

Welcome to Turning Conscience Into Action, the Earth Charter podcast. Join Mirian Vilela, Earth Charter International Executive Director, in her fascinating conversations with great thinkers, scholars and activists from around the world who are working in the fields of sustainability, ethics, education and social transformation. Our purpose is to generate new insights on how to face current global challenges and inspire informed action.

Hello, thank you so much for joining us today. I have really the pleasure of having a conversation with Nika, Nika Salvetti.

Nika is a researcher and a practitioner in a wide range of fields related to social responsibility, sustainable development, and management. I really had the pleasure of working with Nika more closely over 10 years ago when she was the academic coordinator, academic program coordinator for the University for Peace Masters program on responsible management and sustainable economic development, which is known here as RUMSED. Nika was actually the leading force in envisioning and designing this very important program and in implementing it over the first few years.

After her years here in Costa Rica, Nika lived in Bangladesh and Vietnam, especially she was involved in the Bangladesh-German Chamber of Commerce and Industry, among many other things, and she's now living in the Middle East. Nika focused her PhD research in a topic that is related to CSR, Corporate Social Responsibility, especially in the field of the garment sector. So thank you so much, Nika, for joining us today. Well, it's a great pleasure and I'm very honored actually to have this opportunity, especially because next month, as you actually were discussing before, is the, I would say, sad anniversary of 10 years from Rana Plaza.

Yes, and certainly Rana Plaza is something that should not be forgotten. Never. In our minds, and we have to see what can we learn from the collapse of Rana Plaza in Bangladesh. But clothes is really something that we're all involved with because we buy clothes, we wear clothes, we make decisions. The clothes is very much related, I would say, to our identity. But can you share with us some thoughts on who are the actors or the main actors in the clothing industry? Yeah, difficult question, to be honest.

But just to make it more simple, so depends, of course, on the approach. But if we look from a supply chain approach and we look at, you know, the garment units, so how is made, we have to go back to the farmers, especially depending on the materials. So if we think that, I would say, still the majority of clothes are made of cotton. So we go back, you know, to the main producer and farmers of cotton. So and they are actually relevant stakeholders in the sense that they do, depending on how actually they produce the cotton in terms of use of pesticides, fertilizer, use of water, energy, energy, you can understand already the impact that then, in a way, goes back to the consumers along the supply chain.

From the farmers, of course, then it goes to the producer. So who are the supplier, as we call it, which are a local, normally are locally based, are local entrepreneurs, who of course supply from the farmers from different area. And they are the one, the manufacturer also. So they are the one that actually at the end, they transform, you know, the product, the

material into actually the beautiful clothing that we wear every day. And then the chain expands, and that is where it gets more complicated.

And bear in mind that, of course, manufacturers of supplier are, is not only one, there are several multiple. Because if you look at our downer like yours, imagine that one producer might make your beautiful shirt, other the buttons, other the chain, others. So it's a multiple. In fact, we look at the different, we call it tiers one, two, three of suppliers along the chain. And then, of course, this garment needs to reach the markets. And the market is mainly everywhere. It's Europe, it's US, it's the main markets, main markets.

And we can define also what percentage, especially from Bangladesh, 50% today, it goes to Europe. 50% of the garments produced in Bangladesh goes to Europe. Goes to Europe. Which is quite the main. And among them, Germany and UK are the biggest importer. And then after that, we have actually US. And now the non-traditional markets, thinking of even China, Vietnam, Indonesia, Brazil, and the others are becoming also relevant, I would say, importers. So the main market for buying clothes are not the main market for producing clothes.

No, no, absolutely. And coming back to the actors, who are the farmers, of course, consumers. Oh, wait, wait. So from the manufacturer, then we put this garments into the market. And then we need the, we call it intermediary, who are the ones that actually negotiate price. And we put the producer and the brands or retailers. And there's different. So depending on the chain, depending on the actors, there might be multiple. And then finally, they reach the markets and the retailers and then the brands are the ones in charge of actually putting the sticker of made in, you know, you have Benetton, you have Sara, you have Mango, you have Next, you have Nameit, all of them, I would say.

And then it will reach the consumer. So the consumer really sees the brand mostly. Absolutely. And the tag. And the tag. And the price. But hardly really envision where that garment was produced. Absolutely. Correct. So you have now, we enforce certain protocol and also by law, they should make, they should make explicit where it comes from. Yes. Made in, but even though there are still, we have still some gaps there. But these are looking at the supply chain. However, these are not the only the holders or actors.

Because if you look in the markets, especially in the context of Bangladesh, then we have to look at who makes this garment. And these are the workers. So the workers are also, and also a very important factor to consider, not only from human rights perspective, but also as an economic inputs. Correct. Then we have all the others. So the other are the, for instance, the BGMEA, which are the Bangladesh actually garment employers association, who are quite in a way, they have a very important role and hold a lot of responsibility in also how to manage the industry there, the factory.

And then we have the trade unions, who also we can say, due to Rana Plaza, I think they capture a lot of power also in terms of negotiation. And then we have the government and the government, not only of Bangladesh, but also of important country, which we would discuss, I think later, actually play an important role when we after Rana Plaza, assert the measure and policy took place. And then we have also ILO, International Organization,

IFC, who and civil society organization, not only the local, but especially international ones.

So we have many different actors. That's why it makes it very complex. So about 10 years ago, a major accident happened in Rana Plaza in Bangladesh. So it was an accident that really affected the lives of many. Over a thousand people lost their lives there. They were working in the garment field, and over 2000 people were injured. So it was an accident that really generated the major impact. I hope not only in Bangladesh, but also around the world. So can you share with us or refresh our minds in terms of what really happened in the Rana Plaza in Bangladesh and what are the lessons we learned from that?

Well, I was there. And I tell you, I witnessed in the TV the collapse of this building, this factory. And then it was out of the blue. You know, it's like you look at the news and suddenly collapse. And you know that thousands of people are trapped dead. And you say, why? What is it? Why has to happen? Why? Despite the fact that we knew that the sector was not transparent, it had a lot of issues. But we would never, I think, especially as international people, observers, we would never expect a tragedy like this size happening.

I think that's what shocked all of us. And in a way, like some colleagues and friends told me, you know, it's so sad that we always have to react afterwards, after when it's too late, when the damage has been done. However, now we have the opportunity to really make a change. And in a way, it was right. Why is that? Why Bangladesh? Because at the end, let's be honest, this tragedy happened always and still happened. So why this tragedy? So much. It was not just an isolated tragedy. And I think there were different factors.

So in December, the year before, there was a near factory that burned. And burned a life. 150 people, if I recall well. And that was already a first warning to say what's going on, why this factory took fire, why the people, there was not an evacuation plan, why there was these people who are not able even to escape. Despite the fire, you know, give much more time than the sudden collapse. And this already, I remember we had a discussion with the government to look at, you know, there was a sort of warning alert, especially among the suppliers.

But not much attention was put. Then Rana Plaza was kind of, you know, the last trigger. Now, what did we learn? Obviously, we started because Bangladesh, even at that time, became one of the major source of garment in the world. Because there were 150 countries that supplied for Bangladesh. Because I would say most of all brands, famous brands in the world, were producing in Bangladesh. You know, that was the main issue. So suddenly everybody, UN agency, consumers, international organization, institutional donor, everybody say, wow, we want to know more.

What is wrong here? And that is when this trigger and several initiative, among which I will recall a court and alliance, which were, I think, the first multi-stakeholder initiative led by the private sector, by the way, in cooperation with UN, local government and international trade unions, to actually enforce legally inspections in all other places. All 5,000 factories. 5,000 factories in Bangladesh. Yes, so. In the garment sector. So, yes. And this had been distributed between the different initiative because a court was, we

said, it was European led, why alliance, US led. The accord and alliance are insurance companies? No, no, no, no. They have been set up with also financial resources from the local producers, brands, international organization and donors. So no, no, it's a multi.

That's why it's quite unique. What is interesting, they even, I would say, overrule the local governments.

And this is where after, but they have a very specific timeframe of five years, which has been renewed several instances. But in this five year, they had demanded to inspect all factories. And the special was very much in relation to infrastructure, evacuation, doors, security, safety of the building. And it didn't exist before? No, no, absolutely not. 2013. Correct. So I think that was a major, I would say, in that sense, I applaud also the local government to have allowed this type of initiative.

Because it's quite a change. Yes, because it's quite unique.

So interesting that when a strategy such as this one happens, we think that it's happened far away. But when we imagine that we are wearing a clothes that came or was produced in that place, that comes from a brand that is a well-known brand, then we expand our sense of care. We expand our sense of consciousness regarding that event. It's an event that happened maybe in an isolated place, but the responsibility can be felt or expanded to, across the borders. That's correct. And I think that's an interesting example.

So there are many impacts that the garment industry generates, social environment, and of course, economic impacts. We normally only see or look at the economic impacts. Can you share with us a little bit of what are those environmental, social, and economic impacts of the garment industry? Well, consider that according to scientific data, the garment industry is the third most polluted, if not the second, depending on the country, most polluting sector and industry. And this is something we don't know.

No, we don't know. So from a supply chain perspective, so as I was explaining, accounting also on the mission at a production, farming production level, towards in the transportation, everything across the world, absolutely, but also in manufacturing. So there is intense use of, of course, of water, of energy. And especially now, there is a huge challenge that local producers face with, because of course, you need fresh water to use in the industry. So what they do, the drill to capture water from aquifers, which are getting also sanitized because of the infiltration of sea water, because of sea rise level.

So climate change is hardly, harshly affecting the industry. That's why now the garment industry is also very much linked to climate change and to see how also they can address these challenges because directly affects the profitability on the sector. Of course, in the minds of most people around the world, we don't think about the amount of water that is used in the production of garment. Huge. So for instance, by law, the old company now, they have to have an environmental treatment plant or water treatment plant.

So meaning that they have to really set up system to recapture the water, to re-utilize within or to filter so that the water that gets out, especially after chemical use for the ink and coloring of garment, would not affect the soil and then undermine agriculture. So

there are a lot of investment there in how to make the plants much more water-efficiency. And then imaging energy. Energy is a huge, they are used consumer of energy. So also that is a drive and push for transiting very fast. They have to do very fast to renewable energy.

With all day, also challenges that it entails because it's not just easy to put solar panel because as we know, it's not has not the same capacity yet to actually supply enough energy for the capacity production capacity that is needed and required. And I suppose these are factories that are working many hours a day. No, no, no, they are continuously. Days a week, maybe, I don't know. No, no, no, seven plus. Seven plus days. And not stopping. No worry, there is a rotating system. So it's always.

So energy use. So water, water, food print, energy footprint, and waste. And the waste it generates, especially in the chemicals that go through the world. Chemical and sludge. The remaining of the garment. So what do you do with that?

So obviously garment in that sense is fascinating, I would say, business case for circularity.

And in fact, you know, there are a lot of organizations now looking at how, for instance, to recapture material like sludge, even in the cement industry. So it's in a way evolving from that approach. And there is a lot of R&D now to see how better to clean it for the benefit, not only of the industry, but for the whole economy and society. How about in the social and economic impact of that industry? There are many goods and bads. Yes. So socially, the good and bad. So socially, let's be honest, they employ more than four million people.

Where? Around the world. In the garment sector of Bangladesh. In Bangladesh. Just only in Bangladesh. And mainly are women. So what is the implication that is, of course, four million you have to multiply by the number of family and consider these ladies are actually from very poor condition. They might be the only income earner who actually subsidize all their members. So you understand it is huge the impact. And that's when Rana Plaza happened. There were a lot of debate in terms of, okay, let's punish Bangladesh, especially US, was very strong and say, we don't want to supply anymore from Bangladesh.

To buy. To buy.

But Europe actually, and they actually put a lot of restriction and ban also. But Europe had another approach is a yes, we agree, because we need to find a way to, in a way, punish the system because it's not working. But instead of punishing the workers, because if you ban, you actually lose their jobs. Absolutely. And that's what unfortunately happened during COVID. So these are the considerations also that as international community, you have to look how you balance. Because yes, you want to punish the government, but at the same time you are punishing millions of people.

And they don't have chance, they don't have another opportunity. That's the problem. That's why these people at the end are disposable, as we say in the sense they don't have other opportunity is either garment or nothing else.

So you understand this huge thing. So where the international market can help is by recommending or demanding that the garment industry can produce along certain lines of responsibility. And then we have to look at working conditions. And it's where I see also Rana plus a help to improve it. Not much on the salary, I would say, because I was checking data. And I was to be honest, I hope I'm wrong. I read the wrong data, but it seems that they didn't increase at all. The average wage that workers earn per month, which at my time, so 10 years ago, was \$56.

And now it seems to be even less \$50 per month, which I found it really \$50 per month, a salary over of a worker in a garment. Correct. Factory. Correct. In Bangladesh. Correct. Average because there are companies, which I know, which are actually giving no minimum wage. They are already even providing fair wage. So as you know, from ILO standard, we have minimum wage. We have a living wage and fair wage. So but just to put us into perspective, this \$50 wage for a worker that is working there throughout the months to produce this clothes, clothes that are bought by the major brands and sold for many more dollars in the.

Yeah. So it's very easy to. So it's very easy to market. Very good. So it's very, very easy to make calculation and understand that a t-shirt of that would cost in terms of production of maybe what maximum \$12, it would end up in our market costing whatever, depending on the time. The brand. Yes. Yes. It could be. And coming from the same supply chain.

So what are the drivers that motivate local business leaders in the garment sector, especially in Bangladesh, but could be also elsewhere to act in a socially and environmental responsible manner? I like this question because it was actually the question of my PhD. Different. It's very complex. So, for example, how I did approach my research was looking at historical, institutional and individual drivers that could actually affect or motivate local business leaders to act more responsibly. And my fund is, in a way, simple terms, caps up to identify different.

So it's a multiple, I would say, multi-level answer. First of all, one of my findings is that you cannot disconnect the drivers. So in a way, both the individual, or we can call it the affected drivers, you know, related to your beliefs, your concern, your principle, a value set, combined with institutional drivers that could be enforcement, low compliance, but also, you know, the driver that could be enforcement, low compliance, but also what the brand is asking you to do, what the consumer is expecting that you do, and so on, plus the historical context.

Because history, in also terms of culture and habits, have an influence. All three combine in a way, yes, they can drive and push actors, especially locally, to behave more responsibly. And especially in my case, I found out that pride, values could be family, religious values, legacy, legacy, sorry. So what people is expecting for the next generation, but in relation to their own family, so I want to live a better world because I want my nephew, you know, my family member, my close community, to also enjoy, you know. When there's that consciousness, that level of consciousness there, then there is this wish of a legacy.

And I learned also from Professor Yunus, by the way, that legacy for him has been a major driver, and he only used to capitalize to also mobilize a lot of, you know, corporation, the legacy factor, but also combined with pride.

And I, in a way, I really appreciated how local business leaders are just, you know, being awarded by a certificate, you know, actually we were doing at GIZ, releasing CSR awards. I saw these men, billionaire in a way, jumping on chairs and fables for the recognition that they have been doing good. Well, that's connected to the sense of pride. Yes. And that's, but that's this amazing motivator at least there. So the drivers to motivate local business leaders to reorient their actions towards a more socially and environmentally responsible one.

So values, pride, what else? Legacy, the sense of recognition, but then as to be combined, so it's not only that, we also, the market conditions. So if the market is there to demand for more responsibility, and the market implies all the stakeholder we mentioned, including consumers, if all consumers and the buyers, not the big brand, absolutely, absolutely trade unions, the workers. So the workers is a quite interesting factor because after Rana Plaza, I met a lot of workers that would refuse to work in certain factory because they were scared of the safety condition.

But imagine the implication, they would prefer to really not have a job and be poor miserable rather than losing their lives. And that was for me a major also, elements to consider from the institutional point of view. So the local business leaders also have to pay attention or be mindful on the importance, I mean, one of their main capital is the human capital in their factories and they need to ensure they have the workers there and therefore providing better working conditions. Absolutely. And this is so safety, but also in fact, one of the major challenge the local provider had is retention.

And especially when you skill them, so you are at higher level of skills. Retention is a major issue. So also from that perspective, human capital become essential and the respect of it, the empowerment of it, the protection of it. But how about the laws or the policies in the major big markets of where the brands are sold? So for instance, North America or European markets, when there are new policies for importing these products, this should also trigger change at the local business level. Absolutely.

So the brands also after the accident, they were the main, actually, requester, they were the one demanding most of responsible sustainable. And you find now reporting ESG sustainability reporting CSR become a kind of a must do rather than exception. So I remember when I was there, I would count the few companies who had GRI or sustainability reporting. Now, most of all, the main providers have the other issues, the lead. So in terms of building, I think Bangladesh is, I would say, is one of the countries that has the biggest majority of lead company certified company.

The building. Absolutely. Yes. Yes. You can see the number is quite interesting. Fascinating. So that, yes, in a way, yes, that was the impact and how it's triggered radical change in a way. Because when such an accident happens, losing the lives of many people, we always look at who is responsible. Why did it happen? Who is responsible? And then therefore, the responsibility is shared throughout the supply chain, not only the brand, not

only the factory, the producers or the farmers, but it's a sort of shared responsibility throughout the supply and value chain.

Right? Correct. Okay. So when you look at what's going on, where were we 10 years ago? Where are we now? And looking at the future, are you hopeful? So looking at the fashion and the clothing industry, that it could become more responsible as the years go by. I think, yes, there are good signals that in a way emphasize that the change. But again, at the end of the day, the pencil is on us as customers. And I think and on the brands also. And what is coming up likely in the last few years is this trend movement of sustainable fashion versus fast fashion.

And at the moment that we customers also embrace these concepts, bearing in mind and being conscious of the supply chain, where the product comes from, I think that could really push for a bigger change. What's the difference between sustainable fashion and fast fashion? Fast fashion is the cheap, affordable, quantity mass production. In the garment. In the garment. While sustainable is the tendency is that obviously, if it's made according to sustainable practices, might it should come more expensive.

Correct. But then also reflect we as consumer, our attitude to to consumerist, to materialist. So it's also for us understanding that, for instance, buying a good sustainable piece of garment, which my last 10 years, 20 years is enough to compensate 100 pieces that after maybe a few weeks you have to throw away because you either you don't like or because you destroy or because they break. So if we have markets that have more and more consumers that are conscious and aware of the social and environmental impact, and therefore with that knowledge or awareness, they demand more sustainable clothing, then it generates it's a major trigger to change in the whole industry.

Obviously. Because of the demand. Absolutely. So you are hopeful. Let's say that I'm hopeful. So principle seven of the earth's charter states the importance of adopting patterns of production and consumption and reproduction that safeguard earth's regenerative capacities, human rights, and community well-being. And actually, principle seven D talks about internalize the full environment and social costs of goods and services. Of course, it's something that is much needed. And certainly in the garment sector, we should see these more and more happening practice.

So do you think this idea can actually happen in practice more and more in the garment industry and how? And if you have any good examples of internalizing environmental and social costs in the garment industry, this very challenging question. Obviously, from we do say I'm an economist. So at the end of the day, I look at from a very rational point of view. And let's be honest, if we companies internalize the externality cost within their way of accounting for what calculated their price, I think we would all realize what is the actual impact that we have. We as consumers, because we are going to pay much higher price and cost of whatever products. Now it's not happening yet. And my wish is to see this happening and occurring in the short term.

So this is at the moment that we in a way officialize or make it mandatory the internalization of this cost, externality is cost is the only time when we will see change and change in view of R&D innovation. Because at the end of the day, when also producer realize that

the cost of the products or services might be too high to be sold, they would have to find innovative strategy to reduce it. Absolutely. So the consumer also wants to always cut the cost. The price. Absolutely. And that's the big challenge.

So for consumers, I would say depends a lot of the culture, the context. And again, one, I think mistake we always make, we generalize consumers. Unfortunately, consumers, we have to segment in different markets. So we can apply different strategy and formulas. For instance, I like very much the approach that social business uses, which is cross subsidization of pricing, where they would, for instance, cost to make the product for us more expensive, but compensating a lower cost for those who are less privileged.

Correct? That could be an approach. But then how would you make it systematically at larger level, wider level?

And then food, yeah, it's the issue. It's like, I remember I was discussing with a lot of brands at that time, because we knew that, for instance, to make sure that we could actually pay the workers living wage. So moving out from the minimum wage, we calculated actually that would be an issue for a gene, a pair of genes, to add only 10 cents of a euro that would make possible for local producer to pay for living wage. It's you, you know, it's nothing. But still the brands will say, complain and say, we cannot do it because consumers will never play.

And for me, it was ridiculous to say, come on, we are looking at 10 cents. Consumer would, especially in Europe and the US, would not even consider this minimum increment. But this minimum increment would have enormous impact socially on the workers. Well, I think the issue here is that when there is a minimum increment of whatever number, the question is, where does that increment goes? If it goes to the pocket of the very local worker, it's one thing. But if it goes to the pocket of the brand or the factory, then the consumer has a different reaction. I think the question is making this invisible answer to where those 10 cents goes.

Very good. And that's, I agree. And for me, another approach is to make the supply chain transparent. So how can we trace in truck where products, and it's not only for garments, I was saying, general terms, I as consumer would like, whenever I go to a supermarket or wherever, take a product, look at the bar code, you know, tag it in and know where the product comes from. And then I can make my decision. So if I'm conscious about impact, I would never, I would refuse. I would be, I would have the freedom of choice to refuse and opt for another product.

Nowadays, we don't have it yet. We don't have yet that choice. We don't have the choice and we make decisions in the darkness. Correct. Without that information, but also any product comes from so many different places. Correct. That responsibility now is fragmented throughout the value chain. And then at the end, there, of course, affordability and easy access prevail. If we don't know, if we cannot compare.

How about the culture? We know that there is a predominant culture of having, having more, having more versus the necessary alternative of a culture of being more. So can you share your thoughts or your comments on these different cultures that exist in the current

world, but certainly a predominant culture that is really focused on the having more? Of course, there is a specific sentence in the Chateaupriam that says that we must realize that when basic needs have been met, human development is, should really be seen as primarily about being more and not having more.

How do you see that in this world of the garment industry? Quite a difficult complex.

To be honest, I pose this question to my students today. And their answer, okay, my students, I would say, I would assume they are more conscious about sustainability. That's why they come also to study here. But they say, well, at the end of the day, you know, culture, I think you mentioned the right world, sorry, culture is fundamental to understand also, because for quite a number of cultures, you know, clothing is also identity. It's also self-satisfaction. It's also social status. It's not only aesthetics, you see? So I think, first of all, to understand what it means, the meaning of clothing, according to cultural context. Identity, pride, culture, social status, it's not only the fact, I would hardly think that there is cultural thinking.

I were just not, you know, just for the fact that otherwise I wouldn't have to work naked. No, you understand? So that is one. And then my students actually gave me different, I would say, reply and they say, you know, also, you know, the affordability elements. So the fact that fast fashion puts a lot of clothes in a very cheap cause is not helping.

Because at the end, we as considering also the crisis we are facing. So let's not forget about COVID, the impact of COVID, the economic crisis, the energy crisis now, and a lot of others at the end of the day for us, clothing is an essential need, elements. So we go, we might prefer the cheap. So the affordability element rather than sustainability element. The affordability is a main driver for decisions in the clothing. Decisions. I'm sorry to say, I still feel that considering the wide public segment and population. And the other fact is that a lot of people cannot, as we discussed before, they don't have information. So what if we start in saying and really connect each garment to, for instance, impacts?

So what if we say that my t-shirt is the equivalent of so much CO2 emission, which corresponds to cutting two trees and the X number of water. Very good.

And make it visible. So at the moment that you buy, it's very clear what you are buying, which is not only a piece of garment. Yes. Probably there is an interest in keeping things dark and invisible. Anyway, it makes it, but for instance, there are companies that actually are using this as a competitive advantage. So if you look at Patagonia, unconscious consumers make decisions faster. Yeah. And therefore for the industry, it's more helpful. Unconscious consumers. Which are not conscious of what they are doing. Which seems to be the majority.

But that's why companies like Patagonia, it's fascinating what they are doing. Why? They say, don't buy my t-shirt. Don't buy my clothing. So could you say that Patagonia is one example of a good practice in the garment industry? I think so. What are they doing? They think they embrace the principle of sustainability. I think they were the pioneer. But because of consciousness. So they, whatever they make, first of all, is trying to be from recycled material, but with the least environmental impact. And with respect to social or

economic impact. So with respect to good, fair, labor condition, and be very much aware on the supply chain, on tracking where everything comes from. So they are looking at the supply chain, and they're making an effort to make it visible.

The impact, the social and environmental impact of their

Are they really doing that? I don't think so. And they internalize the cost. That's why every piece of Patagonia is very expensive. But at the other, on the other side, they also offer you a piece that it will last forever. It's a quality. Yes. They also focus on the specific audience. Yeah. But also with the opportunity now of sharing. So in the sense that you, the moment that, for instance, you don't like it anymore, because it happens, not fashion change and so on. You have the opportunity to give it back and replace it. And this is another. So how new business model can also push and drive us towards certain behavioral change?

Okay, Nika. So we are coming to our last question. I want to start expressing my gratitude to you. But the question here is around consumers. How can consumers really influence or provoke change?

Change in that process, the production process of garment industry, in such a way that the consumers are triggering change to make the production of garment more responsible.

Okay. I think consumers need to know.

Need to know what's going on. First of all, so we educate, educate, raising awareness, advocacy campaign. So we go back to the thing of tracking and tracing. They need to know where it comes. They need to know the impacts of producing one garment. What does it mean?

This is the first. So I, I will say the foundation of the cognitive. Okay. Then is also, I think consumer are, we can see everywhere, they are becoming more conscious. They are want to be more sustainable for several reasons, might not only because of the concern of environment, might be also related to the crisis we are facing, but no matter there is this kind of change happening, but we want this massive wider change because at the end, if we believe in the law of the market, demand should drive production. Obviously, the market has to work in a sort of perfect way, which is not often happening, but that should be. So at the end, producer, the moment that demand is asking, and that's why the condition of demand of the market demand is requesting something else because otherwise they will not buy.

It's very easy. They will need to immediately adjust and adapt to survive. So it becomes an issue of survival and legitimacy, I think, because now we feel, I think society and consumer are also more interested to understand actually who they are buying from. So what is the story behind the company? Is the company has a good reputation? It's not anymore the brand, the luxury brand. Oh, it's a bit more than that. So we don't want to be aligned or supporting a company that has somehow or companies that have a bad reputation. I think so. There is more sense of that. Okay, so we very much hope we'll have

more and more consumers that are conscious and aware of the importance of the impact that they generate in the simple decision of buying.

Okay, well, thank you so much for being here, for joining us for this interesting chat. And my intention and hope is that the audience that is here, hearing us, use this as an opportunity to expand our thinking regarding the importance of the ethical responsibility of all actors involved in their garment industry. Yes, thank you so much. Thank you so much. Thank you.

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