

# Strategy to Drive Change

MAY 2016

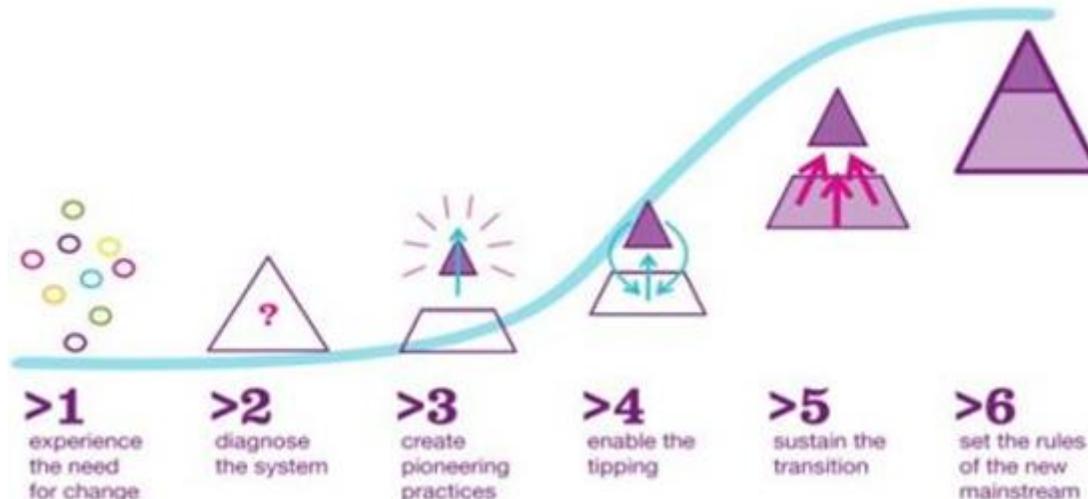
SUSTAINABLE CHEMICALS MANAGEMENT (SCM)



# Driving Change

## The Six Steps Model

The below model, created by Forum for the Future, is based on change theory along with solid experience in delivering change. For C&A to create prolonged and sustainable change, in phasing out hazardous chemicals from the supply chain, it is important to reflect the necessary steps to achieve that.



The **first step** is ‘experiencing the need to change’. At C&A, this happened in 2012 when we became a signatory member of the Zero Discharge of Hazardous Chemicals (ZDHC) group – setting us on an ambitious journey to phase out hazardous chemicals in the supply chain by 2020.

The **second step** is to understand what needs to change at a granular level. Tools and systems are needed to ‘diagnose the system’. This is what C&A have been working on, along with 22 Brands of the ZDHC, since committing in 2012. During 2015, C&A began its first supply chain diagnostic – testing the wastewater and conducting sustainable chemicals management audits at 52 of our largest facilities. C&A will continue diagnosing our supply chain whilst entering the third step.

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The **third step** is 'creating pioneering practices' which is where our CAP Management and Capacity Building comes into play. Here we will develop and showcase new and innovative ways to conduct business whilst reducing environmental impacts and, specifically, eliminating hazardous chemicals. In 2016, C&A will roll-out a project in China that will then be further scaled as the program develops.

Our CAP Management process involves a series of one-to-one conversations, site visits and in-person seminars to train the facilities on areas of high concern that they may not fully understand how to correct. The requirements of phasing out hazardous chemicals are ambitious and as this is the first time facilities deeper in the supply chain have been audited. The CAP Management process needs to go in partnership with raising the level of competency and skills of the workers so that implementation can be successful.

Beyond CAP Management, C&A will launch in 2016 a capacity building project that will investigate the root causes of common critical issues in chemicals management along with identifying long-term solutions. The project will also examine the impacts of energy, water and waste to drive performance holistically whilst demonstrating a solid business case.

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The **forth step** will 'enable the tipping point' whereby adoption and implementation of phasing out hazardous chemicals is undertaken on a more fundamental basis. This will happen based on a number of drivers, including;

- Demonstrating innovative case studies that prove a balanced business case (environmental, societal, financial)
- Further research on alternative chemicals and production technology
- Brand, consumer and non-governmental pressure

C&A will hold a series of Sustainable Chemicals Management Forums for its supply chain to demonstrate best practice.

The **fifth and sixth step** are around 'sustaining' the change that has been created. This is what C&A will work towards beyond 2020 although we have already started to engage with setting new and improved environmental regulations or standards in Bangladesh, Brazil and China.

Change is not a linear process or something that occurs overnight, but C&A are committed to driving change in the supply chain and this approach sets out our guide to doing so. As we continue to progress and learn we will refine our approach accordingly to drive change to the largest number of recipients.

