



HUMAN CAPITAL

SETTING THE SCENE





SETTING THE SCENE

Political unrest, technological innovations, environmental challenges, inequality and wellbeing—these are some of the most pertinent drivers of our time that promise to change the future outcomes of the fashion industry. What prospects, then, can you as the next generation working in the industry expect? And how might you frame your own potential prospects? Does the future appear fascinating and promising, or does it rather seem scary and uncontrollable? Finally, how can the fashion industry prepare for different future scenarios?

Nature has been seen as a resource that we can continuously extract from and exploit without restoring it. Unfettered economic growth as a paradigm for prosperity is no longer feasible in a world with more people, fewer resources and an increasing gap between wealth and poverty. Traditional business models are no longer equipped to tackle the world's technological, economic, environmental and social challenges. There is a need for new kinds of innovation that create sustainable and resilient infrastructures and practices that focus on fashion and society working towards a common goal for prosperity through natural, human, social and manufactured capitals across the globe.





HUMAN CAPITAL

WHAT IS IT?





HUMAN CAPITAL

What is it?

Human capital incorporates the health, knowledge, skills, intellectual outputs, motivation and capacity for relationships of the individual. Human Capital is also about joy, passion, empathy and spirituality.

Why it is important to organisations?

Organisations depend on individuals to function – they need a healthy, motivated and skilled workforce, for instance. Intellectual capital and knowledge management is increasingly recognised as a key intangible creator of wealth. Damaging human capital by abuse of human or labour rights or compromising health and safety has direct, as well as reputational costs.

(Forum for the future. The Five Capitals Model – a framework for sustainability)

Further information: J. Porritt, 2007. Capitalism as if the World Matters. London: Earthscan.





THE CHALLENGE





THE CHALLENGE

The challenge as defined by UN Global Compact, Global Fashion Agenda, and Copenhagen School of Design and technology:

“Imagine a fashion industry that adds value to everyone in the value chain. Where women workers are treated with respect in a healthy environment, where the fashion industry communicates healthy body ideals adding self-esteem to the youth, and where clothing improves life and health around the world and at the focusing on sustainable consumption and production patterns. A Future that builds on creating prosperity at the same time restoring and building up manufactured, human, social and natural capitals” (YFS).

You must include the following SDG as the foundation for your work within the specific human capital:

SDG 3: Ensure healthy lives and promote well-being for all at all ages.





1 IMAGINE A FUTURE





IMAGINE A FUTURE

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Dreaming the future and mapping its path is essential for radical changes and long-term transformations. Challenging the conventional fashion system is a call of no return. All actors within the sphere of Fashion must take action now. How the future is shaped depends on imagination, creation of social and ecological resilience, and technological and human innovations.

Navigating in a future landscape is challenging and risky. There are both predictable and unpredictable futures and challenges, and past experiences cannot always be relied upon as the best insight for future needs. Reflect carefully on what has been, analyse how the present works, and imagine what the future might look like.

We need to create a future that will trigger prosperity within the Natural, Human, Social, and Manufactured capitals. The future scenario you are going to construct must be founded on your assigned capital and SDG. Your scenarios are stories about the way the world might turn out tomorrow, stories that can be used to recognize our present trajectory and open up for envisioning new possible futures.

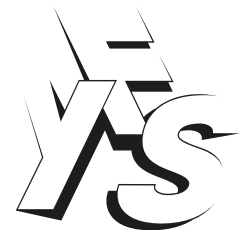
START TO IMAGINE A FUTURE:

In SUB-TEAMS:

1. Brainstorm on future scenarios and map your key findings.
2. Map both a non-sustainable/non-desirable outcome and one with a sustainable/desirable outcome.
3. Map five relevant key findings for each of the two scenarios.

In BIG-TEAMS:

1. Bring together the key findings and illustrate collectively a common future scenario that takes into consideration the SDG you are working with and the capital.





2

***CHALLENGES &
POSSIBILITIES***



CHALLENGES AND POSSIBILITIES

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The question you are working with:

How can fashion ensure healthy lives and promote well-being for all ages? (SDG 3)

SUB-TEAMS:

1. Your task for this card is to identify challenges and the possibilities that the fashion industry is facing according to SDG 3 and what stands in the way of reaching your goal within your capital.
2. Define at least five challenges and possibilities that derive from your common future scenario based on the above question.

BIG-TEAMS:

1. Present the challenges and possibilities
2. Select one challenge and one possibility from each that you want to continue to work with.





3

STAKEHOLDER PATH





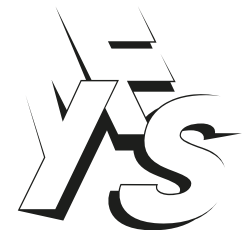
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SUB-TEAMS:

1. Your task is to conduct thorough research in order to identify the stakeholders that influence and are influenced by the challenges and possibilities you have identified.
2. Your task is also to create a stakeholder path. Choose which stakeholders you want to address (e.g. businesses, designer, CEO, journalist, the whole sector etc.)
3. How can the different stakeholders help reach your SDG and overcome your challenges and meet your possibilities?





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INITIATIVES





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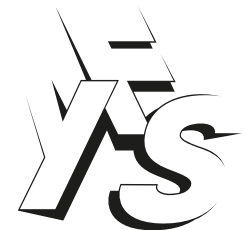
To reach the SDG by 2030 there is a need to framing and develop new sustainable initiatives within the field of fashion. The SDG propose an action plan for people, planet, prosperity, peace, and partnerships both through a holistic and a practical mindset. This action plan needs to be transformed into the fashion agenda through a set of practical initiatives. These initiatives are manifold and can include a change of values, culture, mindset, business models, etc., and can become part of your FASHION NARRATIVES FOR THE FUTURE (Process Card 6).

SUB-TEAMS:

1. Your task is to write down and/or visualise approximately three initiatives that can help overcome each of your challenges and embrace the possibilities that you think should be part of the capitals in the future.

BIG-TEAM:

1. Discuss your different initiatives and choose one proposal for the SDG that you want to bring into your FASHION NARRATIVES FOR THE FUTURE.



A large, stylized yellow graphic resembling a thick, irregular letter 'F' or a series of connected strokes. It starts with a vertical bar on the left, has a horizontal bar crossing it, and then a large, sweeping curve that extends to the right and then loops back towards the bottom left.

5

***UNINTENDED
CONSEQUENCES***



UNINTENDED CONSEQUENCES

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Working with 'wicked' challenges means that you have unintended consequences to consider. To develop FASHION NARRATIVES FOR THE FUTURE that are credible, tangible and viable, you must consider these elements carefully.

Pitfalls can be related to social, environmental, technological, cultural, political, financial, or ethical issues that stand in the way of your initiatives becoming a reality. What happens if the companies don't take action? What could go wrong? Which stakeholders could stand in the way?

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***FASHION
NARRATIVES FOR
THE FUTURE***



Fashion narratives for the future

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The next step is to create FASHION NARRATIVES FOR THE FUTURE. These narratives are future visions of a world where the SDGs are fully integrated and serve as a path for action.

From imagining the future, discovering the challenge, creating the stakeholder path, proposing initiatives to dealing with unintended consequences, you are now ready to write the FASHION NARRATIVES FOR THE FUTURE.

SUB-TEAMS:

1. Write a fashion narrative for the future consisting of key elements from your process and with the SDG and capital in mind. The narrative must be approximately 1200 characters including spaces and 1-3 images.





7

DEMAND





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Making a demand is asking for a commitment to action. To reach the Sustainable Development Goals within fashion, a call for action is necessary. You are the voice of the next generation, and now is the time for that voice to be heard.


SUB-TEAMS:

1. Write down two/three demands that consist of one precise sentence starting with 'We demand...' Use your fashion narrative as a way to frame your demands.
2. Post the demands together with your fashion narrative on the common wall.

BIG-TEAM:

1. You are now going to vote on the demands that you find the most important. Each person has four votes: one for each of the four capitals (Manufacture, Social, Human, and Natural).
2. The two demands with the most votes from each capital will form the basis for creating a final list of demands to the fashion industry.
3. Before the final list can be created, one person from each sub-team must discuss the final demands to see if they overlap, if they need to be reformulated, or if any important areas are missing.



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MANUFACTURED CAPITAL

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MANUFACTURED CAPITAL

WHAT IS IT?





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What is it?

Manufactured capital is material goods and infrastructure owned, leased or controlled by an organisation that contribute to production or service provision, but do not become part of its output. The main components include buildings, infrastructure (transport networks, communications, waste disposal systems) and technologies (from simple tools and machines to IT and engineering).

Why it is important to organisations?

Manufactured capital is important for a sustainable organisation in two ways.

Firstly, the efficient use of manufactured capital enables an organisation to be flexible, innovative and increase the speed to market of its products and services.

Secondly, manufactured capital and technology can be used to reduce resource use and enhance both efficiency and sustainability.

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FASHION NARRATIVES FOR THE FUTURE





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SOCIAL CAPITAL

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SOCIAL CAPITAL

WHAT IS IT?





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What is it?

Social capital is any value added to the activities and economic outputs of an organisation by human relationships, partnerships and co-operation. For example networks, communication channels, families, communities, businesses, trade unions, schools and voluntary organisations as well as social norms, values and trust.

Why is it important to an organisation

Organisations rely on social relationships and interactions to achieve their objectives.

Internally: social capital takes the form of shared values, trust, communications and shared cultural norms which enable people to work cohesively and so enable the organisation to operate effectively.

Externally: Social structures help create a climate of consent, or a licence to operate, in which trade and the wider functions of society are possible. Organisations also rely on wider socio / political structures to create a stable society in which to operate: e.g. Government and public services, effective legal systems, trade unions and other organisations.

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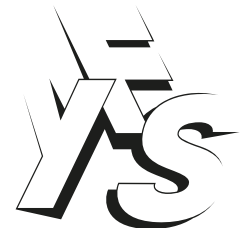
Natural capital (also sometimes referred to as environmental or ecological capital) is the natural resources (energy and matter) and processes needed by organisations to produce their products and deliver their services. This includes sinks that absorb, neutralise or recycle wastes (e.g. forests, oceans); resources, some of which are renewable (timber, grain, fish and water), whilst others are not (fossil fuels); and processes, such as climate regulation and the carbon cycle, that enable life to continue in a balanced way.

Why it is important to organisations

All organisations rely on natural capital to some degree and have an environmental impact. All organisations consume energy and create waste. Organisations need to be aware of the limits to our use of the natural environment, and operate within them.

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THE CHALLENGE

The challenge as defined by UN Global Compact, Global Fashion Agenda, and Copenhagen School of Design and technology:

“Imagine a fashion industry that adds value to everyone in the value chain. Where women workers are treated with respect in a healthy environment, where the fashion industry communicates healthy body ideals adding self-esteem to the youth, and where clothing improves life and health around the world and at the focusing on sustainable consumption and production patterns. A Future that builds on creating prosperity at the same time restoring and building up manufactured, human, social and natural capitals” (YFS).

You must include the following SDG as the foundation for your work within the specific human capital:

SDG 3: Ensure healthy lives and promote well-being for all at all ages.





1

***IMAGINE
A FUTURE***





IMAGINE A FUTURE

Please read this card carefully before you start working.

Dreaming the future and mapping its path is essential for radical changes and long-term transformations. Challenging the conventional fashion system is a call of no return. All actors within the sphere of Fashion must take action now. How the future is shaped depends on imagination, creation of social and ecological resilience, and technological and human innovations.

Navigating in a future landscape is challenging and risky. There are both predictable and unpredictable futures and challenges, and past experiences cannot always be relied upon as the best insight for future needs. Reflect carefully on what has been, analyse how the present works, and imagine what the future might look like.

We need to create a future that will trigger prosperity within the Natural, Human, Social, and Manufactured capitals. The future scenario you are going to construct must be founded on your assigned capital and SDG. Your scenarios are stories about the way the world might turn out tomorrow, stories that can be used to recognize our present trajectory and open up for envisioning new possible futures.

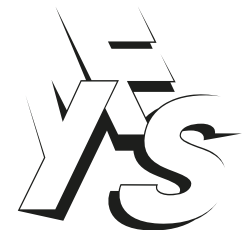
START TO IMAGINE A FUTURE:

In SUB-TEAMS:

1. Brainstorm on future scenarios and map your key findings.
2. Map both a non-sustainable/non-desirable outcome and one with a sustainable/desirable outcome.
3. Map five relevant key findings for each of the two scenarios.

In BIG-TEAMS:

1. Bring together the key findings and illustrate collectively a common future scenario that takes into consideration the SDG you are working with and the capital.





2

CHALLENGES & POSSIBILITIES





CHALLENGES AND POSSIBILITIES

Please read this card carefully before you start working.

The challenges you are working with can have a 'wicked' character; this means that there may be many divergent answers to a situation, and what seems obvious at a first glance might be more complex. Discovering your challenges and possibilities now and in the future requires detective work. No stone must be left unturned. The challenges and possibilities for your team must be found within your assigned capital.

The question you are working with:

How can fashion ensure healthy lives and promote well-being for all ages? (SDG 3)

SUB-TEAMS:

1. Your task for this card is to identify challenges and the possibilities that the fashion industry is facing according to SDG 3 and what stands in the way of reaching your goal within your capital.
2. Define at least five challenges and possibilities that derive from your common future scenario based on the above question.

BIG-TEAMS:

1. Present the challenges and possibilities
2. Select one challenge and one possibility from each that you want to continue to work with.





3

STAKEHOLDER PATH





STAKEHOLDER PATH

Please read this card carefully before you start working.

A company doesn't operate alone. It influences and is influenced by various stakeholders. Some may seem more important than others, but they all play a part in navigating the future and finding the best solutions. Through cross-sector, cross-disciplinary, cross-regional, cross-institutional and cross-cultural collaborations and partnerships there is an immense opportunity for creating a path to overcome your challenges and discover new possibilities.

SUB-TEAMS:

1. Your task is to conduct thorough research in order to identify the stakeholders that influence and are influenced by the challenges and possibilities you have identified.
2. Your task is also to create a stakeholder path. Choose which stakeholders you want to address (e.g. businesses, designer, CEO, journalist, the whole sector etc.)
3. How can the different stakeholders help reach your SDG and overcome your challenges and meet your possibilities?





4

INITIATIVES





INITIATIVES

Please read this card carefully before you start working.

To reach the SDG by 2030 there is a need to framing and develop new sustainable initiatives within the field of fashion. The SDG propose an action plan for people, planet, prosperity, peace, and partnerships both through a holistic and a practical mindset. This action plan needs to be transformed into the fashion agenda through a set of practical initiatives. These initiatives are manifold and can include a change of values, culture, mindset, business models, etc., and can become part of your FASHION NARRATIVES FOR THE FUTURE (Process Card 6).

SUB-TEAMS:

1. Your task is to write down and/or visualise approximately three initiatives that can help overcome each of your challenges and embrace the possibilities that you think should be part of the capitals in the future.

BIG-TEAM:

1. Discuss your different initiatives and choose one proposal for the SDG that you want to bring into your FASHION NARRATIVES FOR THE FUTURE.





5

UNINTENDED CONSEQUENCES





UNINTENDED CONSEQUENCES

Please read this card carefully before you start working.

Working with 'wicked' challenges means that you have unintended consequences to consider. To develop FASHION NARRATIVES FOR THE FUTURE that are credible, tangible and viable, you must consider these elements carefully.

Pitfalls can be related to social, environmental, technological, cultural, political, financial, or ethical issues that stand in the way of your initiatives becoming a reality. What happens if the companies don't take action? What could go wrong? Which stakeholders could stand in the way?

SUB-TEAMS:

1. Reflect on possible pitfalls to your initiative proposal.

BIG-TEAMS:

1. Discuss all of your findings and select the main unintended consequences to your proposals.





6

***FASHION
NARRATIVES
FOR THE FUTURE***





FASHION NARRATIVES FOR THE FUTURE

Please read this card carefully before you start working.

The next step is to create FASHION NARRATIVES FOR THE FUTURE. These narratives are future visions of a world where the SDGs are fully integrated and serve as a path for action.

From imagining the future, discovering the challenge, creating the stakeholder path, proposing initiatives to dealing with unintended consequences, you are now ready to write the FASHION NARRATIVES FOR THE FUTURE.

SUB-TEAMS:

1. Write a fashion narrative for the future consisting of key elements from your process and with the SDG and capital in mind. The narrative must be approximately 1200 characters including spaces and 1-3 images.





7

DEMAND



DEMAND

Please read this card carefully before you start working.

Making a demand is asking for a commitment to action. To reach the Sustainable Development Goals within fashion, a call for action is necessary. You are the voice of the next generation, and now is the time for that voice to be heard.

SUB-TEAMS:

1. Write down two/three demands that consist of one precise sentence starting with 'We demand...' Use your fashion narrative as a way to frame your demands.
2. Post the demands together with your fashion narrative on the common wall.

BIG-TEAM:

1. You are now going to vote on the demands that you find the most important. Each person has four votes: one for each of the four capitals (Manufacture, Social, Human, and Natural).
2. The two demands with the most votes from each capital will form the basis for creating a final list of demands to the fashion industry.
3. Before the final list can be created, one person from each sub-team must discuss the final demands to see if they overlap, if they need to be reformulated, or if any important areas are missing.

