

Sustainability in the Textile and Fashion Industries: Animal Ethics and Welfare

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Abstract There is no doubt that the textile (and fashion) industry is important for the economy; however, taking into account the concept of sustainability, this industry many times—actually most times—operates to the detriment of environmental and social factors. John R. Ehrenfeld defines sustainability as “*the possibility that humans and other life will flourish on the earth forever*” (Ehrenfeld and Hoffman 2013, p. 7). This notion of sustainability is not only a concern for people and the environment, but also for animals. Besides environmental and social issues, more than 50 million animals suffer cruel death each year to benefit the fashion industry (Born Free USA 2014). The purpose of this chapter is to make a contribution to the animal care agenda in the textile and fashion industry by presenting the United Nations Global Compact Code of Conduct for the Textile and Fashion Industry and Ovis 21 case—a company from the Argentine Patagonia, that is a B Corp and Savory Institute Hub company, but a company in which People for the Ethical Treatment of Animals (PETA) discovered cruelty to animals in one of their establishments. This also puts forward the reactions of two of its most important clients, the media and consumers. This chapter closes with an analysis and some conclusions about the topic and Ovis 21 case.

Keywords Sustainability • Animal ethics and welfare • UN Global Compact • Code of Conduct and Manual for the Fashion and Textile Industry: the First “Sectorial” Initiative of the Global Compact • Ovis 21

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1 Introduction

Because of the size of the sector and the historical dependence of clothing manufacture on cheap labor, the clothing and textile industry is subject to intense political scrutiny and has been significantly shaped by international trade agreements.

Estimating the number of people that work in these sectors is extremely difficult because of the number of small firms and subcontractors active in the area, as well as the difficulty in drawing boundaries between sectors (Allwood et al. 2006). According to statistics from the United Nations Industrial Development Organization (UNIDO) Industrial Statistics Database (INDSTAT), around 26.5 million people work in the clothing and textiles sector worldwide (International Labour Organization–ILO 2006).

The above-mentioned ILO report further states that of these 26.5 million employees, 13 million are employed in the clothing sector and 13.5 million in the textile sector. These figures are only people employed in manufacturing—not retail or other supporting sectors (Allwood et al. 2006).

Against this background, there is no doubt that the textile (and fashion) industry is significant for the economy; however, taking into account the concept of sustainability, this industry many times—actually most times—operates to the detriment of environmental and social factors (Gardetti and Torres 2011). Moreover, over the past 25 years, a slow but radical change has taken place within the fashion world toward more sustainable production.

John R. Ehrenfeld defines sustainability as *“the possibility that humans and other life will flourish on the earth forever”* (Ehrenfeld and Hoffman 2013, p. 7). And he explains, *“I took flourishing as a metaphor that captures happiness, health, and many characteristics of what humans believe is a good life. And it captures a sense of the health of the natural world”* (Ehrenfeld and Hoffman 2013, p. 22).

This notion of sustainability is a concern not only for people, but also for animals and the environment. And, along this line, the International Standard ISO 26000 (2010, p. 11–13) considers the welfare of animals, including the provision of decent conditions for keeping, breeding, producing, transporting, and using animals.

While those who have been drawing attention to animal welfare issues have been ridiculed as emotional activists and extremists, the purpose of this chapter is to make a contribution to the animal care agenda in the textile and fashion industry by presenting the United Nations Global Compact Code of Conduct for the Textile and Fashion Industry and Ovis 21 case—a company from the Argentine Patagonia, that is a B Corp and Savory Institute Hub company—engaged in the regeneration of grasslands and specialized in holistic management, with broad experience in sheep and wool. People for the Ethical Treatment of Animals (PETA) organization discovered cruelty to animals in one of Ovis 21 establishments. It is worth mentioning that this chapter is not intended to delve into animal rights.

2 Methodology

To develop this chapter, the author based on the UN Global Compact's Code of Conduct and Manual for the Fashion and Textile Industry and, particularly, on Principle 11 on animal care. For Ovis 21 case development and analysis, he collected background information from the company and PETA organization. Regarding System B—an organization that certifies the overall social and environmental performance, legal accountability and public transparency—and Savory Institute—an organization that facilitates the realization of a life of enduring returns for the land and all who depend on it—the author exchanged information via e-mail and also resorted to mass media, such as The Huffington Post (UK), Women's Wear Daily (WWD)—a property of Fairchild Fashion Media, EcoTextiles Magazine (UK), and the Herald Premium (Spain).

3 Sustainability and Animal Ethics and Welfare in the Textile and Fashion Industries

Several authors and organizations have analyzed the impacts of the textile and clothing industry. Some of them are Slater (2000), Allwood et al. (2006), Fletcher (2008), the UK Department for Environment, Food and Rural Affairs (2008), Ross (2009), Dickson et al. (2009), and Gwilt and Rissanen (2011).

One specific study has been Fashioning Sustainability—A review of sustainability impacts of the clothing industry, which Stephanie Draper, Vicky Murray, and Ilka Weissbrod conducted in 2007 for the World Wild Fund, financed by Mark & Spencer.

Along this line, we bring the attention, for instance, to how fiber as a raw material is obtained, the use of pesticides during this process that leads to health problems for workers, causes soil degradation and biodiversity loss. Also attention is drawn to water which is such a vital element in the processing of cotton, in particular, so much so that this crop has been the so-called thirsty crop. In turn, while the use of agrochemicals tends to be reduced, the use of genetically modified organisms could lead to another type of impacts.

Abuses on working conditions are also commonly presented in other stages of these industries; many times, human rights are violated in the so-called sweatshops which are characterized by low wages and long hours. The risks are even greater if safety, security and healthcare systems are not appropriate.

In turn, many of the synthetic fibers are derived from non-renewable resources such as oil. In general, environmental abuse combines with ethical issues when there is an overuse of water and when land for food production is taken over.

Considering the whole textile chain—from spinning all the way through to finishing—it cannot be ignored that the use of chemicals may have carcinogenic and neurological effects, may cause allergies, and may affect fertility. During these

processes, large amounts of water and energy are used, and in general, non-biodegradable wastes are produced.

In the marketing and sales processes, there are subsidies and quotas with huge impact on developing countries. Moreover, the lack of international regulation on these issues creates a win/lose scenario, and prices should allow for fair profit-sharing throughout the supply chain. All of these stages also involve the use of energy and lots of packaging, as well as the generation of carbon emissions (CO₂). The paradox, in this case, is that for survival, the working force depends on a system that seems to be destroying the world's capacity to withstand it. In both textile and fashion design, sustainability is, in general, perceived as an obstacle.

And last, but not least, major impacts arise from transport, such as carbon emissions and waste generation.

Environmental and social issues are also present with more than 50 million animals suffering cruel deaths each year to benefit the fashion industry (Born Free USA 2014). The fur industry on its own currently kills around 30 million animals a year (Animal Equality, s.d.). These numbers are really high because neither fur nor fur trim is a by-product of the meat industry; fur comes from animals that are factory-farmed or trapped purely for fashion (Born Free USA 2014). Animals on those fur farms live in cramped, dirty cages and are killed using the cheapest methods, such as suffocation, gassing, or electrocution. Another scandal is that of leather coming from countries, such as India and China, where the animal throats are cut and their skin ripped off while they are still alive. This is far from the definition of animal welfare coined by Hughes (1988, p. 33), as a state of physical and mental health where an animal is completely in harmony with its environmental surroundings.

According to Dobson (2003), consumers need to ponder about the implications of their routine purchasing decisions and change behaviors. This was called "ecological citizenship" by Dobson (2003). However, because most organizations are not transparent, consumers are not always aware of the damage they cause to animals and the environment. Combining sustainability and fashion is a true challenge (Molderez and De Landtsheer 2015).¹ This attitude is important since Teresa Presas in her work "Interdependence and Partnership: Building Blocks to Sustainable Development" (2001) exposes that a real transition toward sustainable development requires a new way of thinking. It requires the use of a collective learning mechanism for all types of environments and stakeholders, and structured discussions about our vision of what a sustainable society is all about. But a sustainable society is not possible without sustainable individuals (Cavagnaro and Curiel 2012). That is, individual capacities seem to be at the heart of this issue. These definitions should lead to a more informed and responsible attitude from consumers.

¹According to Moderez and De Landtsheer (2015), the Chinese fur is often intentionally mislabeled, so when the customers buy fur, they are unable to trace where it comes from.

3.1 *The UN Global Compact*

The UNGC is the result of a world characterized by glaring and unsustainable imbalances and inequities (Kell 2003). This is a joint initiative of the United Nations Development Program, the Economic Commission for Latin America and the Caribbean, and the World Labor Organization, in an effort to enable corporate social responsibility development and to foster human rights, labor standards, environmental protection, and anticorruption. The main goal of the UNGC is to help align corporate policies and practices to universally concurred and internationally applicable ethical goals, and it is based on principles that stem from four key agreements: the Universal Declaration of Human Rights, the International Labour Organization's Declaration on Fundamentals Principles and Rights at Work, the Rio Declaration on Environment and Development, and the United Nations Convention Against Corruption. That is to say, by means of business voluntary commitment, the Global Compact is an initiative for promoting a new corporate culture on how to manage businesses. Its real essence is to create an ever-growing labor network (McIntosh et al. 2004a, b) supporting companies through learning and knowledge sharing, exercising leadership as a corporate citizen, and hence exerting influence on others through their behavior (Fuertes and Goyburu 2004).

3.1.1 **Code of Conduct and Manual for the Fashion and Textile Industry: The First "Sectorial" Initiative of the Global Compact**

On May 3, 2012, the United Nations Global Compact presented its first sector-specific initiative. This is a Code of Conduct and Manual for the Fashion and Textile Industry jointly developed with the Nordic Fashion Association and the Nordic Initiative Clean and Ethical—NICE. This presentation took place at the Copenhagen Fashion Summit of that year, and George Kell—Executive Director of the UN Global Compact—said: *"As an industry facing serious and widely publicized social and environmental challenges, the fashion and textile industry is uniquely positioned to launch a sectorial initiative under the umbrella of the UN Global Compact. We are very excited about this effort and look forward to collaborating with NICE and its partners"* (Nordic Fashion Association 2012).

There was a second launch during the Rio+20 Summit with the purpose of boosting this new initiative in the activity titled "Changing the World through Fashion: Contribution to Sustainable Development by the Fashion and Textile Industry." In this new activity, Mr. G. Kell emphasized *"the importance of changing the fashion and textile sector,"* and said that *"this new impetus was backed by the Global Compact."*

Why a Code of Conduct? Mina Kaway in her paper prepared in 2009 titled "Corporate Social Responsibility through Codes of Conduct in the Textile and Clothing Sector" states (p. 7): *"not only due to the subcontracting chain system used in this industry but also due to the fact that the Textile and Clothing industry is*

mainly a labor industry, that is, the use of manual workers is high if compared to other machinery manufacturers sectors, and therefore creating an environment more favorable for abuses to occur in this sense.”

While this UNGC Code includes the ten principles of the United Nations Global Compact, it provides additional specificity from a sector perspective, adding 6 principles within a varied range of topics that pertain to the fashion and textile industry relative to an area called ethical conduct. Table 1 shows the 16 principles of the code, matching them with the compact, sector specificity, and relevant areas.

Table 1 UNGC code of conduct: Principles and subject areas

Code of Conduct principles		
1. Support and observe human right protection	Global Compact	Human rights
2. Not to be an accomplice to abuse of rights		
3. Support the principles of freedom of unionization and the right to collective bargaining		Labor rights
4. Eradicate forced and obligatory labor		
5. Abolish any form of child labor		
6. Eliminate discrimination based on job and occupation		
7. Support a preventive approach to environmental challenges		Environment
8. Foster greater environmental responsibility		
9. Promote development and dissemination of green technologies		
10. Businesses must act against corruption in all its forms, including extortion and bribery		Anti-corruption
11. Animals must be treated with dignity and respect. No animal must be deliberately harmed or exposed to pain	Sector Specificity	Ethical conduct
12. Businesses and their designers must work actively to encourage and support sustainable design		
13. Businesses must, through their choice and treatment of models, promote a healthy lifestyle and healthy body ideals, and the models’ minimum age must be 16 during fashion weeks and other occasions where the workload is excessive		
14. Businesses must work toward transparency in their supply chain		
15. Businesses must work toward a stronger commitment throughout their supply chain to reinforce the development of a secure mining industry		
16. All businesses involved must at all times be open and accessible for announced, semiannounced, and unannounced audits for monitoring and evaluation of compliance with the Code of Conduct		

Source Prepared by the author

For each of these principles, the NICE Code of Conduct and Manual for the Fashion and Textile Industry at the Nordic Fashion Association; Nordic Initiative Clean and Ethical—NICE—and Global Compact (2012): explains **What** it means to act in accordance with the Code of Conduct (i.e., the “goal” of each principle) **Why** each principle is important **Learn more**, and **How** (recommendations)

Furthermore, you will find important facts and information on where to learn more about creating a long-term viable and sustainable business. Note that the code is applicable not only to the brand (or company owner of the brand), but also to every partner, both in the country and in abroad. According to the code, the brand is responsible for developing an ethical and sustainable supply chain in the company.

Likewise, the code includes some peculiarities, which are described below:

- (a) In the *labor right* area, it delves deeper into *working hours; employment contracts; sick leave and paid vacations; complaint filing system; occupational safety and health; and home work*.
- (b) In the *environment* area, and in connection with principles 7 and 8, it highlights the *waste and water* topic, while referring to—within the framework of principle 9—the *use of chemicals, energy, carbon dioxide emissions, and atmospheric emissions in general*.
- (c) As to *monitoring and evaluation*, it provides an analysis of the value chain development based on three levels of risk—basic, high, and advanced, suggesting some guidelines for each of them, namely:

Basic Level

- Include CSR clauses or the UNGC Code of Conduct in supplier contracts and begin working toward integration.
- Conduct informal (code-based) audits when visiting suppliers for other reasons.

High Level

- Make a detailed mapping of all suppliers so as to assess them in accordance with their specific risk level. Operating in the fashion industry typically means maneuvering in high-risk countries.²
- When your supply chain management program has been established, you can use the following generic risk matrix to determine whether it will be enough for the supplier to sign the NICE Code of Conduct, or whether you will also need to audit suppliers regularly. When designing the audit program, you will need to determine how much commitment and willingness to work with different suppliers your company has.

Advanced Level

- Send out a self-evaluation questionnaire, partly to get an initial knowledge of the suppliers' performance level within CSR and partly to point out the requirements in the Code of Conduct.
- Create good dialog with suppliers so that they perceive the self-evaluation process as part of their long-term relationship.

²Here, the UNGC Code of Conduct suggests considering the 'Danish Institute for Human Rights' to use Human Rights and Business country risk analysis.

- Conduct formal audits solely concentrating on environmental, social, and ethical issues. Both announced or unannounced audits are possible, each of which has various advantages.
- It states that *risks* may be influenced by various factors, including spending, country, category, and the transaction nature, in addition to how critical the supplier is to your business. Broadly speaking, the more critical the supplier is, the higher the overall risk will be. Therefore, suppliers need to be divided into three categories, depending on their criticality:
- highly critical (it means that replacing the supplier would be extremely costly and disruptive),
- semi-critical (it means that replacing the supplier is possible, but it is time-consuming and partly costly),
- less critical (suppliers can be replaced on a need basis,)
- It suggests that an *audit* should begin with a meeting with the supplier's management (including the person responsible for implementing the code, an HR representative, and even the local union representative) where the audit outline is reviewed and discussed. This meeting should deal with the "how's" explained in each principle within the framework of the Code.

4 Code of Conduct and Manual for the Textile and Fashion Industry's Principle 11: Animal Ethics and Welfare³

Principle 11 Many fashion businesses have made a conscious ethical decision not to use real animal fur (e.g., fox, sable, mink, and rabbit) or exotic and wild-caught animal species (e.g., snake, crocodile, and ostrich). We recognize this choice, and we acknowledge that other businesses have chosen to take a different path. In businesses where animals are used in labor and/or in the production (fur, wool, etc.), such animals must be fed and treated with dignity and respect and no animal must deliberately be harmed nor exposed to pain in their life span. Taking the lives of animals must at all times be conducted using the quickest and the least painful and non-traumatic (not in the vision of other animals) method available and approved by national and acknowledged veterinarians and only conducted by trained personnel.

What

We do not tolerate the maltreatment of animals, and animals must be cared for and protected from harm. We do not support the use of any endangered species listed in

³Reproduction of Principle 11 contents NICE Code of Conduct and Manual for the Fashion and Textile Industry at the Nordic Fashion Association; Nordic Initiative Clean and Ethical—NICE—and Global Compact (2012, p. 69).

the International Union of Conservation of Nature (IUCN) Red List of Threatened Species. We recommend following the guidelines in the European Convention for the protection of animals kept for farming purposes.

Why

Animals are sentient beings, and it is the responsibility of humans to ensure that they have a “life worth living.” We do not support the usage of down and feather plucked from living birds. The maltreatment of animals can cause severe reputational damages in relation to retailers, consumers, and other stakeholders. Animal activists are very persistent in their work and have a record of great influence on decision-makers.

Learn more

European regulation on the protection of farming animals, animal welfare, and industry regulations: The EC strategy 2012–2015.

Information on threatened animals: IUCN Red List of Threatened Species.

International guidelines on international governmental recommendations and regulative instruments: UN Food and Agricultural Organization (FAO).

How

Have an animal treatment policy that clearly states that garments containing animal-derived products are produced using abundant species that have been treated in accordance with international animal welfare standards, as well as animal welfare standards laid down by Europe law.

Clearly label garments containing parts of animal origin as such, including the name of the part used (such as leather or natural fur) to ensure that consumers are not deliberately or unintentionally mis-sold goods they do not wish to purchase.

Species farmed for any consumer goods must be produced to standards found on highly keeping of regulated European farms. This included Directive 98/58 on the protection of animals kept for farming and the 1999 Council of Europe Recommendations on the keeping of animals for fur. Animals taken from the wild must have been afforded the protection of the International Agreement on Humane Trapping Standards and hunted in accordance with the International Union Conservation of Nature’s “sustainable use” policy.

Where possible, reputable voluntary schemes should be used to ensure that the highest possible standard of care is given to all animals used for the purposes of fashion.

Always obtain a guarantee that down and feather only originate solely from dead birds.

This principle has its corresponding NICE code shown in Exhibit 1.⁴

Both producers and suppliers should consider the fact that wild animals and their habitats are part of their natural ecosystems and should therefore be valued and

⁴The contents of Principle 11, the NICE Code of Conduct Principles—Nordic Fashion Association and Nordic Initiative Clean and Ethical—NICE—and Global Compact (2012, p. 99) are reproduced.

protected and that their welfare must be taken into account (International Standard ISO 26000, 2010, p. 47).

5 Sustainability with Cruelty to Animals? The Case of Ovis 21 (Argentina)

5.1 *Ovis 21: The Company*⁵

Ovis 21 is a B Corp engaged in regenerating grasslands and increasing business profitability. It provides training, consulting, and product certification services. As a Hub of the Savory Institute, it specializes in holistic management and has great experience in sheep and wool. It has developed and manages a network of innovative land managers, technicians, and related industries to improve sustainability aspects.

History, Mission, and Philosophy

Ovis 21 was created in the year 2003 by Pablo Borrelli, Ricardo Fenton, and Estancia Monte Dinero to improve sustainability in sheep-based value chains. Pablo Borrelli with his wife Alejandra Canosa and Ricardo Fenton founded an organization which would be capable of introducing innovations at a regional level, making use of the capabilities of entrepreneurial farmers and professionals in the region.

The stewardship and improvement of natural grasslands was one of the ongoing priorities of the network founders. The introduction of “holistic management” in 2007 has enabled to work on grassland regeneration at full farm scale.

In collaboration with the Nature Conservancy, Ovis 21 developed the Grassland Regeneration and Sustainable Standard (GRASS), as well as flock improvement and advanced wool classing protocols. Ovis 21 is responsible for certifying farmers’ compliance with these protocols. There are over 3.2 million acres GRASS certified (1.3 million hectares) in 54 different properties.

They operate through independent representatives who are accredited by the company to provide advice and coordinate the provision of services under the protocols developed by Ovis 21.

Today, the network has more than 160 primary producers and 22 studs distributed in the Argentine provinces of Santa Cruz, Tierra del Fuego, Chubut, Río Negro, Neuquén, Buenos Aires, and Corrientes, as well as in the south of Chile and Uruguay.

Ovis 21 is part of the 15 million Acre Campaign in collaboration with Patagonia Inc. and the Nature Conservancy, aiming at the regeneration of temperate grasslands in the Patagonian region.

⁵Based on Ovis 21 www.ovis21.com Accessed: 1 Mar 2016.

Its mission is to promote a culture of grassland biodiversity regeneration, so that land will be capable of sustaining people, their businesses, and communities. To achieve this, Ovis 21 focuses on promoting decision-making to regenerate land, increase biodiversity, develop a land stewardship culture, empower people to fully develop their capacities and businesses, and enhance collaboration as the means to meet goals that cannot be otherwise attained individually.

Part of Ovis 21 philosophy includes integrating the satisfaction of real needs, the creation and distribution of wealth, the development of people and organizations, the collaboration based on trust, a holistic view, and an entrepreneurial spirit as a source of continuous innovation for sustainability.

5.2 *Two Key Organizations Within the Work Framework of Ovis 21*⁶

B Corp. Individually, they meet the highest standards of verified social and environmental performance, public transparency, and legal accountability and aspire to use the power of markets to solve social and environmental problems. Collectively, B Corp lead a growing global movement of *people using business as a force for good*TM. Through the power of their collective voice, one day all the companies will compete to be *best for the world*TM, and society will enjoy a more shared and durable prosperity for all. Note that part of Ovis 21 declaration of interdependence says: “*through their products, practices, and profits businesses should aspire to do no harm and benefit all.*”

The Savory Institute facilitates the realization of a life of enduring returns for the land and all who depend on it. The institute is the brain trust of the organization. It develops innovative tools and enhanced curricula, informs policy, establishes market incentives, increases public awareness, and coordinates relevant research, cultivating relationships with aligned partners.

Their strategy is threefold: to demonstrate results in diverse contexts; to equip and empower people and share their experiences in learning and achieving success; and to pave the way for a global movement to take off, being an advocate and catalyst of needed change.

5.3 *Ovis 21 and the Animal Ethics and Welfare: An Episode*

According to Gordon and Hill (2015), People for the Ethical Treatment of Animals (PETA) organization which was founded in 1980 and is well known for its

⁶Based on B Corp Web site (<https://www.bcorporation.net/>) and the Savory Institute’s Web site (<http://savory.global/>) Accessed: 1 Mar 2016.

provocative activism has been one of the most outspoken champions of animal rights over the past three decades. According to Paulins and Hillery 2009, this organization believes that animals have rights and should not be abused for the sake of fashion.

PETA⁷ focuses its attention on the four areas in which the largest number of animals suffers the most intensely for the longest periods of time: on factory farms, in the clothing trade, in laboratories, and in the entertainment industry. We also work on a variety of other issues, including cruel killing of rodents, birds, and other “pests” as well as cruelty to domesticated animals. The organization also works through public education, cruelty investigations, research, animal rescue, legislation, special events, celebrity involvement, and protest campaigns.

On August 13, 2015, PETA uploaded on “youtube.com” a video which shows the cruelty taking place in a farm called Estancia La Librun, that is part of the Ovis 21 network in Argentina and which provides wool to several renowned brands, such as Patagonia and Stella McCartney. On August 13, PETA sent a formal letter to the Office of Wild Fauna and Protected Areas of Argentina signed by Elisabeth Custalow, lawyer of PETA Foundation. The letter—along with video-recorded and photographed evidence—requested that research be carried out on the aforementioned *Estancia* and, if needed, that the pertaining charges be pressed against those in charge.⁸ Peta director, Mimi Bekhechi, said: *“Having witnessed an astounding level of cruelty to sheep in every shearing shed Peta US visited Australia, the US and, now, Argentina, it’s high time that companies and consumers ditch real wool. Today, finding alternatives to hide, fur and fleece is easy, and no animal has to suffer when businesses make kind choices (Snowdon 2012).”*

Due to PETA’s position,⁹ the episode became notorious on the media. Some international examples are The Huffington Post (UK), Women’s Wear Daily (WWD)—a property of Fairchild Fashion Media, EcoTextiles Magazine (UK), and the Herald Premium (Spain), the Quartz Daily Brief, Women’s Wear Daily, and Fashionista.

5.4 The Decision of Various Important Clients

On “August 12, 2015”—a day before PETA uploaded its video on youtube.com, Tessa Byars¹⁰ from Patagonia presented a detailed history of the company’s work

⁷People for the Ethical Treatment of Animals—PETA Source: PETA’s Web site www.peta.org Accessed 1 Mar 2016.

⁸Exchange of e-mails with Ms. **Hannah Schein**, associate director of Cruelty Investigations| People for the Ethical Treatment of Animals (PETA). The author has a letter presented by PETA.

⁹According to Paulins and Hillery (2009) before 2009, they had a dispute with the Australian wool industry for the practice of “mulesing” including boycotts against Abercrombie & Fitch, J. Crew and Benetton. To promote this campaign, PETA also recruited celebrities, such as singer Pink and Australian actress Toni Colette.

¹⁰See Patagonia <http://www.patagoniaworks.com/press/2015/8/12/petas-wool-video> Accessed: 1 Sept 2016.

with Ovis 21. Previously, she highlighted her conviction about the company's defense and good treatment of animals. However, this "statement"—which can be seen in full length in Exhibit 2¹¹—said, *"We will work with Ovis 21 to make needed corrections and improvements, and report back to our customers and the public on the steps we will take."* Concluding, she added, *"We apologize for the harm done in our name; we will keep you posted."*

A few days after, on August 17, 2015, Rose Marcario, the company's CEO, said in a statement, *"We took some important steps to protect animals in partnering with Ovis 21, but we failed to implement a comprehensive process to assure animal welfare, and we are dismayed to witness such horrifying mistreatment."* She also made public the company's decision to discontinue purchases from Ovis 21 and explained the reason *"...we've made a frank and open-eyed assessment of the Ovis program. Our conclusion: it is impossible to ensure immediate changes to objectionable practices on Ovis 21 ranches."* For the full statement, see Exhibit 3.

Indeed, Stella McCartney has suspended all purchases of wool from Ovis 21 after watching the video. With a statement released through PETA (qz.com. 2015), McCartney said on August 13 (PETA 2015):

After conducting our own investigation in Argentina and throughout our supply chain, following a very distressful viewing of PETA US footage, we immediately ceased buying wool from Ovis 21. We are deeply saddened and shocked by the cruelty seen on the footage, as animal welfare is at the heart of everything we do. This is a huge setback to help saving the grasslands in Patagonia. We are now even more determined to continue our fight for animal rights in fashion together and monitor even more closely all the suppliers involved in this industry. We are also looking into vegan wool as well, in the same manner we were able to develop and incorporate high-end alternatives to leather and fur over the years.

In turn, on Instagram, Stella McCartney added, *"Unfortunately, after conducting our own investigation in Argentina, following a very distressful viewing of footage provided by the great guys at @officialpeta, we found out that 1 of the 26 ranches we used to source sustainable wool there, mistreated its sheep. It is one too many."* Exhibit 4 shows two posts from McCartney on Instagram.

Moreover, Peta director—Mimi Bekhechi—said, *"Having witnessed an astounding level of cruelty to sheep in every shearing shed Peta US visited Australia, the US and, now, Argentina, it's high time that companies and consumers ditch real wool. Today, finding alternatives to hide, fur and fleece is easy, and no animal has to suffer when businesses make kind choices (Snowdon 2012). We thank Stella for rejecting cruelty in the wool industry and hope Patagonia and others will follow suit"* (Snowdon 2012).

Kering Group also agreed to stop sourcing from Ovis 21 for all brands, including Alexander McQueen, Balenciaga, Bottega Veneta, Brioni, Christopher Kane, Gucci, Volcom, and Saint Laurent.

¹¹Source <http://www.thecleanestline.com/2015/08/patagonia-to-cess-purchasing-wool-from-ovis-21.html>.

5.5 *The Ovis 21 Statement*¹²

On August 15, 2015, Ovis 21 posted the unsigned statement shown below on its Web site (see screenshot on Exhibit 5):

Ovis 21 certifies grassland regeneration, flock improvement and wool quality in a network of farms.

With regard to the video footage taken in December 2014 in one of the farms in the Ovis 21 network, the images depicting inhumane treatment of lambs and sheep are unacceptable. Ovis 21 does not justify cruelty. We have identified and intervened the property involved, which is now no longer a certified property. We regret not being informed when the footage was taken, to take immediate action.

Farming practices have a relevant role as a tool to improve biodiversity and ecosystem function, to produce food and fiber for an increasing world population, and to generate the best environment for wildlife, rural families, and their communities.

5.6 *The Standing of the Two Key Organizations After the Episode*

The author exchanged mails with two organizations with which Ovis 21 had a close relationship, the Savory Institute and System B (and B Lab). Both knew that the author was preparing this chapter and that it comprised the analysis of Ovis 21 case. The former organization did not allow the use of information collected during said exchanges and referred to its Web site since it is their official site.¹³ System B had—along with the author—a different approach: open and it allowed for the use of the information exchanged.¹⁴

The author intended to check whether they had (or may have) made some kind of public statement since evidence provided by PETA was totally irrefutable for two reasons:

- First, that Patagonia (a B Corp) and Stella McCartney had made their own audits and proved the existence of “cruelty.”
- And second, Ovis 21 own statement posted on their Web site, which fully accepted the facts (that is to say that there was, indeed, cruelty to animals in one of their establishments).

¹²Source: Ovis 21 Web site.

¹³e-mail sent from contact@savory.global November 11, 2015. e-mails were always signed “by the institution” under the name The Savory Institute Team.

¹⁴e-mail from Christina Foorwod—Senior Associate, Standards—November 17, 2015.

At the time of writing this chapter, none of the organizations issued a public statement. Moreover, System B, which gave a detailed account of the process, declared that¹⁵: “...We will be happy to provide more information as soon as we have completed our process of reviewing Ovis’s recertification.”

The screenshot on Exhibit 5 shows that the logos of both institutions are still on Ovis 21 Web site as of March 10, 2016.

6 Sustainability and Animal Ethics and Welfare: Analysis and Conclusions

The United Nations Global Compact has been working thoroughly to promote a change in the current textile and fashion system. An example of this is the Code of Conduct and Manual for the Fashion and Textile Industry. This piece clearly shows that in fashion businesses, animals must be fed and treated with dignity and respect, and no animal must deliberately be harmed nor exposed to pain in their life span.

In business, value creation is quickly advancing from the so-called tangible assets to intangible assets, such as intellectual, social, and human capital. However, the relationship between business and stakeholders is an important but not yet valued corporate asset. Technology and globalization are creating working networks which are decisive corporate assets. Kevin Kelly (1999) reinforces this view when he argues in his paper “New Rules for the New Economy” that network economy is supported by technology, but that it can only be built on the basis of “relationships.” It begins with “chips” and it ends with “trust” building.

It is worth noting that loyalty toward a brand has been recognized as an intangible asset. An increased awareness of the relationship between intangible assets, such as customer satisfaction, customer loyalty, and brand loyalty, has made it easier to estimate the financial value of brands. These are some of the reasons for Stella McCartney and Patagonia’s reactions, even though they have been different. These concepts emerged more quickly in McCartney and are shown in two posts on Instagram: “We found out that 1 of the 26 ranches we used source sustainable wool there, mistreated its sheep. It is one too many” and “As a designer who built a brand on not using leather, fur or animal skins in its designs, I can’t tolerate it!”

Led by Patagonia—when it became aware of PETA campaign about Australian wool in 2005—and along with Ovis 21, both organizations might have come closer to the so-called unconventional stakeholders, including, among others, the organizations that defend animal rights, which may be “divergent” as their interests are against those of the company. For both organizations, this would entail to gain the ability to reconcile contradictions between the current business model and the opinions of “unconventional” stakeholders (Hart and Sharma 2004). Approaching PETA would help Patagonia and Ovis 21 access knowledge and

¹⁵e-mail from Christina Foorwod dated October 19, 2015.

prospects which are essential both to anticipate potential sources of problems and to identify innovative opportunities and business models for the future (Hart and Sharma 2004).¹⁶

The main reason presented by Patagonia to cancel purchases from Ovis 21—according to its CEO’s statement—was that “...we’ve made a frank and open-eyed assessment of the Ovis program. Our conclusion: it is impossible to ensure immediate changes to objectionable practices on Ovis 21 ranches.” Yet, the pressure exerted by consumers in general, animal advocates, and Patagonia’s customers was so great that it jeopardized its reputation when it stated that its “suppliers respect welfare.” Exhibit 6 shows statements from different sources.

The stances of the Savory Institute and System B clearly affect their image, reputation, transparency, and effectiveness. The formal “absence” of these organizations in the face of Ovis 21 case may most likely be interpreted by many other organizations and individuals as lack of transparency, sending a totally wrong message to the society.

The development within the new paradigm of the sustainable mind-set in the fashion industry makes it inevitable not to counteract ethics and morality. Actually, every choice made in the business of fashion and lifestyle is a matter of ethics, which makes it immensely important to become aware of the consequences of one’s actions and choices in every single detail throughout the process (Planntin 2016).

The fundamental and most elementary choice is to make a conscious choice, whether it resides in a design process or a manufacturer, and to examine this choice for further enlightenment. Therefore, the first decision to make is whether one is convinced that the use of animals as a resource is ethically acceptable or not.

Drude-Katrine Planntin (2016) makes an intelligent call not only on consumers but also on designers and producers to enhance animal ethics and welfare in future fashion productions. “Even though guidelines on right or wrong would make everything much easier when making decisions, the public often has a personal opinion in relation to culture and traditions. These personal feelings, emotions, experiences, and educations do have an influence on choices made when dealing with the use of animals as products. This is why it is necessary for not only consumers, but also designers and producers, to set the agenda and improve ethics and animal welfare in the future production of fashion and lifestyle products.”...“Basically, manufacturers, designers, and consumers must begin to relate to the fact that a resource in industrial production is alive in the sense that

¹⁶An example of this, in another field, is the Biotech Advisory Board set up by DuPont in order to consciously search for divergent views in the periphery that could help define a more robust strategy for the development of biotechnology. The company has striven to include various stakeholders from India, Africa and Latin America in its discussions. It has also invited environmental advocates, such as the former president of Greenpeace International to offer divergent views on the matter. The exposure of high-ranked managers and business leaders to radically opposite views has prompted changes and significant improvements in the company’s approach and strategy for selling biotechnology. New ideas for future business models have emerged in line with the company’s efforts to leave behind products based on petrochemical material and favor biologic-based businesses (Hart and Sharma 2004).

animals are living beings and must be treated differently as opposed to when growing and using plants or other man-made fibres. The first step for any producer, designer, or consumer must be to recognize and acknowledge this fact to act and develop an awareness and sense of responsibility in this area. It is necessary to be open minded and prepared to examine these issues, which can help in accessing and relating to future design processes, production methods, and daily consumption.”

Animals are sentient beings, and it is the responsibility of humans to ensure that they have a “life worth living.” The maltreatment of animals can cause severe reputational damages in relation to retailers, consumers, and other stakeholders. As set forth in the UNGC Code of Conduct Principle 11, both producers and suppliers should consider the fact that wild animals and their habitats are part of their natural ecosystems and should, therefore, be valued and protected and that their welfare must be taken into account.

Exhibit 1—NICE Code of Conduct Principle 11

Principle 11. We recognize the conscious ethical decision not to use real animal fur.

In businesses where animals are used for materials in production and/or labor, such animals must be treated with dignity and respect.

No animal must deliberate be harmed or exposed to pain. Taking the lives of animals must at all times be conducted by trained personnel using the quickest and least painful and non-traumatic methods available. These must be approved by trained veterinarians and conducted by competent personnel.

It is important to recognize and respect that animal have a mind and body, which can be harmed due to wrong, ignorant and brutal treatment.

Using animal products in fashion is a legitimate practice as long as it is recognized that animals are sentient beings. It is the responsibility of humans to ensure that the animals have a “life worth living.”

Production, breeding and keeping of animals shall be conducted professionally securing the animals the right and sufficient food and water and this must consider and respect the individual animals physiological, health and behavioral (space, rest etc.) needs including in circumstances involving transportation of the animals. Wild living animals shall never be captured and used.

Any use of endangered animal species as defined by the Convention on the International Trade in Endangered Species is strictly prohibited and the relevant authorities will immediately be contacted in such regard.

An example of animal care policy is shown below:

<COMPANY> regards the protection and respect of animals as very important. The supplier and subcontractors warrant that they adopt the same view and stance.

The supplier and subcontractors must submit documentation in writing with photographs and/or video footage of the daily handling of animals involved as labor or production in the full production line. Situations in which the animals are at risk of being in pain (due, for instance, to attacks from insects and diseases, or when their life is being taken) must be submitted to the <COMPANY> in writing with a thorough description of the used method,

available methods, business standards and why the chosen method is used and which efforts are considered to reduce pain to the animals.

Exhibit 2—PETA’s Wool Video

PETA has shown us video footage from within the Ovis 21 farm network that supplies merino wool for Patagonia’s base layers and insulation. It is as disturbing as anything PETA puts out. Four minutes long, the video contains graphic footage depicting inhumane treatment of lambs and sheep, of castration, of tail docking (the removal of a sheep’s tail), and of slaughter of lambs for their meat. See more details below.

It is especially humbling to acknowledge responsibility for the practices shown because our original involvement in this project was intended for, in addition to restoring grassland, improving animal welfare. In 2005, we became aware of (through PETA’s campaign against Australian wool growers) the painful practice of mulesing sheep to reduce the damage from flystrike. We worked to stop sourcing wool on the open (and untraceable) market as quickly as we could, and even delayed a major product launch of merino base layers until we could find reliable sources for non-mulesed wool in New Zealand and Australia.

PETA has targeted Patagonia because it held us responsible for practices done in our name: wool from the farms shown in the video is spun, knit and sewn into clothing that bears our label. We accept responsibility for everything done by our suppliers at any level, but especially in this case. Beginning in 2011, we embarked on a close partnership with Ovis 21 to develop a radical new way to grow wool—one that regenerates rather than depletes grassland, keeps alive a way of life in the Patagonia region, and produces wool of unprecedented quality for our next-to-skin clothing. This has been a significant and engaging project for us.

When we began our initial discussions with Ovis 21, we were happy to learn that blowfly does not inhabit Patagonia, so mulesing is not an issue there. We were also pleased to learn the Ovis 21 farmers took steps to ensure that animals have sufficient fleece to maintain warmth through the winter. In addition, Argentina does not permit the export of live sheep, a dangerous practice. And we noted that to achieve certification from Ovis 21, participating ranchers must adhere to strict protocols for grazing and land management, flock improvement, and shearing; all of which favorably influences animal welfare. We have worked closely with Ovis 21 on its progress toward holistic grazing; however, beyond verifying that no mulesing occurs, we have not audited its animal-welfare practices and were unaware of the issues raised in the video.

PETA does not believe in the use of animals for any human purpose; this is a belief we respect but do not share. Nevertheless, PETA plays an important role in raising awareness of harmful practices involving animals, and we listen when legitimate concerns are uncovered, even if we become a target of their activism.

For our part, we do offer alternatives to down and wool for our vegan friends and customers. In addition, we have allocated considerable resources toward the development and implementation of the world’s most stringent standard to ensure that goose and duck down come from animals that have been neither live-plucked

nor force fed to produce *foie gras*. Our requirements were incorporated by the independent certification body NSF International into its Global Traceable Down Standard.

We have also been working on wool. In early 2014, we began working collaboratively with numerous other brands and the Textile Exchange to develop the forthcoming Responsible Wool Standard for treating sheep and lambs that meets 21st century moral standards for the ethical treatment of animals. It is our hope that this global standard, when completed, will protect animal welfare, influence best practices, ensure traceability, and ultimately give consumers clear and trustworthy information that will allow them to make responsible choices. PETA was invited by the Textile Exchange to join this process, but declined. The process did include the participation of other animal-welfare organizations.

It should be noted that two practices highlighted in the video are standard across the wool industry, for good reason. Castrating select members of the flock helps keep it manageable and eliminates overcrowding, while tail docking reduces instances of infection in sheep and facilitates hygiene. It is critical that these procedures be done humanely, in a way governed by enforceable, uniform standards.

We are not immune to shocking images. There is no excuse for violent shearing methods and inhumane slaughter. We are investigating the practices shown. We will work with Ovis 21 to make needed corrections and improvements, and report back to our customers and the public on the steps we will take.

We apologize for the harm done in our name; we will keep you posted.

Timeline of Patagonia's efforts to build a more responsible wool supply chain

February 2005

We learn about the painful mulesing process as a result of a PETA campaign against Australian wool growers, which also decries the "live export" of animals (shipping and selling of live sheep from Australia to the Middle East for fresh consumption).

2008

We begin to move our wool fiber source from purchase on the conventional open market, where wool is untraceable and mulesed, to non-mulesed regions in New Zealand and certain specific Australian supply chains where the practice does not occur. This requires delaying the introduction of our wool base layer program until we had a traceable supply chain in New Zealand and Australia where we could be sure mulesing was not used.

Fall 2008

We launch our Merino Performance Baselayer line, sourced from non-mulesed sheep in New Zealand.

November/December 2011

Our materials and environmental teams visit Ovis 21 network farms in the Patagonia region of Argentina to determine the viability of nominating yarn from

their program in order to (a) support an important grasslands conservation effort, and (b) maintain our policy of avoiding the mulesing of sheep in our supply chain.

Because blowfly infestations do not occur in Argentina, we confirmed mulesing is not occurring but did not audit the farms specifically for other animal welfare concerns. We are aware that tail docking, which reduces instances of infection in sheep and facilitates hygiene, is occurring. We do not explore castration practices.

Fall 2011

We move our Merino Performance Baselayer program to Australian traceable, non-mulesed wool.

2012

We continue with planning, quality testing, volume, and supply chain trials surrounding the Ovis 21 wool—adopting their fiber into more of our products over time.

Fall 2012

We introduce Ovis 21 wool in all of our socks and some baselayers.

February 2014

We begin work as part of a public task force on the industry approach to a Responsible Wool Standard (RWS), led by the Textile Exchange. The standard will ensure a responsible, consistent approach to treating sheep and lambs that meets 21st century moral standards of the ethical treatment of animals. It is our hope that this global standard, when completed, will protect animal welfare, influence best practices, ensure traceability, and ultimately give consumers clear and trustworthy information that will allow them to make responsible choices.

For Patagonia and the Ovis 21 network, RWS will emphasize animal welfare as a clear priority alongside grasslands restoration.

2014

We convert the entire Merino Performance Baselayer line to Ovis 21 wool.

We begin moving to correct the small part of our wool that is still bought on the open market (some wool hats, and the wool lining of our wetsuits) by changing suppliers.

Winter/Spring 2015

Through our Social and Environmental Responsibility team, Patagonia continues to help and lead the industry effort to develop the Responsible Wool Standard—participating in the Textile Exchange Working Group Steering Committee.

Summer 2015

We hold several internal meetings to decide how to begin the work of implementing the Responsible Wool Standard in anticipation of its completion in 2016.

August 2015

PETA shows us a video containing graphic footage depicting inhumane treatment of lambs and sheep, of castration, of tail docking, and of the slaughter of lambs for their meat.

While we previously understood the need to adopt a strict standard to ensure animal welfare and worked toward that goal, we were not aware of any animal welfare issues with Ovis 21 farms until now. We begin an urgent investigation into the practices shown in PETA's video and commit to working with Ovis 21 to make needed improvements, reporting back to our customers and the public on steps we are taking.

Note: We will monitor the video link and update as necessary.

Overview of Ovis 21 protocols involving animal welfare

To be certified as Ovis 21 Sustainable Wool, ranchers must adhere to strict protocols for grazing and land management, flock improvement, and shearing—three pillars that all include major provisions to ensure animal welfare.

In short, these standards stipulate:

- Sheep are bred in natural grasslands
- There is no mulesing
- No antibiotics or hormones are used
- Medical treatments are limited to vaccines and pyrethroids to control external parasites
- There is no “live export” of animals
- Castration and tail docking, industry standard practices that promote responsible flock management and hygiene, are done at an early age with techniques designed to minimize pain.

In detail, the three pillars contain the following provisions:

1. GRASS Standard

Land management is a key issue for animal welfare. With our adaptive management, and mainly by using holistic planned grazing, we achieve the following outcomes:

- Produce under extensive open paddocks, in conditions that mimic natural grazing and recreate the herbivore-predator relationship (no confinement or artificial feeding)
- Increase the forage available, and ensure that every animal has enough feed for the whole year
- Increase grassland biodiversity, which improves the quality of the diet
- Increase managers' skills and attention to be responsible for the animals
- Risk reduction and better management in case of drought or heavy snow that may cause animal losses

- Better water supply and distribution
 - Use of guard dogs to help avoid predation by foxes and pumas in a friendly manner with the predator.
2. Flock Improvement Standard
- Breed open face, plain-bodied animals, which are better adapted for extensive grazing systems. Open faces ensure clear vision throughout the year, and correlate with fertility and fitness
 - Breed for high fat deposition that correlates with the ability to survive and breed under climatic stressful conditions
 - Breed solely using natural methods (no artificial gene manipulation)
3. Wool Classing and Shearing Standards
- Comply with Argentina's National Standard in all procedures involving shearing, classing and packing of wool (above the standard for advanced flocks)
 - Shear using snow combs or blades to reduce cold stress and leave more wool on the skin in order to increase insulation

Exhibit 3—Patagonia CEO Statement

Patagonia to Cease Purchasing Wool from Ovis 21

Dear Friends,

We've spent the past several days looking deep into our wool supply chain, shocked by the disturbing footage of animal cruelty that came to light last week. Patagonia's partnership with Ovis 21 has been a source of pride because of the program's genuine commitment to regenerating the grassland ecosystem, but this work must come equally with respectful and humane treatment of the animals that contribute to this endeavor.

The most shocking portion of PETA's video shows the killing of animals for human consumption. Like those in the Ovis 21 network, most commercial-scale ranches that produce wool from sheep also produce meat. What's most important is that we apply strong and consistent measures to ensure animals on ranches that supply wool for products bearing the Patagonia name are treated humanely, whether during shearing or slaughter. We took some important steps to protect animals in partnering with Ovis 21, but we failed to implement a comprehensive process to assure animal welfare, and we are dismayed to witness such horrifying mistreatment.

In light of this, we've made a frank and open-eyed assessment of the Ovis program. Our conclusion: it is impossible to ensure immediate changes to objectionable practices on Ovis 21 ranches, and we have therefore made the decision that we will no longer buy wool from them. This is a difficult decision, but it's the right thing to do.

Re-building our wool program—with a partner that can ensure a strong and consistent approach to animal welfare, while also fostering healthy grasslands—will be a significant challenge. However, we reject the notion that cruelty is essential to wool production, despite what PETA claims. Patagonia will continue to make products from wool because of its unique performance attributes. We will continue to sell products made from the wool we've already purchased. And we will continue to offer excellent synthetic alternatives for those who prefer them, while constantly pushing to innovate and invest in new materials and better supply chains. But Patagonia will not buy wool again until we can assure our customers of a verifiable process that ensures the humane treatment of animals.

We will also continue our efforts, initiated in 2014, to lead in the industry's development of strong, new verifiable standards for wool production we can all be proud of. We will take this as an opportunity to push even harder for the strongest possible animal welfare standards to be integrated into the forthcoming Responsible Wool Standard.

We apologize for the harm done in our name. We will continue to update you on our progress to do better.

Rose Marcario
CEO Patagonia

Exhibit 4—Stella McCartney in Instagram

Post 1—August 13, 2015¹⁷

I am very saddened to report that we have had to cease sourcing some of our sustainable wool from Ovis 21 in Patagonia. It was born as an amazing initiative to help protect a million acres of endangered grasslands in Patagonia whilst looking after the welfare of animals. Unfortunately, after conducting our own investigation in Argentina, following a very distressful viewing of footage provided by the great guys at @officialpeta, we found out that 1 of the 26 ranches we used source sustainable wool there, mistreated its sheep. It is one too many.

Post 2—August 13, 2015¹⁸

As a designer who built a brand on not using leather, fur or animal skins in its designs, I can't tolerate it! I am devastated by the news but more determined than ever to fight for animal rights in fashion together and monitor even more closely all suppliers involved in this industry to end all innocent lives. We are also looking into vegan 'wool' as well, in the same manner we were able to develop and incorporate high-end alternatives to leather and fur over the years.

¹⁷Source <https://www.instagram.com/p/6V4FQyLmBL/>.

¹⁸Source <https://www.instagram.com/p/6V8KF3rmJT/>.

Exhibit 5—Ovis 21's Statement

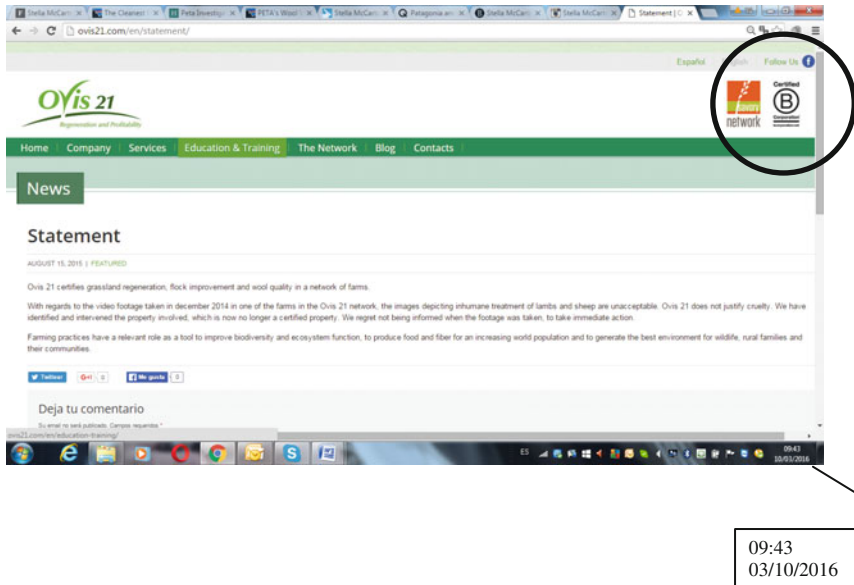


Exhibit 6—Consumers' Reactions Posted on Patagonia Web site

Moana said¹⁹:

Thank you for the strong stance. After viewing the video I have decided to discontinue my purchase of wool. I wonder if Patagonia would consider creating a sheep sanctuary that protects the grasslands.

Caitlin said¹⁶:

Thank you so much. I happily pay more for Patagonia down and other products, because I want the highest quality with humane standards. I will do the same for wool. I look forward to seeing how Patagonia can change this industry.

Kathyn Gibson said¹⁶:

I have made the decision to get rid of all my Patagonia product. I find it incredible and unbelievable that you had absolutely no visibility on your suppliers which tells me you have no quality control programs in effect. Really? I choose to not buy any more of your merchandise and will do everything I can to further educate others in your tacit approval and acceptance of your calculated indifference and feigned ignorance relating to your supplier. Shame on you, how can you sleep at night. Coward liars.

¹⁹Source <http://www.thecleanestline.com/2015/08/patagonia-to-cease-purchasing-wool-from-ovis-21.html>. Accessed: October 1, 2015.

GildaLee27 said²⁰:

Based on this video, I immediately wrote to Patagonia (including the company's CEO, Rose Marcario) expressing my disapproval and requesting Patagonia's public acknowledgement and apology for using Ovis 21, the cruel and inhumane supplier.

Lucy_P, said²¹:

Stella has integrity. I wish Patagonia would follow suit, instead of offering up lame excuses. Whenever animals are treated as commodities—instead of the thinking, feeling beings they are—abuse inevitably follows. Vague assurances mean nothing and happy sounding labels are a farce. The only humane materials are vegan ones. Thanks to PETA for exposing what really goes on in the wool industry!

Rachel-Erin Hendrix, said²²:

The real rub is there are total ethical and humane ways to raise sheep for wool production! As a wool spinner and knitter I have met some wonderful and kind sheep herders! There is no excuse for this, big corporations don't care about the process, just the profits, and that is utterly disgusting.

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²⁰Source <https://www.youtube.com/watch?v=N7nKvgaMEaU> Accessed: October 1, 2015.

²¹Source <http://fashionista.com/2015/08/stella-mccartney-peta-wool>. Accessed: October 1, 2015.

²²Source http://www.huffingtonpost.co.uk/2015/08/17/peta-investigation-stella-mccartney-patagonia-wool-supplier_n_8000144.html. Accessed: October 1, 2015.

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