



Enhancing the Transparency and Traceability of Sustainable Value Chains in the Garment and Footwear Sector

03 April 2021

Mapping of Garment and Footwear Sector Ecosystem

Summary

The garment and footwear sector value chain is global and complex, relies heavily on outsourcing and is typified by a lack of transparency; however, this is slowly improving with the emergence of technology solutions and pressure from consumer groups, regulators and other stakeholders.

Understanding the value chain and successfully identifying and mapping the requirements of the United Nations Economic Commission for Europe (UNECE) Policy Recommendation 46 and Traceability and Transparency Standard¹, which is being developed as part of the project “Enhancing transparency and traceability of sustainable value chains in garment and footwear sector”, has required engagement, buy-in, and cooperation from many relevant actors and stakeholders within the system at both the global and national levels.

There are interdependencies inherent in the system, which is why UNECE has conducted an activity to understand how all the different stakeholders engage and interact. For example, businesses gain insights from civil society groups and trade unions, which help them identify risks within their value chain; commodity traders interact with governments on commodity prices and access to the export market; brands rely on suppliers and agents to source, provide and produce their goods; governments set policies to regulate markets, imports and exports and increasingly influence how companies assess and report on their sustainability impacts.

To enable this activity, a stakeholder mapping exercise was conducted to identify the various types of stakeholders and actors within the value chain and the wider ecosystem across producing and purchasing countries identified for focus. The intention was also to provide recommendations as to which individual stakeholders are critical to engage with and should be prioritized at the national, regional and international levels. The exercise began by looking at the widest range of stakeholder categories within the sector, from those producing goods through to those regulating the market. These stakeholder categories and subcategories were then grouped into a macro-ecosystem based on the role that each category plays within the sector. The next step was to identify the countries and regions that play an important role in this value chain, based on global trade figures and expert advice. Finally, entities and organizations were identified for each of the stakeholder subcategories within those countries and regions.

As a result, the exercise identified around 400 individual representative organizations across 23 focus countries/regions, representing over 90 per cent of clothing exports, clustered within 29 different stakeholder subcategories. The mapping is not intended to be exhaustive or exclusive, as it would be beyond the scope of the project to identify every single individual organization, business, non-governmental organization (NGO), association, or entity given the size and scale of the sector.

The mapping activity focused on identifying stakeholders where there were significant gaps (for example, a lack of representation from global garment and footwear manufacturers) and identified which entities would be the appropriate ones to engage (e.g. national and international manufacturing associations).

¹ See: <https://unece.org/trade/traceability-sustainable-garment-and-footwear>

It is worth remembering there is a certain amount of fluidity in the sector; some stakeholders overlap multiple categories such as platforms and multi-stakeholder initiatives (MSIs), some manufacturers are becoming brands, and some brands own their own manufacturing operations.

Finally, this activity led to two types of recommendations for the project going forward: (1) recommendations of specific stakeholders to engage for the project; and (2) broader recommendations relating to engagement, structure, governance, and alignment with the sector.

Objectives and Activities

The first research question was how to identify the most critical stakeholders to engage with across the sector. To do this, the research was structured into the following steps:

1. Identify the many different categories and subcategories of stakeholders and actors that play a role within the value chain and the wider ecosystem.
2. Identify which priority national actors/individual stakeholders to engage for each of the stakeholder subcategories within the macro-ecosystem.

1. Identifying and mapping the types of stakeholders across the sector as a whole

Mapping the wide range of stakeholders that participate in the sector required looking at how products are made from raw materials through to finished goods; how goods are distributed, monitored, and administered; how the sector is regulated, monitored and held to account for its impacts (in this case sustainability and due diligence impacts), and identifying the relevant organizations involved in these activities.

The description of enterprises used is as outlined in the Organisation for Economic Cooperation and Development (OECD) guidance for the sector, including raw material and fibre producers, material manufacturers and processors, components manufacturers, footwear and garment manufacturers, brands, retailers and their intermediaries, global commodities merchandisers, buying agents, distributors; small, medium and large enterprises, enterprises that are privately owned, State owned or mixed; and sector-wide and multi-stakeholder initiatives.²

The UNECE project expert groups played a key role in supporting and shaping this activity, providing input and feedback on the mapping activity as it evolved. Consultations were conducted through a series of conference calls with the UNECE secretariat and the project expert groups to validate whether all stakeholders had been identified, and whether each stakeholder's position and the corresponding nomenclature was appropriate. Additional stakeholder subgroups were identified and added through this process, for example the auction houses' function as intermediaries at the raw material stage of the leather value chain.

Stakeholders were clustered using a model based on Harvard strategist James F. Moore's work in describing business ecosystems. The benefit of Moore's model is that it clearly illustrates the different stakeholder groups based on their roles (direct to indirect) within the sector and inherently acknowledges the dependencies within the ecosystem.

Moore defines a business ecosystem as “*an economic community supported by a foundation of interacting organizations and individuals – the organisms of the business world. The economic community produces goods and services of value to customers, who are themselves members of the ecosystem. The member organisms also include suppliers, lead producers, competitors, and other stakeholders. Over time, they coevolve their capabilities and roles, and tend to align themselves with the directions set by one or more central companies. Those companies holding leadership roles may change over time, but the function of ecosystem leader is valued by the community because it enables members to move toward shared visions to align their investments, and to find mutually supportive roles.*”³

Using Moore's model, stakeholders were clustered into three main categories (see figure 1):

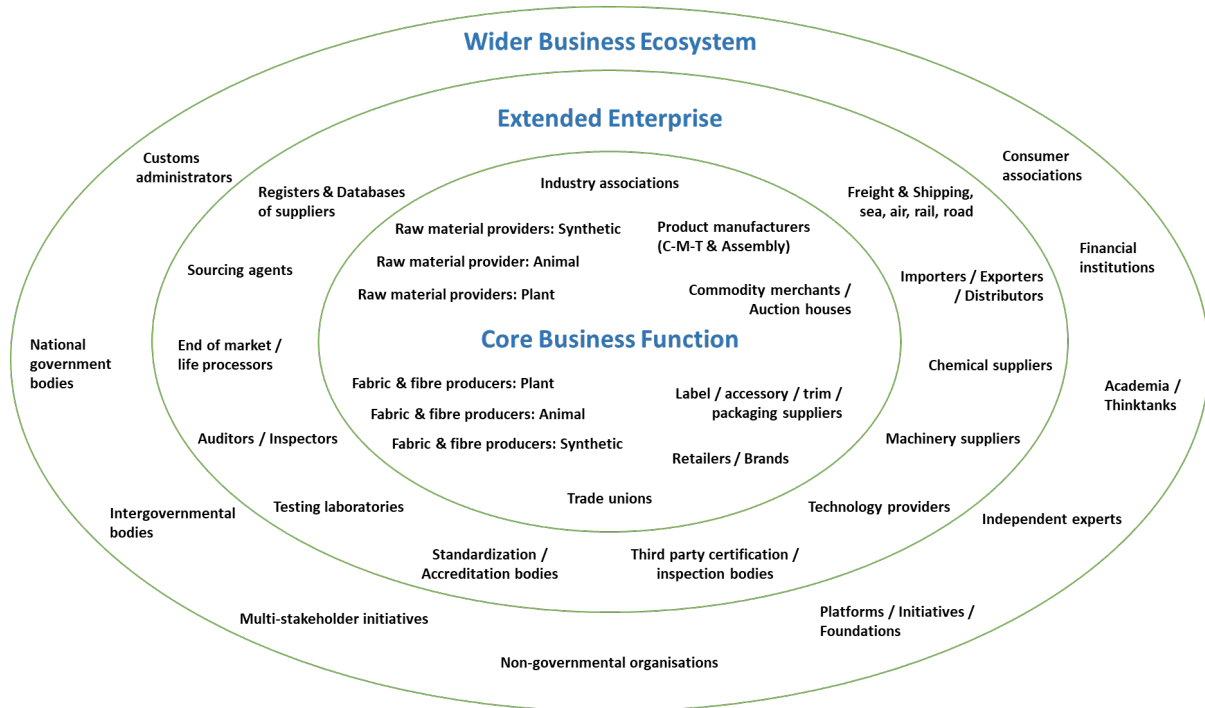
- **The core business function:** The organizations and entities that are directly involved in the production and processing of the fibres, fabrics and components used within the garment and footwear value chain, as well as in design and retail.

² Organisation for Economic Cooperation and Development (OECD) *Due Diligence Guidance for Responsible Supply Chains in the Garment and Footwear Sector* (2017).

³ Moore, James F., *The Death of Competition: Leadership & Strategy in the Age of Business Ecosystems*. (New York: HarperBusiness, 1996). ISBN 0-88730-850-3.

- **The extended enterprise:** The organizations that support, administer, and enable the value chain to operate and function.
- **The wider business ecosystem:** Organizations that provide policies and frameworks, and advocate for enhanced due diligence, sustainability, and responsibility of the value chain and ecosystem.

Figure 1.
The Ecosystem Model



A summary of the categories and subcategories and a description of their roles can be found in Table 1: Ecosystem category definitions.

It is to be noted that within each of the three main categories, there is a certain degree of fluidity and a spectrum of types of organizations and roles. Manufacturers are moving out of the traditional business-to-business (B2B) role and selling directly to the consumer through their own branded e-commerce channels (as noted by BoF and McKinsey⁴). Non-governmental organizations span a spectrum from campaign groups advocating for worker rights to think tanks and platforms. Multi-stakeholder initiatives may be mandated by government bodies or may be self-regulating and member driven.

Table 1
Ecosystem category definitions

Main category of stakeholders	Subcategory of stakeholders
<p>The core business function: The organizations and entities that are directly involved in the production and processing of the fibres, fabrics and components used within the garment and footwear value chain, as well as in design and retail.</p> <p>These companies are engaged in activities from the provision of raw material, including extraction and</p>	<ul style="list-style-type: none"> — Industry associations — Commodity merchants & auction houses — Raw material providers (animal, plant, synthetic) — Fabric & fibre producers (animal, plant, synthetic) — Product manufacturers (cut/make/trim CMT& assembly)

⁴ Business of Fashion (BoF) and McKinsey & Company, *The State of Fashion 2020*. Fourth annual State of Fashion report (2019). Available at <https://www.mckinsey.com/industries/retail/our-insights/the-fashion-industry-in-2020-ten-top-themes-from-the-state-of-fashion>. (Accessed on 18 April 2021)

Main category of stakeholders	Subcategory of stakeholders
cultivation; processing and producing fibres and fabrics, manufacturing garments, design and retail.	<ul style="list-style-type: none"> — Label, accessory, trim, packaging suppliers — Retailers/brands — Trade unions
<p><i>The extended enterprise: The organizations that support, administer and enable the value chain to operate and function.</i></p> <p>The core business function of the garment and footwear value chain is, in turn, served by organizations that support and facilitate the operation of the value chain. These stakeholders provide services such as sourcing, logistics, fulfilment, transport, shipping and distribution; and assurance and monitoring systems ranging from quality assurance through to sustainability certification.</p>	<ul style="list-style-type: none"> — Sourcing agents — Importers, exporters, distributors — Freight & shipping (sea, air, rail, road) — Registers & databases of suppliers — Auditors/inspectors — Testing laboratories — Third party certification/inspection bodies — Standardization/accreditation bodies — End of market/life processors — Chemical suppliers — Technology providers — Machinery suppliers
<p><i>The wider business ecosystem: Organizations that provide frameworks and policies and advocate for enhanced due diligence, sustainability and responsibility of the value chain and ecosystem.</i></p> <p>Due diligence regulation is evolving at speed at both the national and regional levels and multiple entities are involved, from national governments to intergovernmental organizations. Organizations involved in shaping the agenda at the policy level and advocating and influencing for implementation of responsible business conduct are wide ranging and include multi-stakeholder initiatives, civil society groups, financial institutions, business platforms, and research bodies.</p>	<ul style="list-style-type: none"> — Intergovernmental bodies — National government bodies — Customs administrations — Multi-stakeholder initiatives — Platforms, initiatives, foundations — Consumer associations — Non-governmental organizations — Academia & think tanks — Financial institutions — Independent experts

2. Mapping the main countries and regions involved in the value chain

The second research objective was to identify countries that play a key role in the garment and footwear sector. Countries’ exports and imports of textiles, clothing, raw hides and skins, footwear, articles of leather and fur skins were calculated as a share of the world’s respective exports and imports in 2018.⁵

The countries/regions most frequently present among exporters/importers with the share of one per cent and above of the world exports/imports across sectors/products were identified and cross-checked with the top exporters/importers for each sector/product. This allowed countries/regions to be identified that are active in several sectors (e.g. Cambodia) and also those with high shares of exports/imports in a limited number of sectors (e.g. Bangladesh, Brazil). In addition, taking into account the share of specific exports/imports relative to total national exports/imports (particularly for textiles and clothing, footwear, cotton and wool) helped to identify countries for which a specific sector/product was of high importance (e.g. Pakistan).

The UNECE expert groups provided feedback on the proposed focus countries and proposed expanding the scope to include other producer countries providing distinct value for the project including Cambodia (a significant sourcing location for international brands), Ethiopia (an emerging garment and footwear industry of growing importance for many international suppliers and international brands), Mongolia (an emerging economy and one

⁵ Data used for calculations were extracted from the World Trade Organization (WTO) Data portal (<https://timeseries.wto.org/>) and the International Trade Centre (ITC) Trade Map (<https://www.trademap.org/Index.aspx>) for the year 2018. Different classifications were used. For textile and clothing (extracted from WTO Data portal) the Standard International Trade Classification (SITC 3) Rev.3 was used. For the other categories (extracted from ITC Trade Map) the Harmonized Commodity Description and Coding Systems (HS) were used.

of importance for traceable cashmere), and Brazil (a significant producer country in the Americas). These were incorporated into the final list of focus countries (see Table 2).

Table 2

Focus countries/regions' shares in world exports/imports for selected sectors/products in 2018 (by percentage)

Country / region	Textile		Clothing		Footwear		Cotton*		Man-made filament*	
	E	I	E	I	E	I	E	I	E	I
Australia	0.1	0.9	0.1	1.4	0.1	1.2	3.0	0.1	-	0.5
Bangladesh	0.5	3.1	6.7	0.1	0.7	0.2	0.1	13.0	-	3.1
Brazil	0.2	1.0	-	0.4	0.8	0.3	2.9	0.4	0.2	3.0
Cambodia	0.1	1.6	1.6	-	1.5	0.1	-	1.1	-	0.3
Canada	0.6	1.4	0.3	2.0	0.2	1.7	-	0.2	0.6	1.1
China	37.9	5.3	31.9	1.6	32.3	3.2	25.7	18.6	39.9	7.0
Ethiopia	-	0.1	-	0.1	-	-	-	0.1	-	0.2
EU28	23.7	22.8	29.1	38.6	37.1	44.9	9.8	12.6	19.5	27.0
Hong Kong, China	2.4	2.0	2.8	2.4	1.9	2.4	2.4	2.5	1.3	1.5
India	5.8	1.3	3.4	0.2	1.9	0.5	13.5	1.6	4.4	2.1
Indonesia	1.3	2.0	1.8	0.2	3.5	0.5	1.4	4.5	1.7	3.9
Japan	2.1	2.6	0.1	5.7	-	3.8	0.7	1.1	4.2	2.0
Mexico	0.9	1.9	0.9	0.8	0.4	0.8	0.6	2.0	0.4	2.5
Mongolia	-	-	-	-	-	-	-	-	-	-
Morocco	0.1	0.9	0.7	0.1	0.2	0.2	0.1	1.0	-	0.9
Pakistan	2.6	0.5	1.2	-	0.1	0.1	5.9	2.3	0.1	1.6
Republic of Korea	3.1	1.6	0.4	2.0	0.3	2.2	0.8	2.4	5.7	2.4
Russian Federation	0.2	1.1	0.1	1.5	0.2	2.4	0.1	1.1	0.1	1.1
Thailand	1.2	1.0	0.8	0.3	0.4	0.4	0.8	1.6	1.6	1.9
Tunisia	0.1	0.6	0.6	0.1	0.5	0.1	-	0.9	-	0.5
Turkey	3.8	1.8	3.2	0.4	0.6	0.4	3.0	4.7	3.1	4.8
United States of America	4.4	9.4	1.2	18.0	1.1	19.1	14.0	1.8	3.4	5.2
Viet Nam	2.6	4.7	5.7	0.2	11.5	0.7	4.7	9.0	2.2	6.6
Total	93.7	67.6	92.6	76.1	95.3	85.2	89.5	82.6	88.4	79.2

* Included in the textile.

Source: Calculated using data from the WTO Data portal (<https://timeseries.wto.org/>) for textile and clothing, and the ICT Trade Map (<https://www.trademap.org/Index.aspx>) for other products.

Additionally, the following countries could be considered: **Tajikistan** (19.1 per cent) and **Benin** (48.3 per cent) for a high share of cotton exports relative to total national exports; **Uzbekistan** for cotton exports that amount to 1.7 per cent of world's cotton exports (and 9.4 per cent of national exports); and **Egypt** for cotton exports amounting to 0.8 per cent of the world's cotton exports.

For the European Union (EU), data were considered both aggregated and by country within EU.⁶ Given the diversity of fibres covered by the textile category, further analysis was implemented for the following groups of products (using HS classification codes):

- cotton (52)
- wool, fine or coarse animal hair; horsehair yarn and woven fabric (51)
- other vegetable textile fibres; paper yarn and woven fabrics of paper yarn (53)
- man-made filaments; strip and the like of man-made textile materials (54)
- man-made staple fibres (55)

Within the European Union, the top countries identified by the same method as above are Belgium, France, Germany, Italy, the Netherlands, Poland, Spain and the United Kingdom (see Table 3).

⁶ For this exercise, data for the European Union refer to 28 countries, including the United Kingdom.

Table 3

Share of selected EU countries' exports (E)/imports (I) in the world's exports/imports for selected products in 2018 (by percentage)

Country	Textile		Clothing		Footwear		Articles of leather*		Man-made filament**	
	E	I	E	I	E	I	E	I	E	I
Belgium	1.9	1.2	2.0	1.9	4.9	3.4	2.0	1.7	1.6	1.9
France	1.6	2.2	2.7	5.0	2.9	5.9	11.0	6.3	1.1	2.0
Germany	4.7	4.0	4.9	7.6	5.9	9.2	2.8	5.4	3.3	4.0
Italy	4.1	2.5	5.1	3.4	8.4	5.0	12.3	5.0	4.1	3.6
Netherlands	2.0	1.6	2.6	3.5	2.7	3.3	2.8	2.6	2.5	2.3
Poland	1.0	1.4	1.4	1.6	1.4	1.9	0.6	1.1	0.6	1.9
Spain	1.5	1.4	3.1	3.8	2.3	2.6	1.6	2.5	1.7	2.1
United Kingdom	1.2	2.0	1.8	4.5	1.6	4.8	1.4	4.7	0.9	1.9
Total	18.1	16.3	23.6	31.1	30.0	36.0	34.6	29.2	15.8	19.7

* HS 4202: Articles of leather (trunks, suitcases, ..., wallets, purses...).

** Included in the textile.

Source: Calculated using data from the WTO Data portal (<https://timeseries.wto.org/>) for textile and clothing; and the ICT Trade Map (<https://www.trademap.org/Index.aspx>) for the other products.

3. Mapping individual stakeholders within the focus countries based on stakeholder categorization

Using the results of the two previous activities, the entities and organizations for each of the stakeholder subcategories in the focus countries were identified. This was not intended to be exhaustive or exclusive, as it would be beyond the scope of the project to identify every single individual organization, business, NGO, association or entity, given the size and scale of the sector across 23 countries/regions.

Given the above, the mapping focused on where there were gaps that stood out (for example a lack of representation from garment and footwear manufacturers) and identified which entity was most influential and appropriate to engage. In the case of manufacturers, it stands to reason that the most effective form of engagement is through national manufacturing associations. The Bangladesh Garment Manufacturers and Exporters Association (BGMEA) has over 4,000 members and leads in sectoral efforts, including worker rights and policy development. BGMEA and another sixteen national organizations, including those in the project focus countries, are, in turn, members of the International Textile Manufacturers Federation (ITMF). Individual manufacturers complemented the mapping in cases where they were identified as having the potential to add specific value to the project. Asia Pacific Rayon, for example, is an Indonesian manufacturer participating in the World Economic Forum public-private blockchain project.⁷

The results of this exercise identified around 400 individual entities across the focus countries and regions which were clustered within 29 different stakeholder subcategories.

Consultation has been a key part of this process. Opinions from individual organizations and experts was sought between January and March 2020, including OECD, Sustainable Apparel Coalition, ZDHC Foundation, International Apparel Federation, International Textile Manufacturers Association, Plexus Cotton, A Transparent Company, and Textile Exchange. These consultations covered areas including nominations and recommendations for specific stakeholder categories, how stakeholders were categorized, how expert working groups were structured, and alignment with other industry-wide initiatives on responsible business conduct and traceability.

Recommendations

Final recommendations resulting from this research fall into two categories:

1. Recommendations relating to stakeholder subcategories (see Table 4. Stakeholder Mapping Subcategory Recommendations)

⁷ World Economic Forum press release, "Self-Service Blockchain Track and Trace Platform for Businesses Launched" (published 23 January 2020). Available at <https://www.weforum.org/press/2020/01/self-service-blockchain-track-and-trace-platform-for-businesses-launched-2fa007711c>.

2. Broader recommendations relating to engagement, structure, governance, and alignment with the sector

Table 4

Stakeholder mapping subcategory recommendations

Core business function	
Industry associations	40+ organizations
<p>The garment and footwear value chain is extremely fragmented in nature and is typified by large numbers of small to medium enterprises (SMEs) within all levels of the value chain. SMEs represent 99.8% of all enterprises in the EU-28, and 99% of all enterprises in the garment and footwear sector are SMEs, employing 99% of the workforce.⁸ Beyond providing significant employment, SMEs also provide value added. SMEs account for most of the increase in value added in the EU (60%) in 2018/2019.⁹</p> <p>Manufacturing associations, particularly in the focus countries, are therefore critical stakeholders for engagement and consultation. These organizations typically represent their members across multiple tiers of the sector. For example, in Turkey, ITKIB contains subgroups from the apparel readymade garments (RMG) sector, textile and raw materials and leather and leather products sector. Manufacturing associations in one country can be influential at a policy level in another country (the Republic of Korea in Indonesia for example, and China in Cambodia & Ethiopia).</p> <p>To ensure effective representation of these organizations, the recommendation would be to engage primarily through the International Textile Manufacturers Association (ITMF) and the International Apparel Federation (IAF) which represent multiple national manufacturing associations and can provide high-level strategic support and engagement. ITMF and IAF are engaged in responsible business conduct (RBC) initiatives at the EU level on the EU Green Deal and in its circular economy action plan which presents good opportunities for alignment across the sector.</p>	
Commodity merchants & auction houses	15+ organizations
<p>Commodity merchants and those that provide additional value added services, such as Plexus, are recommended for engagement, particularly during the value chain mapping stage. For the cotton value chain, high-level strategic support and engagement could be provided, for instance, through the International Cotton Advisory Committee (ICAC) and the International Cotton Association (ICA).</p>	
Raw material providers <u>AND</u> fabric & fibre producers and processors – animal based	35+ organizations
<p>Fur (production of all the main wild and farmed species) is well represented through the two European and international bodies Fur Europe and the International Fur Federation. The two organizations represent both raw material suppliers (fur farmers, hunters, trappers) and processors (brokers, manufacturers, dressers and dyers) and retailers.</p>	
Raw material providers – plant based	7+ organizations
<p>Cotton, as the main plant-based crop, is well represented through bodies at a high level such as the ICAC and ICA, through commodity traders (commodity merchants subcategory) and through certification bodies for cotton such as the Better Cotton Initiative (BCI) and Cotton Connect (standards subcategory).</p>	
Fabric & fibre producers and processors – plant based	35+ organizations
<p>Fabric and fibre producers and processors can be engaged through the industry associations. Some individual processors, such as Lenzing, have been recommended for engagement as recognized leaders in sustainability, and some for engaging in traceability projects, such as Asia Pacific Rayon which is part of the World Economic Forum (WEF) public-private blockchain project.</p>	
Raw material providers <u>AND</u> fabric & fibre producers and processors – synthetic based	7+ organizations
<p>A priority recommendation is to engage with the European Man-Made Fibres Association (CIRFS), which represents the European industry and engages with the major national bodies representing synthetic fibres in</p>	

⁸ European Union Annual Report on European SMEs, available at https://ec.europa.eu/growth/smes/business-friendly-environment/performance-review_en; and Euratex.

⁹ Ibid.

producer countries. Some individual providers have been recommended for engagement that are globally significant, such as Indorama and Reliance.	
Product manufacturers (cut/make/trim CMT & assembly)	10+ organizations
The majority of stakeholders are existing stakeholders within the project and are based in Italy. The recommendation is to prioritize engagement with manufacturers through the industry associations.	
Label, accessory, trim, packaging suppliers	3+ organizations
Further mapping of associations that represent this subcategory is needed for the value chain mapping stage and this can be provided through consultation with the expert working groups and the national industry associations.	
Retailers/brands	65+ organizations
This subcategory is well represented, and recommendations include those classed as keystone companies with significant influence by the World Benchmarking Alliance. The recommendation is to engage through associations such as the Sustainable Apparel Coalition (SAC), which represent multiple brands, to ensure effective engagement and alignment at the sector level.	
Trade unions	2+ organizations
IndustriALL and its global affiliates in national producer countries are required stakeholders to ensure that traceability standards and sustainability indicators incorporate trade union and worker representation, input and feedback.	
Extended Enterprise	
Sourcing agents	2+ organizations
A priority recommendation is to engage with Li & Fung and WE Connor, which both operate globally and provide services to multiple global brands.	
Importers, exporters, distributors	1+ organizations
Further mapping of associations that represent this subcategory is needed for the value chain mapping stage, particularly within the producer countries. This can be provided through consultation with the expert working groups, in particular through the industry associations and the brands and retailers.	
Freight & shipping (sea, air, road, rail)	10+ organizations
It is recommended to primarily engage through the International Air Transport Association (IATA) and International Federation of Freight Forwarders Associations (IFFFA) which represent multiple national manufacturing associations and can provide high-level strategic support and engagement. Other recommended companies are those working on sustainability within the sector, for example through the Arctic Shipping Corporate Pledge.	
Registers & supplier databases	5+ organizations
No further recommendations.	
Third party certification/inspection bodies & auditors/inspectors	5+ organizations
The priority recommendation is to engage through the Association of Professional Social Compliance Auditors (APSCA) as the key body representing auditors and which is engaged at a sectoral level on industry initiatives.	
Standardization/accreditation bodies & testing laboratories	35+ organizations
This is a subcategory with many individual organizations and competing standards. The recommendation is to focus on sustainability certificate systems for products most commonly used within the industry (such as the Global Organic Textile Standard (GOTS), Environmental Product Declaration (EPD), OEKO-TEX, and BCI), and on due diligence on social responsibility and ethical labelling programmes focused on manufacturing units (such as FairTrade, HIGG, Get It Fair) and those that have been assessed by Textile Exchange. Then supplement with those used at a cross-sector level, such as the Global Reporting Initiative (GRI) and World Benchmarking Alliance (WBA). Additionally, the Centre European de Normalisation (CEN) and the ISO (which sets international standards) should be engaged.	

End of market/life processors	6+ organizations
Further mapping of associations that represent this subcategory is needed for the value chain mapping stage and this can be provided through consultation with the expert working groups and organizations specifically engaged in circular economy initiatives. It is also recommended that UNECE consider how to engage with end-of-life providers and whether these are to be incorporated in the UNECE Traceability and Transparency standard developed under the project.	
Chemical suppliers	3+ organizations
A priority recommendation is to engage with ChemSec and the ZDHC Foundation (categorized under platforms, initiatives, foundations) and the Association of Manufacturers of Process & Performance Chemicals (TEGEWA). CleanChain (ADEC) is recommended as a technology provider for chemical management working with the industry.	
Technology providers	38+ organizations
Oritain and CleanChain are highly recommended for engagement in this subcategory. Engagement with associations, where possible, on the UNECE Traceability and Transparency standard is likewise recommended.	
Machinery suppliers	8+ organizations
A priority recommendation is to engage through the National Association of Manufacturers of Footwear, Leather goods & Tanning Technologies (ASSOMAC).	
Wider Business Ecosystem	
Intergovernmental bodies	22+ organizations
This subcategory is well represented and there are no further recommendations of additional entities.	
National government bodies	30+ organizations
Bodies within EU are well represented. Engagement with national government departments within producer countries needs to be increased. The recommendation is that this be funnelled through the industry associations or via the UNECE secretariat to ensure the appropriate bodies are identified at both the sector and trade & development level (e.g. ministries of economic development, environment and social affairs). In addition, engagement with entities in charge of government procurement is recommended.	
Customs administrations	4+ organizations
a priority recommendation is to engage through the World Customs Organization.	
Multi-stakeholder initiatives	6+ organizations
It is strongly recommended to engage with the multi-stakeholder initiatives (MSIs) (e.g. SAC, the Dutch Agreement on Sustainable Garments and Textile, the German Partnership for Sustainable Textiles, Get It Fair, Clean Clothes, WelFur) leading alignment towards a common industry approach on due diligence. Consideration could also be given to MSIs operating in focus countries, and these can be determined through consultation with national bodies at government and industry associations.	
Platforms, initiatives, foundations	25+ organizations
This subcategory is well represented. In addition to the existing stakeholders within the expert working groups, a strong recommendation to engage with the Fashion Pact, which represents brands including those from the luxury sector. The Fashion Pact has been signed by CEOs of major brands and industry actors, and one of its core commitments is around traceability and transparency. The Ellen MacArthur Foundation is a key organization steering the fashion industry towards a circular economy and can provide guidance on how to incorporate this aspect of the value chain into the project.	
Consumer associations	+1 organizations
The recommendation is to engage with specific consumer associations to raise awareness of how the project deliverables can support activities aimed at consumer protection, such as Consumers International.	
Non-governmental organizations	18+ organizations
This subcategory is well represented by NGOs that are working to advocate for more transparent and traceable value chains.	

Academia & think tanks	19+ organizations
The recommendation is to engage with the Fashion Innovation Agency at the London College of Fashion to understand their work in traceability and technology for the sector, and BRAC in Bangladesh.	
Financial institutions	5+ organizations
A priority recommendation is to engage with specific investors, for example Robeco, to assess interest in the project by the investor community. Mainstream investors are now covered by EU regulations and must assess the sustainability risks of their portfolios. Addressing traceability will be one of their key focus areas.	
Independent experts	9+ organizations
No further recommendations.	

Broader recommendations relating to engagement, structure, governance and alignment with the sector

1. Consider **alignment with other sectoral initiatives**: UNECE should seek to engage with those organizations working to align and harmonize the sector—for example the Sustainable Apparel Coalition (SAC), the Dutch Agreement on Sustainable Garments and Textile, the German Partnership for Sustainable Textiles, and Textile Exchange.

2. Consider **opportunities presented through the policy landscape**: UNECE should consider the opportunities presented by the various policies and regulatory instruments that the industry is responding to at the international, regional and national levels (such as the European Union (EU) Green Deal, the French Corporate Duty of Vigilance Law and recent rulings of the Government of the United States of America on withhold release orders) as the industry considers its aligned position on these issues.

3. Set a **structured engagement strategy**: The number of individual stakeholders is very high, and to ensure engagement is effective and of high quality UNECE should now consider setting a more structured model for engagement. Such an engagement strategy should consider the following:

- a) Why to engage and what is the goal
- b) Whom to engage (stakeholder groups /focus country)
- c) How to engage according to level of influence (involves identifying partnerships/participation/consultation/communication)
- d) Which concrete activities to put in place (e.g. a steering committee for partnerships; a call to action for participation; a multi-stakeholder policy dialogue platform and project expert groups for the consultations; and communication/awareness-raising activities for communication around project progress and outcomes)

4. Consider **mapping stakeholders within each value chain model**: It may be beneficial to conduct a further layer of stakeholder mapping during the value chain mapping. This would help identify stakeholders and focus countries that have a significant footprint for each of the main fabric and fibre types and who align with the sustainability risks mapping.

Finally, the macro-ecosystem map is a useful tool and should be updated as the project evolves to make sure it is relevant and fit for purpose. It can be used to guide engagement towards priority stakeholders with the most reach (i.e. member associations, individual progressive stakeholders) and will help inform the further recommended activities, including an engagement strategy.

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