explicitly identified as the sixth largest cotton cultivation risk. Most companies use certification (91%) or have policies in place (72%) to mitigate risk. Direct intervention at farm level is low (17%). Risk assessment and management at the processing level (ginning of seed cotton and shredding for recycled) is low, with policy and certification being the main mitigation tools (26%). The highest reported processing risks were child labor, forced labor, and health and safety. Also listed were risk of contamination (such as GMOs in non-GMO cotton and chemicals) and risk of unauthentic documentation of certified cotton.

#### 2. Investment - Need to go beyond payment of certification fees to more impactful investment

More than half of respondents are investing in their cotton supply base (53%), i.e. investing beyond certification and administration costs. Investments are primarily financial (51%) and multi-stakeholder (which aligns with the low results for direct intervention in the supply base as noted above) and include joining initiatives such as the Organic Cotton Accelerator and Make Fashion Circular's The Jeans Redesign. Overall, fewer companies said they invest directly in innovation when it comes to cotton (20%).

#### 3. Transparency - More work to do on regional transparency

Most companies could identify country of origin for some of their cotton (78%), however, by volume, approximately 46% of cotton sourced did not have any regional transparency. The regional risk profiles of cotton producing countries are very different, therefore human rights and environmental risks are potentially not sufficiently mitigated.

#### 4. Targets - Portfolio approach to cotton targets the norm

Almost three-quarters (74%) of companies have set "100% more sustainable" cotton targets with 31% sourcing 100% preferred already. Only 8% had no preferred cotton uptake targets. The majority of companies set targets at the portfolio level (i.e. sourcing from multiple cotton programs). However, some companies have set more specific targets, e.g. 100% certified organic, and, in one case, going beyond uptake targets to 100% traceable to farm.

#### 5. Uptake - Growing "preferred renewable" sourcing

Over half (56%) of the cotton sourced by reporting companies was "preferred renewable" (e.g. coming from programs such as the Better Cotton Initiative, Cotton made in Africa, organically grown cotton, and others). Only 1% was recycled and the remaining cotton use was reported as "conventional". There were nearly twice as many companies sourcing organic cotton as there were BCI, indicating that while the scale is achieved by sourcing BCI, organic is important to many brands, and a portfolio approach of one or more preferred cottons is common.

#### 6. Impact Monitoring - Measurement remains a challenge

More than half of companies use industry tools such as the Sustainable Apparel Coalition's Higg Materials Sustainability Index (Higg MSI) for impact measurement (53%). Considerably fewer are directly monitoring at farm level, either through collecting qualitative data or quantitative data, or a mix of both. 24% are not monitoring sustainability impacts at all. Further, it remains challenging for companies to quantify impact savings from their specific supply chains as 57% were unable to do so.

# Cotton



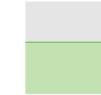
76%

of participants completed the cotton module in 2019



74%

of participants had a 100% target for more sustainable cotton



1.4 million tons

57% of cotton was sourced from preferred cotton programs



Global warming

↓ 6%

292,825 tons CO<sub>2</sub>e of greenhouse gas emissions saved



■ Participants' actual use\*  
■ Conventional equivalent

\* Includes: conventional, CmiA, organic, recycled cotton (Higg MSI)



647,026 hectares

of land was under organic or improved land management



279,430

farmers participated in growing more sustainable cotton



25,487 tons

of cotton waste was diverted from waste streams

[View online dashboard](#)

### Company Highlights

- One company mapped cotton cultivation to specific locations and water basins and conducted water footprinting to better understand the water intensity and water scarcity risk of its cotton sourcing. The company expects to continually map this to understand how its impact changes over time.
- In partnership with the Fair Labor Association (FLA) and Iyi Pamuk Uygulamalari Dernegi (Good Cotton Practices Association), seven companies invested in a program to address social risks and labor conditions at Turkish cotton farms, and designed interventions to address labor gaps.
- One company sponsored the International Space Station (ISS) Cotton Sustainability Challenge providing researchers with grants to test its ideas for improving crop production and water sustainability on Earth using ISS' technology. The project was recognized among Fast Company's World Changing Ideas of 2019 and was honored with the Space Pioneer Award at the Kennedy Space Center. The company hopes that the research will lead to breakthroughs and collaborations that enhance overall cotton sustainability.
- One company's main fabric supplier is providing traceability back to the farm; the company is now requesting this of its other suppliers. Most of the company's recycled cotton comes from its own production waste.
- One company is trialing organic post-consumer recycled products, sourced from its own take-back scheme. The company has a target to increase volumes in the future.



# Materials Portfolio

## Cotton



The Cotton Index is a holistic consideration of both management and uptake of preferred cotton. The companies listed here achieved a Level 4 Leading position in the 2019 MCI Cotton Index and/or progress in uptake of preferred cotton.

Company (alphabetical)	Cotton Index	Portfolio Progress			Top 10 by Volume			
	Level 4 Leading	Organic at 100%	Preferred at 100%	Preferred >50%	Organic Fair Trade	Organic	Recycled	Preferred
AB Lindex	●			●		7		
adidas AG	●		●	●				5
ALANA		●	●	●				
ALDI Group						4	4	
ARMEDANGELS	●			●	6			
Arthur and Henry		●	●	●				
ASOS Plc.	●			●				
BESTSELLER A/S	●			●		9		10
Boll & Branch	●	●	●	●	1			
Burberry	●			●				
C&A AG	●			●		2		7
Continental Clothing Co.					10			
Cotonea	●	●	●	●	4			
Coyuchi, Inc.	●	●	●	●	8			
DECATHLON SA	●			●			7	
Dedicated Sweden AB	●	●	●	●	5			
Dibella Group					3			
EILEEN FISHER, Inc.	●			●				
Fjällräven International AB				●				
Gap Inc.								4
greenfibres limited		●	●	●				
G-Star RAW B.V.				●				
H&M Group	●			●		1	2	1
HempAge AG		●	●	●				
Hemtex AB				●				
IKEA of Sweden AB	●		●	●			1	2
INDIGENOUS		●	●	●				
Inditex Group	●					3	5	
J Sainsbury Plc				●				
KALANI S.A.	●	●	●	●				
KappAhl Sverige AB	●			●				
Kathmandu Limited	●			●				
Kering							9	
KNICKEY		●	●	●				
KnowledgeCotton Apparel	●	●	●	●	7			
Kuyichi B.V.		●	●	●				
Levi Strauss & Co.	●			●				3
Loomstate, LLC	●	●	●	●				
Mantis World Limited				●				
Mara Hoffman				●				
Marks and Spencer	●		●	●			6	9
MEC		●	●	●				
MetaWear Organic		●	●	●				

# Cotton



Company (alphabetical)	Cotton Index	Portfolio Progress			Top 10 by Volume			
	Level 4 Leading	Organic at 100%	Preferred at 100%	Preferred >50%	Organic Fair Trade	Organic	Recycled	Preferred
Mini Rodini	●	●	●	●				
MQ Holding AB				●				
MUD Jeans	●	●	●	●				
Naturaline	●			●	2			
Naturepedic Organic Mattresses		●	●	●				
NIKE Inc.	●			●		6	3	6
Norrøna Sport		●	●	●				
Nudie Jeans	●	●	●	●				
Otto Group	●			●			8	
Outerknown				●				
Patagonia	●	●	●	●				
People Tree Ltd				●				
prAna	●	●	●	●				
PUMA SE	●							
PVH Corp							10	8
Scania CV AB				●				
SKFK ethical fashion				●				
Stanley/Stella SA	●	●	●	●		10		
Stella McCartney	●			●				
Target				●				
Tchibo GmbH	●			●		5		
Ten Tree International Inc.		●	●	●				
Tesco Stores Ltd	●			●				
The Burton Corporation				●				
Tierra		●	●	●				
Timberland				●				
VARNER				●		8		
Veja Fair Trade SARL	●	●	●	●	9			
Waschbär (Triaz GmbH)				●				
Wear Pact, LLC	●	●	●	●				
Williams-Sonoma, Inc				●				
WOOLWORTHS (PTY) LTD	●			●				

**Table notes:**

1. Cotton Index: The Cotton Index is part of the Material Change Index family of indices and is derived from the CFMB survey responses to the Cotton Module.
2. Level 4 Leading: Companies that are pioneering industry transformation and scored 76-100 out of 100 possible points in the Cotton Index.
3. Preferred Cotton Portfolio: includes BASF e3, Better Cotton Initiative, bioRe, Cotton made in Africa, Fair Trade, Organic, Organic Fair Trade, and recycled.
4. Portfolio Progress: Companies that are at 50% or more preferred cotton (including companies at 100%).
5. Top 10 by Volume: Companies reporting the highest volumes of preferred cotton uptake.



# Cotton



## Leveling Up Your Cotton Sourcing



Photo: EILEEN FISHER

In addition to sourcing preferred alternatives to conventional cotton - like certified organic cotton, recycled cotton, Fairtrade cotton, Better Cotton Initiative (BCI) cotton, REEL cotton and Cotton made in Africa (CmiA) — there are some key activities that top performers in the MCI's cotton category have in common:

**They equip buying teams and build upstream relationships.** Supply chains are complex, with lots of layers between the company and the cotton farm. When buying and production teams get to know their cotton producers or suppliers, it can lead to better buy-in and the ability to influence purchase agreements with farms.

**They go beyond certification.** The demand for certified organic cotton currently outstrips the available supply. Brands can supplement their organic sourcing by investing in other programs that can scale quickly and incentivize more sustainable practices - like transitional organic, recycled and cotton grown using regenerative techniques.

**They work directly with farming communities.** Companies can visit the farms from which they source to understand specific farmer needs or explore sourcing directly from farmers. They might aggregate demand with other buyers or share buying plans with farmers, so farmers can be better prepared to respond.

Full story: <https://mci.textileexchange.org/discover/cotton/>



Photo: Volcom

# Materials Portfolio

## Polyester



### Analysis Highlights

[Deep dive into data](#)

#### 1. Risk Management - Most have assessed, but few mitigate

The most significant feedstock risks reported are the depletion of resources, climate change, energy use, and chemicals; many companies are divesting from the use of fossil-based feedstock (84%), with 7% completely divested. For recycled feedstock, 32% of companies are managing risks, with the use of chain of custody as a common approach to decrease risk. Some companies emphasized that risks remain throughout the full supply chain back to bottle collection, with health and safety related risks during collection and hand sorting, as well as child labor. 75% of companies have assessed risk and have a management system in place for polyester fiber production, prioritizing chemicals, labor, energy use and microfibers. Many manage these risks via certification (65%).

#### 2. Investment - Innovation leads investment strategies

30% of companies said they invest in the sustainability of polyester, with a major focus of this investment on innovation. Some companies mentioned funding research (e.g. The Microfiber Consortium, Ocean Wide Plastic Lab, Parley For The Oceans), and others were seeking to accelerate biobased polyester availability to shift sourcing to renewable plant-based ingredients. Other investments relate to recycling technology (including piloting chemical recycling of cutting room waste) and ocean plastic clean-ups.

#### 3. Transparency - Challenging the further upstream you go

Transparency remains a challenge in polyester supply chains, with survey responses indicating that approximately 48% of polyester production by uptake volume was of unknown origin. Most uptake is attributed to China (27%), with Taiwan, Japan, USA, India and Europe following. 76% of companies have mapped some fabric producers; however, mapping is much less prominent at spinner/extruder or fiber producer levels (35% and 34% respectively). Only 16% of companies mapped feedstock suppliers, including recycled feedstock suppliers. From a communications perspective, 45% list their CMTs (cut make trim facilities) publicly and 19% list fabric producers, but the more upstream supply chain is largely not communicated externally.

#### 4. Targets - Recycled polyester leads

The majority of companies' preferred polyester targets focus on recycled polyester only, although a few incorporate renewable feedstock sources into their targets. Others focus less on feedstocks and more on processing (e.g. 100% bluesign certified products). Overall, 38% of companies have set a 100% more sustainable polyester target.

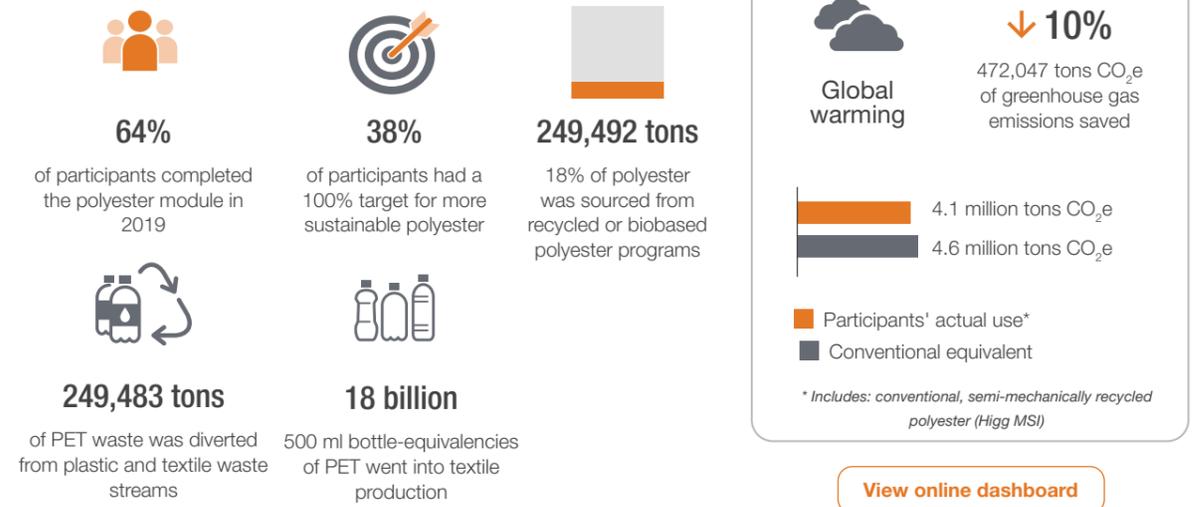
#### 5. Uptake - Percentage preferred still low

73 companies reported sourcing recycled polyester, and 4 companies biobased polyester. Biobased polyester volumes remain at less than 1% of total polyester uptake, while recycled polyester was 18% of polyester volume. 65% of companies source recycled polyester with at least partial GRS certification, 30% with RCS, and 49% rely on supplier declarations for their preferred polyester.

#### 6. Impact Monitoring - Measurement remains a challenge

45% of companies use industry tools such as the Higg MSI for impact measurement of polyester, however 36% are not measuring at all. Some suppliers provide savings data and equivalencies (e.g. number of plastic bottles) for brands to better understand impact reduction. A few companies are conducting their own studies to better understand the impact of their specific supply chains.

# Polyester



### Company Highlights

- One company is sourcing all its recycled polyester from suppliers certified to the Global Recycled Standard (GRS) to ensure that all recycled polyester in its end products is actually from post-consumer waste.
- One company highlighted cooperation with the organization First Mile, championing plastic collectors in underdeveloped communities, and providing them with very high supply chain visibility and assurances of mitigating social and environmental risk.
- Another company is working with scientists to measure its sustainability impacts in general, with a big focus on polyester. The company's objective is to calculate the cradle to grave greenhouse gas scope 1, 2 & 3 emissions and water footprint through a hybrid life cycle assessment (LCA) model and a best practice accounting methodology. The model combines input-output and process LCA methods, enabling the company to focus on the key hotspots in its value chain.



# Materials Portfolio

## Polyester



The Polyester Index is a holistic consideration of both management and uptake of preferred polyester. The companies listed here achieved a Level 4 Leading position in the 2019 MCI Polyester Index and/or progress in uptake of preferred polyester.

Company (alphabetical)	Polyester Index	Portfolio Progress			Top 10 by Volume
	Level 4 Leading	Recycled at 100%	Preferred at 100%	Preferred >50%	Recycled
adidas AG	●				3
ALANA			●	●	
ARMEDANGELS			●	●	
DECATHLON SA	●				5
EILEEN FISHER, Inc.				●	
H&M Group					6
IKEA of Sweden AB	●			●	1
Inditex Group					10
Kathmandu Limited					8
KnowledgeCotton Apparel				●	
Kuyichi B.V.				●	
Loomstate, LLC			●	●	
Mara Hoffman				●	
Marks and Spencer					7
MetaWear Organic			●	●	
Mini Rodini	●		●	●	
NIKE, Inc.					2
Norrøna Sport				●	
Nudie Jeans				●	
Outerknown				●	
Patagonia	●				
prAna				●	
Stanley/Stella SA				●	
Target					4
Ten Tree international Inc.			●	●	
The North Face					9
Trendsetter Home Furnishings			●	●	
Veja Fair Trade SARL			●	●	

**Table notes:**

1. Polyester Index: The Polyester Index is part of the Material Change Index family of indices and is derived from the CFMB survey responses to the Polyester Module.
2. Level 4 (Leading): Companies that are pioneering industry transformation and scored 76-100 out of 100 possible points in the Polyester Index.
3. Preferred Polyester Portfolio includes: Biobased and recycled.
4. Portfolio Progress: Companies that are at 50% or more preferred polyester (including companies at 100%).
5. Top 10 by Volume: Companies reporting the highest volumes of recycled polyester uptake.

# Polyester



## Leveling Up Your Polyester Sourcing

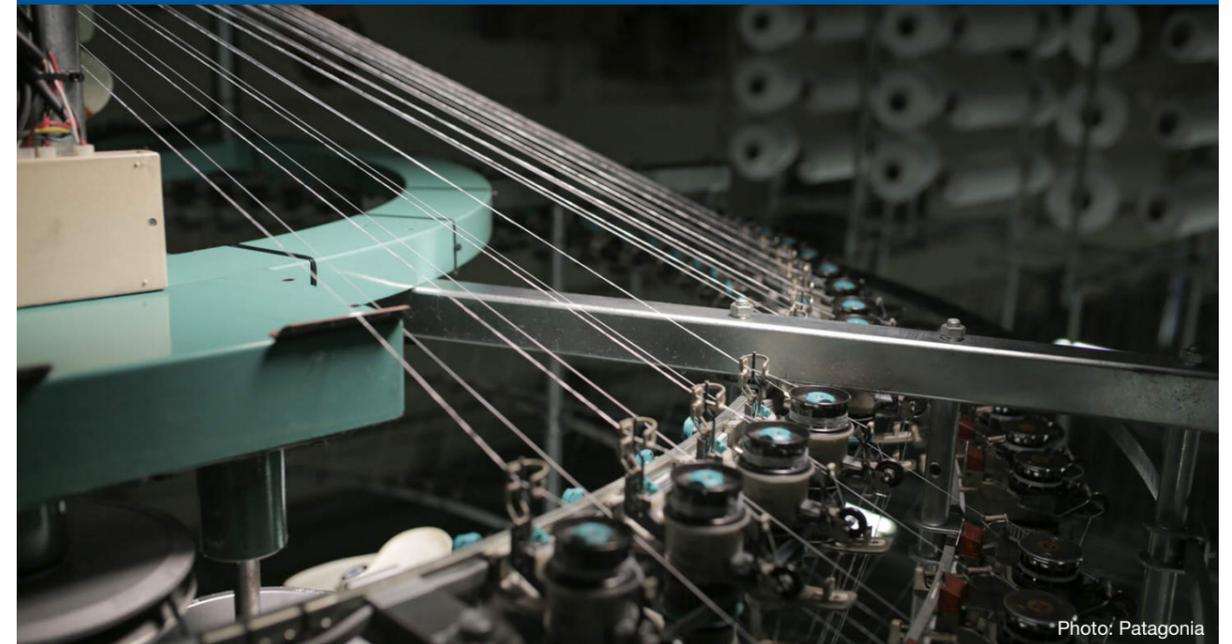


Photo: Patagonia

Preferred alternatives to virgin polyester include recycled polyester and biobased polyester, ideally tracked through “chain of custody” standards like the Recycled Claim Standard (RCS), Global Recycled Standard (GRS) and SCS Recycled Content Certification. In addition to prioritizing these preferred options, top performers in the MCI’s polyester category take action in other ways:

**They invest in the future.** Biosynthetics are an emerging preferred fiber to polyester. Leading brands don’t just wait for new sustainable materials like these to be widely available; they invest in research and development and help suppliers bring them to market.

**They look to close the loop.** Companies have an exciting opportunity to create a continuous loop of recycled polyester by using old textiles as inputs for new garments. Forward-thinking companies are collaborating on post-consumer collection solutions that address plastic and textile waste at the source.

**They connect consumers to the story.** With growing consumer awareness of plastic waste, it is a good time to use powerful storytelling to get people excited about recycled polyester. Plus, it’s easier to make a business case for investing in recycled inputs when customers are demanding products made from recycled materials.

Full story: <https://mci.textileexchange.org/discover/polyester/>



# Materials Portfolio

## Nylon



### Analysis Highlights

[Deep dive into data](#)

#### 1. Risk Management - Widespread uptake low

While 74% of companies have assessed the fossil-based feedstock risks of conventional nylon sourcing, no companies reported having any management system to mitigate these risks. Uptake of preferred nylon by participants remains at 1% of their total uptake, demonstrating that while preferred nylon product launches are becoming more common, widespread uptake is lacking. 47% of companies are using certification to mitigate some nylon production risk (chemicals, labor, climate change and energy use), however this is not comprehensively applied across the entire nylon sourcing chain.

#### 2. Investment - Most are not investing in nylon

The majority of companies have not invested in the sustainability of nylon (79%). The most common investment was funding the creation of innovative new fibers and recycling technology (13% of companies).

#### 3. Transparency - Visibility is low

61% of companies have no visibility to any of their nylon production countries, with only 13% having more than 75% visibility. Similar to polyester, a commitment to GRS-certified recycled nylon is seen to mitigate potential sourcing risk and enable increased supply chain transparency. 68% of companies have mapped back to some of their fabric producers; however, approximately 54% of uptake volume cannot be attributed to a country for nylon production.

#### 4. Targets - Few have a 100% target

Only 18% of companies have a 100% more sustainable nylon target. Some companies have nominated specific suppliers within their nylon targets (e.g. Aquafil's Econyl). A smaller group of companies aim to also source responsibly produced, plant-based nylon to meet overarching preferred nylon targets. Of the 63% of companies with a target for uptake of more sustainable (e.g. recycled) nylon, less than half are disclosing these targets publicly.

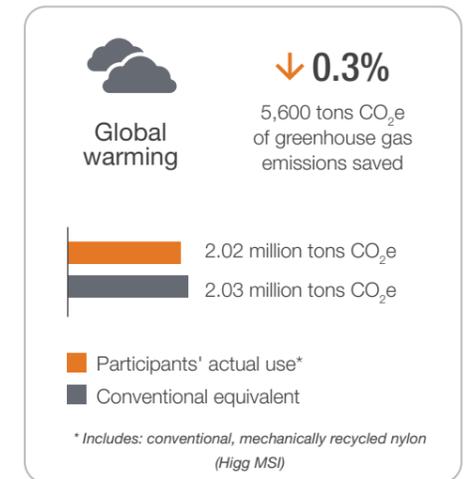
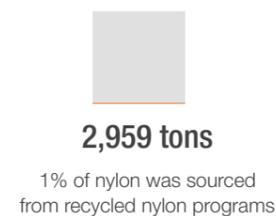
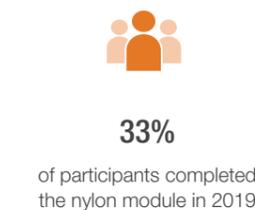
#### 5. Uptake - Conventional nylon dominates

Nylon is typically a smaller volume fiber for many companies. 46 companies reported volumes of conventional nylon, and 29 companies reported volumes of recycled nylon; however, uptake remains 99% conventional by volume and 1% recycled. None of the participating companies had achieved 100% in their preferred nylon uptake, nor did any company report any uptake volumes of biobased nylon.

#### 6. Impact Monitoring - Industry tools driving measurement

50% of companies are using industry tools to measure the impact of nylon (e.g. Higg MSI), and 34% are not measuring nylon impacts at all. Some preferred nylon suppliers provide companies with impact improvement data e.g. equivalencies of waste savings associated with their recycled nylon uptake (e.g. equivalent kilograms of waste diverted or number of fishing nets used as feedstock).

# Nylon



[View online dashboard](#)

### Company Highlights

- Many companies are relying on their use of the Global Recycled Standard (GRS) to mitigate environmental and social risk associated with recycled nylon production.
- A number of companies are sourcing bluesign certified textiles (including nylon) to mitigate risk and improve management of chemical risks associated with nylon.
- One company is working with its investment partners, as well as its supply chain partners, on developing a new, lower impact recycled nylon feedstock, potentially mitigating some of the associated sustainability risks (e.g. microplastics).
- One company noted that its certified fiber manufacturer adds a tracer to the fiber and can (at the final product level) verify that the fiber used is theirs.
- Multiple companies noted that their lack of investment in nylon sustainability (and associated lack of a strategy, management system or internal goals) left them exposed to both business risks as well as sustainability risks.



# Materials Portfolio

## Nylon



The Nylon Index is a holistic consideration of both management and uptake of preferred nylon. The companies listed here achieved a Level 4 Leading position in the 2019 MCI Nylon Index and/or progress in uptake of preferred nylon.

Company (alphabetical)	Nylon Index	Portfolio Portfolio		Top 10 by Volume
	Level 4 Leading	Preferred at 100%	Preferred >50%	Recycled
AB Lindex				4
ASOS Plc.				10
Columbia Sportswear Company				6
DECATHLON SA			●	
Gap Inc.				5
H&M Group				3
Kathmandu Limited				1
Mara Hoffman			●	
Patagonia	●		●	2
prAna				7
PVH Corp				9
The North Face				8

**Table notes:**

1. Nylon Index: The Nylon Index is part of the Material Change Index family of indices and is derived from the CFMB survey responses to the Nylon Module.
2. Level 4 Leading: Companies that are pioneering industry transformation and scored 76-100 out of 100 possible points in the Nylon Index.
3. Preferred Nylon Portfolio includes: Biobased and recycled.
4. Portfolio Progress: Companies that are at 50% or more preferred nylon (including companies at 100%).
5. Top 10 by Volume: Companies reporting the highest volumes of preferred nylon uptake.

# Nylon



## Leveling Up Your Nylon Sourcing



Photo: Outerknown

Recycled nylon is a preferred alternative to virgin nylon, ideally tracked through a “chain of custody” standard like the Recycled Claim Standard (RCS), Global Recycled Standard (GRS) or SCS Recycled Content. Biobased nylons produced with renewable raw materials are promising, though verifiable sustainability standards for these kinds of materials are yet to take hold. Beyond sourcing preferred alternatives, top performers in the MCI’s nylon category have some other practices in common:

**They bring nylon into focus.** Leading brands invest in storytelling to educate consumers about recycled nylon’s sustainability and drive interest.

**They explore biobased alternatives.** Still in the early stages of development, biobased nylons could prove to be another option, alongside recycled, for companies preferred nylon portfolios. Companies are investing in research and development and engaging in pre-collaborative initiatives like Textile Exchange’s Biosynthetics Working Group and Fashion for Good.

**They factor durability into the equation.** Instead of evaluating sustainability solely from a production standpoint, leading brands consider it over the entire lifecycle of a garment. This is especially important for nylon, often chosen for its quality characteristics. Brands might make design changes to ensure a product made of recycled materials stands the test of time, or look for ways to extend the life of garments through repair or recycling programs.

Full story: <https://mci.textileexchange.org/discover/nylon/>



# Materials Portfolio

## Manmade Cellulosics



### Analysis Highlights

[Deep dive into data](#)

#### 1. Risk Management - Majority have forestry risks top of mind

Deforestation, logging of high conservation value forest, water and air pollution, are key risks in the production of manmade cellulosic fibers (MMC). 70% of companies have a management system in place (mostly through strategy development, policy and sourcing certified feedstock) to mitigate forest-based feedstock risk. 21% are still to assess their feedstock risks. Pulp production has had the least attention of all the production stages, with 43% of companies not having assessed pulp-level production risks. 55% of companies have criteria in place for mitigating fiber production risk (mostly through strategy and policy), and 28% of participants are yet to assess their fiber production risks.

#### 2. Investment - Few but diverse investments

Only a small number of companies are investing in the sustainability of MMC production (23%). However, investment is diverse and includes innovation (11%), stakeholder programs (11%) and supplier partnerships (6%). Investment in innovation includes both new fibers and new recycling technologies.

#### 3. Transparency - Majority from unknown origin

MMC supply chains remain opaque, with only 13% of companies having visibility to country of origin of more than 75% of feedstock. Approximately 57% of MMC uptake reported was from unknown origin. Where visibility exists, the largest volumes of MMC are from China, Europe, South Africa, Canada, India, Indonesia and Thailand. 58% of companies have visibility of fiber suppliers, and 21% have visibility to some pulp suppliers. Resources such as Canopy's Hot Button Report, are being used to manage risks from the lack of transparency; however, there remains significant scope to increase supply chain visibility.

#### 4. Targets - Targets mostly at feedstock level

28% of companies have not set MMC targets, measurable or otherwise. For companies with targets, they are predominantly set at feedstock level (i.e. forestry) with 57% committed to sourcing 100% "more sustainable" feedstock. The route to achieving this target is typically through nominating specific suppliers and/or requiring forestry certification. Factory-level requirements noted were bluesign, the European Union's Best Available Techniques (BAT) compliance, and OEKO-TEX® 100 certification. Industry stakeholders are currently working to improve sustainability requirements at the fiber production level, this will allow for greater guidance for a "preferred" MMC.

#### 5. Uptake - Conventional still dominates

Of all MMC sourced, 32% was "preferred, renewable" which includes lyocell and modal as well as viscose and acetate with certified forestry feedstock. Less than 1% of uptake volume could be attributed to recycled cellulose. 21% of all MMC reported was FSC or PEFC certified, 6% explicitly FSC-only, and the remaining portion was reported as uncertified forestry (73%). Companies largely rely on supplier declarations to verify MMC credentials through to final product (75%), some are using identity-preserved systems to validate some of their sourcing (32%), with some companies using both models. 17% of companies have no verification of their MMC sourcing.

#### 6. Impact Monitoring - Measurement common but impact evidence less clear

45% of companies are not measuring MMC sustainability impacts and 40% rely on industry tools. 25% of companies were able to provide evidence of a positive impact, often associated with their sourcing from specific suppliers who provide impact reduction data but included climate-related forestry research.

# Manmade Cellulosics



46%

of participants completed the MMC module in 2019



57%

of participants have a target for sourcing MMCs with 100% more sustainable feedstock



91,531 tons

32% of MMC was sourced from preferred MMC programs



Global warming

↓ 13%

272,774 tons CO<sub>2</sub>e of greenhouse gas emissions saved



■ Participants' actual use  
■ Conventional equivalent

\* Includes conventional and preferred MMC (modeled as equivalent to Lenzing Viscose (Asia), TENCEL™ Lyocell, Lenzing Modal® and Eastman Naia (acetate)) (Higg MSI)

[View online dashboard](#)



26,569 Hectares

of land was under certified forestry

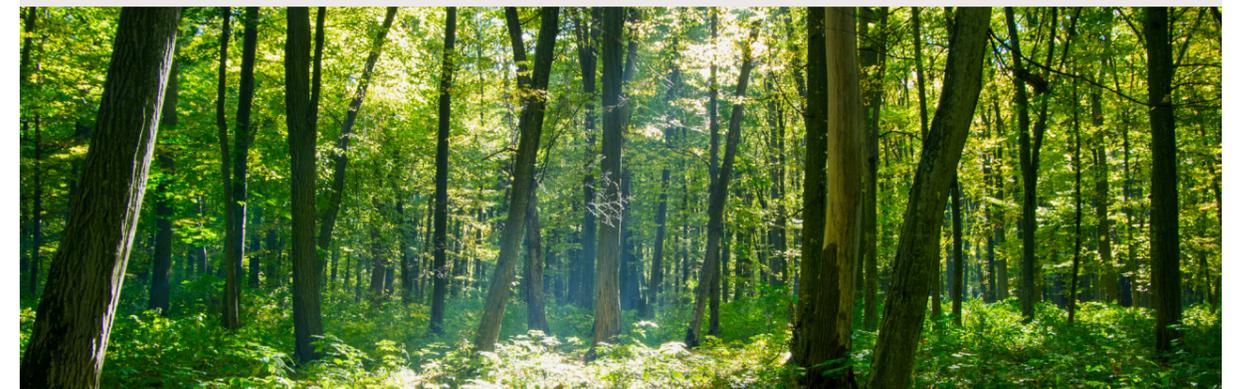


213 tons

of waste was diverted from textile waste streams into recycled MMC fibers

### Company Highlights

- A number of companies said they are relying on CanopyStyle audits to know which suppliers are assessed as low risk of sourcing controversial feedstock.
- One company is supporting the development of technology for the production of a new feedstock. Through this investment, a new material has been developed combining plant fibers from certified feedstock with cutting waste from manufacturing of cotton garments.
- Some companies are investing in innovation-orientated organizations such as Fashion for Good, Fashion Positive, and others are investing in specific start-ups that are innovating with alternative or recycled feedstocks.
- A number of companies are signatories to manmade cellulosic-related industry commitments e.g. 30% of participants said they are signatories to the CanopyStyle Commitment and 22% to the Changing Markets Roadmap.
- One company explained how it was raising awareness by visiting its suppliers to present the risks associated with viscose production and the importance of sourcing from sustainably managed forests.



# Materials Portfolio

## Manmade Cellulosics



The Manmade Cellulosics Index is a holistic consideration of both management and uptake of preferred manmade cellulosics. The companies listed here achieved a Level 4 Leading position in the 2019 MCI Manmade Cellulosics (MMC) Index and/or progress in uptake of preferred manmade cellulosics.

Company (alphabetical)	MMC Index	Portfolio Progress			Top 10 by Volume	
	Level 4 Leading	Lyocell at 100%	Preferred at 100%	Preferred >50%	Lyocell	Preferred
AB Lindex	●			●	7	
ARMEDANGELS	●		●	●		
ASOS Plc.				●		
BESTSELLER A/S					4	9
C&A AG	●			●	6	1
Dedicated Sweden AB		●	●	●		
EILEEN FISHER, Inc.	●			●		
Esprit Europe Services GmbH					9	
Fjällräven International AB				●		
Gap Inc.				●		5
H&M Group	●				3	2
IKEA of Sweden AB	●			●	1	3
Inditex Group					2	4
KappAhl Sverige AB			●	●		
Kathmandu Limited		●	●	●		
KnowledgeCotton Apparel			●	●		
Levi Strauss & Co.	●		●	●	5	10
Mara Hoffman			●	●		
Marks and Spencer					8	
MEC		●	●	●		
Mini Rodini			●	●		
Next Plc.				●	10	7
Norrøna Sport		●	●	●		
Nudie Jeans		●	●	●		
Outerknown		●	●	●		
Patagonia		●	●	●		
People Tree Ltd		●	●	●		
prAna	●		●	●		
Recreational Equipment, Inc. (REI)			●	●		
Royal Robbins LLC				●		
SKFK ethical fashion			●	●		
Stanley/Stella SA			●	●		
Stella McCartney	●			●		
Tchibo GmbH				●		8
Ten Tree International Inc.		●	●	●		
Tesco Stores Ltd				●		6
Tierra		●	●	●		
The North Face				●		
WOOLWORTHS (PTY) LTD			●	●		

**Table notes:**

1. MMC Index: The MMC Index is part of the Material Change Index family of indices and is derived from the CFMB survey responses to the MMC Module.
2. Level 4 Leading: Companies that are pioneering industry transformation and scored 76-100 out of 100 possible points in the Manmade Cellulosics Index.
3. Preferred MMCF Portfolio includes: Acetate, Lyocell, Modal, Viscose with forestry certification (FSC and/or PEFC), Recycled.
4. Portfolio Progress: Companies that are at 50% or more preferred MMCF (including companies at 100%).
5. Volume: Companies reporting the highest volumes of preferred MMCF uptake.

# Manmade Cellulosics



### Leveling Up Your Manmade Cellulosics Sourcing

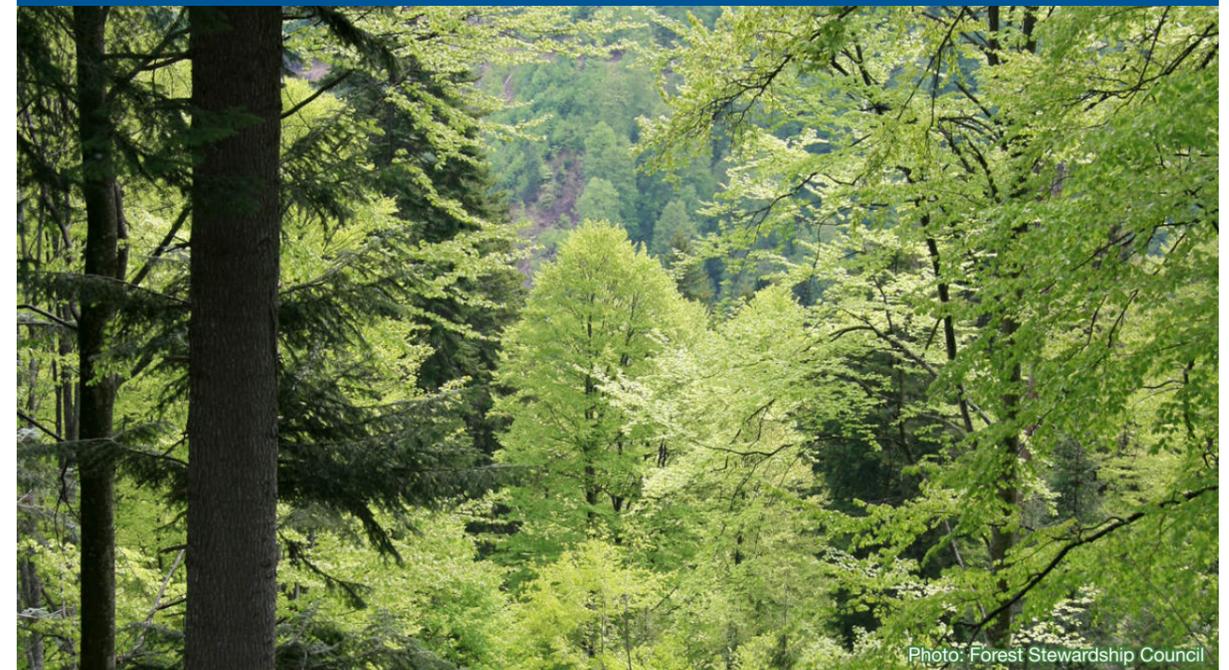


Photo: Forest Stewardship Council

Textile Exchange's definition of a preferred manmade cellulosic (MMC) is evolving in line with other work in the industry to tighten up sustainability criteria. Of the MMC options, it's safe to say that lyocell is considered best in class, as well as recycled cellulose materials. Manufacturers Lenzing, Aditya Birla, and ENKA also rank highly for their sourcing practices in Canopy's Hot Button Report. Leading brands in the MCI's MMC category source these preferred materials, and they also have these activities in common:

**They map their suppliers.** Brands can take meaningful action on deforestation by investing in supply chain transparency and mapping regional issues and high-risk areas. They must also ensure that their supplier choices are aligned with theirs on forest protection.

**They broaden focus from forest to factories.** Leading companies also consider the chemical emissions and waste that result from viscose production. Brands can accelerate improvements by switching out viscose for lyocell and channelling their business to responsible suppliers.

**They collaborate for change.** Top performers collaborate around solution-finding and get involved with industry initiatives like CanopyStyle and Forum for the Future's visioning exercise, as well as actively engage in topical discussions via Textile Exchange's Manmade Cellulosic Fibers Round Table.

Full story: <https://mci.textileexchange.org/discover/cellulosics/>



### Analysis Highlights

[Deep dive into data](#)

#### 1. Risk Management - Policies and certification lead

Mulesing remains the largest sheep farming risk reported by companies, followed by other animal welfare considerations, land degradation, and labor. Risk management has focused on policy development (67%), and use of certification (48%). Wool processing risks (e.g. cleaning, scouring, drying) have been assessed by only 24% of companies, focusing mainly on chemicals, and health and safety of workers.

#### 2. Investment - Focusing on achieving certification

The majority (76%) of companies are not investing in the sustainability of wool beyond sourcing from preferred wool sources. Some companies are making investments - 17% do so by providing in-kind support and 15% financial support, some providing both. Investment has focused on strengthening and deepening supplier partnerships (15%) as well as investing in preferred wool programs (11%).

#### 3. Transparency - Many know country of origin

Most companies have some visibility of country of origin, with 52% of companies having over 75% visibility. When combining country of origin with uptake, approximately 51% of wool sourced has no known country of origin. Comparatively, companies are conducting more supply chain mapping for wool than for other fibers, with some companies developing databases to track processing level, spinning location and farms of each of their purchases. Multiple companies have committed to using only certified recycled wool to strengthen and back-up their claims.

#### 4. Targets - Focused on sourcing non-mulesed wool

Near-term company targets typically focus on sourcing non-mulesed wool, however companies' longer-term targets show a commitment to transitioning uptake to certified preferred programs (organic, recycled RWS (Responsible Wool Standard) and ZQ certified). 35% of companies commit to 100% "more sustainable" wool targets, while 33% do not have any "more sustainable" wool targets.

#### 5. Uptake - Conventional dominates

40 companies sourced conventional wool or equivalent, with 15 companies reporting uptake of RWS certified, 13 companies reporting use of recycled wool, and 9 companies are sourcing organic. Six companies reported use of "other" wool programs, including Climate Beneficial wool and Cradle-To-Cradle certified. Participants' focus is currently on ensuring non-mulesed wool enters their supply chains, and conventional wool sourcing remains dominant at 93% of total uptake volume (because non-mulesed wool, without any other sustainability credentials, is designated as conventional in our benchmark). Recycled wool achieved 4% of total wool uptake, with preferred renewable wool programs, i.e. Organic, RWS, and ZQ certified, representing 3% of total uptake.

#### 6. Impact Monitoring - Less focus than for other fibers

The main focus for wool has been on animal welfare outcomes, and when compared to other fibers, there is less measurement of environmental impacts. Both are necessary. Some wool suppliers and cooperatives provide companies with evidence of a positive impact and 13% were able to show qualitative evidence of a positive impact and 9% were able to show quantitative evidence of a positive impact. Overall, 78% are unable to demonstrate impact improvements.



40%

of participants completed the wool module in 2019



35%

of participants had a 100% target for more sustainable wool



4,537 tons

7% of wool was sourced from preferred wool programs



639,024

sheep were covered by farm programs



2,449 tons

of waste wool was diverted from textile waste streams

[View online dashboard](#)

### Company Highlights

- One company has undertaken training over the last three years with all parts of the supply chain from farms, top makers, spinners, mills to garment factories as part of its Responsible Wool Standard rollout. The company obtains supplier declarations for non-mulesed wool for all non-RWS wool used.
- Some companies are combining certifications with additional due diligence or criteria to ensure that investments into sourcing preferred wool fully meet their internal expectations.
- A significant portion of one company's wool is from the Ovis 21 Network, a Savory Land-to-Market supplier. The wool growers' land is verified for showing continuous improvement in ecological health using the Ecological Outcome Verification (EOV) methodology.
- One company invests in partnership with its merino wool supplier in South Africa. The company is now planning similar investments for the remainder of its wool production.
- One company worked with a farm directly in its headquarters country to develop a fully traceable, undyed line of products produced without hazardous chemicals. The wool is from sheep that are raised with respect for nature, and the company is starting to reinvigorate the wool industry in its home country.
- One company has invested in the Fibreshed Carbon Farm Fund, seeking to reintegrate animals into cropping systems and produce 'Climate Beneficial Wool' from regenerative agricultural systems.



# Materials Portfolio

## Wool



The Wool Index is a holistic consideration of both management and uptake of preferred wool. The companies listed here achieved a Level 4 Leading position in the 2019 MCI Wool Index and/or progress in uptake of preferred wool.

Company (alphabetical)	Wool Index	Portfolio Progress		Top 10 by Volume		
	Level 4 Leading	Preferred at 100%	Preferred >50%	Responsible Wool Standard	Recycled	Preferred
AB LINEX					7	
ALANA			●			
ARMEDANGELS	●	●	●			
BESTSELLER A/S					4	8
Darn Tough Vermont				9		
EILEEN FISHER, Inc.				1		9
Fjällräven International AB					9	
Gap Inc.				4	5	7
Gucci						10
H&M Group				5	2	4
Helly Hansen AS		●	●			6
HempAge AG		●	●			
HUGO BOSS				10	8	
IceBreaker	●		●	2		2
IKEA of Sweden AB						3
Kathmandu Limited				7		
KnowledgeCotton Apparel			●			
Marks and Spencer				3	3	5
MEC		●	●			
Naturepedic Organic Mattresses		●	●			
Norrøna Sport			●	6		
Nudie Jeans		●	●			
Outdoor Voices			●		10	
Patagonia	●	●	●	8		
prAna					6	
Tierra			●			
UGG	●		●		1	1

**Table notes:**

1. Wool Index: The Wool Index is part of the Material Change Index family of indices and is derived from the CFMB survey responses to the Wool Module.
2. Level 4 Leading: Companies that are pioneering industry transformation and scored 76-100 out of 100 possible points in the Wool Index.
3. Preferred Wool Portfolio includes: Organic, Responsible Wool Standard (RWS), ZQ Certified, Recycled.
4. Portfolio Progress: Companies that are at 50% or more preferred wool (including companies at 100%).
5. Top 10 by Volume: Companies reporting the highest volumes of preferred wool uptake.

# Wool



## Leveling Up Your Wool Sourcing



Photo: Shaniko Wool Company

Companies looking to source preferred wool have a few options, including Textile Exchange's Responsible Wool Standard (RWS), organic wool certified by the Organic Content Standard (OCS) or Global Organic Textile Standard (GOTS) and recycled wool certified to the Global Recycled Standard (GRS), Recycled Claim Standard (RCS) or SCS Recycled Content Certification. Along with prioritizing these preferred options, top performers in the MCI's wool category embrace the following approaches:

**They consider both the environment and animals.** Leading brands seek preferred wool options that address environmental issues like overgrazing, as well as animal welfare risk areas like shearing, poor husbandry procedures and mulesing.

**They incentivize innovation.** There can be barriers when integrating a new material into a supply chain, so it's important to train internal teams so they understand the importance of more sustainable fibers and are encouraged to source better options. Brands can set specific uptake targets or make policies public to further incentivize employees.

**They work with farmers.** Leading brands make long-term commitments to certified farms and work with farmers to progress both the quality and quantity of preferred wool. The most progressive brands co-create KPIs related to biodiversity, land management and waste reduction, working with the farm to track progress and impacts over time.

Full story: <https://mci.textileexchange.org/discover/wool/>





## Analysis Highlights

Deep dive into data

### 1. Risk Management - Certification and policies lead

92% of companies have assessed risks of down sourcing and have set up management systems to control risk of live plucking, force-feeding and other animal welfare risks through the use of certification (81%) and policy development (76%). In practice, some companies are combining the use of certification such as the Responsible Down Standard (RDS) with the nomination of specific suppliers, and others are combining the certification of their down with process standards such as bluesign. Potential contamination of recycled materials is mitigated by sourcing certified recycled down.

### 2. Investment - Few but focus on supplier partnerships

81% of companies are not investing in down supply chains; however, those which are focus on investing in supplier partnerships (14%) as well as investing in further development of down programs (5%).

### 3. Transparency - Majority have visibility

The majority of participants have visibility of most of their down supply (73% of companies), with only 19% not having any country of origin visibility. China continues to dominate the down and feather market, with approximately 76% of reported uptake attributed to Chinese country of origin. Supply chain visibility is increasing, and 32% of companies have visibility to the slaughterhouse, and 30% to the farm. From a public communications standpoint, very few companies are disclosing their down suppliers, with only 11% publicly listing their processed down supplier, and no companies disclosing further upstream to farm or slaughterhouse.

### 4. Targets - Most have a 100% target

The majority of participants (89%) have a "100% more sustainable down" target, of which 70% have already achieved 100% preferred down. Only 54% of companies publicly disclose these targets. Beyond setting targets to source certified down, industry commitments are sparse. 5% of companies have signed a commitment to Four Paw's Cruelty Free Down Challenge.

### 5. Uptake - Preferred renewable leads

28 companies reported sourcing RDS certified down, which represented a large portion of the "preferred, renewable" down volume (92% of all down uptake). 7 companies sourced conventional down (8% of uptake), and 2 sourced recycled down with volumes of less than 1%. The dominant verification model used was certified identity preserved (86%) while 30% also used supplier declarations of no live plucking or force feeding.

### 6. Impact - Less focus compared to other fibers

As the focus of down is on animal welfare, there is more focus on certification and less on impact measurement when compared with other materials. Some suppliers and cooperatives provide companies with evidence of a positive impact, and also provide additional information about broader impact reductions (e.g. down washing using 100% recycled water treated at own sewage treatment plant). 70% of companies, however, cannot show evidence of a positive impact of their down sourcing.



32%

of participants completed the down module in 2019



89%

of participants had a 100% target for more sustainable down



20,639 tons

92% of down was sourced from preferred down programs



819 million

birds were covered by animal welfare programs



2.7 tons

of waste down was diverted from textile waste streams

[View online dashboard](#)

## Company Highlights

- One company has been visiting its down supply chain since 2015, including down processors, collectors, slaughterhouses and duck farms to ensure risks are mitigated. The company said its visits are well received by farmers, who are delighted to have their end customer visit them.
- One company has invested in its own separate down supply chain, specifying down from just a few farms, one slaughterhouse and one down processor. This investment also means committing to a certain uptake of down each year and keeping stocks of down at the processor.
- From a down processing risk standpoint, one company only works with two down processors as part of its strategy to mitigate risks. The suppliers have very robust Environmental Management Systems, both are bluesign approved, and one of them is also a ZDHC (Zero Discharge Hazardous Chemicals) signatory. Significant time has been invested in training parts of the supply chain.
- One company explained how it matches up its RDS certified down with bluesign approved textile processing. That way the company optimizes its investment in animal welfare by making sure other steps in the process are managed responsibly as well.



# Materials Portfolio

## Down



The Down Index is a holistic consideration of both management and uptake of preferred down. The companies listed here achieved a Level 4 Leading position in the 2019 MCI Down Index and/or progress in uptake of preferred down.

Company (alphabetical)	Down Index	Portfolio Progress			Top 10 by Volume	
	Level 4 Leading	RDS at 100%	Preferred at 100%	Preferred >50%	Responsible Down Standard	Preferred
ARC'TERYX Equipment		●	●	●		
Aritzia LP	●	●	●	●	6	8
Boll & Branch			●	●		
Burberry	●	●	●	●		
C&A AG	●	●	●	●	5	7
Columbia Sportswear Company	●	●	●	●	4	5
DECATHLON SA				●		
Fjällräven International AB	●	●	●	●		
Gap Inc.		●	●	●	8	10
Globetrotter Ausrüstung GmbH		●	●	●		
Gucci			●	●		
H&M Group	●	●	●	●	1	2
Helly Hansen AS		●	●	●		
Hemtex AB		●	●	●		
IKEA of Sweden AB	●		●	●		1
Kathmandu Limited	●	●	●	●	7	9
KID Interior AS	●			●	9	6
Levi Strauss & Co.		●	●	●		
Marks and Spencer			●	●		
MEC	●	●	●	●		
Norrøna Sport		●	●	●		
Patagonia	●		●	●		
prAna		●	●	●		
PUMA SE		●	●	●		
PVH Corp		●	●	●	10	
Recreational Equipment, Inc. (REI)	●	●	●	●		
Stio		●	●	●		
Superdry Plc		●	●	●		
Target		●	●	●	3	4
Tchibo GmbH			●	●		
Ted Baker		●	●	●		
The Burton Corporation				●		
The North Face	●	●	●	●	2	3
UGG		●	●	●		
VARNER		●	●	●		
Waschbär (Triaz GmbH)			●	●		
Volcom		●	●	●		

**Table notes:**

1. Down Index: The Down Index is part of the Material Change Index family of indices and is derived from the CFMB survey responses to the Down Module.
2. Level 4 Leading: Companies that are pioneering industry transformation and scored 76-100 out of 100 possible points in the Down Index.
3. Preferred Down Portfolio includes: Organic, Responsible Down Standard (RDS), Traceable Down Standard (TDS), Downpass Certified, Recycled.
4. Portfolio Progress: Companies that are at 50% or more preferred down (including companies at 100%).
5. Top 10 by Volume: Companies reporting the highest volumes of preferred down uptake.

# Down



## Leveling Up Your Down Sourcing



Photo: Control Union

Companies looking to source preferred down can look to the Responsible Down Standard (RDS), a certification pioneered by Textile Exchange. Other preferred options include certified organic, certified recycled, Traceable Down Standard (TDS) certified down and Downpass down. Beyond sourcing these alternatives, top performers in the down category engage in these activities:

**They work with their suppliers.** Companies can manage risk by knowing all of their down suppliers and farm locations. They also ensure that all parts of the business are trained and motivated to implement animal welfare policies with those suppliers.

**They identify regional risks.** Leading brands map the supply chain to identify high-risk regions, then engage with animal welfare organizations (like FOUR PAWS) to deeply understand issues and facilitate improvements. They also address risks beyond live-plucking and force-feeding, like access to open water.

**They commit to certification and continuous improvement.** Leading companies make long-term commitments with certified down suppliers and work towards continuous improvement. They might diversify their down portfolio to include both certified virgin and recycled down.

Full story: <https://mci.textileexchange.org/discover/down/>



# Materials Portfolio

## Leather (pilot)



### Analysis Highlights

Deep dive into data

A leather module was piloted this year. The following analysis is based on the 27 companies that participated in the pilot.

#### 1. Risk management - Most have assessed at farm but focus on managing processing

The key farm level risks identified by participants were animal welfare (62%) and deforestation (48%). 70% of participants have assessed risks for leather processing (e.g. tanning) and have set up some form of risk management system: 79% have implemented specific company policies and 74% rely on certification schemes, many referenced their association with the Leather Working Group (LWG) to manage risks at the processing level.

#### 2. Investment - Traceability a focus for investment

41% of companies invest in the sustainability of their leather supply chain, the majority (73%) invest through innovation. One important area of innovation investment is the development of traceability systems and technologies for the leather supply chain. Companies are also investing (both in-kind and financially) in stakeholder platforms and engaged in developing sustainability solutions for the industry such as Textile Exchange's Responsible Leather Round Table, the Leather Working Group (LWG) and the Zero Discharge of Hazardous Chemicals (ZDHC).

#### 3. Transparency - Tanneries mapped but farm level suppliers is challenging

Nearly all participating companies have started to map their leather supply chain (96%). 78% have mapped tanneries, while a much smaller portion are able to map some suppliers to the farm level (15% for direct farms and 4% for birth farms). 63% of companies responded positively to country of origin - in terms of knowing where animals were raised for their leather, for at least some of their leather supply. Brazil, Australia and the USA were the countries most cited.

#### 4. Targets - Many targets at processing level, less at farm level

74% of companies have set targets for more sustainable leather processing, typically focusing on reducing the environmental and/or social risks in leather processing (85%). 70% of companies have targets explicitly linked to sourcing from LWG certified facilities. Only 41% of companies publicly disclose their targets. Very few companies (11%) have set SMART targets at the farm level (e.g. animal welfare or deforestation). The lack of supply chain visibility and availability of reliable industry tools are likely to be the main barrier.

#### 5. Uptake - More work to do on standardizing uptake data reporting

81% of all participants were able to provide some data for their leather uptake, 70% provided their total leather uptake. Of the companies able to report, 89% could provide uptake by weight and species, while the remaining 11% of companies provided this by surface area and species. Textile Exchange are exploring a more standardized methodology for leather uptake reporting for the 2020 CFMB survey.

#### 6. Impact - Majority using industry tools

63% of participants are measuring their sustainability impact associated with leather production, and the majority of companies are relying on industry tools (41%). The industry tools most frequently quoted were the Sustainable Apparel Coalition's Higg MSI and results provided by the LWG on certified facilities.

# Leather (pilot)



23%

of participants completed the leather module pilot in 2019



41%

of participants had a 100% target for more sustainable leather (using own definition)

### Thank you to the pilot participants

ASOS Plc.	Gap Inc.	L.L. Bean	Recreational Equipment, Inc. (REI)
BESTSELLER A/S	Gucci	Marks and Spencer	Target
Brooks Running	H&M Group	New Balance Athletics, Inc.	Tchibo GmbH
Burberry	HUGO BOSS	NIKE, Inc.	UGG
Clarks	Inditex Group	Nudie Jeans	Veja Fair Trade SARL
Columbia Sportswear Company	Kathmandu Limited	Otto Group	WE Europe BV
Fjällräven International AB	Kuyichi B.V.	PUMA SE	

### Leveling Up Your Leather Sourcing

When it comes to leather, preferred options include organic and recycled, but they are relatively small in scale. Textile Exchange has developed the Leather Impact Accelerator (LIA) that provides an integrated set of tools to accelerate positive actions along the full beef/leather value chain. The Leather Working Group (LWG) also offers solutions for more sustainable leather processing, and their work is recognized in the LIA. Here are some of the actions top performers in the MCI's leather category have taken:

**They engage with industry initiatives.** Leading companies get involved with collaborative efforts like Textile Exchange's Responsible Leather Round Table, the International Working Group for LIA and the Leather Working Group. They also partner with other brands to align on quality and quantity standards expected from common suppliers.

**They identify high-risk regions.** Mapping the supply chain helps companies understand the varying levels of risks in different regions. It also allows brands and stakeholders in at-risk areas to coordinate sustainable approaches to issues like land management, biodiversity and animal welfare.

**They invest in innovation.** Top performers see the power of innovation and have taken meaningful steps to foster a culture of "thinking-outside-the-box" within their organizations. This might involve convening forums, breaking down silos and investing in emerging recycled or biobased materials.

Full Story: <https://mci.textileexchange.org/discover/leather/>

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## Part B: Data Deep Dive

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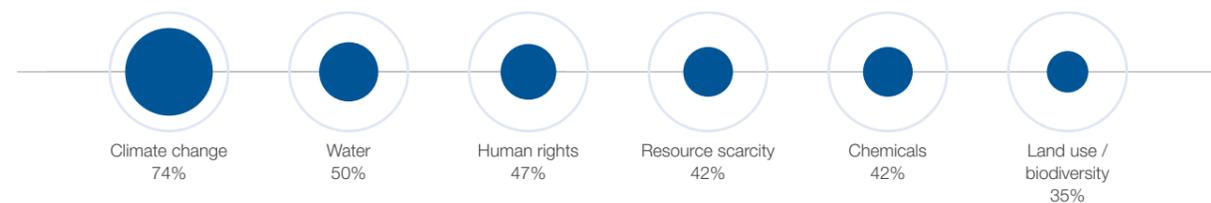
# Business Integration Strategy



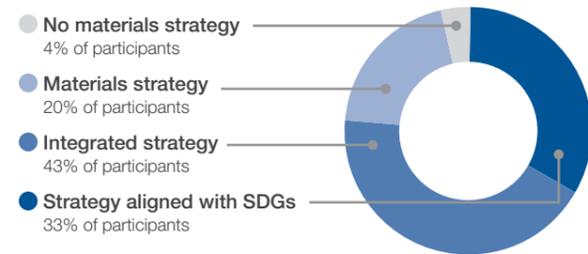
A materials strategy provides a framework to identify risks to supply, focus investment and drive sustainability performance. Engaging with a diverse range of stakeholders ensures risks and opportunities are not overlooked. The following analysis is based on the 83 companies that completed the Strategy and Integration section.

## Strategy

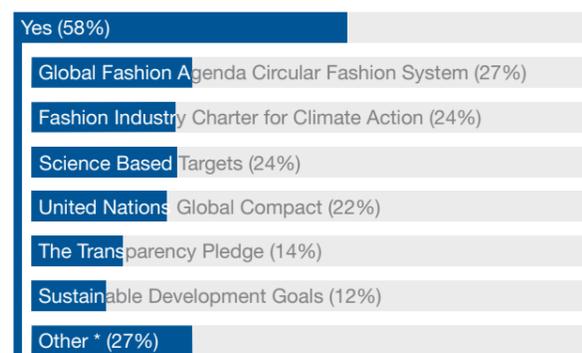
### Top materials-related business risks



### Strategy integration



### Signatory to global commitments



\* Other: We Mean Business, American Business Act on Climate Pledge

“ We are signed up to the British Retail Consortium (BRC) Better Retail Better World Initiative, this covers specific targets on fibers and materials, such as deforestation and increasing use of responsible materials and we disclose our practices for key materials. For our transparency pledge currently we report all finished goods factories and within our roadmap we plan to disclose tanneries by end of 2019 / beginning of 2020.

Apparel / Footwear company

“ All our commitments serve the purpose to build a more circular apparel system through practices like preferred fiber selection, working with suppliers to reduce production impacts, increasing our sourcing of recycled textile fibers, and creating systems to recover and reuse fibers and materials. We have set goals around all our primary fibers and continue to expand our understanding of the impacts of our full portfolio.

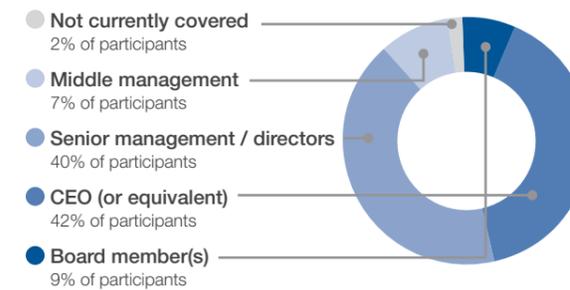
Apparel / Footwear company

# Strategy

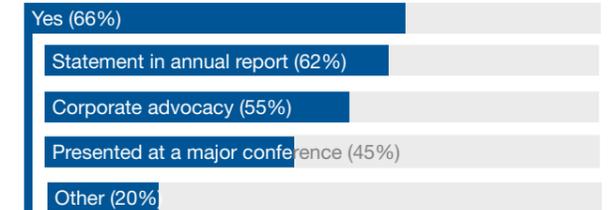


## Leadership

### Materials strategy leadership



### CEO leadership examples



“ Our CEO represented our company at the Environmental Audit Committee sharing our corporate strategy for responsible sourcing.

Apparel / Footwear company

“ CEO statement in our 2018 annual CR report references our five year goals that include preferred fibers.

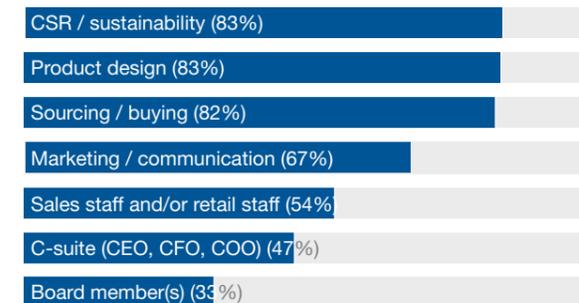
Apparel / Footwear company

“ Our Chief Supply Chain Officer reports to the CEO continually and to the Board of Directors twice a year on sustainability issues, including climate-related risk to raw materials, product innovation, renewable materials procurement, and company policy. There is a monthly leadership meeting of the Sustainability Leadership Team - comprised of the CEO, CFO, Chief Counsel, Chief Communications Officer, Chief Supply Chain Officer, and Head of Global Policy and Advocacy. This ensures that even in a dynamic policy environment, executives have an opportunity to confirm the company's activity supports all aspects of our sustainability strategy.

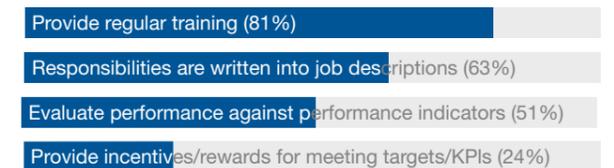
Apparel / Footwear company

## Internal Engagement

### Responsibility for materials sustainability



### Incentivization for materials sustainability

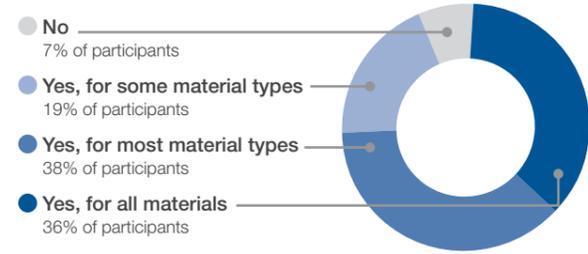


# Strategy

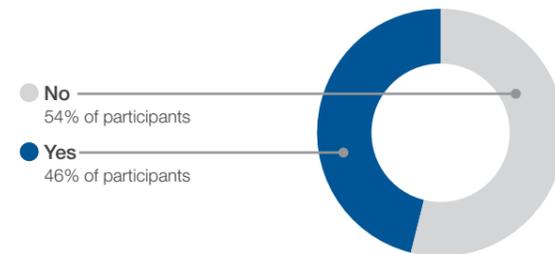


## Materiality

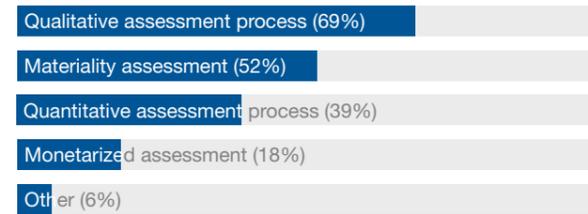
### Risk assessment



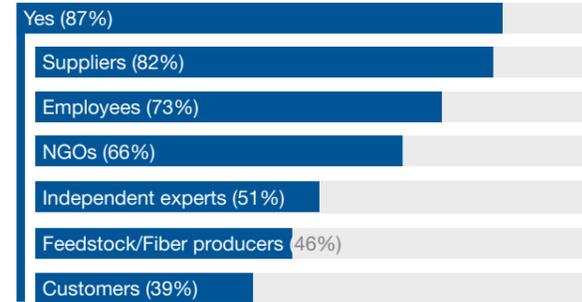
### Materials risks in corporate-level risk review



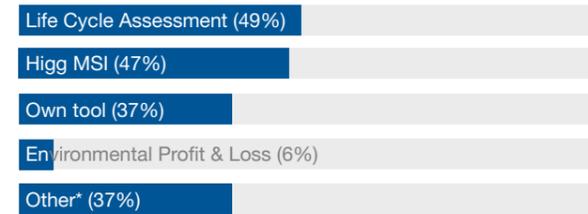
### Materiality assessment: approaches



### Materiality assessment: stakeholder engagement



### Decision making tools for quantifying impact



\* Other, e.g. Ecological Value Framework, Environmental assessments, MADE-BY Fiber Benchmark

“ We assess risks based on a materiality assessment and benchmark our current, internal status with best practice. During the process of setting our fiber strategy in 2018, our assessment showed that cotton, polyester, viscose and animal based fibers were where we should focus based on volume and on social and environmental impact aspects.

**Apparel / Footwear company**

“ We consider our environmental and social impacts from raw material to end-of-life, and evaluate risk-based compliance based on the priorities of customers and key stakeholders.

**Outdoor / Sports company**

“ CEO makes the final decision based on the Corporate Responsibility managers advice when it comes to fabrics. He did not accept a fabric with virgin polyester in it and so we searched for a replacement fabric.

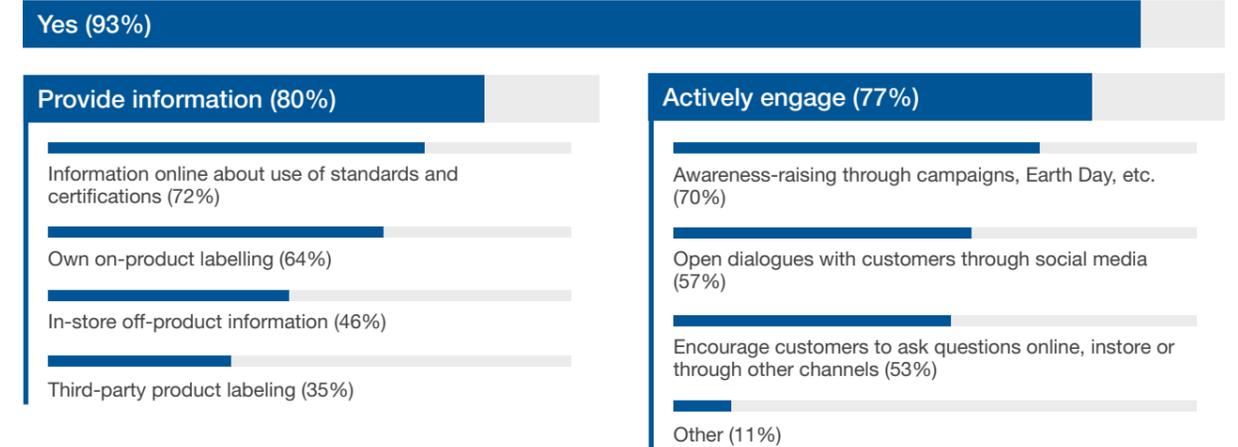
**Apparel / Footwear company**

# Strategy



## Customer Engagement

### Engaging customers on the sustainability benefits of more sustainable materials



“ Much of this occurs through our customer service team today. We are beginning the build-out of FAQs and other guides to help customers understand what impacts we have, how they're associated with the SDGs, and how they can help address them (e.g., proper care, disposal, etc.).

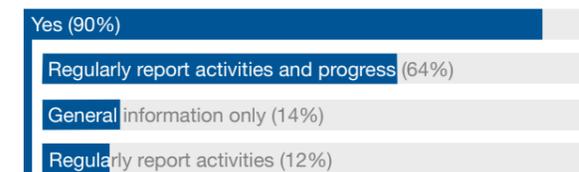
**Apparel / Footwear company**

“ We only exist to offer socially and environmentally responsible textile products to the public - this includes education as well as sales and free consultancy as well as signposting to other eco textile companies. Our commitment is to the customer, the industry, and the fiber. We cannot separate organic cotton and our company, without the fiber there would be no company.

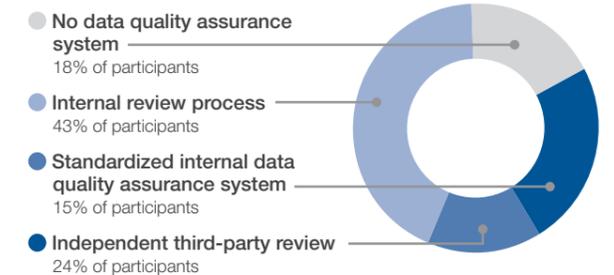
**Multi-sector company**

## Corporate Reporting

### Public reporting on materials sustainability



### Data assurance

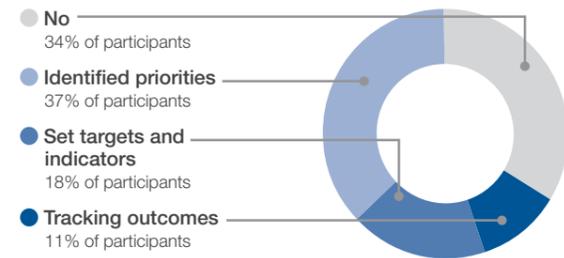


# Business Integration Sustainable Development Goals



The Sustainable Development Goals (SDGs) is a cross-cutting theme within the survey, with SDG-specific questions embedded in the Strategy and Integration and Circularity sections. The following analysis is based on the 83 companies that completed the SDG questions as part of a full survey response.

## Measuring progress towards the SDGs



“ We have addressed each of the 17 SDGs and reviewed how our company can affect them. The key goals are now implemented into our ten-year road map. We use our 1% of sales fund to plant trees in Africa expanding employment and reducing deforestation. We also use funds for ocean clean-up and invest through Fashion For Good to improve environmental and social conditions for the textile industry.

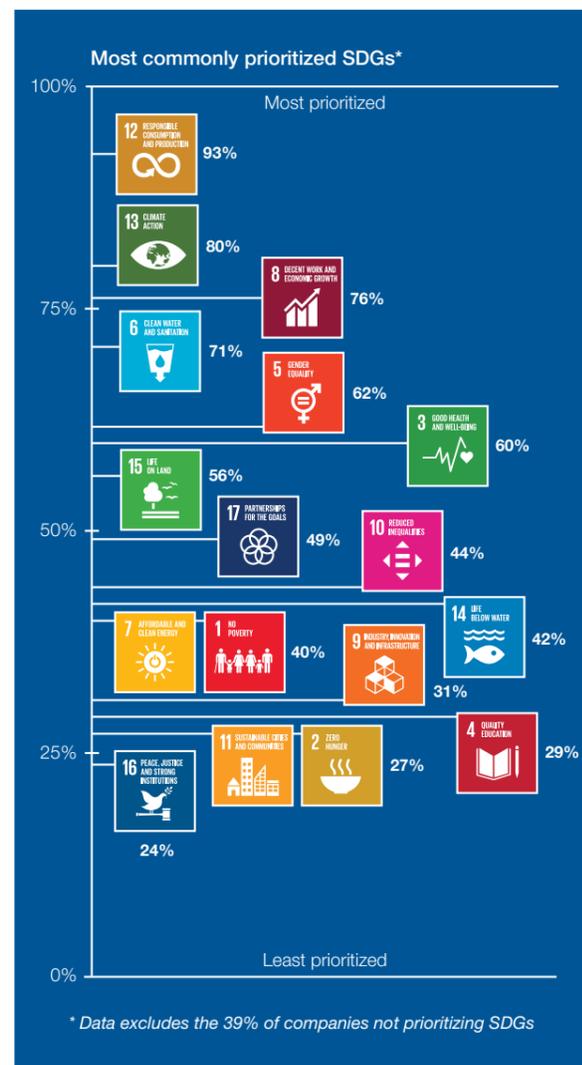
**Outdoor / Sports company**

## SDG investing



\* SDG related private-public partnerships e.g. blended financing  
\*\* SDG related philanthropic funding schemes e.g. SDG bonds

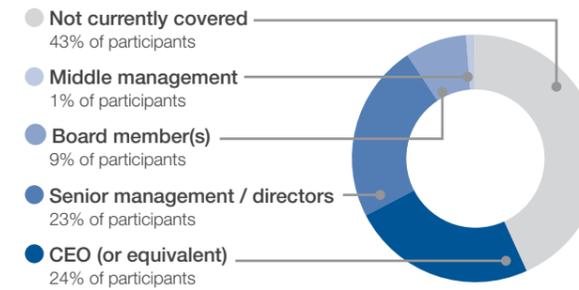
## SDG prioritization



# Sustainable Development Goals



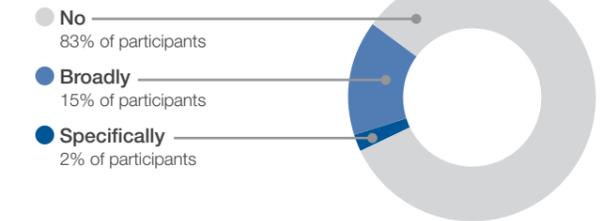
## Accountability for delivering the SDGs



“ Material solutions targeting ocean plastics (life below water) and increasing usage of biobased materials to reduce reliance on fossil fuels (address climate change) were highlighted as key SDG-related risks and opportunities.

**Outdoor / Sports company**

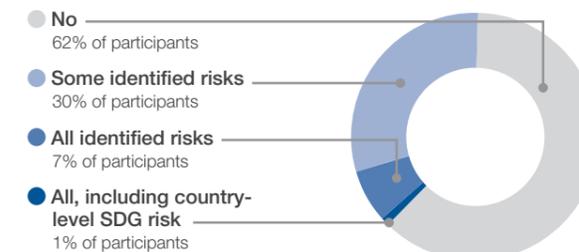
## Integrating SDGs into employee programs



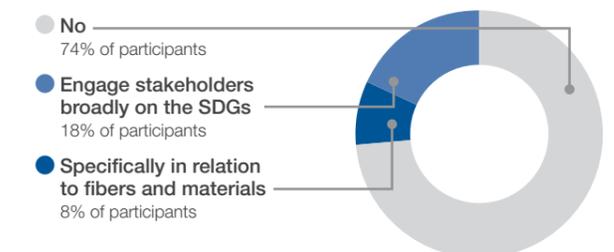
“ We have aligned our sustainability strategy with the SDGs. We invest in programs in various geographies to address the social and environmental aspects which have a direct correlation with the SDGs.

**Multi-sector company**

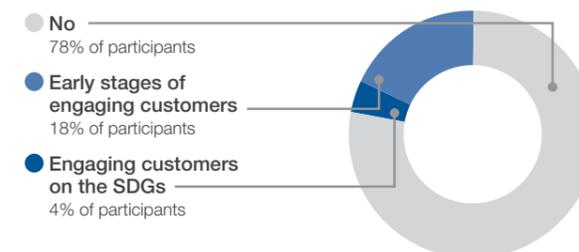
## Materiality: SDG-related risk assessment



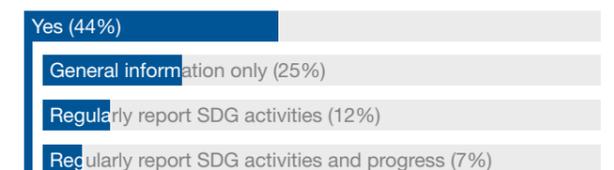
## Materiality: SDG stakeholder engagement



## Customer engagement on SDGs



## SDG reporting



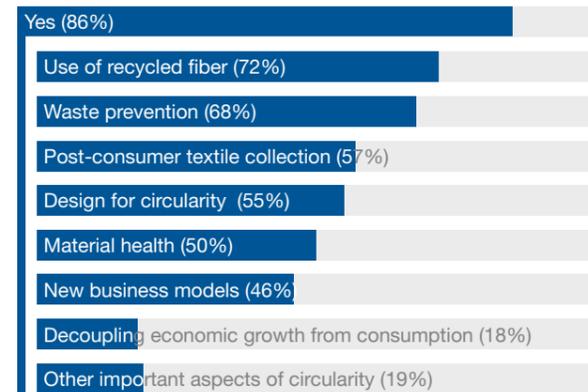
# Business Integration Circularity



In 2019, materials circularity became its own "section" in the benchmark. This new section builds on earlier, circularity strategy-based questions and now covers a broader range of activities. The analysis is based on the 74 companies that completed the circularity section.

## Circularity Strategy

### Circularity strategy and strategy scope



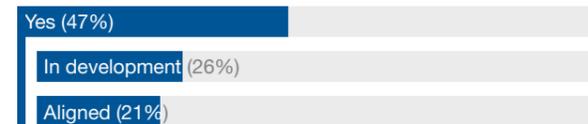
### Integrating circularity activities into business



“ During 2018, our company invested more than 1.6 million euros in applied research related to circular economy and to the conversion of waste into raw materials. Among the various R&D initiatives, the following processes stand out: studies for the conversion of inorganic waste from fishing ports into raw materials for textile use, the development of technologically viable processes for the transformation of footwear waste into resources for industrial application, and research for the reuse of water in staining processes. At the same time, R&D activities aiming at improving energy efficiency and reducing GHG emissions along the value chain are also carried out and promoted.

**Multi-sector company**

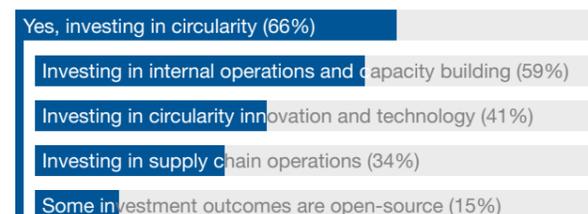
### Aligning circularity strategy with the SDGs



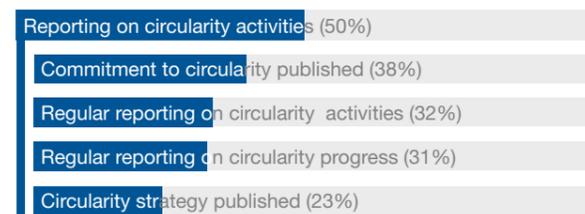
“ We have invested in organizations like Fashion for Good, Ellen MacArthur Foundation, New Plastics Economy and Connect Fashion which make their findings and outcomes open source.

**Multi-sector company**

### Investing



### Public reporting



# Circularity



## Resource Use

### Decoupling economic growth from resource use



“ We are working on reducing the amount of virgin materials and focusing on using recycled materials and inputs. Our company is pushing the boundaries of the circular economy – from reducing waste generation wherever possible to transforming remaining waste into value. Our focus is on diverting waste from landfill or incineration by reducing waste generation, increasing recycling, and converting waste that can't be recycled into energy. It doesn't just make sense for the planet, it makes business sense too. Our company recognizes that the amount of materials that we extract and refine increases our carbon emissions, water use, and chemical footprint.

**Outdoor / Sports company**

### Preventing and reducing pre-consumer waste



“ We work with our CMT factories to address efficiencies in forecasting, production, and help them connect with partners in their area to address their cutting waste.

**Apparel / Footwear company**

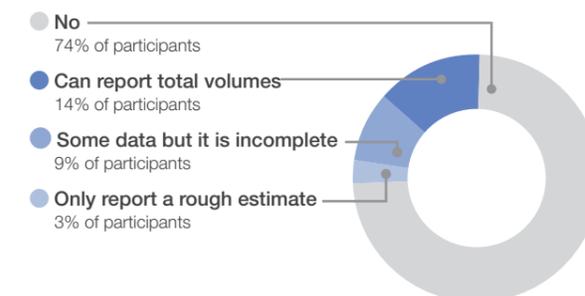
### Identifying outcomes for unsold pre-consumer textile products



“ We are engaging with our finished good supply chain to better understand the volume of pre-consumer waste and the type of waste we have technical solutions for vs. waste that we currently have R&D solutions identified. We are also connecting upstream with recyclers currently in our supply chain as well as outside of our supply chain and working to connect them to our finished good factories.

**Outdoor / Sports company**

### Reporting on volumes of unsold pre-consumer textiles

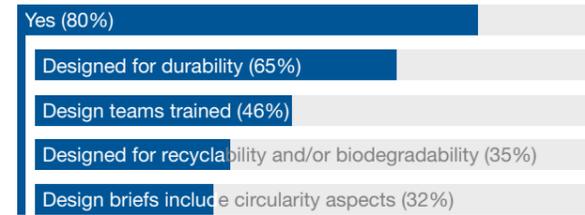


# Circularity

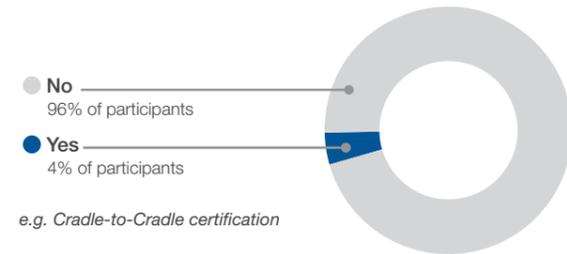


## Design for Circularity

### Implemented design strategies for circularity

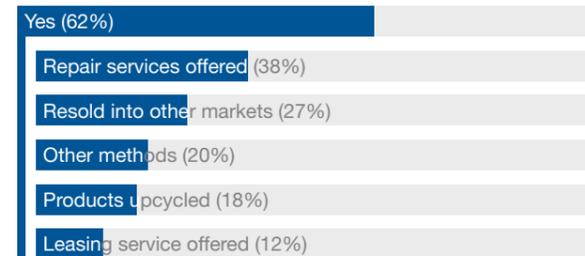


### Recyclability or biodegradability certification



## Business Models

### Extending first life of products

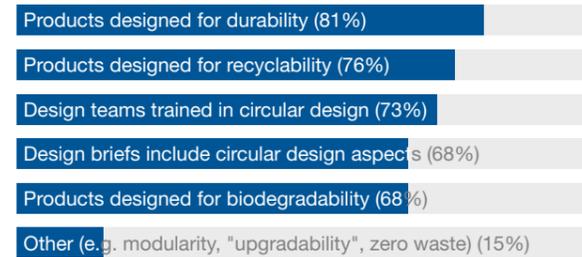


\* Other methods (e.g. resell own products, DIY repair guidance)

“ Design for durability is integrated into the design process and design philosophy. Design for recyclability has been more challenging. We want to keep function and performance high in our products which at times requires the use of blends. We have invested in recycling technologies and have collaborated within the industry on technical solutions.

**Outdoor / Sports company**

### Scope of circularity design strategy



“ Through Make Fashion Circular, we have made a three-year commitment to focus on safe and reusable inputs, sustainable fiber models and recycling old clothing. Through our involvement, we launched a textile-collection effort in New York City in early 2019 that encourages customers to bring their spent garments to selected stores for recycling. Our aim is to develop safe and reusable inputs that feed into sustainable fiber models in order to turn old clothes into new.

**Multit-sector company**

“ As we have our own production at our headquarters we repair products that were damaged by customers (e.g. through invisible mending).

**Apparel / Footwear company**

“ Our company takes back used own-garments and provide a \$5 store credit for each piece. The garments are sent to one of two recycling centers which sort, clean, re-sell, or recycle the garments.

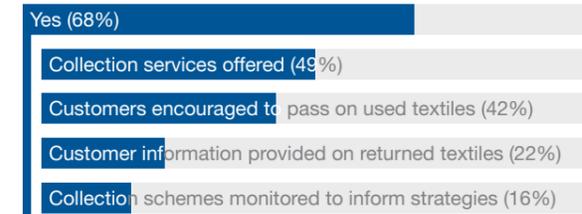
**Apparel / Footwear company**

# Circularity



## Textile Collection

### Collection scheme for post-consumer textiles



“ Our company offers customers a discount on a new pair of jeans when they return an old pair. These jeans don't have to be our own brand, we accept all jeans that are at least 96% cotton. Customers within the free shipping zone can use their return label and reusable packaging to return their jeans for free.

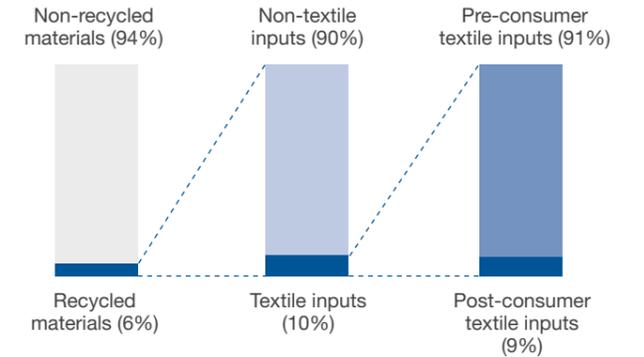
**Apparel / Footwear company**

“ Our hospitality products (sheets and towels) are almost all white and those towels are 100% cotton, making them ideal for recycling. The sheets are also very desirable for re-purposing by the recyclers. We are currently working on a pilot take-back pilot project that we hope to expand to more hospitality customers. The overwhelming majority of our bed and bath products have no accessories that would limit their recyclability.

**Home / Hospitality company**

## Recycled Content

### Breakdown of recycled materials



“ Our customer care team is trained to suggest repair to customers contacting us regarding product defects that are easily repairable (eg loose button, open seam, etc). The customer is offered compensation (eg partial refund, gift card towards future purchase etc) to help encourage them to facilitate repair, as we are not yet able to offer in-house repair services. To date, customers have been very receptive to this and has greatly reduced the number of replacements being issued.

**Apparel / Footwear company**

“ If the collected textiles are not used as patches in the repair service, sold as second hand garments or reused as materials for making accessories or as recycled input in our new recycled denim quality, we stock the remaining collected textile in our warehouse.

**Apparel / Footwear company**

# Materials Portfolio

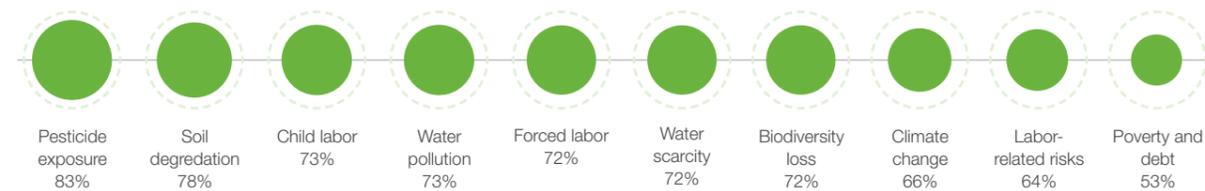
## Cotton



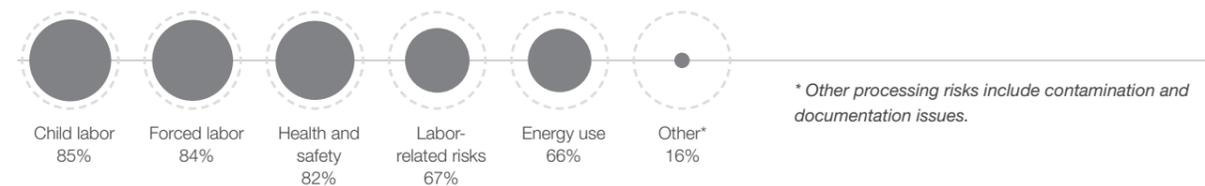
Cotton was the dominant fiber type among benchmarking companies. Comprising 54% of uptake, cotton was the highest volume material reported and the most frequently completed fiber module (76% of all companies). The following analysis is based on the 90 companies that completed the cotton module. Uptake reporting (number of companies and uptake volume) includes both module and "progress tracker" respondents.

### 1. Risk Management

#### Highest rated cultivation risks



#### Highest rated cotton ginning risks



#### Risk assessment: cotton cultivation



#### Risk assessment: cotton ginning and recycling



- No assessment
- Risks assessed / no management system in place
- Risks assessed / management system in place

“ We have not delved specifically into cotton processing risks but are moving to increase our use of Organic and BCI to mitigate those risks.

Home / Hospitality company

“ We use only organic cotton and work directly with Fairtrade Organic cooperatives who prioritize fair wages, safe working conditions and take the necessary measures to trace movement/prevent contamination and follow organic farming standards.

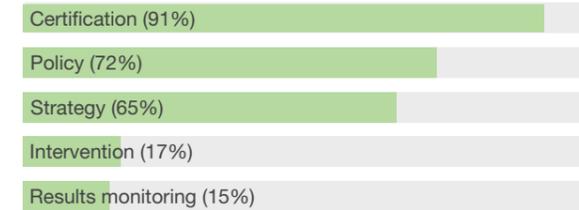
We follow organic cotton practices outlined by GOTS and fair trade practices outlined by FLOCERT. We maintain traceability back to the cooperative and are certified from start to finish by GOTS and FLOCERT.

Apparel / Footwear company

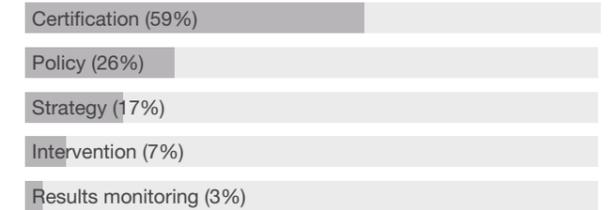
# Cotton



#### Risk management approaches: cotton cultivation

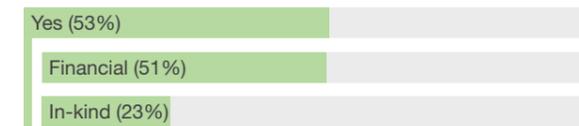


#### Risk management approaches: ginning and recycling

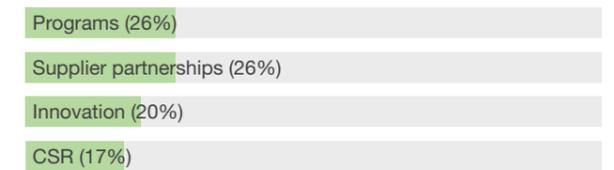


### 2. Investment

#### Investing in sustainability of cotton production



#### Types of investment



“ We make equity investments in companies developing technology to recycle cotton, and hence lower our virgin cotton dependence long term.

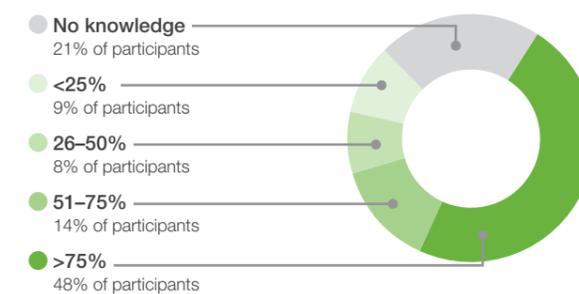
Apparel / Footwear company

“ We are a member of the Organic Cotton Accelerator (OCA) and we partner CmiA on community projects in Africa.

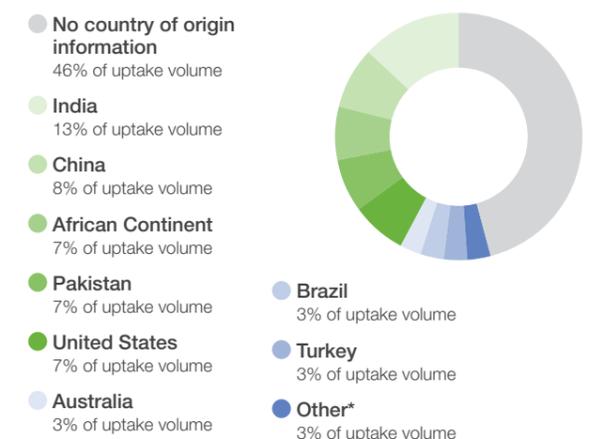
Apparel / Footwear company

### 3. Transparency

#### Country of origin: visibility



#### Country of origin: by cotton uptake volume

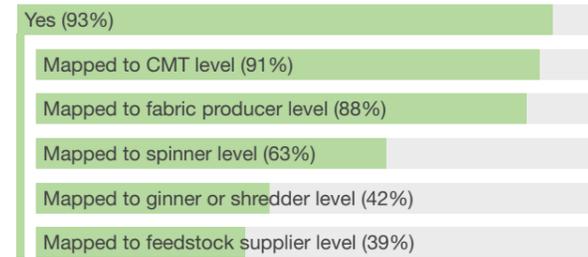


\* Other: e.g. Egypt, Kyrgyz Republic, Peru, Spain, Turkmenistan, etc.

# Cotton



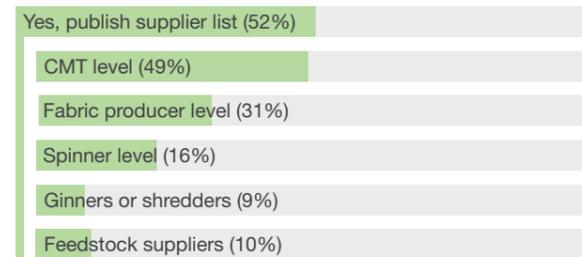
## Cotton supply chain mapping



“ All suppliers down to farm level must respect and follow our requirements. Traceability is in place down to direct farm level and audits are performed.

Home / Hospitality company

## Public listing of cotton suppliers

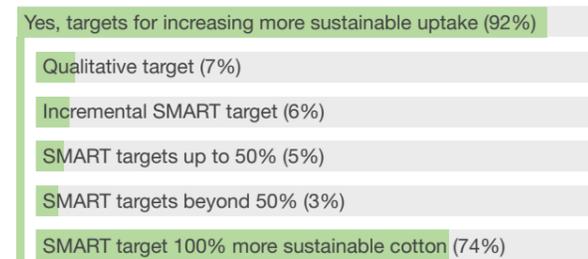


“ Spinner, ginner, and feedstock suppliers are captured for our t-shirt business which represents a significant portion of our cotton usage. We also know our cut make trim (CMT) and fabric producer level for all cotton.

Apparel / Footwear company

## 4. Targets

### Setting more sustainable\* cotton targets



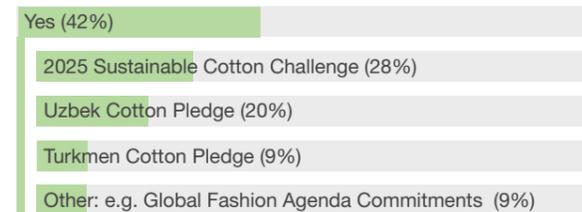
SMART target is publicly available (66%)

\*\*More sustainable\* as defined by the company

“ Our goal is to have a 100% traceable cotton supply by 2025 - the company is already 100% organic/organic fair trade.

Home / Hospitality company

### Signatory of public industry commitments



“ To source 100% of our cotton more sustainably by FY2020. (Better Cotton Initiative, Certified Organic, or Recycled Cotton).

Outdoor / Sports company

# Cotton



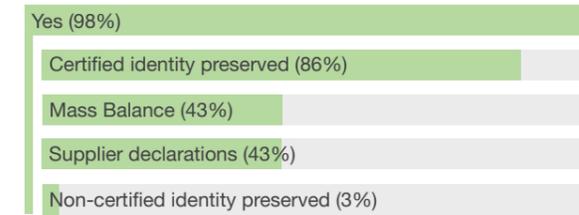
## 5. Uptake

### Uptake reporting: number of participants



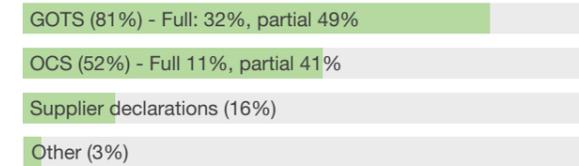
\* Abrapa and myBMP reported as BCI

### Using cotton program verification

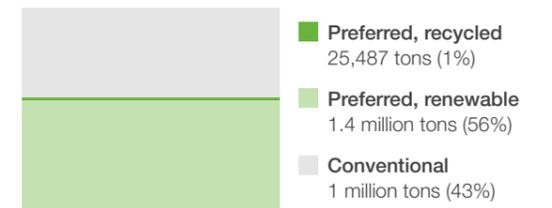


\*Certified identity preserved includes both partial (58%) and full supply chain coverage (28%)

### Organic cotton verification models



### Uptake volumes: percentage share



Reported in 2019 (2018 data). Volume of cotton reported: 2.4 million tons. BCI (and equivalent) is 80% of the preferred, renewable volume.

“ Not all products are GOTS certified up to final product, however our total cotton supply chain is. For recycled we use RCS/GRS up to fabric level.

Apparel / Footwear company

## 6. Impact Monitoring

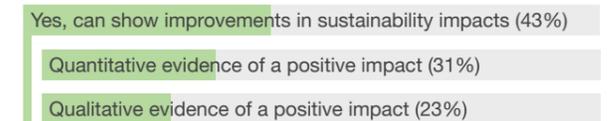
### Measuring impact of cotton production



“ We have a Life Cycle Inventory system in place to report on impact. We share this information on our website.

Home / Hospitality company

### Impact improvement in own supply chains



“ Through our program pilots we are starting to gather data and impact assessment from a social and environmental perspective.

Outdoor / Sports company

# Materials Portfolio

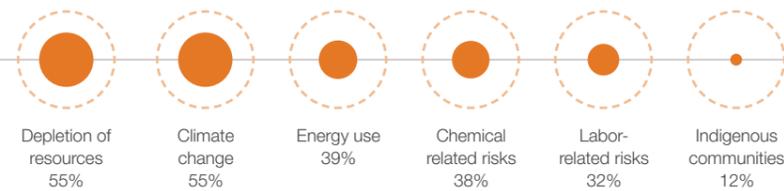
## Polyester



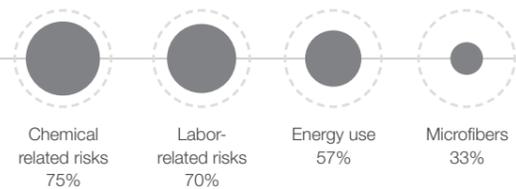
Polyester comprised 33% of total materials uptake reported in the benchmark, the second highest volume reported by the benchmarking cohort after cotton. 74 companies (64% of all participants) completed the polyester module. The following analysis is based on the 74 companies that completed the polyester module. Uptake reporting (number of companies and uptake volume) includes both module and "progress tracker" respondents.

### 1. Risk Management

#### Highest rated feedstock risks



#### Highest rated production risks



#### Risk assessment: fossil-based feedstock



#### Risk assessment: recycled feedstock

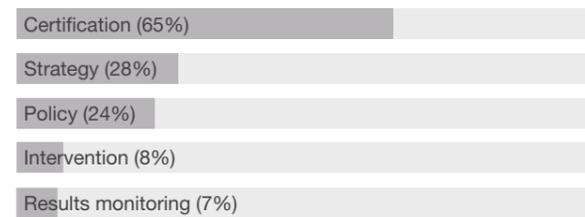


#### Risk assessment: polyester production



- Not sourced
- No assessment
- Risks assessed / no management system in place
- Risks assessed / management system in place

#### Risk management approaches: polyester production



“ Because of microfibers, we limit the use of polyester / recycled polyester to products which are seldom washed (i.e. bags and jackets). We are phasing out polyester on categories such as shirts, dresses or pants which require frequent washing. Virgin polyester should be totally phased out by 2020.

**Apparel / Footwear company**

“ Our company is transitioning away from fossil based feedstock and is aiming to use 100% recycled polyester by 2024.

**Outdoor / Sports company**



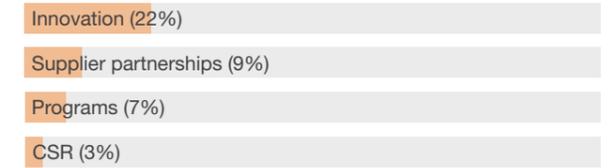
# Polyester

### 2. Investment

#### Investing in sustainability of polyester production



#### Types of investment



“ For synthetics we would like to accelerate biobased materials and incorporate annually renewable plant-based ingredients instead of petrol-based origins.

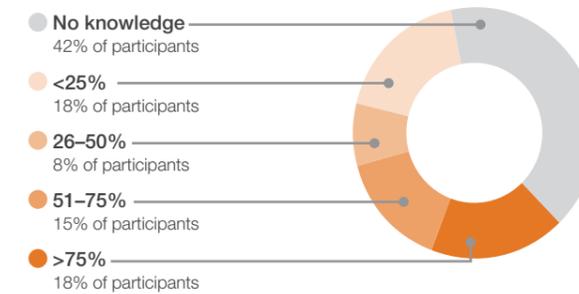
**Apparel / Footwear company**

“ We are a support partner of the Ocean Wise Plastic Lab microfiber research.

**Apparel / Footwear company**

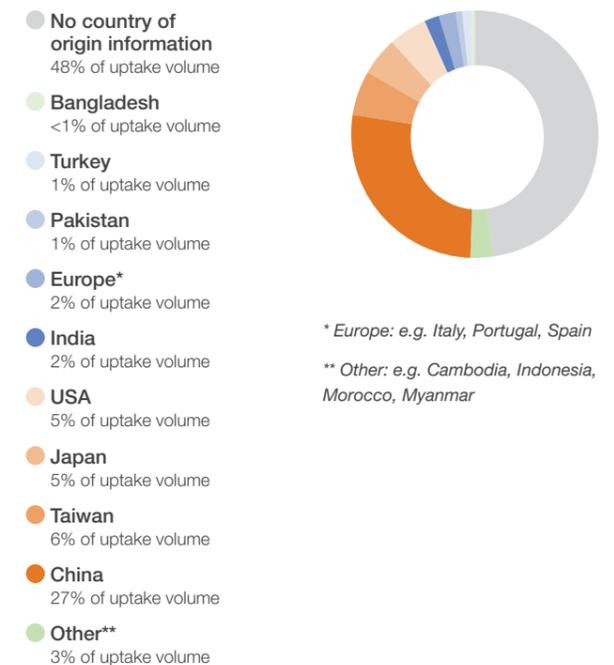
### 3. Transparency

#### Polyester production: country visibility



Note: Polyester production country refers to polyester production, collection for recycled feedstock, and country of initial processing of biobased polyester.

#### Country of origin: by polyester uptake volume



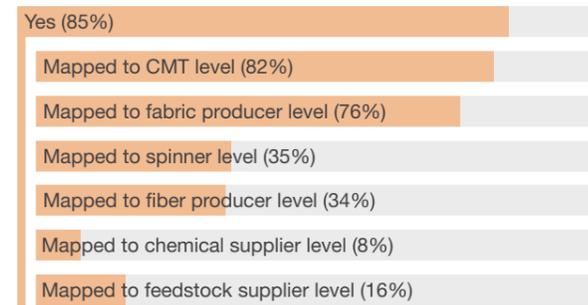
\* Europe: e.g. Italy, Portugal, Spain

\*\* Other: e.g. Cambodia, Indonesia, Morocco, Myanmar

# Polyester



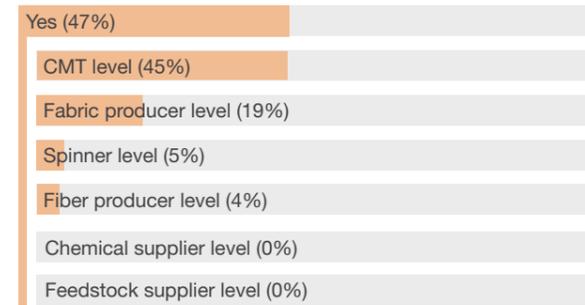
## Polyester supply chain mapping



“ Once our traceability specification is completely implemented it will be fully possible to track our polyester supply chain up to the material recycler.

**Home / Hospitality company**

## Public listing of polyester suppliers



“ We have full transparency of our Unifi products.

**Apparel / Footwear company**

## 4. Targets

### Setting more sustainable\* polyester targets



\* "More sustainable" as defined by the company

### Signatory of public industry commitments



“ We have an overarching target to stop usage of virgin fossil-based materials by 2030. In the case of polyester our ambition is to reach these results by the end of 2020.

**Home / Hospitality company**

# Polyester



## 5. Uptake

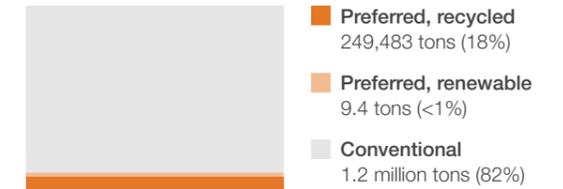
### Uptake reporting: number of participants



“ The majority of our recycled polyester is GRS certified - all bought from well-known suppliers. The ones that did not provide certificates were suppliers we trust.

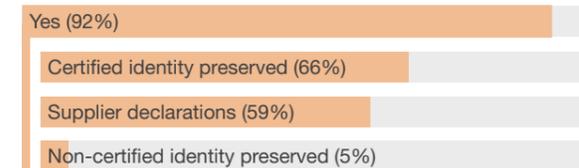
**Outdoor / Sports company**

### Uptake volume: percentage share



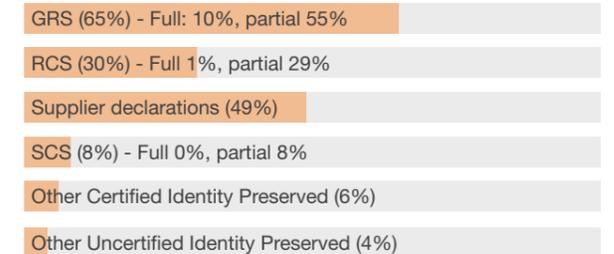
Reported in 2019 (2018 data). Volume of polyester reported: 1.4 million tons

### Using polyester program verification



\*Certified identity preserved includes both partial (55%) and full supply chain coverage (11%)

### Recycled polyester verification models

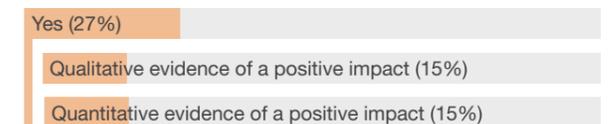


## 6. Impact Monitoring

### Measuring impact of polyester production



### Impact improvement in own supply chains



“ Textile Exchange's Material Snapshots and the Sustainable Apparel Coalition's Higg MSI helps us explain how our company is able to lower its environmental impacts by using more recycled PET.

**Outdoor / Sports company**

# Materials Portfolio

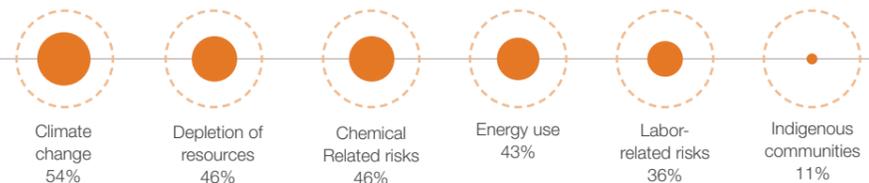
## Nylon



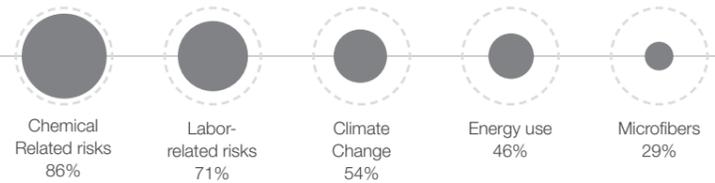
Nylon comprised 5% of participants materials reported in the benchmark, the lowest reported volume outside of animal fibers. 38 companies (33% of all participants) completed the nylon module. The following analysis is based on the 38 companies that completed the nylon module. Uptake reporting (number of companies and update volume) includes both module and "progress tracker" respondents.

### 1. Risk Management

#### Top fossil-based feedstock risks



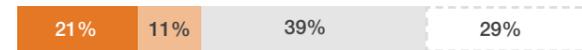
#### Top nylon production risks



#### Risk assessment: fossil-based feedstock



#### Risk assessment: recycled feedstock

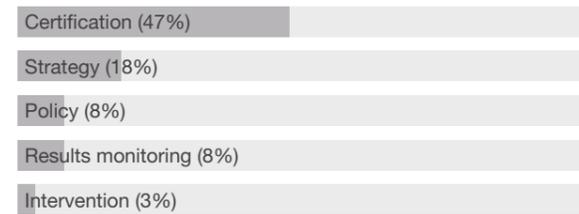


#### Risk assessment: nylon production



- Not sourced
- No assessment
- Risks assessed / no management system in place
- Risks assessed / management system in place

#### Risk management approaches: nylon production



“ We started using recycled nylon in 2018. We were able to improve our impact by reducing uptake of virgin synthetic fiber.

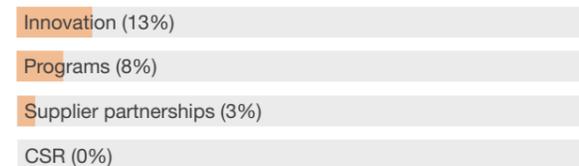
**Multi-sector company**

### 2. Investment

#### Investing in sustainability of nylon production



#### Types of investment

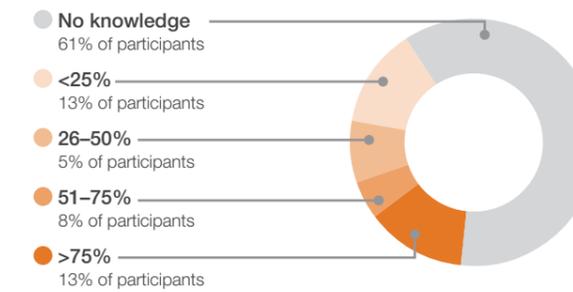


# Nylon



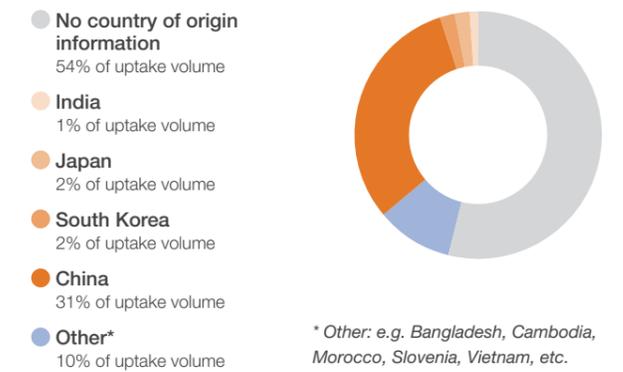
### 3. Transparency

#### Nylon production: country visibility

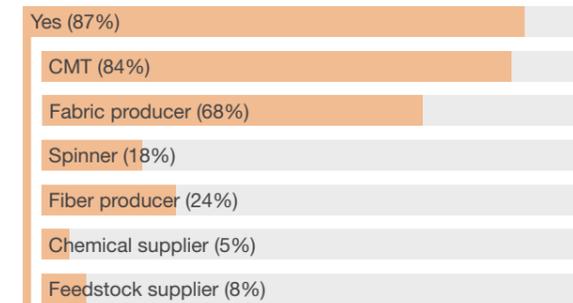


Note: Nylon Production Country refers to nylon production, collection for recycled feedstock, and country of initial processing of biobased.

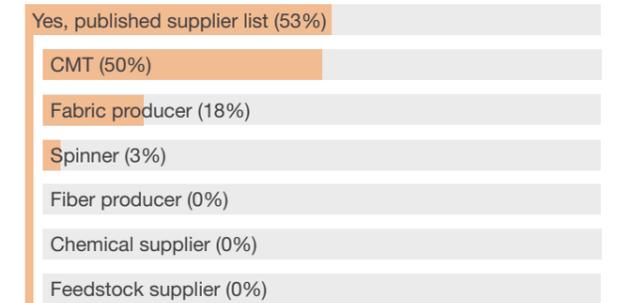
#### Country of origin: by uptake volume



#### Nylon supply chain mapping



#### Public listing of nylon suppliers



### 4. Targets

#### Setting more sustainable\* nylon targets



\* "More sustainable" as defined by the company

#### Signatory of public industry commitments



“ Our company has a goal of using 100% recycled or renewable materials. With nylon, we rely heavily on a conversion to recycled nylon.

**Outdoor / Sports company**

# Nylon

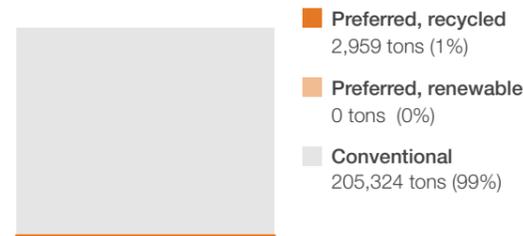


## 5. Uptake

### Uptake reporting: number of participants

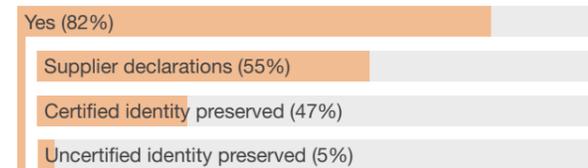


### Uptake volumes: percentage share



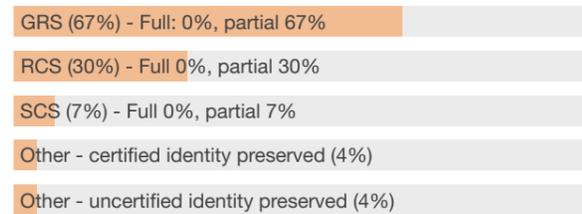
Reported in 2019 (2018 data). Volume of nylon reported: 208,284 tons

### Using nylon program verification



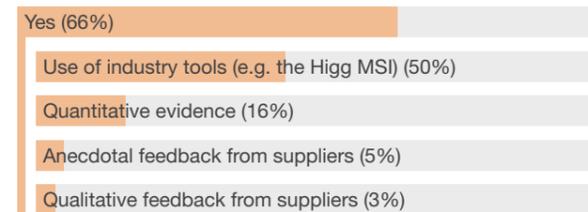
\*Certified identity preserved includes both partial (47%) and full supply chain coverage (0%)

### Recycled nylon verification models



## 6. Impact Monitoring

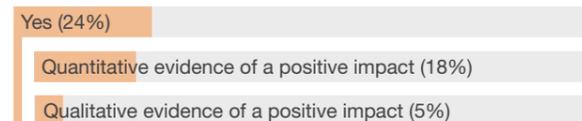
### Measuring impact of nylon production



“ We are working with our supply chain to conduct LCA on recycled nylon production. In addition we use Higg Facility Environmental Module (FEM) and our own supply chain monitoring to understand the impacts of the production process.

**Outdoor / Sports company**

### Impact improvement in own supply chains



“ We measure our impact savings by replacing conventional polyamide use with recycled polyamide options. The savings are calculated for CO<sub>2</sub> and energy. The calculation is carried out by considering our annual uptakes and the impact savings for Econyl-polyamide. We are supported in the calculation by Textile Exchange. By using recycled polyamide fiber we were able to save 26 tons of CO<sub>2</sub> and 531 GJ of energy in 2018. 4 tons of waste were processed including 1 ton of fishing nets.

**Multi-sector company**

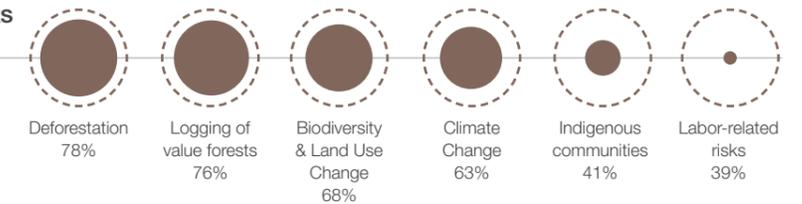
# Materials Portfolio Manmade Cellulosics



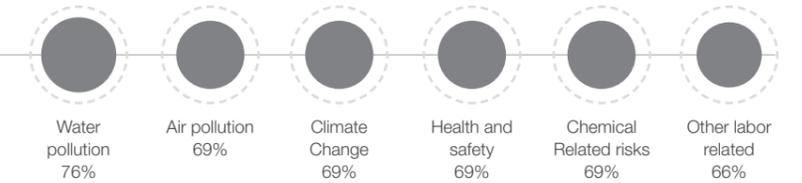
Manmade cellulosic fibers (MMC) comprised 7% of materials reported in the benchmark, and 53 companies (46% of all participants) completed the MMC module. The following analysis is based on the 53 companies that completed the MMC module. Uptake reporting (number of companies and update volume) includes both module and "progress tracker" respondents.

## 1. Risk Management

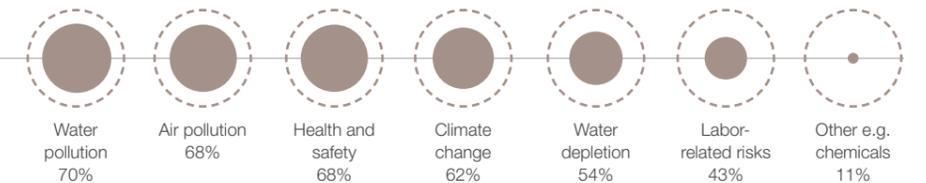
### Highest rated feedstock/forestry risks



### Highest rated pulp production risks



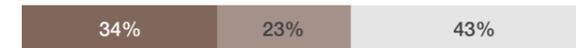
### Highest rated MMC fiber production risks



### Risk assessment: feedstock/forestry



### Risk assessment: pulp production



### Risk assessment: MMC fiber production



No assessment  
 Risks assessed / no management system in place  
 Risks assessed / management system in place

“ We have an Environmental / Chemical Policy specifically for pulp mills and specific to our company. We are working with other brands to make this a cross industry standard. We currently recognize the following [as preferred] and are using all but Refibra in key ranges across the business: Lenzing TENCEL™, Lenzing REFIBRA™, Lenzing ECOVERO™ and Aditya Birla Excel.

**Multi-sector company**

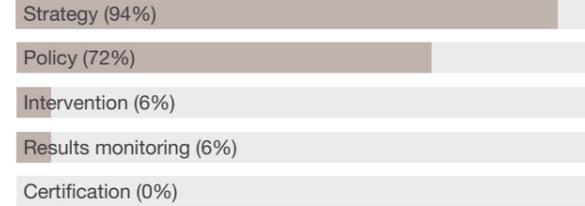
# Manmade Cellulosics



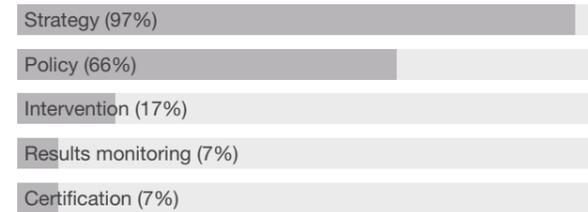
## Risk management approaches: feedstock / forestry



## Risk management approaches: pulp production



## Risk management approaches: fiber production

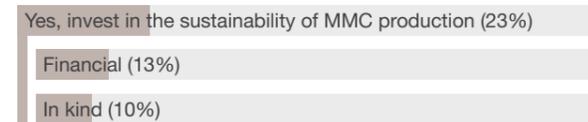


“ We visit our direct suppliers to present the risks associated with viscose production and the importance of sourcing from sustainably-managed forests.

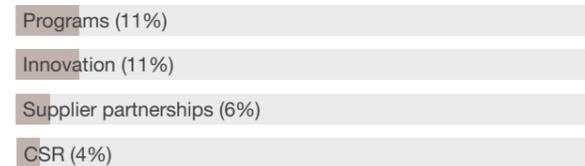
Apparel / Footwear company

## 2. Investment

### Investing in sustainability of MMC production

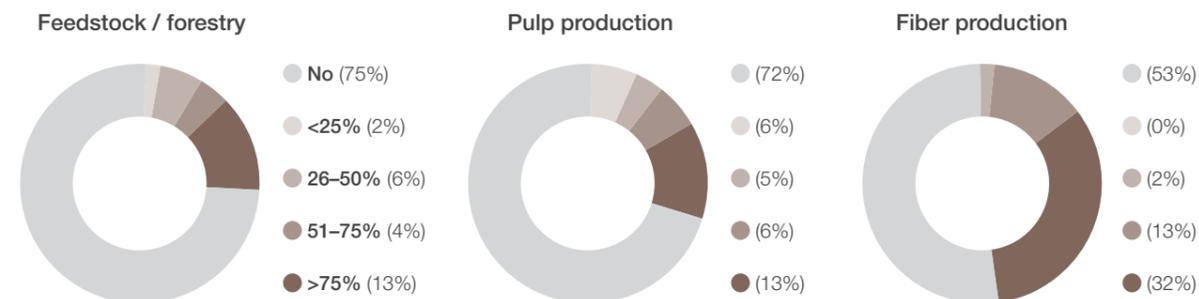


### Types of investment



## 3. Transparency

### Country of origin: knowledge of MMC supply



# Manmade Cellulosics



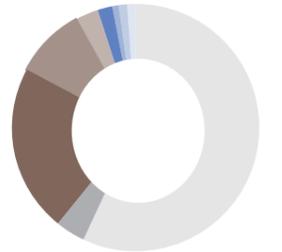
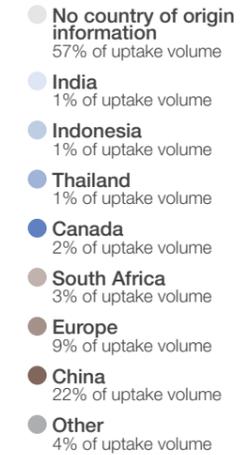
“ We only use Lenzing Tencel, which is bluesign approved. This mitigates our risk and is the only MMC we use.

Outdoor brand

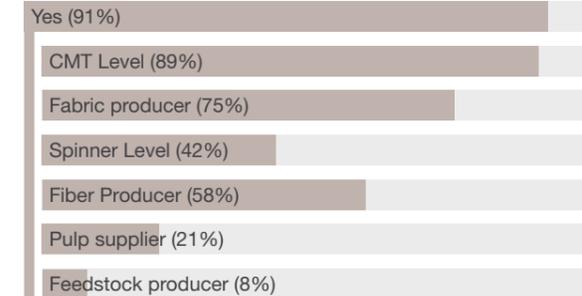
“ The two most important factors in the procurement of cellulose fibers are the source of the cellulose and the processing of the raw material into textile fibers, as a high amount of energy, water and chemicals are required to manufacture the fibers.

Multi-sector company

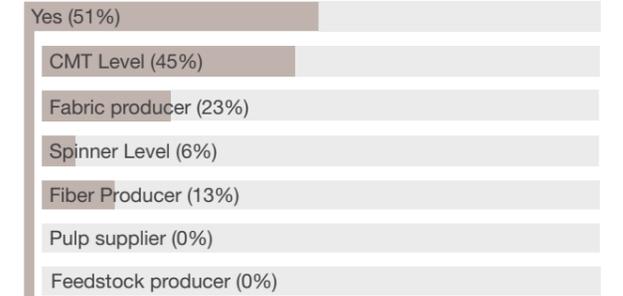
## Country of origin of reported MMC uptake



## MMC supply chain mapping

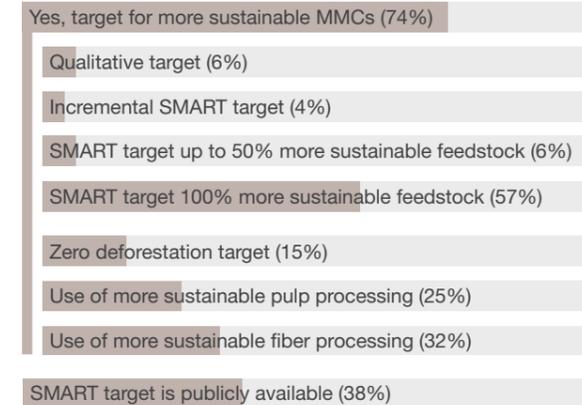


## Public listing of MMC suppliers



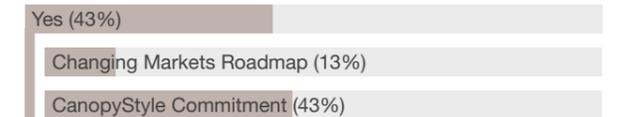
## 4. Targets

### Setting more sustainable\* MMC targets



\* "More sustainable" as defined by the company

### Signatory of public industry commitments



“ Our company is part of a group developing an audit tool for viscose suppliers, as part of our Changing Markets commitment.

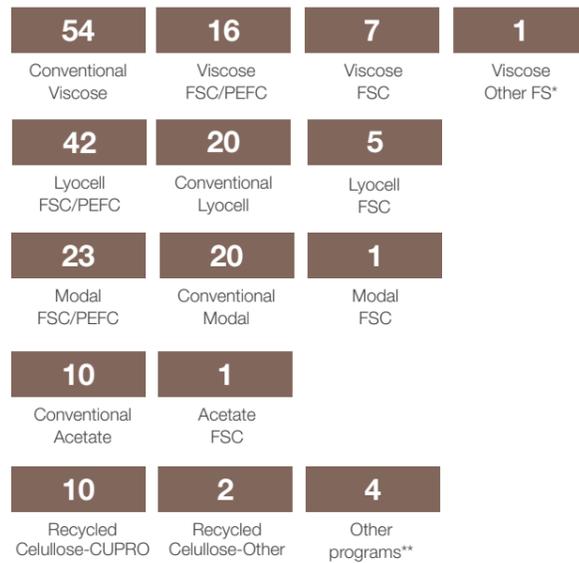
Apparel / Footwear company

# Manmade Cellulosics



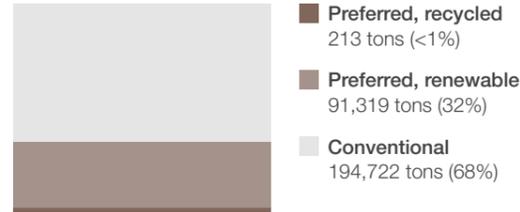
## 5. Uptake

### Uptake reporting (number of participants)



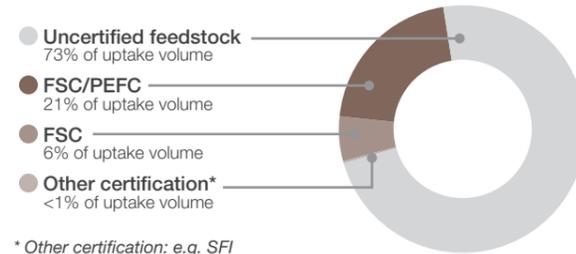
\* Other forestry standard e.g. Sustainable Forestry Initiative (SFI)  
 \*\* Other program: e.g. regenerated protein fibers

### Uptake volumes: percentage share



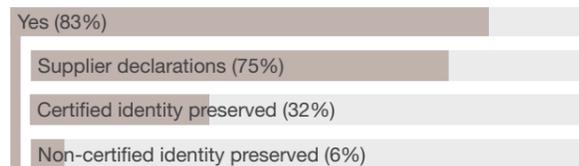
Reported in 2019 (2018 data). Volume of manmade cellulosics reported: 286,253 tons

### Uptake volumes from certified forestry



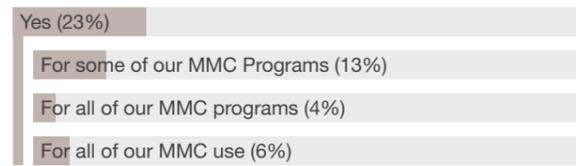
\* Other certification: e.g. SFI

### Using MMC program verification



\* Certified identity preserved includes both partial (30%) and full supply chain coverage (2%)

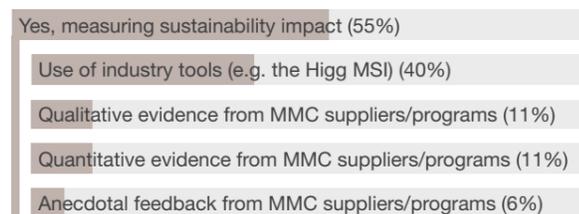
### Using factory-level standards/initiatives\*



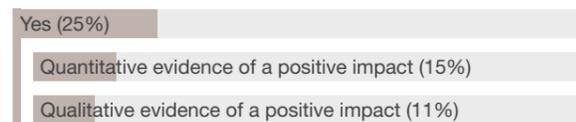
\* e.g. bluesign, European Union's Best Available Techniques (BAT) compliance, and OEKO-TEX® 100 certification

## 6. Impact Monitoring

### Measuring impact of MMC production



### Impact improvement in own supply chains



“ We rely on CanopyStyle audits and suppliers verified as "low risk".

Apparel / Footwear company

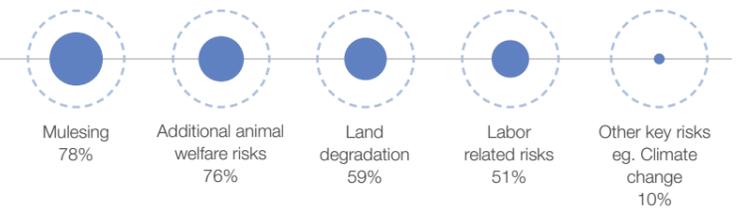
# Materials Portfolio Wool



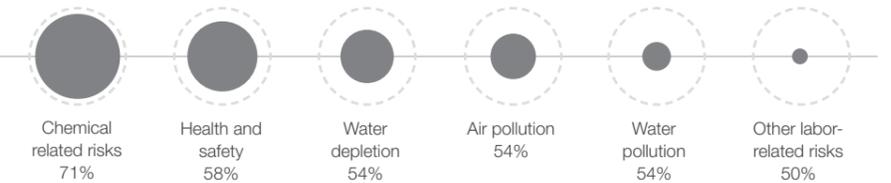
Wool comprised 1.4% of materials reported in the benchmark, and 46 companies (40% of all participants) completed the wool module. The following analysis is based on the 46 companies that completed the wool module. Uptake reporting (number of companies and update volume) includes both module and "progress tracker" respondents.

## 1. Risk Management

### Highest rated sheep farming risks



### Highest rated scouring risks



### Risk assessment: sheep farming



### Risk assessment: wool scouring

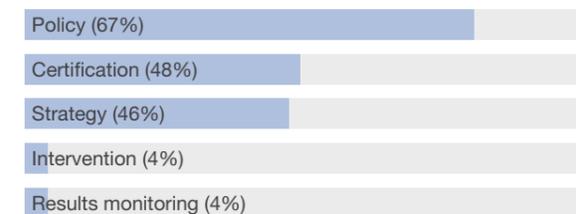


- No assessment
- Risks assessed / no management system in place
- Risks assessed / management system in place

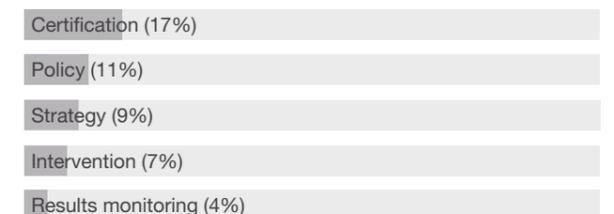
“ Our company is working with all our recycled wool providers to have GRS certification so we can assure the feedstock for recycled wool. We complete ethical trade audits at all finished goods vendors and key raw material suppliers.

Apparel / Footwear company

### Risk management approaches: sheep farming



### Risk management approaches: wool scouring



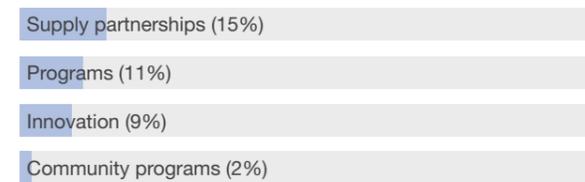


## 2. Investment

### Investing in sustainability of wool production

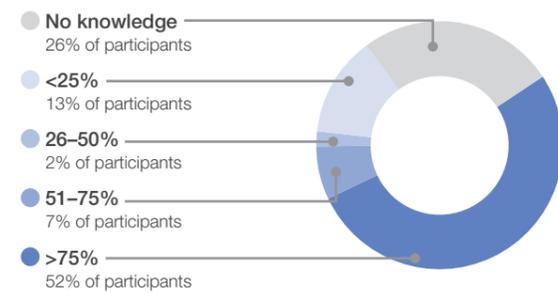


### Types of investment

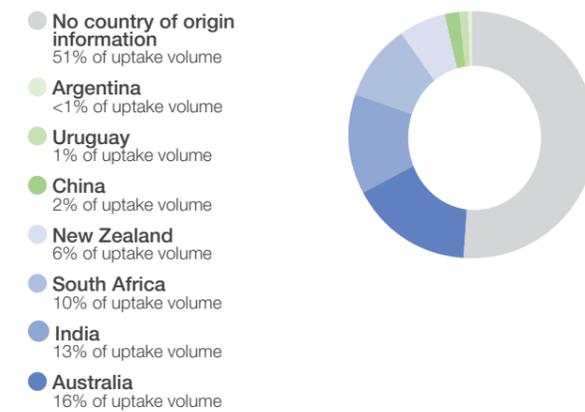


## 3. Transparency

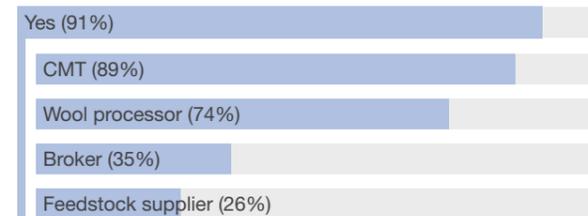
### Country of origin: knowledge of wool supply



### Country of origin of reported wool uptake



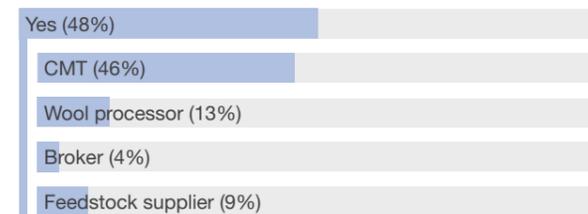
### Wool supply chain mapping



“ Our Materials Sourcing Policy outlines expectations regarding animal welfare, which is shared with our cut make trim (CMT) and fabric suppliers. Our LCA assessed the environmental impacts of wool production in the countries that we source from.

Apparel / Footwear company

### Public listing of wool suppliers



## 4. Targets

### Setting more sustainable\* wool targets



\* "More sustainable" as defined by the company

### Signatory of public industry commitments



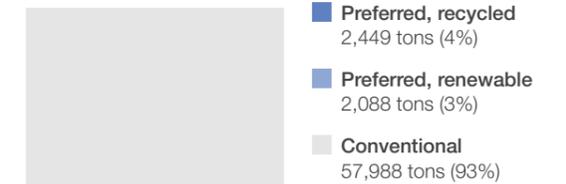
## 5. Uptake

### Uptake reporting: number of participants



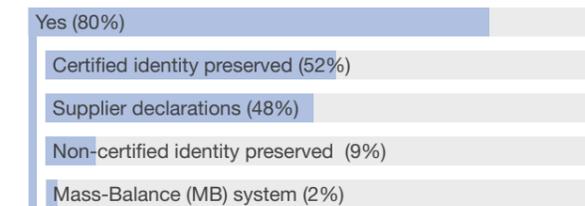
\* Other wool: e.g. Climate Beneficial Wool

### Uptake volumes: percentage share



Volume of wool reported: 62,525 tons

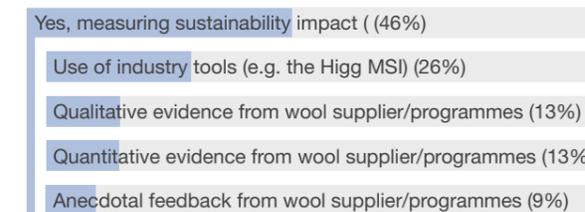
### Using wool program verification



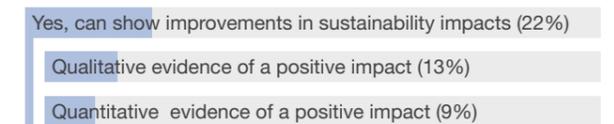
\* Certified identity preserved includes both partial (43%) and full supply chain coverage (9%)

## 6. Impact Monitoring

### Measuring impact of wool production



### Impact improvement in own supply chains



# Materials Portfolio

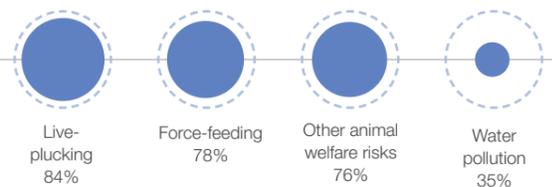
## Down



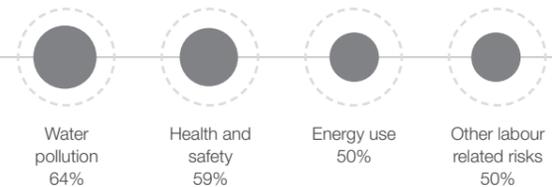
Down comprised 0.5% of materials reported in the benchmark, and 37 companies (32% of all participants) completed the down module. The following analysis is based on the 37 companies that completed the down module. Uptake reporting (number of companies and uptake volume) includes both module and "progress tracker" respondents. Please note, the down analysis is derived from both duck and goose down and feather.

### 1. Risk Management

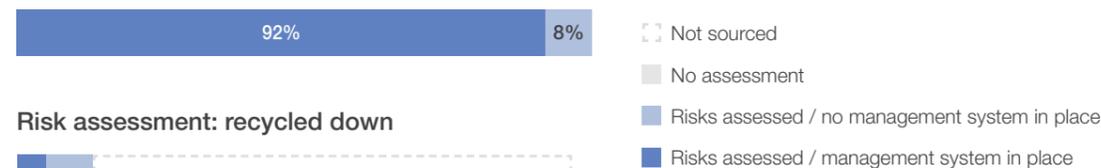
#### Highest rated bird farming risks



#### Highest rated down processing risks



#### Risk assessment: bird farming



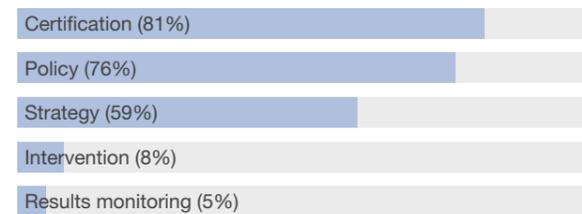
#### Risk assessment: recycled down



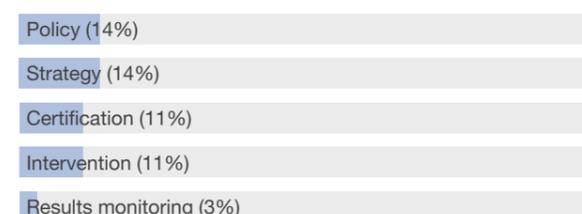
#### Risk assessment: down processing



#### Risk management approaches: bird farming



#### Risk management approaches: down processing



# Down

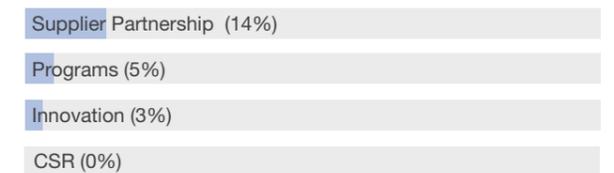


### 2. Investment

#### Investing in sustainability of down production

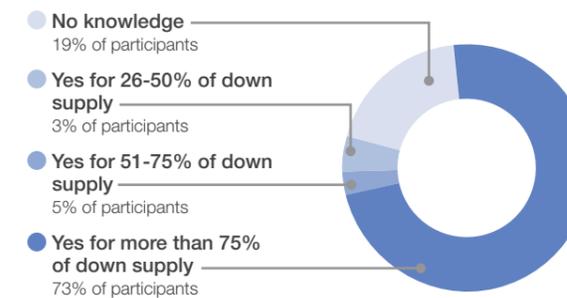


#### Types of investment

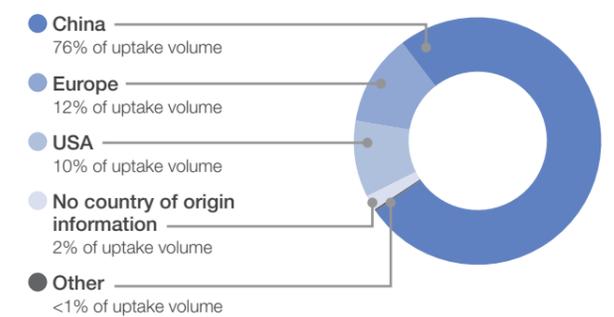


### 3. Transparency

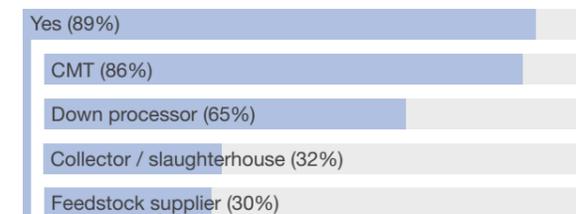
#### Country of origin: knowledge of down supply



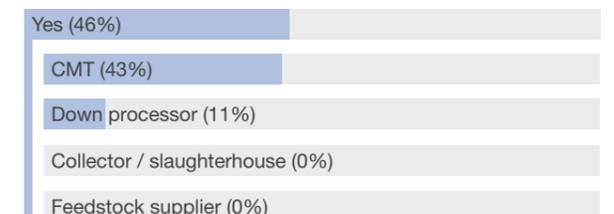
#### Country of origin of reported down uptake



#### Down supply chain mapping



#### Public listing of down suppliers



“ We have implemented a system to enable us to trace down and feather from the supplier back to the slaughter house and down to direct farm level. Suppliers of down and feather must also ensure sub-suppliers comply with the same requirement.

**Home / Hospitality company**

“ We have mapped our down supply chain with our suppliers, using their traceability program.

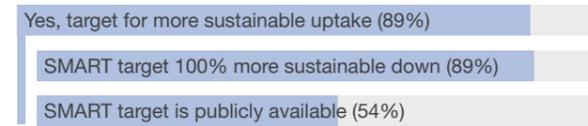
**Outdoor / Sports company**

# Down



## 4. Targets

### Setting more sustainable\* down targets



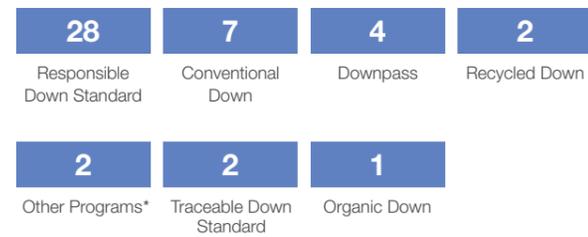
### Signatory of public industry commitments



\* "More sustainable" as defined by the company

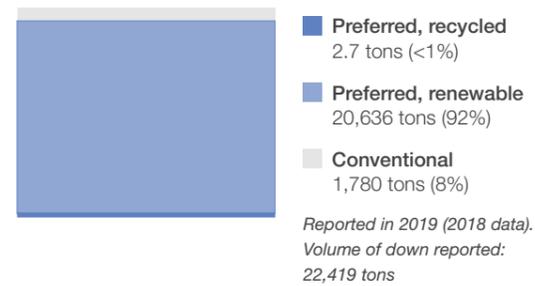
## 5. Uptake

### Uptake reporting: number of participants

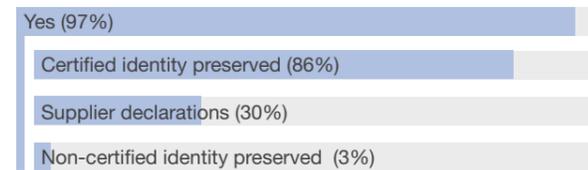


\* Other programs: e.g. internal program, Traumpass

### Uptake volumes: percentage share

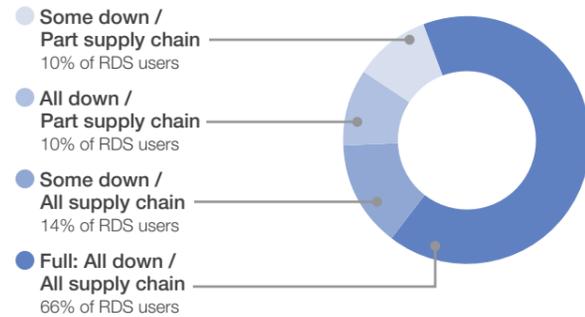


### Using down program verification



\* Certified identity preserved includes both partial (29%) and full supply chain coverage (57%)

### RDS: extent of supply chain certification

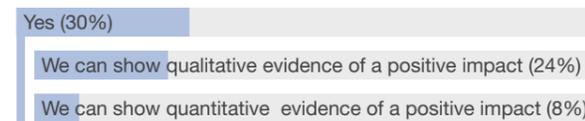


## 6. Impact Monitoring

### Measuring impact of down production



### Impact improvement in own supply chains



# Materials Portfolio Leather (pilot)



The leather module was piloted this year. The following analysis is based on the 27 companies that provided responses by participating in the pilot.

## 1. Risk Management

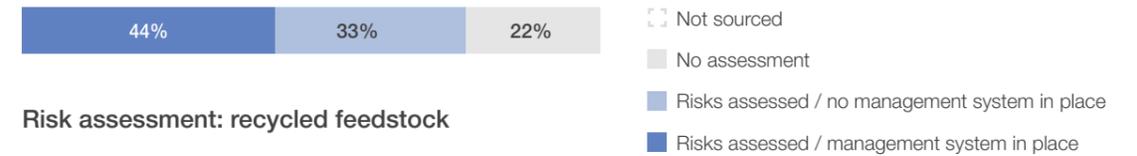
### Highest rated animal farming risks



### Highest rated leather processing risks



### Risk assessment: animal farming



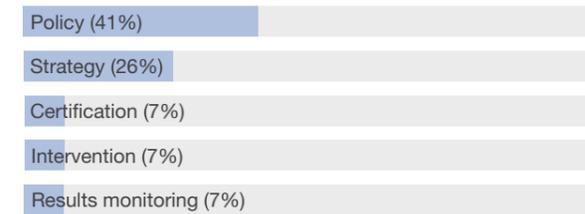
### Risk assessment: recycled feedstock



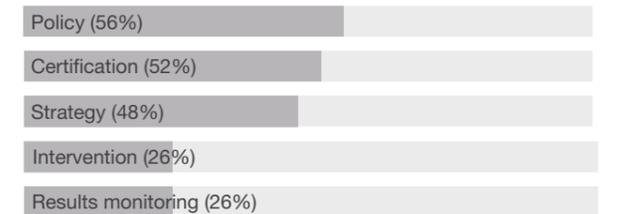
### Risk assessment: leather processing



### Risk management approaches: animal farming



### Risk management approaches: leather processing



# Leather (pilot)



“ Our company has committed to avoiding leather and beef from regions where land is converted to agriculture at the expense of valuable tropical forest. Cattle are commonly part of a cycle of land use change associated with agricultural expansion. The region of greatest deforestation associated with cattle rearing is the Amazon biome; therefore regions that border this are classed as ‘leather deforestation risk countries’. If leather is being sourced from any of these countries, then the supplier must either:

(1) Demonstrate the route for supply has avoided the use of cattle reared in the Amazon biome through one of the following options:

- A public commitment to ban the use of cattle reared in the Amazon biome by the slaughterhouse.
- GPS mapping of supplying farms to demonstrate avoidance of cattle reared in the Amazon biome.
- Policies to remove suppliers who do not meet these standards.

Or (2) participate in multi-stakeholder, industry or regional schemes that help companies to avoid the purchase of cattle from the Amazon biome if the data from such schemes is made publicly available or audited by an independent third party.

**Multi-sector company**

“ We use a tanner that is part of the Leather Working Group and part of the Genuine Italian Vegetable-Tanned Leather Consortium.

**Apparel / Footwear company**

“ When sourcing grown materials we prioritize three key considerations:

- Responsible land use: We value protecting ancient and endangered forests and species, renewable sources, integrated pest management and practices which do not displace food markets.
- Responsible water use: We value water efficiency and using less water.
- Responsible farming: We value responsible farming practices, safe environments, and better livelihoods. We believe in both raising the bar and helping farmers get there through training and education.

**Outdoor / Sports company**

“ We have banned chromium as a tanning agent, compliance is monitored by checking the total chromium content of all our leather products.

**Multi-sector company**

“ We ask for disclosure of finishing and tanning sites. LWG sites are cross referenced with the LWG website to confirm location. Annually we map 100% of our leather supply chain to tannery, wet blue tannery and country of slaughter.

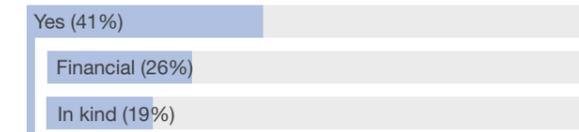
**Multi-sector company**

# Leather (pilot)

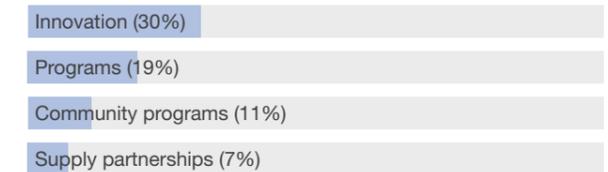


## 2. Investment

### Investing in sustainability of leather production

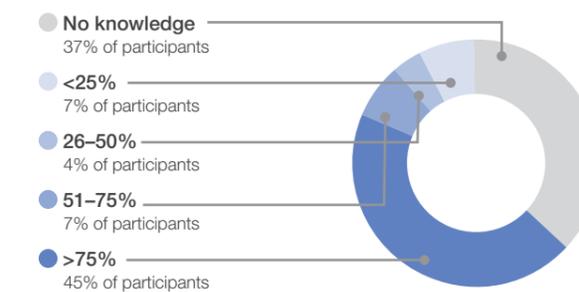


### Types of investment



## 3. Transparency

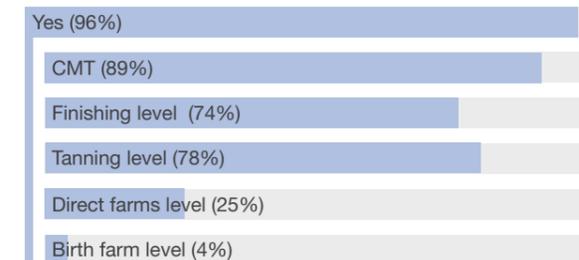
### Country of origin: knowledge of leather supply



### Country of origin of reported leather uptake

- Argentina
- Australia
- Brazil
- France
- Germany
- India
- Italy
- The Netherlands
- Poland
- United Kingdom
- Uruguay
- United States

### Leather supply chain mapping



### Public listing of leather suppliers



“ We have not achieved transparency over our leather livestock farming so far.

**Multi-sector company**

“ We have visited some of our major leather tanneries to have a dialogue on risk mitigation and extending that to livestock farming. Some of them have measures in place and others don't. We are committed to Textile Exchange's Responsible Leather Round Table and are awaiting guidance to address these risks.

**Outdoor / Sports company**

# Leather (pilot)



## 4. Targets

### Setting more sustainable\* leather targets

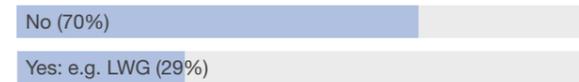


\* "More sustainable" as defined by the company

“ We have a target to source 100% of our leather from tanneries with environmental, traceability and social compliance certifications by 2022. We fully support tannery certification as one of several ways to help drive more responsible leather production. We recognise certifications by the Leather Working Group (LWG), the Italian Istituto di Certificazione della Qualità per l'Industria Conciaria (ICEC) and the International Organization for Standardization (ISO).

**Apparel / Footwear company**

### Signatory of public industry commitments



“ Increasing percentage of leather from LWG certified tanneries - We do not directly measure the effects, we rely on LWG to do that.

**Apparel / Footwear company**

“ Strategy on leather sourcing is on the agenda along side the launch of our Preferred Supplier Program in 2020. All leather will be sourced from nominated suppliers meeting our criteria - criteria is not finalized.

**Apparel / Footwear company**

## 5. Uptake

### Uptake reporting: units of measure



### Main species reported:

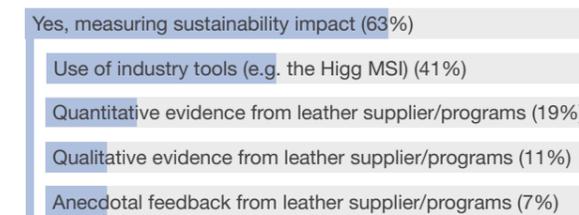
- Bovine
- Buffalo
- Goat
- Kangaroo
- Pig
- Sheep

# Leather (pilot)



## 6. Impact Monitoring

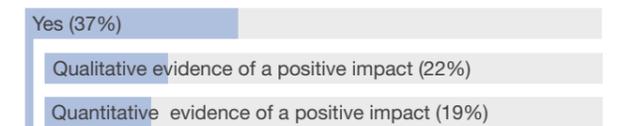
### Measuring impact of leather production



“ We monitor by percent of LWG medal rated tanneries and percent split between medal ratings. We view non LWG as a potential risk, and therefore see percent LWG as a mitigation approach for potential poor environmental management practices. We also monitor results of social working condition audits for our tanneries (all tanneries are audited) and monitor results and improvement plan outcomes. We also monitor socio-political changes, as necessary.

**Apparel / Footwear company**

### Impact improvement in own supply chains



“ Environmental Profit & Loss (EP&L) results can show positive impact detail in monetary units when we use more sustainable leather.

**Apparel / Footwear company**

# Extra Insight

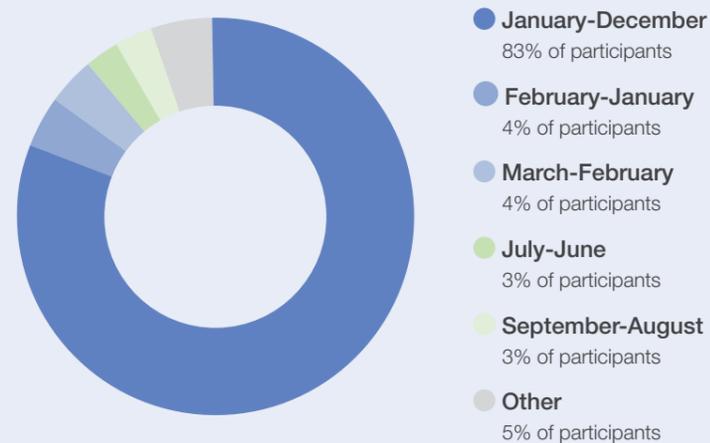
## Data Improvements

### Metadata Form Analysis

Companies completing the CFMB survey in 2019 were asked to use our new [Fiber Uptake Calculations & Reporting Best Practices Guide](#) where possible when calculating uptake data. In this year's CFMB survey, Textile Exchange asked companies to provide more detailed information regarding the methodology used for calculating uptake data. The following analysis is based on all companies that provided uptake data.

83% of companies providing data were able to provide data for the calendar year – a level of consistency which will allow for deeper analysis in the future when combined with data on production of preferred materials. The majority of companies combined their internal PLM (product lifecycle management) and ERP (enterprise resource planning) systems in order to identify datasets to manually combine to complete uptake calculations. 51% of companies were able to report for all textile products produced, with 14% excluding footwear, and others excluding licensed product or smaller volume product categories.

#### Uptake data - reporting date range

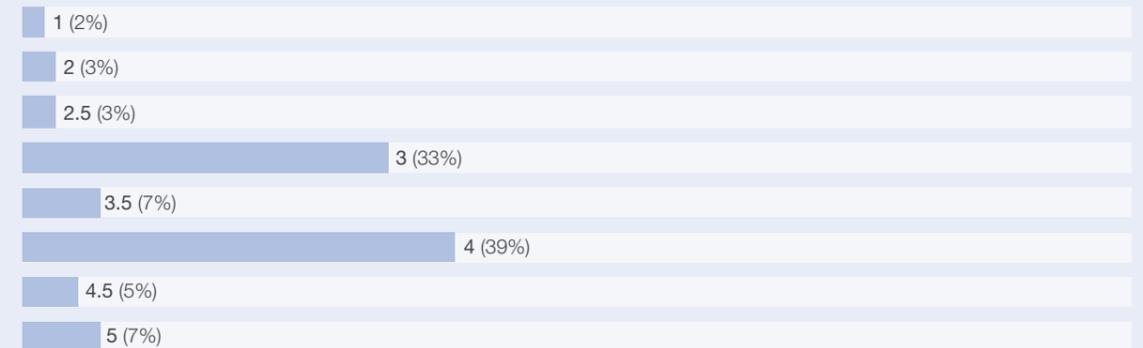


Textile Exchange asked companies to complete a self-assessment of their data quality and accuracy (a score from 1-5 with 5 being as accurate as possible). 39% of companies reported a score of 4, 33% of companies believed they were in the middle at a score of 3, 12% were very confident and reported 4.5-5 and some companies felt they had a long-way to go reporting a 1 or 2.

# Data Improvements

### Metadata Form Analysis

#### Data quality and accuracy self-assessment (5 is highest)



In asking companies how they could further improve their calculations, many noted the errors or gaps in PLM systems requiring manual checking and correction prior to completing the calculation. Some struggled with preferred data not being included in PLM, therefore requiring an additional manual calculation element. Others note that average weights used are at department-level and not specific to a product or silhouette, therefore this was an improvement opportunity for some companies. Compositions seemed to be quite fragmented for companies, with some using free-text fields and needing extensive data cleansing, others not including linings or other textile components to a product.

Some companies rely on suppliers to provide data for calculations; however incomplete responses or lack of responses limits the ability for a company to fully understand its sourcing. Many companies are exploring potential IT solutions to increase data accuracy and remove administrative burden of manual calculations. Validation of preferred materials remained a common possible improvement point as many companies noted they could request more certificates from the supply chain, improve the level of certification through the supply chain, and broadly build more robust validation techniques within internal teams.

#### Guidance and principles referenced:

- This guide was developed in cooperation with the Partnership for Sustainable Textiles, the Waste & Resources Action Programme's (WRAP) Sustainable Clothing Action Plan and the Global Organic Textile Standard. <https://textileexchange.org/wp-content/uploads/2019/10/CFMB-Guide-Fiber-Uptake-Calculations-Final-October-2019.pdf>
- Product Lifecycle Management (PLM) systems such as CentixEnovia, FlexPLM
- Enterprise Resource Planning (ERP) systems such as Navision, SAP

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# Part C: About the Benchmark Program

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# About the Benchmark Program

## Methodology

The Corporate Fiber and Materials Benchmark (CFMB) program is the place to measure, track and compare a company's sustainability progress related to fibers and materials.

The CFMB provides a robust structure to help companies systematically measure, manage and integrate a preferred fiber and materials strategy into mainstream business operations, to compare progress, and to transparently communicate performance and progress to stakeholders.

The CFMB offers a quantified index ranking including a company's position in relation to peers and the overall industry (universe of participants). It provides an indicator of progress, helps companies identify strengths and gaps, and encourages year-on-year improvement and a "race to the top." Participants see substantial detail about their performance, and industry averages are reported for public consumption. Participants receive a comprehensive scorecard comparing their own progress year-on-year and how they rank alongside their peers. Customized scorecards are confidential to the participant, and annual insights, including index results, are shared in the public domain. Starting in 2019, the CFMB now integrates an enhanced alignment with the Sustainable Development Goals (SDGs).

### Benchmark framework

Participating companies complete a survey consisting of three sections:

I. Strategy and Integration	II. Materials Portfolio							III. Circularity
	Plant Fibers	Animal Fibers & Materials			Regenerated Fibers	Synthetic Fibers		
	Cotton	Wool	Down	Leather	MMC	Polyester	Nylon	
Corporate Strategy*	Risk Management							Circularity Strategy*
Leadership*	Investment							Resource Use
Internal Engagement*	Transparency							Design for Circularity
Materiality*	Targets*							Business Models
Customer Engagement*	Uptake*							Textile Collection*
Reporting*	Impact Monitoring*							Recycled Content*

\* Alignment with Sustainable Development Goals (SDGs)

### Material Change Leaderboard and progress tables

As a result of the CFMB program review carried out over Q4 2018 and Q1 2019, Textile Exchange replaced its volume-based leaderboards of the past with a more holistic and contemporary assessment of leadership. Volume-based results are presented in progress tables for each material category. The leaderboards and progress tables are based on the participating companies' self-reported data. While Textile Exchange reviews all data entries, checks calculations, and carries out a consistency check, it does not verify the accuracy of the data. The responsibility for the accuracy of the data remains with the participating companies.

# Methodology

The Material Change family of indices is driven by a sophisticated scoring methodology. A simplified summary of how the scoring works for each index category is provided below, however please refer to the [Scoring Methodology](#) for full details.



The **Material Change Index** is the result of an assessment of the overall performance of a company that has completed the full CFMB survey. It is based on scores within each of the three sections, i.e. Strategy and Integration (25%), Materials Portfolio (65%) and Materials Circularity (10%). MCI results are normalized to a score out of 100.



**Strategy and Integration** reflects a company's materials sustainability strategy and how it is integrated into the core of the business and its management systems.

### Family of indices:



The **Materials SDG Index** reflects progress against the Sustainable Development Goals (SDGs). It is derived of a cross-cutting score that draws selected SDG-related results aggregated from the Strategy and Integration (85%), Materials Portfolio (2.5%) and Circularity (12.5%) sections of the benchmark. This is then normalized to a score out of 100 to create the SDG Index.



The **Materials Circularity Index** is derived from a company's response to questions in Section III of the CFMB survey and normalized to a score out of 100.



Material index scores reflect the sustainability progress made by the company at the individual material level, and cover both management (30%) and performance (70%). There are six **Material Indices: Cotton, Polyester, Nylon, Manmade Cellulosics, Wool, and Down.**

### Portfolio of preferred materials

Participants select their portfolio composition based on which materials are most used in their supply chain.

Plant Fibers	Animal Fibers & Materials	Regenerated Fibers	Synthetic Fibers
<b>Cotton</b> <ul style="list-style-type: none"> <li>Organic Fair Trade</li> <li>Organic cotton</li> <li>Fair Trade</li> <li>Cotton made in Africa (CmiA)</li> <li>Better Cotton Initiative (BCI)</li> <li>REEL Cotton</li> <li>Responsible Brazilian Cotton (ABR)</li> <li>BASF e3</li> <li>Cleaner Cotton</li> <li>Field 2 Market</li> <li>ISCC Certified</li> <li>myBMP</li> <li>bioRe</li> <li>Regenerative Organic Certified (ROC)</li> <li>Recycled cotton</li> </ul>	<b>Wool</b> <ul style="list-style-type: none"> <li>Organic wool</li> <li>Responsible Wool Standard (RWS)</li> <li>ZQ Certified</li> <li>Recycled wool</li> </ul> <b>Down</b> <ul style="list-style-type: none"> <li>Organic down</li> <li>Responsible Down Standard (RDS)</li> <li>Traceable Down Standard (TDS)</li> <li>Downpass</li> <li>Recycled down</li> </ul> <b>Leather (Pilot)</b> <ul style="list-style-type: none"> <li>Organic leather</li> <li>Recycled leather</li> </ul>	<b>Manmade Cellulosics</b> <ul style="list-style-type: none"> <li>Lyocell (FSC, PEFC)</li> <li>Modal (FSC, PEFC)</li> <li>Viscose (FSC, PEFC)</li> <li>Acetate (FSC, PEFC)</li> <li>Recycled cellulose</li> <li>Cupro</li> </ul>	<b>Polyester</b> <ul style="list-style-type: none"> <li>Bio-based polyester</li> <li>Recycled polyester</li> </ul> <b>Nylon</b> <ul style="list-style-type: none"> <li>Bio-based nylon</li> <li>Recycled nylon</li> </ul>

# About the Benchmark Program

## Methodology

### A preferred material

Textile Exchange defines a preferred fiber or material as one which results in improved environmental and/or social sustainability outcomes and impacts in comparison to conventional production.

### Ways to recognize or achieve a preferred status



Sustainability criteria developed through a formalized multi-stakeholder process.



A recognized industry standard in place which confirms its status as preferred.



A robust chain of custody system in place to track or trace the material through the supply chain and back to its origin.



Objectively and scientifically tested or verified as having greater sustainability attributes, such as through a peer reviewed Life Cycle Assessment.



Potential for circularity (under consideration for inclusion in updated preferred material assessment)

### A portfolio approach



Build a suite of preferred materials, from a choice of preferred options, through the consideration of impacts and organizational priorities.



Embed a strategy that leads to preferred options replacing unsustainable or less sustainable options.



Make a commitment to the principles of continuous improvement and ensuring options selected result in a positive impact.

# Resources

### Material Change Index (MCI) webpages:

#### Material Change Index

Visit website [here](#)

#### Materials Impact Dashboard

Visit website [here](#)

#### Leveling Up Series

Visit website [here](#)

#### MCI Tools and Reports

Visit website [here](#)

### Corporate Fiber & Materials Benchmark (CFMB) guides:

#### Material Change Index Results Guide

Download document [here](#)

#### Material Impact Dashboard Guide

Download document [here](#)

#### CFMB Survey Guide

Download document [here](#)

#### CFMB Scoring Methodology

Download document [here](#)

#### Getting Started Guide (FAQs)

Download document [here](#)

### Other Textile Exchange reports:

#### Material Change Index Sector Scorecard (2019)

Download document [here](#)

#### Preferred Fiber & Materials Market Report (2019)

Download document [here](#)

#### Organic Cotton Market Report (2019)

Download document [here](#)

#### 2025 Sustainable Cotton Challenge

Visit website [here](#)

# About the Benchmark Program

## 2019 Participants

Company	HQ	Sub sector	Scope	MCI Score	Status	Member
AB Lindex	SE	Apparel / Footwear	Full survey	Level 3 - Maturing	Returnee	●
adidas AG	DE	Outdoor / Sports	Full survey	Level 3 - Maturing	Returnee	●
ALANA (dm-drogerie markt GmbH + Co. KG)	DE	Apparel / Footwear	Full survey	Level 3 - Maturing	Returnee	
ALDI Group <i>ALDI South Group, ALDI North Group</i>	DE	Multi-sector	Full survey	Level 3 - Maturing	Returnee	
ARC'TERYX Equipment	CA	Outdoor / Sports	Full survey	Level 2 - Establishing	New	●
Aritzia LP	CA	Apparel / Footwear	Full survey	Level 2 - Establishing	New	●
ARMEDANGELS (Social Fashion Company GmbH)	DE	Apparel / Footwear	Full survey	Level 3 - Maturing	Returnee	●
Arthur and Henry	GB	Apparel / Footwear	Progress tracker	n/a	Returnee	
ASOS Plc.	GB	Apparel / Footwear	Full survey	Level 3 - Maturing	Returnee	●
Baum Und Pferdgarten	DK	Apparel / Footwear	Progress tracker	n/a	New	
BESTSELLER A/S	DK	Apparel / Footwear	Full survey	Level 3 - Maturing	New	●
Boll & Branch	US	Home / Hospitality	Full survey	Level 3 - Maturing	Returnee	●
Brooks Running	US	Outdoor / Sports	Full survey	Level 3 - Maturing	Returnee	
Burberry	GB	Apparel / Footwear	Full survey	Level 3 - Maturing	Returnee	●
C&A AG	CH	Apparel / Footwear	Full survey	Level 4 - Leading	Returnee	●
C&J Clark Limited	GB	Apparel / Footwear	Full survey	Level 1 - Developing	New	●
Columbia Sportswear Company <i>Columbia Sportswear, Sorel, Mountain Hardwear</i>	US	Outdoor / Sports	Full survey	Level 2 - Establishing	Returnee	●
Continental Clothing Co.	GB	Apparel / Footwear	Progress tracker	n/a	Returnee	
Cotonea / Gebr. Elmer & Zweifel	DE	Multi-sector	Modular	n/a	Returnee	●
Coyuchi, Inc.	US	Home / Hospitality	Full survey	Level 4 - Leading	Returnee	●
Darn Tough Vermont	US	Outdoor / Sports	Full survey	Level 2 - Establishing	New	
DECATHLON SA	FR	Multi-sector	Full survey	Level 4 - Leading	Returnee	
Dedicated Sweden AB	SE	Apparel / Footwear	Full survey	Level 3 - Maturing	Returnee	
Dibella Group	NL	Home / Hospitality	Modular	n/a	Returnee	●
EILEEN FISHER, Inc.	US	Apparel / Footwear	Full survey	Level 4 - Leading	Returnee	●
Esprit Europe Services GmbH	DE	Apparel / Footwear	Full survey	Level 3 - Maturing	Returnee	●
Faherty Brand	US	Apparel / Footwear	Full survey	Level 1 - Developing	New	
Fjällräven International AB	SE	Outdoor / Sports	Full survey	Level 3 - Maturing	Returnee	●
G-Star RAW B.V.	NL	Apparel / Footwear	Progress tracker	n/a	Returnee	●
Gap Inc. <i>GAP, Banana Republic, Old Navy, Athleta, Hill City</i>	US	Apparel / Footwear	Full survey	Level 3 - Maturing	Returnee	●
Globetrotter Ausrüstung GmbH	DE	Outdoor / Sports	Progress tracker	n/a	Returnee	●
greenfibres limited	GB	Multi-sector	Modular	n/a	Returnee	
Gucci	IT	Apparel / Footwear	Full survey	Level 3 - Maturing	Returnee	●
H&M Group <i>H&amp;M, COS, Monki, Weekday, &amp; Other Stories, H&amp;M Home, ARKET, Afound</i>	SE	Multi-sector	Full survey	Level 4 - Leading	Returnee	●

# 2019 Participants

Company	HQ	Sub sector	Scope	MCI Score	Status	Member
Hanky Panky Ltd	US	Apparel / Footwear	Modular	n/a	Returnee	●
Helly Hansen AS	NO	Outdoor / Sports	Progress tracker	n/a	Returnee	
HempAge AG	DE	Apparel / Footwear	Progress tracker	n/a	Returnee	
Hemtex AB	SE	Home / Hospitality	Progress tracker	n/a	Returnee	
HUGO BOSS	DE	Apparel / Footwear	Full survey	Level 3 - Maturing	Returnee	
IceBreaker, a division of VF Outdoor, LLC	NZ	Outdoor / Sports	Modular	n/a	Returnee	●
IKEA of Sweden AB	SE	Home / Hospitality	Full survey	Level 4 - Leading	Returnee	●
INDIGENOUS	US	Apparel / Footwear	Progress tracker	n/a	Returnee	●
Inditex Group <i>Zara, Zara Home, Pull&amp;Bear, Massimo Dutti, Bershka, Stradivarius, Oysho, Uterqüe</i>	ES	Multi-sector	Full survey	Level 3 - Maturing	Returnee	●
J Sainsbury Plc	GB	Multi-sector	Progress tracker	n/a	Returnee	
KALANI S.A.	BE	Home / Hospitality	Full survey	Level 3 - Maturing	Returnee	●
KappAhl Sverige AB	SE	Apparel / Footwear	Full survey	Level 3 - Maturing	Returnee	●
Kathmandu Limited	NZ	Outdoor / Sports	Full survey	Level 3 - Maturing	Returnee	●
Kering <i>Gucci, Saint Laurent, Bottega Veneta, Balenciaga, Alexander McQueen, Brioni, Boucheron, Pomellato, DoDo, Qeelin, Ulysse Nardin, Girard-Perregaux</i>	FR	Apparel / Footwear	Progress tracker	n/a	Returnee	●
KID Interior AS	NO	Home / Hospitality	Modular	n/a	New	●
KNICKEY	US	Apparel / Footwear	Full survey	Level 3 - Maturing	New	
KnowledgeCotton Apparel	DK	Apparel / Footwear	Modular	n/a	Returnee	●
Kuyichi B.V.	NL	Apparel / Footwear	Full survey	Level 3 - Maturing	Returnee	
L.L. Bean	US	Multi-sector	Full survey	Level 1 - Developing	New	●
Levi Strauss & Co.	US	Apparel / Footwear	Full survey	Level 4 - Leading	Returnee	
Loomstate, LLC	US	Apparel / Footwear	Full survey	Level 4 - Leading	Returnee	●
Mantis World Limited	GB	Apparel / Footwear	Full survey	Level 3 - Maturing	Returnee	●
Mara Hoffman	US	Apparel / Footwear	Full survey	Level 3 - Maturing	Returnee	●
Marc Cain GmbH	DE	Apparel / Footwear	Modular	n/a	New	
MARC O'POLO International GmbH	DE	Apparel / Footwear	Progress tracker	n/a	Returnee	●
Marks and Spencer	GB	Multi-sector	Full survey	Level 3 - Maturing	Returnee	●
Mayamiko	GB	Apparel / Footwear	Progress tracker	n/a	New	●
MEC	CA	Outdoor / Sports	Full survey	Level 3 - Maturing	Returnee	●
MetaWear Organic	US	Apparel / Footwear	Modular	n/a	Returnee	●
Mini Rodini	SE	Apparel / Footwear	Modular	n/a	Returnee	
MQ Holding AB	SE	Apparel / Footwear	Full survey	Level 3 - Maturing	Returnee	●
MUD Jeans International BV	NL	Apparel / Footwear	Full survey	Level 4 - Leading	Returnee	
Naturaline (Coop Switzerland)	CH	Apparel / Footwear	Full survey	Level 4 - Leading	Returnee	
Naturepedic Organic Mattresses	US	Home / Hospitality	Modular	n/a	New	●
némloh (RHUM)	FI	Apparel / Footwear	Full survey	Level 1 - Developing	New	●
New Balance Athletics, Inc.	US	Outdoor / Sports	Modular	n/a	Returnee	●

# 2019 Participants

Company	HQ	Sub sector	Scope	MCI Score	Status	Member
Next Plc.	GB	Multi-sector	Progress tracker	n/a	Returnee	
NIKE, Inc. <i>Nike, Converse, Hurley and Jordan</i>	US	Outdoor / Sports	Full survey	Level 4 - Leading	Returnee	●
No Ordinary Designer Label Limited t/a Ted Baker	GB	Apparel / Footwear	Progress tracker	n/a	Returnee	
Norrøna Sport	NO	Outdoor / Sports	Full survey	Level 3 - Maturing	Returnee	●
Nudie Jeans Marketing AB	SE	Apparel / Footwear	Full survey	Level 4 - Leading	Returnee	●
ORSAY GmbH	DE	Apparel / Footwear	Full survey	Level 1 - Developing	New	
Otto Group <i>OTTO, Bonprix, Witt, Heine, Sheego, Sportscheck</i>	DE	Multi-sector	Full survey	Level 3 - Maturing	Returnee	●
Outdoor Voices	US	Outdoor / Sports	Full survey	Level 2 - Establishing	New	
Outerknown	US	Apparel / Footwear	Full survey	Level 3 - Maturing	Returnee	●
Patagonia	US	Outdoor / Sports	Full survey	Level 4 - Leading	Returnee	●
People Tree Ltd	GB	Apparel / Footwear	Progress tracker	n/a	Returnee	
Piping Hot Australia Pty Ltd	AU	Outdoor / Sports	Full survey	Level 2 - Establishing	New	●
prAna	US	Apparel / Footwear	Full survey	Level 4 - Leading	Returnee	●
PUMA SE	DE	Outdoor / Sports	Full survey	Level 3 - Maturing	Returnee	●
PVH Corp <i>Tommy Hilfiger, Calvin Klein, Van Heusen, IZOD, ARROW, Warner's, Olga, True&amp;Co, Geoffrey Beane</i>	US	Apparel / Footwear	Full survey	Level 3 - Maturing	Returnee	●
Recreational Equipment, Inc. (REI)	US	Outdoor / Sports	Full survey	Level 3 - Maturing	Returnee	●
Reformation	US	Apparel / Footwear	Modular	n/a	New	●
Royal Robbins LLC	US	Outdoor / Sports	Full survey	Level 2 - Establishing	New	●
Scania CV AB	SE	Apparel / Footwear	Progress tracker	n/a	New	
SKFK ethical fashion	ES	Apparel / Footwear	Modular	n/a	Returnee	●
Stanley/Stella SA	BE	Apparel / Footwear	Full survey	Level 4 - Leading	Returnee	●
Stella McCartney	GB	Apparel / Footwear	Full survey	Level 3 - Maturing	Returnee	●
Stio	US	Outdoor / Sports	Progress tracker	n/a	New	
Superdry Plc	GB	Outdoor / Sports	Progress tracker	n/a	New	
Target	US	Multi-sector	Modular	n/a	Returnee	●
Tchibo GmbH	DE	Multi-sector	Full survey	Level 4 - Leading	Returnee	●
Ten Tree International Inc.	CA	Apparel / Footwear	Full survey	Level 3 - Maturing	New	
Tesco Stores Ltd	GB	Multi-sector	Full survey	Level 3 - Maturing	Returnee	
The Burton Corporation	US	Outdoor / Sports	Full survey	Level 3 - Maturing	Returnee	
The Cotton Group SA	BE	Apparel / Footwear	Modular	n/a	New	
The North Face, a division of VF Outdoor, LLC	US	Outdoor / Sports	Modular	n/a	Returnee	●
Tierra	SE	Outdoor / Sports	Progress tracker	n/a	Returnee	●
Timberland, a division of VF Outdoor, LLC	US	Outdoor / Sports	Progress tracker	n/a	Returnee	●
TOM TAILOR GMBH <i>Tom Tailor GmbH, Bonita GmbH</i>	DE	Apparel / Footwear	Progress tracker	n/a	New	
Trendsetter Home Furnishings	GB	Home / Hospitality	Modular	n/a	Returnee	
UGG	US	Outdoor / Sports	Full survey	Level 3 - Maturing	Returnee	

# 2019 Participants

Company	HQ	Sub sector	Scope	MCI Score	Status	Member
VARNER <i>Dressmann, Cubus, Carlings, Volt, Bik Bok, Wow, Urban, Days Like This, A-Z</i>	NO	Apparel / Footwear	Progress tracker	n/a	Returnee	●
Veja Fair Trade SARL	FR	Apparel / Footwear	Full survey	Level 3 - Maturing	Returnee	●
Volcom	US	Outdoor / Sports	Full survey	Level 3 - Maturing	Returnee	●
Washbär (Triaz GmbH)	DE	Apparel / Footwear	Progress tracker	n/a	Returnee	●
WE Europe BV	NL	Apparel / Footwear	Full survey	Level 2 - Establishing	New	
Wear Pact, LLC	US	Apparel / Footwear	Modular	n/a	Returnee	●
WestPoint Home LLC	US	Home / Hospitality	Full survey	Level 2 - Establishing	Returnee	●
Williams-Sonoma, Inc.	US	Home / Hospitality	Full survey	Level 3 - Maturing	Returnee	●
WOOLWORTHS (PTY) LTD	ZA	Multi-sector	Full survey	Level 3 - Maturing	Returnee	●

## Key

### Company

In 2019, the CFMB was applicable for companies with the following business scopes.

**Independent company:** A company whose stock is not owned by another company nor a company who is holding the stock of another company, i.e. neither a subsidiary or affiliate nor a holding company.

**Subsidiary company:** A company whose stock is more than 50 percent owned by another company; enterprise in which another enterprise has majority voting rights and/or effective operational control.

**Affiliate company:** A company whose parent only possesses a minority stake in the ownership of the company.

**Holding company:** A company which holds and controls all or a large part of the capital stock of other (legally separate) enterprises. A holding company is a corporate parent and the enterprises which it controls are subsidiaries.

### Headquarters

**Company headquarters:** While many participants conduct business in multiple countries, country of headquarters is used to localize a company.

### Sub sector categories

**Apparel / Footwear:** Companies and retailers, of all sizes, mainly apparel and fashion footwear. Product categories include designer, luxury, fashion, family, workwear/uniforms, baby, basics, intimates, and footwear.

**Home / Hospitality:** Companies and retailers, all sizes, of exclusively or predominantly home textiles. Product categories include dining (tablecloths, napkins), bed and bath, and indoor or outdoor soft furnishings.

**Outdoor / Sports:** Companies and retailers, all sizes of outdoor, sportswear, and footwear. Product categories include mountain, active and performance sports, yoga, lifestyle, backpacks, sports bags, and footwear.

**Multi-sector:** Companies and retailers, all sizes, handling a mix of apparel, footwear, and/or home textiles.

### Survey scope

**Full survey:** Companies who have completed all sections of the benchmark, including all priority fibers.

**Modular:** Companies who have completed one or more fiber modules.

**Progress tracker:** Companies who have not completed material modules but who do submit progress data.

### Membership

**Textile Exchange membership:** Current status as of January 2020.

By participating in the CFMB, all of the companies on this list have demonstrated a commitment to transparency and continuous improvement of their materials sourcing strategy.

<https://mci.textileexchange.org/>

# Acknowledgements

The thing about benchmarking is that the more companies take part, the more each individual company benefits. So, a huge thank you to the 173 companies for making this program a success for all of us. You are all our Material Change pioneers!

A special thanks to the companies that contributed to our Leveling Up series.

## Case studies and photography

AB Lindex  
 adidas AG  
 C&A AG  
 C&J Clark Limited  
 Coyuchi, Inc.  
 EILEEN FISHER, Inc.  
 Gap Inc.  
 Gucci  
 H&M Group  
 IceBreaker, a division of VF Outdoor, LLC  
 IKEA of Sweden AB  
 Inditex Group  
 Mantis World Limited  
 Marks and Spencer  
 NIKE, Inc.  
 Norrøna Sport  
 Outerknown  
 Patagonia  
 prAna  
 PUMA SE  
 Tchibo GmbH  
 The North Face, a division of VF Outdoor, LLC  
 UGG  
 Volcom

## Additional photography

Allied Feather & Down  
 Control Union  
 Forest Stewardship Council  
 Shaniko Wool Company  
 Mile 91/C & A Foundation / Alamy Stock Photo  
 Shutterstock  
 Textile Exchange

## Cover / Artwork

CARLOTTA  
 CAT

## Our partners

Technology solution provider: 73bit



Circularity partner: Corporate Citizenship



Strategic direction: Reconsidered



Impact modeling: Sustainable Apparel Coalition



Media partner: GreenBiz



CFMB program support: C&A AG / Tchibo GmbH



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# Want to find out more about the Corporate Fiber & Materials Benchmark Program?

Visit: [mci.TextileExchange.org](http://mci.TextileExchange.org)

Contact: [CFMB@TextileExchange.org](mailto:CFMB@TextileExchange.org)



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Creating Material Change