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Stakeholder Influences on the Sustainability Agenda of Garment Companies in the Swedish Textile Industry

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Abstract

The textile industry is known for dirty and unethical operations, hence, garment companies are often confronted with stakeholder demands regarding the industry's economical, environmental and societal impacts. The purpose of this research is to assess the different stakeholder influences and analyze how these affect the sustainability agenda of garment companies in the Swedish textile industry. Scholars have emphasized the need to further investigate how external influences, derived from stakeholders, affect sustainability practices in garment companies operating in the textile industry. The concepts of sustainability and Corporate Social Responsibility (CSR) are used interchangeably in this research.

The theoretical framework is the point of departure when addressing the studied phenomenon. The stakeholder theory outlines which specific stakeholder groups companies should consider in their sustainability agenda. By including these groups in the stakeholder dialogue, companies can capture the relevant concerns of stakeholders and incorporate these stakeholder claims in the implementation process of sustainability decision.

Empirical data is collected through semi-structured interviews using a multiple case study design wherein eight Swedish garment companies are studied. The analytical framework is based on the process of thematic analysis by searching for frequent patterns of meaning in the data collection.

The outcome of the analysis indicates that stakeholder groups influence the sustainability agenda of garment companies in the Swedish textile industry differently. It is also possible to match specific stakeholder influences to concrete sustainability practices of garment companies. Nevertheless, the collected data suggests that there might be a synergy effect based on collective stakeholder influences affecting the sustainability practices.

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1. Introduction

1.1. Background

The textile industry is one of the largest polluters in the world. It is argued that the oil industry is the only industry which has a greater negative environmental and societal impact. (Gad, 2017) One kilogram of fabric generates 23 kilograms of greenhouse gases on average. The reason for these significant emissions is based on several aspects evolved from a chain reaction. Firstly, the global clothing production doubled in size between the years 2000 and 2014. Secondly, the production cycles in the textile industry have become more efficient, resulting in an increased number of collections a year. And lastly, this has led to the wear-and-throw-away philosophy since consumers keep their garments only half as long as they did a decade ago. In addition to this chain reaction, the latest threat from the garment industry is the shopping patterns from the developing world, where the consumers are starting to adapt the purchase behavior from the developed countries. (The Economist, 2017)

The reason why the textile industry is one of the largest polluters is due to a complex set of factors. Production of garments entails large emissions in all parts of the supply chain. Half of the world's textile production is based on cotton, a growing process which requires pesticides and is extremely water intensive. Many textile factories are still run on fossil fuel, and the usage of chemicals for coloring of garments is an environmental hazard. Additionally, 90% of all clothes sold in Sweden are manufactured in Asia and must be transported. Furthermore, a majority of all clothes are developed by a mix of different materials which in turn prevent recycling, since the fibers may not be separated without the quality of the fibers being destroyed. (Gad, 2017)

In addition to the environmental impacts resulting from the textile companies, the industry is also responsible for several social mistreatments in the supply chain. Issues such as long working hours, unsafe working conditions and low wages are often related to the apparel industry. In many cases, workers conduct repetitive tasks for 10-15 hours a day, six to seven days per week for minimum pay. (Rivoli, 2009; Ross, 2004)

The last decades have witnessed an increased interest in addressing the concept of corporate social responsibility (CSR) in the business sector. Today, most businesses are engaging in some form of CSR related activities in their organizations. (McWilliams et al., 2005; Porter & Kramer, 2006; Vogel, 2005) According to Maignan et al. (2005), the appliance of sustainable practices among businesses is suggested to be a response to both the changing external environment as well as stakeholder expectations. Several researchers advocate advantages for companies when engaging in sustainability activities. Increased financial performance, improved reputation, increased employer engagement, reduction of costs, a more loyal customer base and better ability to innovate are examples of such advantages. (Formbrun & Shanley, 1990; Hitchcock & Willard, 2009; Eccles et al., 2012)

The textile industry is not an exception when it comes to engagements in CSR and sustainability practices. Examples of these practices are; the replacement of damaging chemicals to environmentally gentle chemicals, the introduction of cold batch coloring techniques which requires a reduced amount of energy and water, the introduction of eco-conscious textiles and the implementation of slow design into production. (Slater, 2003) In order to address the social aspect of sustainability, several organizations and initiatives have been established to improve workplace conditions and similar aspects in the supply chain. An example of such an initiative is the Fair Wear Foundation (FWF) that is working to improve workplace conditions in the textile industry. FWF (2017a) reports that these socially related efforts have started to give results and the number of member corporations is steadily increasing.

The recognition of sustainability is visible in other operations of the society as well. In September 2015, all member states of the UN General Assembly adopted the 2030 Development Agenda, “Transforming our world: the 2030 Agenda for Sustainable Development”. One part of the 2030 Development Agenda is the 17 Sustainable Development Goals (SDGs). The objective of this launch was to develop universal goals that meet the urgent environmental, political and economic challenges, which the world is facing. These 17 SDGs are described as essential actions for directing the world towards sustainable development; hence these goals will set the global framework for this development until 2030. It is crucial that the business sector participates in the transformation towards a more sustainable society. Further, the role of companies is to actively incorporate these goals into its business practices since the implementation process of the SDGs has been stressed as imperative. (United Nations Development Programme, 2017)

Another example is the Paris Agreement, adopted in December 2015. The agreement is a part of the United Nations Framework Convention on Climate Change (UNFCCC), an initiative managing greenhouse gases emissions. The aim of the agreement is to reduce global emissions and to limit the global warming to under two degrees. The agreement came into force in December 2016. (UNFCCC, 2017) An additional example of the increased general sustainability awareness is the new directive developed by the European Commission regarding non-financial reporting. The new legislation requires large public-interest companies with more than 500 employees to produce a non-financial report related to environmental issues, social and employee aspects, anti-corruption activities and diversity perspectives. The directive requires listed companies to in 2018 disclose reports covering the financial year of 2017. (European Commission, 2016)

Evident in the above paragraphs is the interrelated and complex set of actors influencing companies operating the textile industry. All stakeholders affect organizations to a certain extent in different ways, consequently, these stakeholders must be recognized and their claims must be managed by the organizations. Amongst others, suppliers, customers, employees, and government and other regulatory authorities are stakeholders which all have expectations of and claims on the company. Several authors discuss the natural relationship between stakeholders and companies' sustainability practices (Pedersen, 2006; Carroll, 1999; Hörisch et al., 2014). Applying stakeholder theory is one of the most frequently used approaches in social, environmental and sustainability related studies. Stakeholder theory offers a starting point in a large number of CSR and sustainability publications, both in research papers and in policy documents (Hörisch et al., 2014).

Additionally, according to Pedersen (2006) the usage of stakeholder theory in CSR and sustainability in academia has received large recognition and acceptance over the last years. Moreover, Caroll (1999) states that there is a natural fit between the concept of CSR and organizations' stakeholders. The stakeholder theory outlines which specific actors organizations should consider in their CSR orientations and activities, and towards whom the organizations must be responsive (Caroll, 1999).

Even though research concentrating on stakeholder influence in sustainability practices is emerging, the field of study is still fragmented and relatively little examined. This fact is especially visible in the textile industry. According to Pedersen (2011), there is a gap between researchers and managers regarding stakeholder influence and CSR practices. Academia supports a broad definition of stakeholders, while practitioners usually possess a narrower focus on stakeholders. The misalignment in stakeholder identification is a reason why only few theories exist explaining the accurate relationship between stakeholder influence and sustainability practices. (Pedersen, 2011)

Pedersen (2006) also identifies difficulties when applying stakeholder theory and CSR practices among companies, since the concept of sustainability and CSR is considerably difficult to operationalize. As a result, companies receive little guidance when interpreting stakeholder expectations into sustainability practices. This is also confirmed by Grayson and Hodges (2004) who claim that there is a gap between the academic CSR and the actual practices due to the difficulty to concretize the concept of sustainability and CSR.

The research field on stakeholder influences in the textile industry is further discussed by several additional researchers. For instance, researchers argue that it is difficult to collect data in the textile industry since its environmental strategies consist of several different levels of practices. In addition, data might not always be accessible for the public. (Darnall et al., 2008; Rueda-Manzanares et al., 2008) Historically, the industry has met outsiders with scepticism which has contributed to difficulties when gathering data. The textile industry is also characterized by a complex supply chain, with operations in multiple countries. Hence, only a few researchers have attempted to evaluate the influence from stakeholders in the textile industry. (Darnall et al., 2008; Rueda-Manzanares et al., 2008)

Thus, scholars have thus emphasized the need to further examine how external influences, derived from stakeholders, affect sustainability practices in garment companies operating in the textile industry. Therefore, this study is highly relevant and the paper attempts to contribute to fill this research gap as well as provide a greater understanding of the phenomena.

1.2. Research purpose

This research paper focuses on how the sustainability agenda of garment companies in the Swedish textile industry is influenced by different stakeholder groups. The purpose of this study is to fill the existing research gap in the particular field by expanding the knowledge of the relationship between stakeholder influence and sustainability practices, and by improving the general comprehension of the phenomena. Additionally, this study intends to develop a greater understanding on stakeholders and sustainability matters for the business sector as well as provide findings of practical relevance with value to practitioners.

The purpose for selecting this particular industry and region is based on several motives. First, the textile industry reflects an industry that possesses the ability to advance and progress its sustainability practices. Second, companies operating in the textile industry have multiple stakeholders affecting their decisions. Also, the claims of the multiple stakeholders might conflict with each other. Third, the textile industry is dependent on renewable resources and due to this, it corresponds to the most recited definition of sustainability "development that meets the needs of the present without compromising the ability of future generations to meet their own needs" (UNWCED, 1987:8). This means that, unlike the oil and mining industries, the textile industry has the potential to create a circular and sustainable product cycle.

Moreover, according to Strand et al. (2015), Scandinavia is considered to be a global leader in sustainability practices and the region has received global attention in this matter over the last years. Therefore, this study's focus is on garment companies in the textile industry in the Swedish market.

1.3. Research question

The combination of the background of the issues related to the textile industry and the existing research gap in this particular field lead to the following research question:

How is the sustainability agenda of garment companies in the Swedish textile industry influenced by different stakeholder groups?

1.4. Outline of research paper

In the following section, the outline of the thesis is presented and the purpose of each part is shortly explained. In the first chapter, the thesis's field of investigation is introduced. Additionally, the identified problem area and the research question are presented. The second chapter discusses relevant literature on the topic. The concept of stakeholder theory, the importance of an effective stakeholder dialogue, different stakeholder salience classes and the key concept of sustainability are defined. In chapter three, a detailed presentation of the methodological framework is specified. This chapter also states the underlying assumptions that influenced the research process, explains the research design employed for the data collection and how the research question was approached. Also, the validity and reliability of this research is discussed.

Chapter four analyzes the empirical findings of this research based on the developed analytical framework. The chapter is structured in accordance to each stakeholder group and its influences on the sustainability agenda of garment companies in the Swedish textile industry. Chapter five contains key outcomes of the analysis and discusses general tendencies discovered in the data beyond the already identified stakeholder influences. This chapter also considers the findings of the study from different theoretical perspectives. Lastly, chapter six summarizes the main conclusions of this research and the research question is answered as well. The last chapter also introduces further research suggestions.

2. Theoretical framework

The theoretical framework is divided into four main parts, each part represents one aspect of the research question. The first section aims to outline companies'' stakeholders from a theoretical perspective. The second part discusses the relationship between the company and its stakeholders in terms of the stakeholder dialogue. The third part of the framework explains why stakeholders are taken into account based on the different attributes they possess from a general perspective. The last part covers the sustainable aspect of the research question.

2.1. Stakeholder identification

The first section of the theoretical chapter discusses the identification of the stakeholder groups. In order to answer the research question, this part of the paper aims to determine what actors are considered as stakeholders. According to Pedersen (2006), the utilization of stakeholder theory in academia when addressing subjects related to CSR and sustainability has received large recognition and popularity over the last decades. Other scholars also underline the natural fit between the sustainability approach and the company's stakeholders. For instance, Carroll (1999) argues that the CSR concept addresses and captures the most significant concerns of the stakeholders regarding business and society relationships. In management studies, the concept of stakeholder theory is frequently associated with Freeman's (2010) definition of stakeholders. As Freeman's theory is considered as broad in terms of definitions of stakeholders, this study complements the section with Clarkson's stakeholder theory from 1995, as it is considered to be a more narrow definition.

2.1.1. A stakeholder approach by Freeman

Turbulence

Freeman (2010) claims that businesses today experience turbulence. This turbulence evolves from local, international and global issues and actors. Management theories, which emphasize on efficiency and effectiveness, are history. The old theories do not align with the turbulence today's businesses are experiencing. Back in the days, organizations were uncomplicated and the business was merely to buy raw material from suppliers, convert them to products and sell them to customers. (Freeman, 2010)

The development of new production processes, new technologies and new sources of power became available and resulted in larger firms. Demographic changes emerged and moved a lot of the production into the urban areas. Workers and non-family members started to influence the firms as well. These transformations along with other social and political factors required a large amount of capital. As a consequence, banks, shareholders and other financial institutions funded the modern organization. The top managers of the firm had to satisfy owners, employees, suppliers, customers and unions in order to be successful. (Freeman, 2010)

Internal changes

Prosperity in the new setting demanded a shift in strategy, planning and operations. Freeman (2010) argues that there is a need for a new conceptual framework which helps managers and businesses to truly understand and manage the turbulent environment. The turbulence originates from two main sources; internal and external turbulence. Examples of internal sources are owners, customers, employees, unions, stockholders and suppliers. Examples of external sources are governments, competitors, consumer advocates, environmentalists, media and other special interest groups. Freeman (2010:46) defines a stakeholder as "a stakeholder in an organization is (by definition) any group or individual who can affect or is affected by the achievement of the organization's objectives".

Owners

Back in the days, the management could assume that the only concern of owners was return of their investment. In the 1960s however, a change occurred in terms of ownership of stocks. The owners now wanted control as well. If a Chief Executive Officer (CEO) solely focuses on paying dividends to stockholders or stock price increases, he or she is most likely to an object of unemployment. If the CEO focuses on managing the stock value, he is most likely safe from being replaced. On the other hand, the company might be vulnerable to rapid turbulence or other competitive occurrences. The issue for the management is a trade-off between short-terms results and long-term strategies. (Freeman, 2010)

Customers

Back in the days, American businesses were used to be dominant at the home market, as well as the American technology was dominant outside its borders. Today, consumers in worldwide are experiencing products and services from other parts of the world. The new standards, qualities and competitive brought on a new customer relationship. (Freeman, 2010)

Employees

Values among employees have changed and the authoritarian leadership styles should be replaced. Instead, a more human approach is suggested. Freeman (2010) discusses that factors such as culture and shared values could play a greater role than strategy and structure in terms of success of the corporation. According to Freeman (2010), the issue is not only to simply understand your employees. The relationship is more complex since employees are often customers, stockholders and members of special interest groups.

Suppliers

When Freeman (2010) describes supplier as a stakeholder, he uses Organization Petroleum (OPEC) as an example. Freeman (2010) states that OPEC is a symbol of the transformed relationship between the business and the suppliers. Suppliers have to engage more than just finding the market and sell raw material with the best price and quality. Today, political issues as well as regulations have to be managed and should be considered as important as price and quality issues. Managers have to deal with scarcity, as with the example of oil and OPEC. Managers of public organizations experience the same scenario when budgets are reduced. With scarce resources and a stretched budget, it is a challenge to maintain the same level of service.

External changes

Freeman (2010) describes external change as the appearance of new groups, events or issues and the rearrangement of old relationships. External change is equal to uncertainty and comfortableness. External changes are unclear since they cannot be managed in the same way as with the more comfortable relationships with suppliers, owners, customers and employees. These external changes have existed before, but has not been taken into consideration. Earlier, happenings and pressures from certain groups have resulted in crises, since the stakeholder groups have not been fully incorporated. (Freeman, 2010)

Governments

Many scholars have demystified the myth of the separation between government and businesses (Epstein, 1969; Lindbloom 1977; McQuaid, 1982). According to Freeman (2010), government is not a single entity; it consists of multiple various levels which organizations must be aware of. Examples of influencers who are government related are local governments, courts, state governments, foreign governments, agencies and other quasi-agencies such as World Bank, IMF etc. These entities are in turn divided into several levels of management, middle managers and different levels of staff. Any government or piece of government may influence a corporation, and adding all the entities together, the total effect is enormous. (Freeman, 2010)

Competitors

Freeman (2010) states that competition has existed in the business world for a long period. However, the type of competition changed during the 1980s and became an international matter. The example Freeman (2010) provides is from the US car industry, where Ford and Chrysler suddenly met competition of good quality emerged from outside of their domestic market. Competition from abroad was not an industry specific phenomenon, it happened in all US dominant businesses. The most challenging matter with competition from abroad is that the foreign competitors do not have the same regulations. Foreign entrants have different governments, culture and additional factors, which can create a significant difference.

Consumer advocates

Freeman (2010) uses Hirschman's (1970) model of exit, voice and loyalty when describing the consumer movement. According to Hirschman (1970), an unsatisfied customer can use three different strategies in most situations. This model is called exit, voice and loyalty. An unhappy customer can exit the business by simply buying the product or service from another producer. An unhappy customer may also use his or her voice by complaining and try to get the company to receive compensation. Hirschman (1970) argues that the degree of loyalty will determine the chosen strategy, or the combination of both exit and voice. Freeman (2010) discusses that complaints should be encouraged by companies, since the complaints will help the management to be responsive to customer needs.

Environmentalists

The environmental movement in the United States is said to be a result of the 1960s. At the time, a lot of concerns were raised regarding clean air, water and land, and other natural resources. Throughout history, technology has mainly been viewed as something good. Potential negative consequences of technology were seldom into consideration. Controversial issues were stressed during this period of time, such as the ozone layer, ocean pollution and the sonic boom. The result of the increased awareness led to the formation of the Environmental Protection Agency, the Clean Air Act of 1970 and the Clean Water Act of 1972. New regulations were installed, which in turn led to increased costs for many corporations in several industries. Corporations must take environmentalists into serious consideration in their daily operations. (Freeman, 2010)

Special interest groups

A special interest group (SIG) is an individual or a group who is significantly interested in in particular issues such as abortion, gun control, women's rights or trade unions. The challenge for managers in terms of SIGs is that managers never know when or what kind of SIG will show up. SIGs are not a new phenomenon. Nevertheless, modern communications, technology and financing opportunities have changed the conditions for SIGs today. Certain industries are more vulnerable than others in regards to SIGs, and it is of great importance for managers to be able to respond to SIGs effectively in these industries. Managers must consider this external stakeholder when setting business strategies. (Freeman, 2010)

Media

Freeman (2010) states that mass communication in mass media technology has changed the relationship between the media and corporations today. Freeman (2010) continues and illustrates the relationship as if large corporations live in a fishbowl and every action is watched from the outside of the bowl, either by media or the public. A couple of decades ago, business reporters focused on the public sector while lately, the private sector has received a lot of attention.

However, the media stands for another external stakeholder which managers must take into consideration in today's business world. (Freeman, 2010)

Stakeholder view of a firm

The picture shown is a drawing of groups and individuals that can affect, or are affected by, the accomplishment of the organization's actions and activities. Each group or individual play a crucial role in the success of the organization in today's turbulent business environment. Each stakeholder has a stake in the firm which needs to be considered. The picture is vastly oversimplified, since all groups can be broken down into several smaller classes. As for example, not all customers are the same, ownership looks differently across organizations, as well as not all employees are alike either.

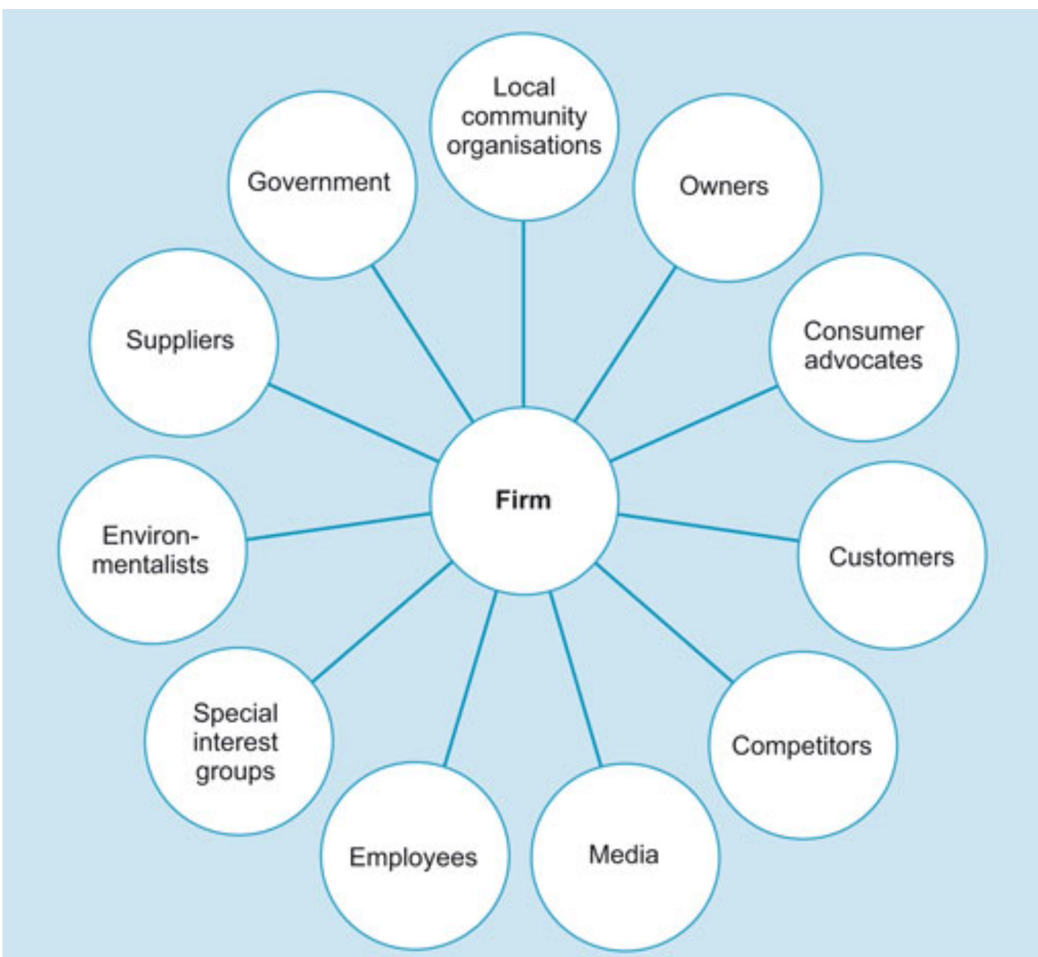

Figure 1. Stakeholder view of a firm by Freeman (2010).

2.1.2. A stakeholder approach by Clarkson

The second stakeholder model applied in this research is developed by Clarkson (1995). Clarkson (1995:106) defines stakeholders as “persons or groups that have, or claim, ownership, rights, or interests in a corporation and its activities, past, present, or future”. These claims or interests could be either individual or collective, moral or legal and is a consequence of actions or activities taken by the organization. Clarkson divides stakeholders into two separate groups; primary stakeholder groups and secondary stakeholder groups.

Primary stakeholder groups

A primary stakeholder group is a group which is vital for the corporation’s operations and activities. Without the group’s participation, the corporation would not survive. Additionally, the level of interdependence between the corporation and its primary stakeholders is high. If a primary stakeholder is discontented with the activities or actions performed by the corporation, the consequences will most likely damage the corporation. Primary stakeholder groups are according to Clarkson (1995) shareholders, employees, investors, customers, suppliers, governments and communities.

Secondary stakeholder groups

A secondary stakeholder group are defined as “those who influence or affect, or are influenced or affected by, the corporation, but are not engaged in transactions with the corporation and are not essential for its survival” (Clarkson, 1995:107). The corporation’s existence is not determined by secondary stakeholder groups. However, they can still cause to major harm to the corporation. These groups’ stakes are not direct but rather representational. Clarkson’s (1995) examples of secondary stakeholder groups are media, special interest groups, banks, insurance companies.

2.1.3. Comparison of Freeman's and Clarkson's definitions of stakeholders

Freeman		**Clarkson**	
A stakeholder in an organization is (by definition) any group or individual who can affect or is affected by the achievement of the organization's objectives.		Stakeholders are persons or groups that have, or claim, ownership, rights, or interests in a corporation and its activities, past, present, or future.	
Internal	**External**	**Primary**	**Secondary**
Owners	Governments	Shareholders	Media
Customers	Competitors	Employees	Special interest groups
Employees	Consumer advocates	Investors	
Unions	Environmentalists	Customers	
Stockholders	Special Interest groups	Suppliers	
Suppliers	Media	Governments	
		Communities	

Table 1. Comparison between Freeman's (2010) and Clarkson's (1995) definition of stakeholder groups.

Freeman (2010) and Clarkson (1995) have both divided the different stakeholders into two groups, and both authors base their division of importance of the specific stakeholder. Freeman has named the groups internal and external stakeholders, while Clarkson has named them primary and secondary stakeholders. Both Freeman and Clarkson place owners, customers, employees and suppliers in the first category, and they both place media and special interest groups in the second group. However, Freeman has placed government as an external stakeholder while Clarkson has located the same stakeholder in the primary group. Other than that, Freeman has outlined environmentalists, consumer advocates and competitors as stakeholders while Clarkson does not mention these stakeholders. On the other hand, Clarkson has included communities as a stakeholder while Freeman has not. Then again, some defined stakeholders by one author may be included as an under category within another author's framework. For example, Freeman's environmentalists may be defined as a special interest group by Clarkson.

2.2. Stakeholder dialogue

This section of the theoretical framework aims to address the issue of communication between companies and their stakeholders in terms of sustainability practices. The part is based on theories of stakeholder dialogue developed by Pedersen (2006) and O'Riordan and Fairbass (2008). The two frameworks were chosen due to their capability to explain the translation of stakeholder dialogue into practice. Pedersen's model (2006) focuses on different phases and related filters in the process of translating the stakeholder dialogue into actions whereas O'Riordan and Fairbass (2008) focus on circumstantial domains affecting the stakeholder dialogue practices. Consequently, the combination of the two theories contributes to a holistic explanation of the phenomenon.

2.2.1. Models for an effective stakeholder dialogue by Pedersen

Communicating with stakeholders is pricey and requires a lot of time as well as effort. Managing several stakeholders' expectations is a complex set of actions. Therefore, the stakeholder dialogue is equal to simplifying the complex activities by concentrating on a limited amount of stakeholders, limited amount of issues and developing processes for the communication. Pedersen (2006) has divided the stakeholder dialogue into three separate phases; stakeholder dialogue, decision, and implementation and impacts. Each phase is also connected to a filter which assists the stakeholder dialogue to be more operable. (Pedersen, 2006)

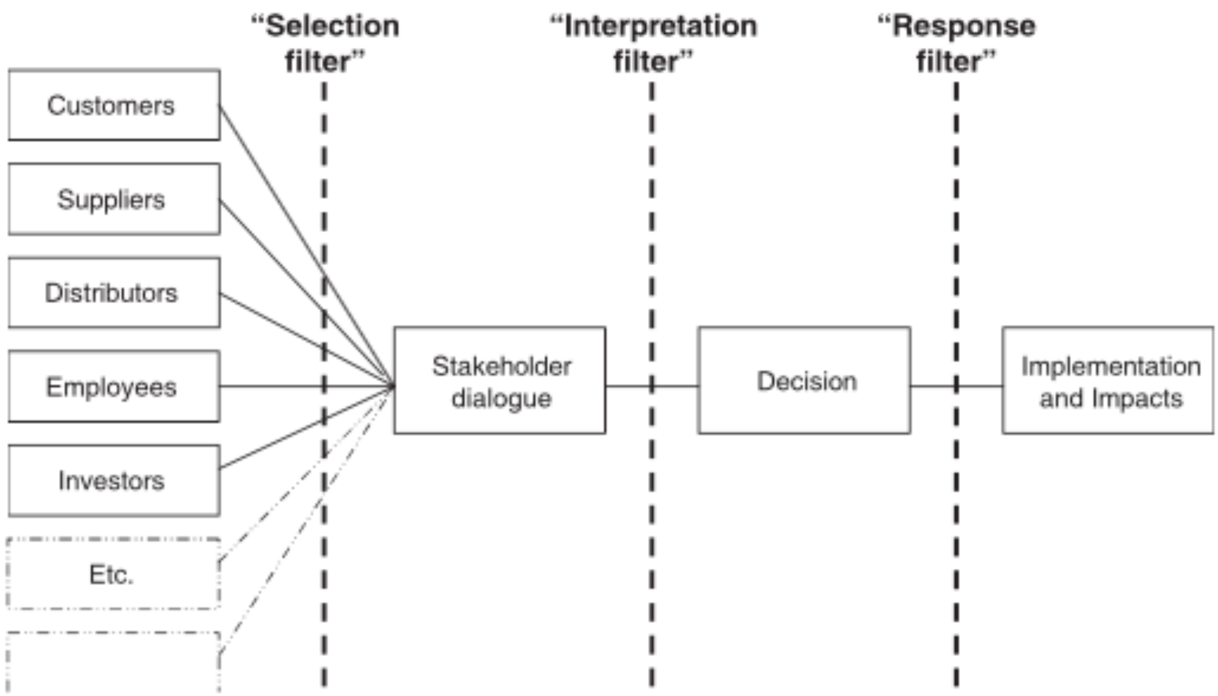

Figure 2. The phases of stakeholder dialogue and related filters by Pedersen (2006).

Different filters related to stakeholder dialogue

The selection filter

The selection filter is about deciding which stakeholder groups should be included in the stakeholder dialogue. Organizations do not have the capacity or resources to include all stakeholders in the dialogue. Subsequently, a selection of important and less important stakeholders is a must. The selection is the first step in the attempt of making the complex stakeholder dialogue activities more operable. (Pedersen, 2006) The categorisation of different stakeholders has been made in the academic sphere repeatedly (Freeman, 2010; Clarkson, 1995).

The interpretation filter

This filter represents the interpretation process between the implemented decisions resulting from the stakeholder dialogue and the original expectations of the stakeholder. In addition to this, the interpretation filter also includes the transformation of several stakeholder claims into a limited amount of decisions. The interpretation is a complex process since it is difficult to capture all interests of the selected stakeholders in the dialogue. For instance, there might be misunderstandings of stakeholders' interests, some claims might be overheard or the stakeholder dialogue could lead to conflicts. (Pedersen, 2006)

The response filter

Translating the interpreted interests of the selected stakeholders is the last step in the stakeholder dialogue, and could be fairly difficult for organizations. Barriers such as economic, political, technological or sociological could delay or hinder the implementation of the decisions. Additionally, the implementation is often delegated to employees who did not participate in the stakeholder dialogue. Therefore, their interpretation must also be taken into consideration. Furthermore, unexpected events might change the direction of the decision and implementation. (Pedersen, 2006)

Factors affecting the operationalization of stakeholder dialogue

In the previous section, the different phases of the stakeholder dialogue is discussed and it explains how organization could simplify the dialogical process when operationalize this dialogue into actions. Pedersen (2006) also underlines that this process is affected by several factors in terms of individual, organizational and inter-organizational aspects. The following part discusses four different features that influence the stakeholder dialogue and the filters presented in the preceding section. The four determining factors are consciousness, capacity, commitment and consensus.

Consciousness

The factor consciousness relates to knowledge and awareness. Pedersen (2006:154) explains that "consciousness is closely related to values, and the stakeholder dialogue must be an integrated part of the mainstream business systems if the company wants to succeed in its implementation". The implementation phase also depends of the social and environmental consciousness of the dominant actors within the organization such as managers and employees. For instance, the employees are the actors who translate the outcome of the stakeholder dialogue into concrete actions in the everyday interaction with most of the organization's stakeholders. (Pedersen, 2006)

Capacity

The factor capacity refers to different available resources such as physical, organizational, and human resources. These resources enable the organization to engage properly in stakeholder dialogues. For instance, an organization with enough available resources could analyze societal demands and develop skills and competencies for establishing good relationships with the stakeholders. Hence, the company size might indirectly determine the capacity for the stakeholder dialogue, which in turn affects the different filters described above. (Pedersen, 2006)

Commitment

The third factor is commitment, which represents the willingness of the organization to commit in the stakeholder dialogue. The actual commitment could both be financial and nonfinancial resources and it plays an important role in the operationalization of stakeholder dialogue. Arguably, the lack of commitment from dominant actors involved in the different phase of the stakeholder dialogue could lead to that initiatives are being not successfully implemented. This means that both management commitment and employee involvement are crucial during these phases. Consequently, organizations as well as stakeholders need to be committed to the dialogue in order to reach decisions between the interests of the two parties. (Pedersen, 2006)

Consensus

Consensus is the last factor that might affect the operationalization of successful stakeholder dialogue. It refers to the harmony/conflict relationship between the organization and the stakeholder. In other words, this means the degree to which the two parties agree on their perceptions of a concern and the relevance of the stakeholder dialogue in general. Arguably, in order to achieve a successful and effective stakeholder dialogue there is a need for congruence allowing the two parties to develop shared opinions on common problems, questions, and issues. The lack of consensus could lead to a gap between the outcomes of the dialogue and the implemented practices. This misalignment could in turn weaken the trust between the organization and the stakeholders. (Pedersen, 2006)

2.2.2. Framework for an effective stakeholder dialogue by O’Riordan & Fairbass

O’Riordan and Fairbass (2008) developed an analytic and structured framework which describes as a clear approach for effective communication with the organizations’ stakeholders and how to prioritise these stakeholders accordingly. It also suggests a method to manage an organization’s social environment, especially identifying its position within that environment. Further, the model suggests that the environment around the organization consists of four interrelated domains, which each can be analyzed distinctly. Further, they state the model offers a holistic structured approach to analyze the four interrelated domains as determining factors in relation to successful stakeholder dialogue. The four domain elements are; context, events, stakeholders, and management responses.

Circumstantial domains influencing the stakeholder dialogue

Context

The element context concerns the two players involved, for instance the stakeholder and the organization’s manager. Further, this element positions these two players within the contextual environment or circumstance they are facing. This could for example be connected to political, historical, economical and cultural environmental factors which surrounds the organization and its stakeholders. Hence, the context of stakeholder dialogue is shaped by external, contingent and conditional aspects such as the effectiveness of different stakeholder pressures, media influence, actions of competitors or the general structure of the industry the organization is operating in. As a result, the contextual domain needs to be assessed carefully before engaging in stakeholder dialogue.

Stakeholders

This domain concerns stakeholder identification and prioritisation, which both needs to be considered in order to understand the power of stakeholders in the stakeholder dialogue. Therefore, the first step for the organization is to identify who its stakeholders are and prioritize their interests accordingly. The second step is to be aware of the stakeholder expectations. These expectations may be based on internal organizational factors such as the size of the firm, number of employees, sales revenue, the success level of the organization, the business culture of the organization and its approach towards stakeholders as well as the organizational governance structure. The type of business and industry, which is closely linked to the elements event and context, are also seen as factors affecting the expectations.

Events

Conditions or situations for an organization might change over time, due to a specific event or activity. The context and the actors involved might be the same, but the circumstances could differ. Examples of these kinds of events include development or removal of a certain product, renewal of a process, updating a service or simple changing a product. These events might be met by support of dissatisfaction by society. Other factors that might bring out a discussion among stakeholders are if specific helpless groups are treated dishonestly, for example poor citizens, children or elderly. If corporations include the element of events, it allows managers to include issue and crisis management planning, techniques and strategies that might be viewed as proactive in the stakeholder dialogue.

Management responses

The element management response contains planning and strategic actions performed by management in terms of CSR stakeholder dialogue. The management team are employees and can therefore be viewed as stakeholders, but the strategic planning and actions by the management is a different factor in the stakeholder dialogue. The management response includes thoughts regarding responsibility and obligations, risk management, company objectives, corporate culture, stakeholder approach and stakeholder expectations.

2.3. Stakeholder salience by Mitchell et al.

This part of the theoretical framework aims to describe why certain stakeholders have different relationships with the organization. According to Mitchell et al. (1997), the relationships are dependent on different attributes acquired by the stakeholders. These attributes are power, legitimacy and urgency.

2.3.1. Different stakeholder classes

As many different stakeholder scholars emphasize the stakeholder's power to influence the organization and the claim's legitimacy, Mitchell et al. (1997) developed a comprehensible model by adding one more attribute besides power and legitimacy. By adding a third attribute, urgency, the model became more dynamic when assessing stakeholder relationships. As a result of this model, Mitchell et al. (1997) were able to identify different classes of stakeholders based on the possession of the different attributes. Overall, eight classes were identified, whereof one class does not possess any of the attributes and is considered as a non-stakeholder or a potential stakeholder. The other seven classes are further mapped into different categories.

The model was designed in order to assist managers in dealing with different stakeholder interests. Moreover, Mitchell et al. (1997) argue that, first; each attribute is a variable and should not be considered as a steady state. Instead, each stakeholder class can acquire a new attribute, which would also change the degree of stakeholder salience. Secondly, each attribute does not represent an objective reality, and may be considered as a constructed reality. Third, a stakeholder or an actor may not be aware of the possession of any attributes.

2.3.2. The attribute power

When analyzing the attribute power in terms of stakeholder theory, there are many different theorists discussing the type of power-dependence relationship between the organization and the stakeholder, for example the stakeholder dominant relationship (Freeman & Reed, 1983), the firm dominant relationship (Langtry, 1994) or the mutual power-dependence relationship (Rhenman, 1964, cited in Näsi, 1995:98).

However, Mitchell et al. (1997) state that most definitions build upon Weber's idea from 1974. They accept the definition of Salancik and Pfeffer who define power as "the ability of those who possess power to bring about the outcomes they desire' " (Salancik & Pfeffer, 1974:3). The next step would be to identify the different bases of power. Mitchell et al. (1997) advocate Etzioni's categorization of power when determining these bases. Etzioni's (1964) categorization is based on diverse types of resources used to exercise power. The first recognized type is coercive power. This means that this power resource is grounded on the physical resources of force, violence, or restraint of autonomy. The second type is utilitarian power, which Etzioni describe as material or financial resources to secure member compliance. Lastly, there is normative power, based on symbolic resources such as shared values, which other parties might support. Mitchell et al. (1997) discuss that a party has power, but only to the extent it has acquired coercive, utilitarian, or normative means, to enforce its interests in the relationship with the other part. However, Mitchell et al. (1997) underline that the access to the different means should be seen as a variable and not a steady state. This concludes that power is transitory as it might be gained as well as lost.

2.3.3. The attribute legitimacy

Scholars define the concept of legitimacy with different approaches, for instance the contractual relationship (Cornell & Shapiro, 1987), relationship based on a claim (Clarkson, 1995) or stakeholders' moral claim on firm (Langtry, 1994).

Furthermore, legitimacy refers to structures, action and behaviours which are socially accepted and expected. In many definitions, the concept of legitimacy is connected with power. Mitchell et al., (1997) adapts the definition of Suchman. Suchman's (1995) definition is built upon several other scholars' definitions and is considered to be a broad explanation of the concept of legitimacy. Legitimacy according to Suchman (1995:574) is described as "a generalized perception or assumption that the actions of an entity are desirable, proper, or appropriate within some socially constructed system of norms, values, beliefs, and definitions". It might be a challenge to operationalize the definition. However, the definition is sociologically representative and contains many approaches which are useful towards the stakeholder identification (Mitchell et al., 1997).

2.3.4. The attribute urgency

The attribute urgency has not been widely discussed as power and legitimacy in the literature, but theorists such as Wartick and Mahon (1994) has started focusing on how various stakeholder relationships should be managed in a timely fashion. Under these circumstances, urgency refers to the degree to which stakeholders demand immediate actions.

Mitchell et al. also defines urgency on two dimensions. First, "when a relationship or claim is of a time-sensitive nature" (Mitchell et al., 1997:867). Time sensitive refers to the degree to which stakeholders accept the length of time that it takes for organizations to attend to the stakeholder claim or relationship. The second dimension is "when that relationship or claim is important or critical to the stakeholder" (Mitchell et al. 1997:867). This aspect refers to the criticality or the importance of the claim perceived by the stakeholder. Mitchell et al. (1997) do not further investigate why stakeholders perceive their claim or relationship with the organization as critical. In brief, Mitchell et al. (1997) define urgency as the degree to which stakeholder claims call for immediate attention. This means that two above-mentioned conditions need to be met in order for a claim to be classified as urgent.

2.3.5. Identification of stakeholder classes

As mentioned above, Mitchell et al. (1997) identified seven different stakeholder classes and each class could be mapped into different categories based on the possession of attributes. The first category is the latent stakeholder, which is characterized by the possession of only one of the attributes. These stakeholders are not likely to acknowledge the organization or even pay attention to any business practises. Likewise, the organization might not recognize the existence of those stakeholders. The second category is the expectant stakeholder. In this category, stakeholders possess two attributes and, therefore, are likely to expect the organization to respond to their interest. In that way, the relationship between the organization and these expectant stakeholders is higher. The last category is the definitive stakeholder and these stakeholders possess a combination of all three attributes. These stakeholders should be considered as highly important and the organization should give priority to those stakeholders' claims.

Furthermore, after identifying the different stakeholder classes, Mitchell et al. (1997) could also determine the degree of salience of each class. They define salience as "the degree to which managers give attention to competing stakeholder claims" (1997: 869). For instance, they argue that the salience of a stakeholder to the organization is low if only one out of the three attributes is present, whereas it is seen as moderate if two attributes are present, and high if all three attributes are present. In the next sections the different stakeholder classes are described in detail.

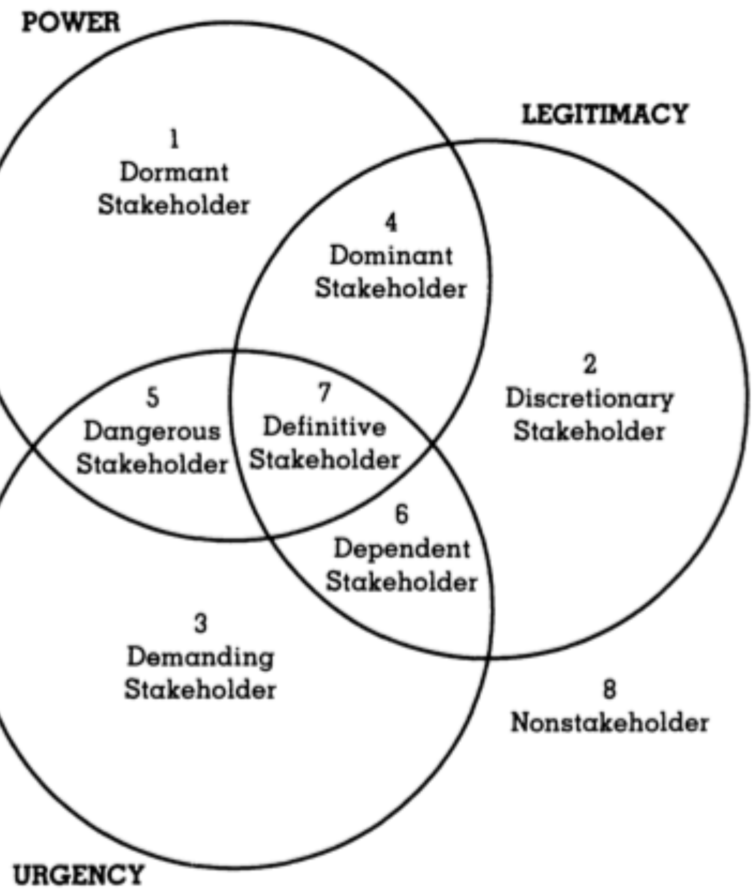

Figure 3. Stakeholder classes by Mitchell et al. (1997).

Stakeholder classes

Latent stakeholders

Dormant stakeholders (1)

This stakeholder type possesses the attribute power which means that these stakeholders could impose their will on an organization without having either a legitimate relationship or an urgent claim. In accordance to the above-mentioned bases of power; coercive, utilitarian and symbolic. Mitchell et al. (1997) give examples of different influences of dormant stakeholders. For instance, the multiple shootings at postal facilities by former mail employees is described as execution of coercive power. Utilitarian power exercised by a dormant stakeholder could be the filing of wrongful dismissal suits in the court system. An example of symbolic power could be speaking out on talk radio.

Discretionary stakeholders (2)

The discretionary stakeholders possess the legitimacy attribute. Yet they do not have any power to influence the organization and their claims are not considered as urgent. This means that there is no pressure on the organization to retain an active relationship with discretionary stakeholders. An example of a discretionary stakeholder is non-profit organizations such as soup kitchens, which receives donations and volunteer labour from companies.

Demanding stakeholders (3)

Demanding stakeholders only possess the urgency attribute. This means that they have an urgent claim but having neither power nor legitimacy to back it up. These stakeholders are described as irksome but not dangerous. Therefore, their claim might only pass the organization's attention, as the attribute urgency is not sufficient to project a stakeholder claim beyond latency.

Expectant stakeholders

Dominant stakeholders (4)

The dominant stakeholders are considered both powerful and legitimate. Hence, their relationship with the organization is of great importance as their influence in the organization is assured due to the legitimate claim they have and the ability to act upon this claim. Examples of this stakeholder class could be corporate boards of directors and public affairs offices. Arguably, organizations produce different reports such as annual reports, proxy statement and environmental and social responsibility reports to those stakeholders as these stakeholders are seen as important to the organization.

Dangerous stakeholders (5)

A dangerous stakeholder is characterized by possessing the attributes urgency and power and lacking legitimacy. Mitchell et al. (1997) suggest coercion as a descriptor as illegitimate claims often is accompanied by exercising coercive power. In that way, these stakeholders call attention to their claims by dangerous actions. Therefore, it is important for organizations to identify these stakeholder classes without acknowledging them. Examples of using coercive means to advance their claim include any form of sabotage, wildcat strikes actions and terrorism. The actions of this stakeholder class are not only outside the bounds of legitimacy but are also considered as dangerous.

Dependant stakeholders (6)

The dependent stakeholder class is characterized by having urgent and legitimate claims but lacking the attribute power to enforce their claims in the relationship with the organization. Due to the lack of power, this stakeholder class is dependant on other stakeholders who possess the power to influence the organization. An example of a dependent stakeholder could be local residents when a giant oil spill occurs nearby. In this case, the local residents have to rely on the advocacy of a more powerful stakeholder such as the state government or the court system who could provide guardianship of the region's citizens.

Definitive stakeholders (7)

As stated above, the definitive stakeholder class possesses all three attributes. Further, the claims of these stakeholders are seen as highly important and are given great organizational antecedence. As expectant stakeholders only possess two out of three attributes, they can easily become a definitive stakeholder by obtaining this missing attribute. Using the example of the oil spill case, the local residents who only had an urgent and legitimate claim became definitive stakeholders by acquiring a powerful ally in the government.

2.4. Sustainability and CSR concepts

The last part of the theoretical framework aims to discuss different perspectives of sustainability practices. This section starts off by defining the concept of sustainability and CSR, followed by the historical development of the concept and the meaning of sustainability and CSR for this thesis. A brief description of existing reporting initiatives continues this part of the research paper, followed by an explanation of different stages of sustainability progress. A critical perspective on social responsibility ends this part of the thesis.

2.4.1. CSR versus Sustainability: An umbrella concept

The Economist published the phrase “corporate responsibility – or sustainability or whatever” in its special edition on CSR in 2008. The part “whatever” of the phrase was a reference to oftentimes interchangeable usage of the concepts of corporate social responsibility (CSR), sustainability and other similar ideas. (The Economist, 2008) A couple of examples of other comparable ideas are corporate citizenship (Carroll 1998; Matten & Crane 2005), stakeholder engagement (Freeman, 2010), stewardship (Davis et al., 1997), triple bottom line (Elkington 1999), creating shared value (Porter & Kramer, 2011) and business ethics (Bowie, 1999).

Strand et al. (2015) discuss the concepts CSR and sustainability. According to Strand et al. (2015), some scholars and practitioners treat the two concepts as synonyms, and other refer to CSR and sustainability as distinct concepts. Advocates who distinguish CSR and sustainability claim that CSR focuses on social matters while sustainability focuses on environmental issues. Over time, there have been several shifts in usage between the different concepts. As for now, the expression sustainability seems to be more popular than the expression CSR in both academia and in business practices. The reason for the attractiveness of sustainability is most likely due to a demand for a more formal business language, according to Strand et al. (2015).

This research paper will use the expressions sustainability and CSR as “umbrella constructs”. Hirsch and Levin (1999:200) describe an umbrella construct as a “broad concept or idea used loosely to encompass and account for a broad set of diverse phenomena”. As this paper does not aim to reach perfection in one single concept, the following definitions could serve as starting point of the umbrella construct. The European Commission has published two definitions of CSR which sometimes is argued to be the most commonly utilized. The first definition of CSR published in 2001 was “a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis’’. An update of the definition of CSR was brought up by the commission a decade later “the responsibility of enterprises for their impacts on society”. The most commonly used definition of sustainability is the definition provided by the United Nation’s Brundtland Commission from 1987 “development that meets the needs of the present without compromising the ability of future generations to meet their own needs”. (European Commission, 2017)

2.4.2. Historical development

Sustainability and CSR in the 1950s and 1960s

The concept of Corporate Social Responsibility (CSR) and sustainability is mainly a result of the twentieth century, particularly from the early 1950s up to today. The 1950s consisted of three main ideas in terms of CSR. The first idea was that corporate managers were public trustees. Hence, businesses managers were not only a subject to their own organizations, the idea of trusteeship gave the managers a larger area of responsibilities. The second idea concerned the balance between opposing claims to corporate resources. The third core idea from the 1950s was the recognition of philanthropy as an indicator of businesses support of good actions. (Carroll, 2008)

Moving to the 1960s, the decade is characterized by the attempt to formalize the concept of CSR. One of the most successful scholars in formalizing the notion of CSR was Keith Davis and his definition refers to "Businesses men's decisions and actions taken for at least partially beyond the firm's direct economic or technical interest" (Davis, 1960:70).

The acceleration of sustainability and CSR in the 1970s

Continuing to the 1970s and acceleration of CSR. According to Carroll (2008), many important landmarks in terms of articles, definitions, books and other literature objects were produced during the decade. An example of this is the publication Social Responsibilities of Business Corporations by the Committee for Economic Development (CED, 1971). CED's contribution on CSR was particularly influential since the committee consisted of both academics and business people and recognized the changing social contract between society and businesses' responsibilities. According to a study regarding important CSR practices in the 1970s, Eilbert and Parket (1973) concluded that firms considered minority hiring, ecology and minority training as most important issues.

Redefining sustainability and CSR in the 1980s and 1990s

The 1980s is characterized by redefining the concept of CSR. Alternative themes were developed, such as corporate social responsiveness, corporate social performance, public policy, business ethics and stakeholder management. Important issues of the 1980s in terms of CSR in business practices were environmental pollution, consumer abuses, employee health and safety, quality of work life and non-ethic actions by multinational corporations. (Aupperle et al., 1985) A visible progress of the 1990s was that newly established companies were characterized by their constant engagements in CSR practices. Examples of companies who grew considerably due to their positive CSR reputations are Patagonia, The Body Shop and Ben & Jerry's. (Carroll, 2008)

CSR and sustainability as a global phenomenon in the 21st century

For the last 20 years, the concept of CSR has been a global phenomenon and the most obvious growth in awareness has been in Europe. A major movement within international businesses practices have been voluntary initiatives in CSR, according to the Organization for Economic Co-operation and Development (OECD, 2001). However, differences exist between regions when it comes to CSR practices (OECD, 2001). Habisch et al. (2005) state that CSR was unknown a couple of decades ago, but is one of the most important matters for politicians, trade unions, NGOs, consumers, researchers and the business sector in modern time.

2.4.3. Different sustainability concept

As mentioned earlier, this research paper applies an umbrella concept of CSR and sustainability. The content of the sustainability concept can vary depending on what philosophy is used. In this study, two prominent theories set the theoretical framework for the umbrella concept of sustainability. The selection is based on the theories' contemporary and holistic approach. The chosen theories are Creating Shared Value (Porter & Kramer, 2011) and Triple Bottom Line (Savitz, 2013).

Creating Shared Values

Porter and Kramer (2011) advocate the shared value concept. This is explained as "creating economic values in a way that also creates value for society by addressing its needs and challenges" (2011:4). The policies and operating practices established to enhance the competitiveness of the organization should also advance the economic and social conditions in the communities in which the organization operates at the same time. Hence, shared value should not be understood as social responsibility, it is a rather new approach to achieve economic success by reconnecting organizational success with social progress. They believe that the share value concept will reinforce a productivity growth in the global economy.

Porter and Kramer (2011) propose three key approaches for companies to create shared value opportunities. First, demand for products and services that meet the newly emerging societal needs are growing, Therefore, organizations can create value by reconceiving products and markets. Second, by redefining productivity in the value chain, several societal issues such as water use, working conditions as well as health and safety are addressed. The synergy increases when organizations approach these societal issues from a shared value perspective and invent new ways of tackling them. Finally, shared value is also created by enabling local cluster development. Both productivity and innovation are strongly affected by geographic concentrations of organizations, the so-called “clusters”. When building clusters, organizations can address gaps or failures in the framework conditions surrounding the cluster.

Triple Bottom Line

According to The Economist (2009), the concept of the Triple Bottom Line (TBL) was initiated by Elkington in 1994. The idea of Elkington was that corporations should focus on three separate bottom lines. Consequently, the TBL involves three Ps: profit, people and planet. The aim of the concept is to assess the environmental, social and financial performance of an organization over a period of time. (The Economist, 2009)

The environmental emphasis of sustainability refers to managing organizations in a way which will protect the environment and its resources in a sustainable way. In practice, this means avoiding environmental risks such as oil spill, pollution of air or water, waste of products or manufacturing of products which will harm the environment. Additionally, an environmental focus also stresses the importance of investigating new resource possibilities. In short, this focus creates products and services which are less damaging to the natural environment, and leaves the world a better place than when entering it. (Savitz, 2013)

The social aspect of the TBL is related to people. Business should be done in a way which treats people with fairness, respect, concern for their health and improving their lives. According to the philosophy of the TBL, the social aspect usually starts of by recognizing the stakeholders of the organization such as customers, suppliers, employees and community residences. In practice, this includes conducting business and avoiding any social risks. Social impacts related to business could be the risk of mistreating employees, engaging in any kind of discrimination or abusing exposed people anywhere in the supply chain. In addition to this, social sustainability also involves addressing product and work safety. As with environmental sustainability, the social aspect equals to going beyond regulations by providing health care, training and other benefits for employees and their families. (Savitz, 2013)

The third set of values, the economic part of TBL can be divided into two main parts; internal focus and external focus. The internal emphasis implies creating financial success in terms of traditional business measures, and signifies creating financial wins in the long-term rather than trying to maximize any short-term gains. In practical terms, this means acknowledging the risks associated with short-term planning, and rather develop strategies which will provide long-term stability and profit for all stakeholders. The long-term orientation is key in economic sustainability. The second perspective of economic sustainability is externally concentrated. This refers to creating economic advantages for the community and society in which the organization operates. Examples of these benefits are local hiring, working together with local minorities, paying correct taxes and similar activities. (Savitz, 2013)

The three above-mentioned components build the fundamentals of the TBL philosophy. Today's organizations and leaders must recognize the equal importance of all three elements in order to be successful. Leaders and organizations must also be aware of their interrelationship, the relation to the overall corporate strategy and challenges associated the three P's. A strong and balanced performance in all the three measures will contribute to a long-term accomplishment, which will benefit the organization, the environment and the society. (Savitz, 2013)

2.4.4. Initiatives to support sustainability reporting

Different standards and metrics have been developed in order to report on an organization's sustainability performance. These reporting systems provide an overview of the organization's sustainable practices. Moreover, the different guidelines do not only serve as a structure on how to report the sustainable development, the guidelines could also be used as tools to organize information within the organization. In that way, each department can be structured accordingly to the responsibilities for the underlying activity to which the information relates to. (Savitz, 2013) In the following section the two major reporting systems are further described in detail.

Global Reporting Initiative (GRI)

The Global Reporting Initiative (GRI) is the leading benchmark for measuring, monitoring and reporting an organization's sustainable practices. It is also a useful tool for developing the internal system when tracking, measuring and evaluating the performance of the organization's sustainability efforts. Moreover, the reporting system was created to make corporate reporting of non-financial data available. In that way, different stakeholders can compare the sustainability efforts between organizations. The GRI guidelines are based on eleven principles which are argued to be crucial in order to produce a balanced and reasonable sustainability report.

The United Nation's Global Compact

The United Nations (UN) Global Compact is another sustainability measure. This reporting system has four areas of focus; human rights, labour, environment and anti-corruption. Furthermore, it consists of ten guiding principles. It is described as a strategic policy initiative that guides organizations when aligning business operations with the ten principles in the four areas. Like the GRI standards, the UN Global Compact is a useful tool for developing internal systems for measuring and monitoring the sustainable practices.

2.4.5. Concept of different sustainability and CSR development stages

It might be difficult to measure and categorize CSR and sustainability progresses among companies, since the concepts are considered as abstract and hard to operationalize. In this part, two theories are presented and they aim to assess companies in their development process in terms of sustainability.

The pyramid of corporate social responsibility

Carroll (1991) suggests that there are four components of social responsibilities; economic, legal, ethical and philanthropic. These four components could be depicted as a pyramid. The economic component functions as the base upon which all the other components rest, it then built upwards through the legal, ethical and philanthropic components. The pyramid does not propose a sequential advancement, instead, organizations should aim to fulfill all the components simultaneously. In the following section each component is described.

Economic responsibilities

The underlying assumption in the economic component is that business organizations were created as economic entities producing goods and services whilst making an acceptable profit in the process. This idea then emerged into conducting business with maximising earnings per share and being as profitable as possible. Further, an organization needs to maintain a strong competitive position in the market and a high level of operation efficiency.

Legal responsibilities

The legal component involves an organization's responsibility to comply with various federal, state and local regulations set up by the government and perform in a consistent manner to the expectations of legal obligations. Moreover, organizations should only produce goods and services that meet the minimal legal requirements.

Ethical responsibilities

This component discusses that organizations should act in accordance to emerging societal values which are not codified into law. The ethical responsibilities embody standards, norms and expectations that reflect stakeholder concerns. This component is in a constant and dynamic interplay with the legal responsibility component. This means that the ethical component is pushing the legal component to broaden or expand whilst placing more demanding expectations on business practices above the requirements of the law at the same time.

Philanthropic responsibilities

Philanthropic responsibilities could be described as more discretionary or voluntary business actions as they are not expected in an ethical or moral sense like the ethical responsibilities are. Philanthropic responsibilities could be engaging in programs to improve quality of life or contributing with different resources to the community.

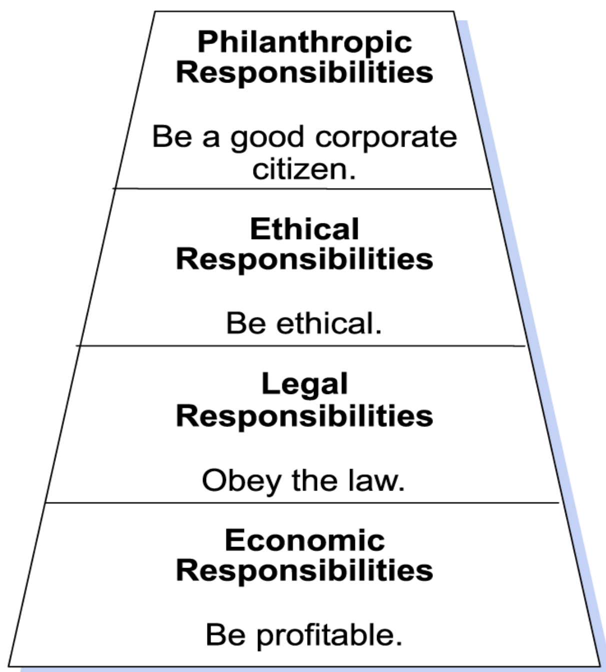

Figure 4. The Pyramid of Corporate Social Responsibility by Carroll (1991).

To conclude, with the help of Carroll's pyramid, organizations could carefully and deliberately consider what actions in regard to economic, legal, ethical and philanthropic responsibilities, need to be taken with respect to the identified stakeholder groups. In that way, organizations are able to develop priorities and make both long-term and short-term decisions involving several stakeholder interests.

Stages of change

Nidumolu et al. (2009) argue that sustainability is a key driver of innovation. Further, they discuss that by treating sustainability as a goal, companies are able to develop competencies that are hard for competitors to imitate, which in turn will lead to competitive advantage. As sustainability will be an integral part of development, Nidumolu et al. (2009) have identified five distinct stages of change. During each stage companies will face different challenges and, hence, must develop new capabilities accordingly in order to tackle these challenges. In the following parts, each stage of development is described in detail.

Stage 1: Viewing compliance as opportunity

The first steps companies must take in terms of sustainability usually arise from legal regulations. However, regulations regarding the environmental or social aspect can vary depending on which country, state, region, or even city the business is located in. Consequently, companies need to be aware of the different legal standards that might apply to their business operations. In this stage, Nidumolu et al. (2009) point out several opportunities that companies can capture due to actively complying with the law. Firstly, they discuss the importance to strive for complying with the most stringent regulations, instead of adhere to the lowest standards. The reason for this is that these emerging rules might be enforced shortly after. In that way, companies might gain more time to experiment with new materials, technologies and processes in order to find sustainable alternatives. Arguably, companies in the frontline of law compliance might naturally see business opportunities first. Secondly, they stress that companies can impact on antagonistic regulators and turn them into allies by leading the way via shaping new regulations in an earlier phase. Lastly, by complying with stringent global standards, companies could save money, as they do not need to manage different components in the business operations separately for each market.

Instead, when enforcing a single norm to all the operations worldwide, companies could benefit from economies of scale.

Stage 2: Making value chains sustainable

Nidumolu et al. (2009) explain that once companies have learned to keep pace with legal regulations, most companies become more proactive about environmental issues. At the second stage, companies start to work with suppliers and retailers to develop environmental-friendly raw materials and components, and focus on reducing the consumption of non-renewable resources and waste. By analyzing different links individually in the value chain, companies can develop new sustainable operations accordingly. Nidumolu et al. give several examples how companies can proceed in this stage. In terms of suppliers, companies could induce them to become more conscious about the environmental challenges by offering incentives. Another example is to restructure the operations in the supply chain that lead to greater energy efficiency. Also changes in the workplace might contribute to a more sustainable value chain, for instance, offering home office as this reduces travel time, travel costs and energy use. Companies can also recapture some of the lost value of returned products by reusing them. This results not only in a more profitable business with cost consciousness but also in a change in attitudes focusing on preventing environmental damage and reducing waste. Arguably, when companies analyze their business activities and make their value chains more environment-friendly, it may lead to monetary benefits in the long run.

Stage 3: Designing sustainable products and services

In regard to that Nidumolu et al. (2009) discuss that consumers tend to become more sustainability-conscious in general as well, companies should redesign existing products or create new ones in order to match the emerging consumer demands in the third stage. It is crucial for companies to capitalize competencies and tools, which were acquired at earlier stages of the development process. By being in the frontline in every stage, companies can strengthen their competitive advantage and introduce new sustainable products before its competitors. In order to develop new sustainable alternatives, companies have to understand consumer concerns and demands as well as examine the product life cycle carefully. As most companies are moving into new markets beyond their existing expertise, it is argued that the need to collaborate with nongovernmental organizations (NGOs) is beneficial as well.

Stage 4: Developing new business models

Besides developing new sustainable products, Nidumolu et al. (2009) highlights the importance of creating a sustainable business model as well. This often entails rethinking the customer value proposition and discovering how to deliver a new one. It requires companies to explore alternatives to existing business practices and to understand how to meet customers' expectations and needs differently. Arguably, companies should critically assess existing business models and act entrepreneurially to develop new delivery mechanisms of value propositions. Furthermore, new technology innovations could provide the ability to challenge conventional business models. As companies will become more adept at this in the fourth stage, this development will lead to the final stage of sustainable innovation instinctively.

Stage 5: Creating new-practice platforms

In this stage, Nidumolu et al. (2009) argue that new business practices will change existing paradigms. In order to develop innovations that create sustainable next-practice platforms, companies must question the implicit assumptions behind existing business practises. By critically assessing the status quo, companies and people in general could change. Nidumolu et al. (2009) explain that this was the case that led to today's industrial and service economy. Hence, raising new questions about scarce resources will create disruptive innovations.

2.4.6. Criticism to sustainability

As recognized earlier in the theoretical framework, the concept of CSR and sustainability has increased in both practice and popularity in the business world over the last decades. However, the philosophy of sustainability and CSR has not always been shared with support and encouragement. One of the most discussed sustainability articles was written by Milton Friedman in 1970. "The Social Responsibility of Business is to Increase its Profits" was published in the New York Times magazine and has contributed to several debates across the globe. Friedman (1970) claims that only people can possess responsibilities, a corporation is an artificial person and therefore cannot have any responsibilities. In addition to this, a manager or an executive of a company is an employee of the owners of the business. The only responsibilities which exists towards the owners, is to generate as much profit as possible.

Friedman (1970) continues by arguing that this manager may possess other responsibilities as an individual towards his church, his family or other actors. But if he or she would engage in any social responsibility projects during his or her time as a businessman, that would be to spend someone else's money. Another argument presented by Friedman (1970) is the existence of government and the function of taxation. The purpose of taxes is, among other things, to reduce poverty and improve the environment. According to Friedman (1970), the businessmen or women cannot take on a role as a legislator and decide how to spend taxes and for what purpose. The philosophy of social responsibility clearly harms the fundamentals of a free society.

3. Methodology

The objective of this chapter is to provide a detailed presentation of how the methodology was carried out in this research. This section describes the techniques and procedures used to obtain, structure and analyze the gathered data. The chapter commences with the applied philosophical assumptions and continues with the research approach and research design. After this, the data collection techniques are explained, followed by a section regarding reliability and validity. The chapter ends with sections describing the use of the software program NVivo, the development of the analytical framework and the delimitations of this study.

3.1. Philosophy of science

An adapted research philosophy covers essential assumptions about the way the researcher views the world. The applied philosophy has a large impact on the research strategy as well as on the methodology of the thesis. (Bryman, 2012) According to Johnson and Clark (2006), it is of great importance for business and management researchers to recognize the philosophical commitments, since the commitments have a substantial influence on the understanding of the investigation. Both epistemology and ontology influence the research process and each assumption contains important differences.

3.1.1. Ontological assumptions

According to Saunders et al. (2009), ontology refers to the question of whether a social entity may be interpreted as objective or subjective. The two extreme perspectives of the ontological framework are objectivism and subjectivism. The idealist approach of the ontological continuum believes that reality consists of illustrations created by the human mind. (Bryman, 2012:32) This research paper’s view on reality is in accordance with the idealist approach, as reality is developed by shared interpretations created by social actors. The aim of the thesis is to investigate how stakeholders influence the sustainability agenda of garment companies. These influences are created from the perceptions of the human minds of the interviewed company representatives, therefore, this research is shaped by the idealist view.

3.1.2. Epistemological assumptions

Saunders et al. (2009:112) define epistemology as “the researcher’s view regarding what constitutes acceptable knowledge in a field of study”. There are six different types of epistemological assumptions (Blaikie, 2010). In this research, the constructionist view of epistemology is adopted. Blaikie (2010:95) defines everyday knowledge in constructionism as “the outcome of people having to make sense of their encounters with the physical world and other people”. Social scientific knowledge is explained as “the outcome of social scientists reinterpreting this everyday knowledge into technical language” (Blaikie, 2010:95). The chosen data collection technique is semi-structured interviews as it corresponds to the epistemological underpinnings of this research and the researchers are concerned with understanding the meanings that social actors ascribe to the studied phenomena. This means that the researchers interpret the answers of the interviewees, who in turn interprets the reality of their worldview. Hence, the undertaken research in this thesis is shaped by the constructive view of epistemological assumptions.

3.1.3. Research paradigm

Social science is often performed against the background of traditions of methodological and theoretical ideas, known as research paradigms. These paradigms are also the foundation of ontological and epistemological assumptions. (Blaikie, 2010) This thesis applies an interpretive paradigm, as the interpretive researcher enters the social sphere of the research subjects and comprehends the world from the perspective of these subjects (Saunders, 2009). In terms of this study, interviews were conducted with sustainability managers or other employees with equivalent positions, and therefore reality is viewed through their perspective. It is argued that an interpretivist approach is highly relevant for business and management research. Business situations are both complex and unique, and therefore require an interpretive paradigm. (Saunders, 2009)

3.2. Research approach

In this thesis, an abductive research approach was adopted, as the perspective of the studied social actors is the empirical point of departure in this qualitative research (Bryman, 2012). With an abductive research approach, Bryman (2012) explains that “the researcher grounds a theoretical understanding of the contexts and people he or she is studying in the language, meanings, and perspectives that form their worldview”. In other words, this means developing descriptions as well as constructing theory, which are grounded in everyday activities and meanings of the studied social actors (Blaikie, 2010). During this interpretation process, it is vital that the researcher coming to this social scientific account should not lose touch with the world as perceived by the social actors.

Compared to the inductive and deductive research strategies, Blaike (2010) states that the abduction also incorporates the meanings and interpretations as well as the motives and intentions, which social actors use in their everyday life. This in turn directs the behavior of the social actors, thus the abductive strategy elevates these social actors to the central place in social theory and research. For this reason, an abductive research approach was chosen to this study, as it is better suited than an inductive or a deductive approach. Further, considering the idealist view of ontology and the constructionist view of epistemology that are shaping this research, Blaikie (2010) states that these underlying assumptions are often associated with an abductive approach.

3.3. Research design

The research design is guided by the philosophy of science. It includes the research strategies, the research choices and the time horizons. The process of the research design is to turn the research question into a research project. Hence, it is crucial to establish a methodological framework for the collection and analysis of data in order to answer the research question. (Saunders et al., 2009)

3.3.1. Research strategy

The research strategies refer to the methodological approach of how the research question is addressed (Saunders et al., 2009). In this thesis, a multiple case study strategy is applied. It includes the analysis of eight different apparel companies and it focuses on finding explanations in order to answer how stakeholders influence the sustainability agenda in garment companies.

According to Robson (2002:178), a case study is defined as "a strategy for doing research which involves an empirical investigation of a particular contemporary phenomenon within its real life context using multiple sources of evidence". For this thesis, the multiple case study strategy was suitable as the aim of the research was to conduct an empirical investigation of stakeholder influences on sustainable practices while employing multiple sources of evidence. Multiple case studies are often preferable to a single case study as it establishes whether the outcomes of the first case also occur in other cases (Yin, 2009). Consequently, the possibility to generalize from these outcomes is higher as far as tentative generalisations can be drawn from qualitative studies. By adopting a multiple case study strategy to this research, it offered comparative possibilities of either similar or contrasting findings of the different cases.

Besides the single case versus multiple cases dimension, the unit of analysis has to be specified in the research strategy as well. The second dimension concerns a holistic approach versus an embedded approach. If the research is treating the organization as a whole unit, it adopts a holistic case study approach. Conversely, if the research divides the organisation into different sub-units based on for instance departments, the case involves several units of analysis and, therefore, adopts an embedded approach. (Yin, 2009) In this thesis, a holistic case study approach is used as the interviewees of each company have the overall responsibility of sustainability within their company. Hence, the different companies were considered as a whole unit during the research.

3.3.2. Research choice

This research study used semi-structured interviews as a method to capture the underlying dimensions of stakeholder influence on the sustainable agenda. In addition, sustainability reports and the official company websites are used to identify different sustainable practices amongst the companies. As a result, there is more than one data collection technique and corresponding analysis procedures in this thesis to address the research question correctly. The multiple methods are an increasingly advocated method adopted within business and management research (Saunders et al., 2009).

The reason for using the multiple methods choice is that the two methods studies different aspects of the research question. The interviews enable an in-depth data collection where underlying influences of different stakeholder groups on companies' sustainability work are identified. The secondary data collection shows the different sustainability engagements of each apparel companies. These two different sources of data allow a corroboration of research findings within the thesis, also known as triangulation of data (Saunders, 2009). Another rationale for using multiple methods in both the collection and analysis of the data is that the different methods could be seen as a complement to each other (Saunders, 2009).

According to Saunders et al. (2009), different techniques to collect and analyze data will have different effects. They argue that it would be advantageous to use different methods in order to cancel out the "method effect". In that way, it will result in greater confidence, when drawing conclusions after the analysis. The combination of the different data collection methods contributes to a more detailed description of the studied phenomena in the eight different real-life cases.

3.3.3. Time horizons

Saunders et al. (2009) present two different time horizons. If the research of a particular phenomenon is undertaken at a particular time, this approach is called cross-sectional. Whereas the phenomenon studied over a period of time is referred to a longitudinal research. The cross-sectional approach was more suited for the purpose of this thesis. The aim was to explain how stakeholder influences are reflected in the sustainable practices in the textile industry and not investigate the development or change over time. Further, the chosen research strategy of using multiple case studies, a qualitative data collection of conducting interviews and the time constraints of this thesis are better fitted for a cross-sectional time horizon (Saunders et al., 2009).

3.3.4. Sampling

When it comes to research projects in the social science field, it is difficult to conduct both quantitative and qualitative studies, which includes the entire population that might be appropriate to the research (Blaikie, 2010). In addition, time and cost constraints will always impact the analyzed sample selection (Bryman, 2012). In this thesis, it was impossible to collect and analyze data from every possible case in the field, so there was a need to use sampling. Hence, to gain a deeper understanding of stakeholder influences on the sustainable agenda, eight different companies operating in the apparel industry were selected as case studies (see appendix 10 for the presentations of case companies). Arguably, eight different companies are sufficient to include in the study as the findings from the interviews corresponded to the purpose of research and allowed credibility in the analysis. Furthermore, after the eighth interview, the information did not provide any new insights and therefore reached data saturation.

The sample of this thesis is based on a purposive or judgemental sampling technique. This means that the cases are chosen in a non-random manner based on certain criteria, which are in turn based on the researcher's own judgment in order to address the research question correctly (Saunders et al., 2009). In this study, the criteria for the chosen cases were Swedish apparel companies engaging in sustainability practices. These cases were also suitable for the study, as the interviewees possessed a deep understanding of the phenomena of stakeholder influence on sustainable practices. According to Saunders et al. (2009), the purposive or judgemental sampling technique is often used when adopting a case study strategy.

There are different purposive sampling strategies when selecting cases (Saunders et al., 2009). For this thesis, a homogeneous sampling strategy was adopted. The reason for this is the purpose to only study stakeholder influence on sustainable practices in the Swedish textile industry. As all of the eight chosen case companies are operating in the textile industry in the Swedish market, it could be argued that it is a homogenous sample selection. The benefit of using a homogenous purposive sampling strategy is that the researchers are able to undertake research in greater depth as all cases have similar characteristics (Saunders et al., 2009). Nevertheless, the eight different companies could be divided into different sub-categories, for instance, outdoor brands, high-fashion brands and accessories brands. Due to the sub-categories, it could be argued that within the homogenous sampling there is a heterogeneous variation sampling. Saunders et al. (2009) discuss that this variation in the sampling enable the researchers to explain key themes and patterns that can be observed in the data analysis.

3.4. Data collection

To meet the objectives of the research paper, this study used both primary and secondary data. The primary data is collected through semi-structured interviews. The secondary data is collected through, among other sources, webpages, sustainability reports and annual reports from the investigated case companies.

3.4.1. Primary data collection

The primary data for this research paper consists of eight semi-structured interviews. According to Myers (2013), semi-structured interviews are the most common interview form in business and management studies. It involves a set of questions which the interviewer utilizes as a starting point. However, semi-structured interviews allow the interviewee to bring up new ideas, add important insights or develop the answers in relevant areas. The interview form also allows the researcher to customize the interview to each organization, since he or she may exclude irrelevant questions or add specific questions to the topic. Additionally, the semi-structured interview form takes advantage of the consistency in structured interviews and the openness of unstructured interviews. (Myers, 2013)

The interview questions were developed with the research question as an objective. The formulations of the questions are of an explanatory character with a large focus on "how?" and "why?" questions. All questions were sent to each interviewee in advance. In this way, all interviewees were able to make a deeper reflection on the influence on sustainability practices from different stakeholder groups in advance. Each interviewee was cautiously selected from each organization; all candidates were highly involved in the companies' sustainability work. The length of the interviews varied from 35 to 50 minutes and they were all recorded. All interviews were held in Swedish, except for the interviews with Aiko Bode and Eva Mullins which were conducted in English. All interviews were transcribed in their original language shortly after the interview was performed. Since this study was carried out by two researchers, it was possible to take different roles while conducting the interviews. During the interview, one researcher was responsible for asking the questions and focusing on the interviewee. The other researcher focused on the technical equipment as well as asking relevant follow-up questions. Follow-up questions were also sent to several interviewees afterwards in order to clarify any answers or other topics which needed to be further developed. The following table provides an overview of the carried out interviews in this study.

Date	**Company**	**Name**	**Role**	**Type of interview**	**Language**
March 8th, 2017	Houdini Sportswear AB	Mia Grankvist	Head of communication	Face-to-face	Swedish
March 8th, 2017	Björn Borg AB	Johanna Back	Sourcing Manager	Face-to-face	Swedish
March 9th, 2017	Rodebjer Form AB	Ylva Marfelt	Production Director	Face-to-face	Swedish
March 10th, 2017	Peak Performance Production AB	Åsa Andersson	CR & Quality Manager	Face-to-face	Swedish
March 15th, 2017	Fjällräven/Fenix International AG	Aiko Bode	Chief Sustainability Officer	Telephone	English
March 16th, 2017	Sandqvist Bags and Items AB	Henrik Lindholm	Sustainability Manager	Telephone	Swedish
March 21st, 2017	Nudie Jeans Co.	Eliina Brinkberg	CSR Manager	Telephone	Swedish
March 21, 2017	Haglöfs AB	Eva Mullins	Sustainability Manager	Telephone	English

Table 2. Summary of interviews.

For the sake of clarification it has to be mentioned that, Aiko Bode spoke on behalf of the Fenix Outdoor International AG which Fjällräven is part of. Fenix Outdoor is an international group focusing on products for nature and the outdoors. Fjällräven and Fenix Outdoor are two separate legal entities, but there is no distinction between between the entities in terms of sustainability content-levels.

3.4.2. Secondary data collection

Secondary data may be utilized in both descriptive and explanatory research studies (Saunders et al., 2009). This study is characterized as an explanatory research, incorporating a touch of descriptive characteristics. The usage of secondary data is well fitted for this kind of study. The first reason to use secondary data in this thesis was to build a strong knowledge base before the interviews, and thereby achieve a deeper understanding of the interviewed organizations. The second reason was to complement the primary data collected through the semi-structured interviews in the analysis to achieve a more holistic view of the phenomena. For the analysis part, only available sustainability reports and sustainability information stated on the companies' websites were used.

Secondary data may be either raw data or compiled data. Raw data has not been subjected to any processing or analysis by any researcher. Compiled data, on the other hand, has received some sort of selection, translation or summarizing. In business and management studies, compiled data are used most frequently. (Saunders et al., 2009) The secondary data used in this research paper consists of sustainability reports, annual reports, information from websites from the interviewed companies, information from sustainability specific websites, government publications and other similar data. All the secondary data sources may be characterized as compiled data, since the information has been gathered and later processed by another author.

There exist some advantages with secondary data. Firstly, it is possible to triangulate. The possibility of triangulation is highly relevant for this paper. Triangulation indicates that at least two data collection techniques have been used within one study in order to verify the collected data. In this case, both semi-structured interviews as well as secondary data in terms of official websites and sustainability reports are used. The objective of triangulation is to increase credibility by overcoming weaknesses and biases from single method studies. (Saunders et al., 2009) Secondly, according to Ghauri and Grønhaug (2005), the collection process of secondary data is considered to save resources both in terms of time and capital. As the researchers were able to save time due to the usage of secondary data, this time was instead placed on interpreting the collected data more profoundly and in that way adding more depth to the analysis.

3.5. Reliability & Validity

Reliability and validity are measures for evaluating the quality of social research. The research data must be both reliable and valid in order to be useful and valuable. In the following section, the reliability and the validity of this research is discussed.

3.5.1. Reliability

Reliability refers to the degree to which the data collection methods or analysis techniques generates consistent discoveries. A research study must contain a highly structured methodology to facilitate replication. (Gill & Johnson, 2002) LeCompte and Goetz (1982) present reliability in two different sub-categories, external reliability and internal reliability.

External reliability

External reliability addresses the subject of whether independent external researchers would be able to replicate the same study, and in that way generate the same findings. LeCompte and Goetz (1982) suggest several difficulties which the social researcher should recognize, in order to manage these difficulties related to external reliability. The first issue is the status of the social researcher, meaning to which degree the researcher is a member of studied groups. Since the researchers of this study are both professionally and personally disconnected to all interviewed companoes, the research is unbiased. Another difficulty refers to the choice of the informant who provides data. The selected interviewees in this study are all sustainability managers or employees highly involved in each organization's sustainability operations, resulting in an external reliable research.

An additional factor influencing the external reliability is related to the social setting. For instance, the informant might feel comfortable to reveal some data in one setting, but not in another. Four of the interviews were face-to-face interviews and held at the companies' headquarters, and the other four of the interviews were conducted by telephone. Consequently, all interviewees were within their natural habitat during the interview. The last issue refers to methods of data collection and analysis. Failures to present and specify the used methods of the data collection as well as the analysis may influence the possibility to replicate a study. However, the techniques of the data collection and analysis in this study are clearly specified and constitute a central part of the methodology part.

Internal reliability

Internal reliability refers to the issue if other independent researchers would describe the phenomena equally and reach the same conclusions. Multiple strategies exist to reduce possible threats to internal reliability. One of the ideal protections against these threats is the presence of several researchers. (LeCompte & Goetz, 1982) This study was conducted by two researchers, who closely monitored each step of the data collection and the analysis procedure. The two researchers participated in all interviews and evaluated the data individually before discussing findings. Another strategy to reduce threats against internal reliability is to record and preserve raw data (LeCompte & Goetz, 1982). All interviews were recorded and transcribed in order to facilitate any replication. Recognizing threats to internal reliability will enhance the study's credibility and trustworthiness.

3.5.2. Validity

The second aspect to consider is the validity of the data used in the thesis. According to Saunders et al. (2009:157), "validity is concerned with whether the findings are really about what they appear to be about". Yin (2009) proposes three different tests in order to judge the validity of the collected data; construct validity, internal validity and external validity.

Constract validity

The first test is construct validity, also known as measurement validity. Bryman (2012:47) discusses that this type of validity has "to do with the question of whether a measure that is devised of a concept really does reflect the concept that it is supposed to be denoting". It is especially challenging to test construct validity in case study research since construct validity mainly applies to quantitative research. However, Yin (2009) suggests that the use of multiple sources of evidence in the data collection phase increases the construct validity of the research. This means reassuring convergent lines of inquiry. In this thesis, this tactic was incorporated by a multiple case study approach. In that way, the collected data originated from eight different garment companies, which represented different sources of evidence. Consequently, this tactic increased the construct validity as it allowed the researchers to identify appropriate operational measurements for the concept being studied.

Internalt validity

The second test is internal validity. Internal validity refers to the issue of causality. Bryman (2012) explains that it tests whether a conclusion that includes a causal relationship between two or more variables is valid. One technique to increase internal validity is to perform pattern matching when analysing the data (Yin, 2009). In this research, the stakeholder groups are the independent variable whereas the sustainability agenda is identified as the dependent variable. In order to assess how the different stakeholder groups are influencing the sustainability agenda, pattern matching was performed through thematic coding in the collected data. This means that the data from the eight different cases were cross-matched in order to identify common patterns amongst the stakeholder influences on sustainable practices. This tactic increases the internal validity and allows a valid conclusion of the analysis.

External validity

The third test refers to external validity, which relates to the generalizability of the results of the study. If a conducted study is externally valid, the results may be applicable to a larger population than the tested sample. If a research is not externally valid, the outcome of the study cannot be applied to any other cases or respondents than the ones who have participated in the research. (Bryman, 2012). Critics regularly claim that single case studies offer poor generalization capabilities. If a researcher aims to generalize the research findings, a replication logic must be applied in the research design. In practical terms this means applying a multiple case study design. (Yin, 2009) Besides the multiple case study design, which was applied in this research, the heterogenized homogeneity within the sample size contributed to tentative generalization suggestions for the entire Swedish textile industry.

3.6. NVivo

NVivo is a computer software package aimed for qualitative data analyses, and the program is designed for researchers conducting qualitative studies with large text-based data. NVivo helps users to organize and analyze non-numerical data in a structural way. The program allows researchers to classify, sort and arrange information, examine relationship in the data and create analyses through linking and modeling. (QSR International, 2017a)

This research paper used NVivo in the analysis part in order to organize the data, facilitate the data analysis and discover potential correlations between data material. The eight transcribed interviews were all inserted into NVivo. Six companies participating in this study offered sustainability reports, and they were all inserted into the software program. Seven companies provided sustainability information at their websites, which were inserted to NVivo as well.

The above-mentioned documents were all scanned and coded in NVivo according to each identified stakeholder. At every occasion where a specific stakeholder was mentioned in the documents, this information was coded and put into a separate document. As for example, if an interviewee mentioned the stakeholder dialogue with a supplier, this text was highlighted and put together with other supplier related information into the separate document. This process is called noding, and the newly created document is called a node. In this way, the researchers had all material regarding each stakeholder in separate documents which facilitated the analysis as well as the process strengthens the reliability and validity of the study.

After all nodes were created for each stakeholder, it was possible to create a cluster analysis, comparison diagrams, hierarchy charts and find word frequencies. The cluster analysis provided information graphically on how the different nodes were clustered together by coding similarity. The comparison diagrams showed how different nodes were related to other nodes based on coding similarity. The hierarchy charts showed nodes compared by number of coding references. Lastly, the word frequency data provide information about the most used words and phrases in all inserted documents. The creation of the graphic material contributed to discoveries of relationships between variables in the study as well as it strengthened parts of the analysis.

3.7. Development of an analytical framework

In order to answer the research question in an organized and structured way, a development of an analytical framework was necessary. This study applies a thematic coding approach combined with results from the software program NVivo when developing the analytical structure.

Thematic coding is an appropriate tool for researchers analyzing qualitative data sets. The process of thematic analysis is based on identification of themes within the data, by searching for frequent patterns of meaning. The coding process requires an explicit “code”. This “code” can be a list of themes, indicators or factors that are causally related. Thematic coding allows the researcher to discover themes directly in the information or as an underlying phenomenon. (Boyatzis, 1998) In this study, stakeholder influences are considered as themes when analyzing the data. Patterns were discovered and organized according to each stakeholder group. Influences from each stakeholder were also causally linked to sustainability practices in the participating apparel companies.

The software program NVivo contributed to the development of the analytical framework. It was possible to obtain a hierarchy chart, a visual graph of nodes compared by number of coding references from NVivo. The hierarchy chart explains which stakeholder group is mentioned most frequently in the data material. This information was used when structuring the analytical framework, since it provides an indication of the importance of each stakeholder.

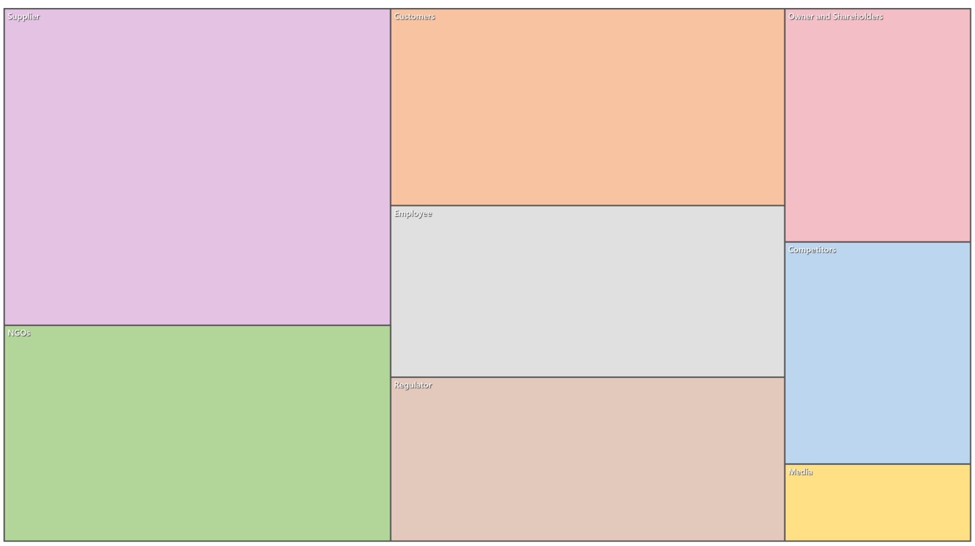

Figure 5. NVivo hierarchy chart of nodes coding by number of references.

The analytical framework is structured into eight different categories of features that were identified during the thematic analysis. For each stakeholder category, factors assumed to influence sustainability practices in Swedish apparel companies are presented, and a discussion is held based on related previous literature. The identified stakeholders, who are analyzed in this research, are customers, employees, suppliers, NGOs, owners, competitors, government and other regulatory authorities, and media. The other stakeholder groups outlined in the stakeholder theory were either not considered as relevant to the textile industry or combined with another identified stakeholder group.

3.8. Delimitations

The objective of this study is to investigate how different stakeholder groups influence the sustainable agenda of companies operating in the Swedish garment industry. As this thesis adopts an interpretative research paradigm, this means that all findings of this study are based on the perceptions of the interviewees. Hence, the findings may not be considered as objective facts. However, the social actors, in this case the sustainability managers, are responsible for the development of strategies and implementation of sustainability, thus it could be argued that their perceptions should be considered as justifiable.

When considering the case study method, the selected sample is garment companies operating in the Swedish textile industry. Despite the eight companies' similarities, these garment companies also had some distinguishing organizational characteristics. For instance, they all varied in size, turn over, age, sub-segments within the garments industry, products and ownership structure. This might contribute to difficulties when comparing and analyzing the cases due to the dissimilarities. However, these differences in company characteristics form a wide variety and cover different companies in the Swedish garment industry, which in turn suggest generalizations opportunities for the entire garment industry. Nevertheless, the findings of this study cannot be applicable to any other industry as the stakeholder influences might differ significantly.

Regarding the data collection, several aspects might limit any findings of this study. The interviews were carried out in Swedish, but the analysis was conducted in English. The differences in languages could cause disconvergence between the actual statement of the interviewee and the outcome in the analysis. However, the researchers were aware of this language barrier and approached this delimitation with caution. Another aspect is that only one social actor of each company was interviewed, which might cause a single-minded view instead of an objective perspective. However, the primary data was triangulated with the secondary data in order to critically assess the findings.

4. Analytical framework

The aim of this chapter is to provide an answer to how the sustainability agenda of garment companies in the Swedish textile industry is influenced by different stakeholder groups. In order to fulfill the objectives of this study, relevant stakeholders of garment companies are identified and their influences are analyzed based on the theoretical framework presented in chapter two. The chapter is structured in accordance to each individual stakeholder group.

4.1. Customers

4.1.1. Customer identification

Freeman (2010) stated in his stakeholder identification that the picture is oversimplified, since all groups may be broken down into smaller classes. In addition to this, Freeman (2010) suggested that all customers are not the same. All companies studied in this thesis made a clear difference between retailers and end-consumers, but both groups are considered as customers. This may be perceived as a development of the complex business environment, also discussed by Freeman (2010).

The eight participating companies in this study operate both own stores and sell their products through retailers. Due to a rapid change in globalization, technology and product development over the last of decades, companies can no longer solely rely on the end-consumer. Selling products through retailers is a must if companies aim to reach all potential end-consumers. The development of the market place structure has had an impact on sustainability practices of the investigated companies. The companies have received an additional stakeholder beyond the classic end-consumer, a new stakeholder which must be maintained. This requires time, energy and communication. Differences in motives from the two stakeholder groups might also impact the sustainable operations conducted by the apparel companies. The two stakeholders, the retailer and the end-consumer, will be analyzed individually in this chapter due to their dissimilarities in influence on sustainable practices.

4.1.2. Retailers' influence on the sustainability agenda

Retailers' sustainability demands

Retailers are a business or a person who sells products to the end-consumer. They are independent actors on the market place with their own agenda, purpose and motives. The retailers decide what products they wish to sell, how they want to sell their products and when they wish to sell the products. As retailers possess power over their own stores, garment companies must adapt accordingly. Six out of eight investigated companies in this study explained how the retailers in today's market have different demands regarding product sustainability than end-consumers. Findings in this study show that retailers tend to have tougher requirements. This influence is reflected in the analyzed companies' sustainability operations and product development, since the companies must develop, produce and sell products in accordance to the retailers' sustainability demands.

A concrete example found in this study is the issue regarding perfluorocarbons (PFCs). It is a substance used for its ability to create water-, fat-, and grease repellent surfaces. PFCs is used within the outdoor textile industry among other industries. A tendency discovered in the data was that some retailers have started to introduce restrictions regarding products containing PFCs. Due to these restrictions, the companies are forced to develop new products which contain PFC-free water proofing that in turn are more sustainable solutions. Haglöfs, for example, strives to phase out all PFCs in its material by 2020 (Haglöfs, 2016), and Houdini aims to reach the same goal by the fall of 2017 (Houdini, 2017a).

The influence from the retailers towards the development of sustainable products is also a result of power, legitimacy and urgency. The retailers have the direct power to accept or deny any products from the brands. Additionally, several retailers share characteristics with many of their brands which they sell. For example, Houdini is an outdoor brand as well as the retailer Naturkompaniet is an outdoor store. Therefore, it is of importance for Houdini to be present in the store from a legitimate point of view. Moreover, the retailers' claims are considered as legitimate as well due to the contractual relationship between garment companies and retailers. Lastly, if the brands do not manage to contract their products into the stores of the retailers, they will not be able to sell their products. Moreover, due to transience of trends and the changing seasons of the textile industry, this may be considered as an urgent issue. Since the retailers possess power, legitimacy and urgency, the stakeholder is considered as a definitive stakeholder in terms of Mitchell et al.'s (1997) framework. To summarize, retailers influence sustainable practices in the textile industry since they possess the three attributes, contributing to a high degree of stakeholder salience.

According to Pedersen (2006), organizations do not have the capacity or resources to include all stakeholders in the stakeholder dialogue. Therefore, a selection of important and less important stakeholder is crucial. Regarding the retailers in this study, it is clear that the companies must communicate and maintain the dialogue with the retailers. To sell any products through the retailers, garment companies must obey the demands which are communicated via the stakeholder dialogue.

The need for product information regarding sustainable features amongst retailers

Another influence affecting the sustainability agenda of companies in the Swedish textile industry is the need for product knowledge of the sales staff in the retailer stores. Shown in the interviews, four out of eight brands stated in the interviews that they offer regular education sessions with retailers, partly impacted of the increased end-consumer awareness in sustainability topics. The retailers might be viewed as an extended arm between the end-consumers and the brands. Since the retailers represent a significant part of the market for many brands, education of retailer staff is considered as essential.

Additionally, the need for product information forces the companies to provide further transparent information, both through their regular online channels such as websites as well as social media, and through information tags attached directly to products. In order to provide education and be transparent, the companies must attain sustainable knowledge and understandings themselves. As a result, the need for product information from the retailers is influencing the companies to offer product education, be more transparent and attain deeper sustainable knowledge. All these factors will influence sustainable operations within apparel companies in the Swedish market.

One of the investigated companies in this study is Fjällräven, a company engaging in the education of retailers. Bode (2017), sustainability officer of Fenix Outdoor stated “and also here we give education, I’m travelling next week to retailers in Germany and Sweden in order to educate them in our sustainability agenda”. This quote indicates that retailers of Fjällräven are influencing Bode to provide sustainability education. This factor influences Fjällräven to be more transparent of its sustainability practices and attain deeper sustainability knowledge, which is later visible in its daily sustainability operations. Furthermore, Mullins (2017) at Haglöfs confirmed that the importance of these education clinics is increasing, and that retailers explicitly request these clinics regarding sustainability today.

The framework of O’Riordan and Fairbass (2008) regarding stakeholder dialogue can be applied in the discussion of retailers’ need for product information. The framework presents four interrelated domains, one being the context. The context considers the two players within the contextual environment they operate in. (O’Riordan & Fairbass, 2008) As discussed earlier, the retailers possess power since they decide what product to accept or not into the stores. However, the retailers would not be able to operate any stores without the products of the brands. Also, the retailer’s staff must possess product knowledge in order to be perceived as reliable when they sell products to end-consumers. Therefore, the relationship within the economical context is interdependent between the retailer and the brand. This affects the relationship between the two actors as well as the stakeholder dialogue between them. Subsequently, the companies have some power as well, but the retailers remain the more dominant actor in the relationship.

4.1.3. End-consumers’ influence on the sustainability agenda

End-consumers’ ability to pay for sustainable products

The data collection revealed that all eight companies considered their end-consumers as one of the most important stakeholders among all possible stakeholder groups. The end-consumer is the actor who will buy the product in the end, and must believe the product provides value and quality for money. Additionally, three of the interviewed companies mentioned the purchasing power of the end-consumer in terms of monetary measures. End-consumers do not have unlimited cash flow, and therefore, companies must match the monetary limitations derived from the end-consumers. Consequently, end-consumers influence sustainability practices in Swedish apparel companies due to their ability to pay for sustainable products. This is visible because the companies must prioritize among sustainability actions due to the monetary limitations. This is an issue since several sustainability choices are more expensive than non-sustainability alternatives in today's market place.

Companies in general are dependent on their revenues and costs. The revenue is derived from end-consumers' purchase of products, and the cost is a total sum of administration, marketing, cost for manufacture and other additional costs related to the selling of products. Therefore, the end-consumers set the boundaries indirectly for the organizations' costs, and in turn, the organizations' sustainability choices. Marfelt (2017) at Rodebjer discussed how the price of products influences the margin and in turn the possibility for sustainable practices. As a premium brand, Rodebjer can charge higher prices for its products and in that way minimize the risk of the supplier taking the burden of any potential downward pressure on prices.

Discussions regarding sustainability often refer to either the environmental aspect of sustainability, or the social aspect of sustainability. The TBL philosophy argues that the economical perspective is as important as the other two aspects. The internal emphasis of the economic part of the TBL philosophy refers to the creation of financial wins in the long-term, rather than maximizing any short-term gains. (Savitz, 2013) The idea of the TBL is relevant when discussing end-consumers' influence on sustainability practices. End-consumers' ability to pay for products have an impact on how much resources garment companies may place on sustainability operations. As a result, the economic perspective of the philosophy sets the standards for the environmental and social aspect, both in theory and in practice.

Friedman (1970) argues that corporations do not possess any responsibilities, except generating as much money as possible to the owners of the business. Even if the article is rather old and Friedman's views are considered as extreme, his main point may be related to what Mullins (2017) stated in her interview. Companies cannot survive and continue their business without any revenue. In turn, without any business, companies cannot perform any kind of sustainability work either. This indicates that the core business of garment companies is still the primary focus, and this focus cannot be depressed by the sustainability aspect. However, Porter and Kramer (2011) argue that the sustainability focus and the core business do not have to contradict each other. Instead, it is possible for garment companies to create economic values while creating value for society at the same time.

End-consumers' increased sustainability awareness

Another influence affecting garment companies is the increased end-consumer awareness. Six out of eight companies highlighted an emerging trend among their end-consumers. They witnessed an increased awareness in sustainability topics as they have received more questions regarding different sustainability matters over the last period of time. The questions vary from issues concerning chemicals to social aspects of sustainability. Regardless the number of questions, the garment companies must recognize this stakeholder and respond to their claim, as end-consumers' are considered as one of the most important stakeholder groups. This end-consumer awareness has pushed companies to provide traceable information regarding their products, and to become further transparent regarding their operations. Seven out of eight companies participating in this study offer sustainability information at their websites, which is an influence from the increased end-consumer awareness.

In accordance to the traceability and transparency subject, Nudie Jenas has initiated an online production guide where the company presents all its suppliers with addresses of the factories (Nudie Jeans, 2017a) and it has started to publish summaries of audit results in its sustainability report (Nudie Jeans Co., 2016). Furthermore, Brinkberg (2017), the sustainability manager at Nudie Jeans, mentioned that Nudie Jeans will start to push communication towards the end-consumers more in the future since she experiences that end-consumers are ready to understand the sustainability operations conducted by the company. In addition, Stauffer (2017) reports that there is a growing trend of garment companies adopting supply chain transparency. Further, he continues that this exposure of production factories has been a sensitive topic in the past, and it has been hidden from the eyes of end-consumers for a long time.

End-consumers' influence on the traceability and transparency initiatives can be explained by Pedersen's (2006) framework. The companies have kept a stakeholder dialogue with the end-consumers and interpreted their expectations through the interpretation filter. The companies decided to response to the expectations through the response filter. This process has resulted in the implementation of corresponding actions and it is, for example, visible through sustainability information at the apparel companies' websites.

The reason why the last company that does not offer any sustainability information at its website, could be result of several factors. The company is the smallest company participating in this study in terms of turnover, and therefore it might be a matter of resources. Moreover, this company has not appointed a sustainability manager or a department working actively with sustainability issues. Another factor might be that this company has not been pushed by its end-consumers to the same extent as the rest of the investigated companies. However, even though this research is shaped by an interpretive perspective, it could be discussed if sustainability is truly incorporated in the company's culture as the interview revealed, due to the lack to sustainability information and reports.

End-consumers' increased engagement in the product life cycle

The last identified influence from end-consumers in this research is their role in the garment life cycle. Garment companies must include end-consumers in the product life cycle in order to close the loop completely. By definition, Brismar (2015) explains the "closed loop system" as "a societal system where products and their components are designed, manufactured, used and handled so as to circulate within society for as long as possible, with maximum usability, minimum adverse environmental impacts, minimum waste generation, and with the most efficient use of water, energy and other resources throughout their lifecycles". The analysis implied that garment companies have increased their attention to the closing the loop.

Seven out of eight garment companies explicitly stated the importance of the end-consumers' responsibility in the product life cycle during the interviews. The product life cycle starts in the design and planning phase and ends in the user phase. In this phase, the end-consumers play a significant role as garment companies have to rely on the end-consumers' participation in closing the loop. In this context, it is possible to identify a stakeholder dominant relationship, as companies are dependent on active participation of end-consumers in the end phase. As a result, the apparel companies are reversely influenced by the end-consumers' responsibility in the end phase of the product life cycle in order to close the loop.

An example of an apparel company actively working with closing the loop is Houdini. At its website (Houdini, 2017b), the company states how it works with recycling, repairs, rentals and second-hand. These are all examples of actions to close the loop or extend the lifetime of a clothing product. Houdini has no direct control over the garments after these have been purchased by the end-consumer. Instead, the company facilitates this process by establishing the above-mentioned actions in order for end-consumers to treat their products in a sustainable way in the end phase of the product life cycle. On the other hand, Mullins (2017) at Haglöfs stated that recycling initiatives based on multi-brand or store-specific schemes might be more efficient rather than recycling initiatives from from one single brand.

When discussing the end-phase of the product life cycle, it is essential to address the issue of responsibility of each actor at the market place. It could be argued that the responsibility in the end-phase belongs to the individual end-consumer, on the other hand, it could be considered to be the responsibility of apparel companies. Besides the issue regarding the responsibility in closing the loop approach, it receives an additional dimension of complexity since collecting used textiles in Sweden is not supported by any legislation (Region Gotland, 2017). In case of Sweden, used clothes and textiles are treated as bulky waste. Due to the lack of regulation to tackle this issue, garment companies can only encourage their end-consumer to actively participate in the circular product life cycle.

4.1.4. Summary of retailers and end-consumers' influence

As mentioned earlier, Freeman (2010) views customers as one single stakeholder group, while retailers and end-consumers have been analyzed separately in this study. Both retailers and end-consumers have an impact on the sustainability practices in Swedish apparel companies, however, the influence is based on different motives since the two groups possess different agendas. Retailers have the power to decide what products they accept in their stores and require product sustainability education. The end-consumers push for transparency, traceability and are highly involved in the end-phase of the product life cycle. Additionally, end-consumers set the economic framework for the garment companies. If combining retailers and end-consumers to one stakeholder group, customers, the customer group plays a vital role in apparel companies' sustainability practices in Sweden.

4.2. Employees

4.2.1. Employee identification

Employees play a significant role in organizations, they are the fundamental actors performing and executing all operations. When applying the framework created by Mitchell et al. (1997) to the case with employees, it is clear that employees are relevant stakeholders with high salience. Due to the fact that employees are the actors turning all sustainability decisions into actions, companies must treat them well in order to gain legitimacy. The employees possess power since they are the fundamental base of all companies in this study. In terms of urgency, employees expect to be seen and heard by their superiors. Furthermore, employees expect to receive response when they express their opinions, also in sustainability matters. Therefore, employees are characterized as a definitive stakeholder, possessing the three attributes legitimacy, power and urgency.

In this study as well as in academia, employees are considered as one unit of analysis. However, in practice there are several different types of employees in organizations. For instance, this could be employees at different departments, employees at different levels in the organization and employees with different types of responsibilities. It is evident in this study that all employees not have the same possibilities to include sustainability actions in their daily tasks. For example, it might be easier for the production department to choose sustainable fabrics and therefore make a difference, than it is for the financial department to make the same sustainable impact. However, this study revealed that suggestions on general sustainability practices from any employees were a common occurrence.

4.2.2. Employees' influence on the sustainability agenda

Employees as an important resource

All companies participating in this study underlined the importance of their employees. The employees were often mentioned first or second when discussing central stakeholders. The employees influence sustainability practices in apparel organizations since the employees must be sustained and treated well, which can be viewed as a social aspect of sustainability. This indicated a mutual dependency relationship between garment companies and employees. The employees are the actors executing all operations within the companies, both general tasks and sustainability related tasks, thus all studied companies expressed the importance of taking care of the employees.

An example found in this study is the Sport Hour at Björn Borg's head office. The aim of the Sport Hour is to activate employees and contribute to a healthier life. (Björn Borg AB, 2017) Back (2017) at Björn Borg also highlighted Björn Borg's focus on stress management to induce a work-life balance and that employees participate in diet and exercise education regularly. These examples show that employees influence the sustainability agenda of garment companies due to the mutual dependence relationship. Since employees are seen as valuable resources to the company, garment companies engage in different social aspects of sustainability in order to contribute to a healthy lifestyle.

Porter and Kramer (2011) discuss the concept of shared value. This is explained as "creating economic values in a way that also creates value for society by addressing its needs and challenges" (2011:4). The philosophy of shared value is relevant when discussing the social aspect of sustainability and employees. The results of the Sport Hour at Björn Borg have a double effect; the employees feel better, stronger and happier as well as the employees become more productive and efficient with their work tasks. There are studies advocating exercise as a mean to become happier and more productive (Friedman, 2014). Therefore, one can argue that Björn Borg has created shared value by providing health opportunities for the employees, since the employees will feel better as well as the productivity for the organization increases.

Another relevant topic when analyzing employees' influence on sustainability practices is the concept of Triple Bottom Line (TBL). The example from Björn Borg may be applied to the TBL, since the Sport Hour, stress management and diet education is initiated for the employees' health and improving their lives. Employees' health mirrors the social aspect of the philosophy, and the increased productivity mirrors the financial perspective. Arguably, the environmental aspect is indirectly addressed through employee's increased productivity, since regular exercise contributes to enhanced creativity and improved concentration (Friedman, 2014), which in turn improve the company's environmental operations as well.

The new generation's interest in sustainability matters

Another influence derived from employees is the distinct sustainability interest from the new generation just entering the labor market. Five out of eight companies investigated in this study expressed the apparent interest in sustainability from younger people. The interest from the younger employees influences organizations in the Swedish garment industry in two main ways. Firstly, the increased interest in sustainability matters from the new generation contributes to new sustainable ideas. Secondly, the apparel companies must communicate clearly and openly about their sustainability practices in the organization in order to attract talents.

An example in this study can be found in the interview with Mullins (2017) at Haglöfs "internal drivers, especially young people that come and want to work for Haglöf's have a big drive. They care about sustainability matters. Everything we do internally is sustainability, everything from shop interiors to business cards to logistics. Younger generation of employees will generate more sustainable operations in the future". This tendency discovered in the data strengthens the idea that the new generation will generate sustainable innovations in the future, as the millennials have been shaped by the global phenomena of sustainability. This means that sustainable thinking is an integrated part of many young people, thus procedures and operations will be more sustainable instinctively in the future.

The other sustainable practice visible in the Swedish textile industry triggered by the sustainability interest of the new generation refers to communication and transparency. In order to attract potential young employees, companies must clearly communicate their sustainability vision and mission through their channels. Back (2017) outlined the importance for younger people to be able to represent the values of their employers. Hence, these values as well as the vision of the company have to be stated clearly contributing to a more transparent approach in their agenda.

When analyzing the customers earlier in this chapter, the discussions concerned the development of the market place, specifically how the retailers have become a significant player at the global arena. Just like the retailers' position has changed, the employees' position has changed as well. A few decades ago, employees were considered as workers, not far from to robots. Back in history, employees were expected to work long days with no breaks. Today, the relationship between employee and employer is different. The relationship is more balanced and this is visible when companies hire employees from the younger generation. The younger generation expects to be treated with respect as an employee. The same with sustainability operations, a large part of the younger generation expects to work for organizations working actively with sustainability.

Employees' interest in the outdoor life

The last influence on the sustainability agenda of garment companies derived from the employees' genuine interest in the outdoor life. Four out of eight companies investigated in this research are characterized as outdoor brands. All outdoor brands in this research pointed out their employees' interest for the nature and the wildlife (Andersson, 2017; Mullins, 2017; Bode, 2017; Grankvist, 2017). Consequently, four out of eight companies discussed their employees' affection for the outdoors, and how it influences the organization. Since these employees spend a lot of time enjoying the outdoors, they witness how the environment slowly changes, for example, the glaciers are melting and rising sea levels. Hence, employees see the large impact on the environment and their authentic caring for the environment influences the employees to take on own sustainable initiatives within the company.

In this study, an example is found in case at Peak Performance. Andersson (2017), the CR and quality manager, said in her interview "I am lucky to work at a company with a lot of people who have an outdoor interest. They love to be out in the nature and there is a large interest to push for these kinds of questions [sustainability matters]". As shown in the quote from Andersson, there is an automatic drive from the employees to actively work with sustainability matters due to their passion for outdoor life.

Continuing with the example of Peak Performance, the company just recently started a partnership with the organization Protect Our Winters (POW). POW is a non-profit environmental organization aiming to raise awareness to and fight against climate change. According to Andersson (2017) the final push to become a member was a result of a designer's own interest in the non-profit organization. The partnership with the non-profit organization is a result of one employee's passion for the outdoor, which in turn ended with a concrete sustainability action by Peak Performance.

In comparison, the employees of Rodebjer, a premium fashion brand, do not have an explicit passion for the outdoor life as the employees at the outdoor brands involved in this research. This has an impact on the sustainability practices of Rodebjer. Their employees will instead conduct sustainability operations such as fabric choice based on other factors than their personal passion for the nature.

According to Freeman (2010), the issue is not only to simply understand the employees, as he relationship between company and employee could be more complex because the employees are often customers, stockholders and members of special interest groups at the same time. In case of the emplyoees' interest in the outdoor life, the relationship between garment company and employee is complex. In this context, employees are also considered as end-consumers as they most likely possess garments and gears from their employer. This is well demonstrated in the example of Peak Performance''s designer who is also a member in POW and therefore influenced the company's sustainability agenda. This shows that the relationship between the employees and the employer might have an additional dimension which makes the context complex.

4.2.3. Summary of employees' influence

Employees were considered as one of the most important stakeholder among all participating apparel companies in this study. Employees influence the sustainability agenda in three main ways. First, employees are an essential resource for the organizations and must therefore be treated carefully and with respect. Offering flexible working hours, sport hours and other activities which will improve employees lives, is considered as a social aspect of sustainability. Secondly, the younger generations employees' strong interest in sustainability matters have an impact as well. The strong drive contributes to new sustainability initiatives. The strong drive also forces companies to clearly communicate the organization's sustainability practices, in order to attract potential talent. Lastly, employees in the four outdoor brands in this research have a genuine passion for the outdoor life, which in turn influences organizations' sustainability operations.

4.3. Suppliers

4.3.1. Supplier identification

In this section the relationship between companies and their suppliers is analyzed. Further, it discusses how the supplier influences are reflected in the sustainability agenda of the studied apparel companies. As Freeman (2010) states, the emerged business environment has transformed the relationship, leading to interdependence between companies and suppliers. This means that there has been a shift from supplier dependency to a mutual reliance.

The textile industry is known for its unsustainable operations, especially in the supply chain, and this has been widely discussed in the media over the past years (Gunther, 2016; Gad, 2017; The Economist, 2017). As a result, the corporate responsibility of companies goes beyond the own internal operations, forcing companies to take full responsibility for the whole supply chain as well. This responsibility is an indicator of the interdependent relationship mentioned above. However, the process of identifying unsustainable operations and implementing counter-actions accordingly requires an open and transparent dialogue from both parties.

The studied companies all discussed their relationship to their suppliers and how they are communicating on a regular basis. Considering the work of Pedersen (2006), the response filter of the stakeholder dialogue is essential in order to operationalize this dialogue into sustainable solutions. The analyzed data, both primary and secondary, indicated that the dialogue between companies and suppliers is central in the general sustainability work and companies are constantly aiming to improve the operations in the supply chain. In the following part, several examples of concrete actions in terms of sustainability are stated, which have been operationalized due to the influences of suppliers.

4.3.2. Suppliers' influence on the sustainability agenda

The lack of sustainability awareness in the supply chain

The first identified influence in the data is the lack of sustainability awareness and knowledge amongst suppliers in the textile industry. This lack, both in terms of low social compliances and high environmental impacts, has been up for discussion for the last decades. The outcome of the data indicates that this type of influence is reflected in several sustainable practices. As the garment companies are responsible for the whole supply chain operations, they need to gain a better understanding of the current performance level and the respective development areas of their suppliers in order to set priorities in the sustainability agenda. Hence, this influence has affected companies to partner up with different non-governmental organizations (NGOs) in order to receive the needed support when approaching sustainability initiatives in the supply chain.

In terms of the low standards in the production plants, garment companies can offer training and education to suppliers and their workers. For instance, three of the studied apparel companies have partnered up with Fair Wear Foundation (FWF) who organizes education and training programs to improve workplace conditions in the supplier factories (FWF, 2017a). Arguably, with the help of the niched interest of the NGOs, garment companies can actively advocate socially sustainable operations and conditions by training them to operate more sustainable and educating them on their rights.

Besides offering education and training opportunities, NGOs such as FWF perform independent audits on the behalf of the apparel companies to verify compliance. These audits could also be seen as a communication tool in the stakeholder dialogue between company and supplier. It could be argued that the garment companies' idea behind these practices is to increase the social aspect of sustainability by addressing working conditions and workplace safety in a continuous improvement process for the suppliers. However, the independent audits could be discussed to vague and superficial, as it is difficult to identify the significance of these audits.

In addition to the social focus of NGOs, the environmental aspect also influences the collaboration with NGOs. For instance, a majority of the analyzed companies have partnered up with the organization Swedish Water Textile Initiative (SWTI). The vision of SWTI is to catalyze a shift towards sustainable production in the textile production industry in term of water consumption (SWTI, 2017). Another NGO with focus on the environmental aspect is the chemical group Kemikaliegruppen SWEREA, which provides a platform for chemical knowledge in the textile production. Nudie Jeans and Haglöfs are two of the companies that are members in this organization (Nudie Jeans Co., 2016; Mullins; 2017).

Overall, the influence of the lack of sustainability awareness in the supply chain is reflected in several sustainable practices of an apparel company. A tendency discovered in this context, is that this influence of suppliers is highly correlated to NGOs. This means that most of the sustainable practices garment companies have operationalized when responding to this influence, is in collaboration with different NGOs. In the following graph derived from the software package NVivo, the correlated relationship is clearly shown between the two stakeholders due their similarity in codings.

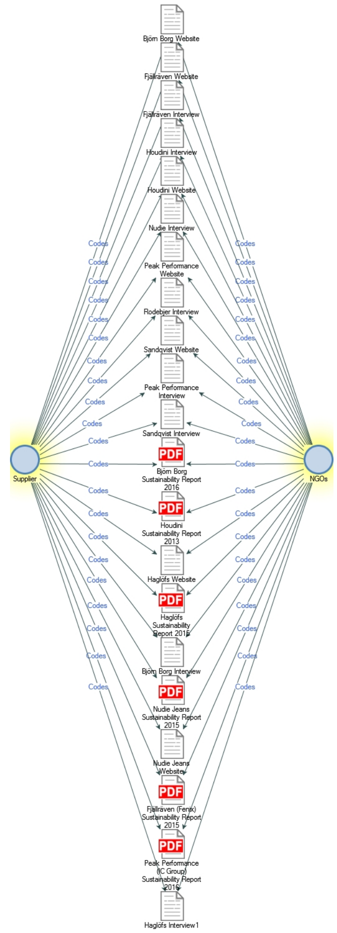

Figure 6. NVivo comparison diagram between suppliers and NGOs based on coding similarities.

During the interviews, all companies highlighted the long-term relationships and the open communication in order to build trust. This implies that the apparel companies should support the development of suppliers and build strong relationship based on mutual trust in order to become more sustainable. Furthermore, it could be argued that suppliers are discretionary stakeholders (Mitchell et al., 1997), as suppliers only possess the legitimacy attribute due to the contractual dependency relationship. Yet, the evolving partnership between garment companies and suppliers might lead to the possibility for suppliers to acquire the attribute power as well. In that way, suppliers do not only have a legitimate claim but might also have some power to influence the garment company to a certain extent.

In regard to the social improvements in the supply chain, it could be discussed that there is a general shift in the industry from social focus to environmental focus. The reason for this trend could be that the social issues in the supply chain have reached “accepted standards” today. This was for instance discussed in the interview with Back (2017), who pointed out child labor as an issue related to the 1990s, and not relevant in the year of 2017. Instead, apparel companies are concentrating on environmental issues such as phasing out the perfluorocarbons (PFCs) in products (Houdini, 2017a; Andersson, 2017; Fjällräven 2017a; Haglöfs, 2016) or improving production processes for water and chemicals (Björn Borg AB, 2016).

However, the supply chain is a complex network with different tiers and in combination with the general low awareness level of sustainable practices amongst suppliers, the improvement processes in these areas are time-consuming and complicated. Therefore, it could be difficult to identify direct improvements in the supply chain. Nevertheless, the data analysis showed that all apparel companies are investing time and resources in this matter. The garment companies' focus on the supply chain is evident in the data analysis as the term supplier is one of the top 20 most frequently used terms according to the word frequency query of NVivo (see appendix 12).

As a result to the sustainable initiatives in the supply chain, the sustainability awareness and knowledge of suppliers may increase, and suppliers might gradually start to engage in some sustainability-related topics as well, which was discussed by Bode (2017), Grankvist (2017) and Back (2017) during their interviews. With regard to the lack of sustainability awareness, the knowledge degree of some suppliers is higher compared with the general supply chain found in this data. An example of this is the fabric supplier Teijin Fibers who has been working in a closed loop approach with recyclable chemical polyester (Grankvist, 2017; Mullins, 2017).

Increased supplier engagement in sustainable practices

The second influence is the increased supplier engagement to sustainability, which in turn contributes to circular productions. Due to the textile industry's unsustainable operations, the apparel companies' efforts to achieve circular productions are crucial when striving towards sustainability (Cahalane, 2014). As part of this process, companies operating in the garment industry have to rethink their business models. By working with engaged and committed suppliers, the apparel companies could turn the unsustainable textile industry into a more circular and sustainable one instead.

This supplier influence is exemplified amongst others the cases of Haglöfs and Houdini. For instance, Grankvist (2017) explained how Houdini started to work with a fabric supplier of recyclable fibers in Japan. In that way, Houdini addressed one part of the closing the loop approach. In Houdini's case, the supplier's commitment to sustainable practices and recyclable fibers enabled the outdoor brand company to have a circular production, which is one part of the close the loop approach.

In this context, the interdependent relationship between apparel companies and suppliers become more noticeable. The business environment has shifted towards creating a sustainable world, hence companies need to engage in sustainable practices and develop a circular production (Cahalane, 2014). This illustrates how the supplier's importance has increased and how companies are dependent on suppliers to actively engage in sustainable efforts. As a result, suppliers are often viewed as partners nowadays and apparel companies set the sustainability agenda in dialogue with the suppliers. The emphasis is on mutual trust, open communication and long-term relationships.

When applying Pedersen's (2006) framework of different factors influencing the operationalization of stakeholder dialogue to this context, it is visible that apparel companies have to invest resources in order to implement sustainable practices. The sustainability engagement of garment companies indicates first of all high commitment to reach sustainable decisions between the interests of both companies and suppliers. Second, it indicates a high consciousness of the apparel companies as they aim to integrate the dialogue with the suppliers as an essential part of the business.

The underlying condition for circular productions is high sustainability engagement of suppliers. With regard to this mutual reliance between apparel companies and suppliers, Porter and Kramer's (2011) concept of shared value could be applied. Porter and Kramer (2011) argue that the synergy increases when organizations approach the societal issues from a shared value perspective. By viewing suppliers as partners and set common sustainability goals, garment companies and suppliers can invent alternatives to tackle the unsustainable operations to a certain degree and in that way contribute to a sustainable industry with emphasis on circular production.

4.3.3. Summary of employees' influence

To conclude how the supplier influences are reflected in the sustainability practices of garment companies, the analysis identified two broad patterns in the data. The first identified influence is the lack of sustainability awareness amongst suppliers. The effect of this influence on garment companies is to partner up with different NGOs whose primary focus is to improve and support different aspects in the supply chain. With the help of these partner NGOs, the apparel companies can address both social and environmental issues in the supply chain and in that way increase the awareness level of suppliers. A second pattern in the analysis indicates that apparel companies are striving towards a holistic close the loop approach. One central part in this approach is the circular production. This circular production is enabled by the higher commitment and engagement in sustainability efforts amongst the suppliers in the textile industry.

4.4. NGOs

4.4.1. NGO identification

This part of the analysis concentrates on how non-governmental organizations (NGOs) are influencing the sustainability work of garment companies. First, it is important to identify this stakeholder group and understand its characteristics. In regard to the literature, Freeman (2010) classifies NGOs as external stakeholders to companies but he distinguishes between environmentalists and special interest groups (SIGs). According to Freeman, environmentalists are stressing on controversial issues and, therefore, companies must take them into serious consideration in the business operations. SIGs, on the other hand, are described as a stakeholder with a significantly interest in particular issues. This thesis includes both environmentalists and SIGs into the umbrella concept of NGOs (see appendix 11 for presentations of NGOs).

Two different types of NGOs were identified in this research; activists and partner NGOs. Activists are for instance Greenpeace or People for the Ethical Treatment of Animals (PETA) whereas partner NGOs are Fair Wear Foundation (FWF) or Fair Labor Association (FLA). The difference between these two types of NGOs is that Greenpeace and PETA tend to adopt a more aggressive approach in their agenda while the partner NGOs collaborate with the garment companies. In regard to Freeman's definitions, the characteristics of activists can be compared to those of the environmentalists, but the focus might be directed towards another issue than the environment, for instance PETA's agenda is animal rights. The partner NGOs can instead be assimilated with SIGs as they both have a particular interest in a certain issue.

4.4.2. NGOs' influence on the sustainability agenda

Activist NGOs raise attention to controversial topics

NGOs are independent organizations often with a special interest in a particular topic. In terms of their influence on sustainable practices, the first identified influence is that activists raise attention to controversial topics in the textile industry. This affects companies to engage in the topic raised by the activists, and the influence is reflected in an immediate response.

When applying the stakeholder salience model of Mitchell et al. (1997) in this context, it could be argued that activists possess the attributes power and urgency but lack the legitimacy of the claim. When considering Greenpeace's aggressive approaches to raise awareness, it has the power to achieve their desired outcomes, as well as demand immediate actions of the garment companies. However, Greenpeace's actions are outside the bounds of legitimacy and are sometimes considered as extreme or dangerous in some cases. Therefore, the activists could be classified as dangerous stakeholders.

Arguably, these activists have a significant influence on what the apparel companies are focusing on. For instance, Mullins (2017) mentioned how these external activists such as Greenpeace and PETA influence the whole textile industry. It follows that the activists are powerful mechanisms with the ability to reach out to a big crowd when stressing about a certain issue. Examples of real cases are Greenpeace's campaigns about microplastics in the ocean and perfluorocarbons (PFCs) in products, or PETA's critics of the down flow in the textile industry.

For example, the influence of Greenpeace's campaigns on PFCs could be seen in the sustainability agenda of the outdoor brands participating in this study. As mentioned earlier in the analysis, the outdoor brands intend to end the use of PFCs-based water repellent treatments for its products (Haglöfs AB, 2016; Houdini, 2017a; Andersson, 2017). In case of PETA, the animal right activist group criticized apparel companies that use untraceable down material. Bode (2017) explained how Fjällräven initiated a traceable system of the down flow to show the down's origin, and that the animals were treated in a responsible way. This traceable system initiated by Fjällräven contributed to full transparency in the supply chain in this matter.

Both the cases with Greenpeace and PETA exemplifies how the garment companies are forced to engage in the specific topic and implemented sustainable actions in accordance to the NGO's demands. This implies that the NGOs are powerful stakeholders, and topics raised by NGOs need to be addressed by the garment companies. Furthermore, the companies might work more proactively towards developments of sustainable solutions in order to avoid any exposure.

Over the last decades, the relationship between activists and garment companies has been shaped by respect and fear, and contributed to an inefficient stakeholder dialogue. However, this relationship tends to be changing. Apparel companies are incorporating sustainability in the supply chains and are willing to discuss controversial topics raised by activists. Both Grankvist (2017) and Bode (2017) talked about this evolving relationship in their interviews. This means that the relationship is characterized by an open communication and developing the sustainability agenda together.

For the future, the outcome of the data analysis indicated that the aspiration of apparel companies is to have an open dialogue with NGOs such as Greenpeace and PETA. The relationship between companies and activists is, therefore, changing as well and it is becoming more similar to the one between companies and partner NGOs. Consequently, the future-scenario is that all types of NGOs should be seen as collaboration partners and together move towards a sustainable textile industry. However, this it is questionable if the effect of these activists will have the same result if their approach is less aggressive. The less aggressive approach might reduce the fear and respect which currently is shaping the relationship, and this in turn would hinder the proactive work of garment companies in sustainability matters.

Partner NGOs provide expert knowledge

The partner NGOs have a different approach than the activists, thus the relationship between apparel companies and NGOs is different in this context as well. This type of NGO is seen as a partner from whom companies can gain useful knowledge in order to implement sustainable practices. Therefore, the identified influence is that partner NGOs are offering both support and education in sustainability work.

Compared to the activists, the claims of this type of NGOs are legitimate, and at the same time they possess the two other attributes power and urgency. This classifies these NGOs to a definitive stakeholder according to the model of Mitchell et al. (1997). The outcome of the interviews indicates that apparel companies are actively working with this type of NGOs and that these partner NGOs are given great organizational antecedence.

One example of a real situation affected by this influence, is the case of Nudie Jeans. Brinkberg (2017) explained that Nudie Jeans decided on living wage payment instead of minimum wage payment for factory workers in 2012. With the support of FWF, Nudie Jeans calculated an estimated living wage based on a survey in India and saw that the minimum wage is not enough to meet the cost of living. Therefore, Nudie Jeans decided to pay a living wage share and was working closely with the pilot factory in order to strengthen the factory's own commitment to living wage payments. This initiative was influenced by the expert knowledge of FWF in this particular field, thus this influence is reflected in the sustainable practice in terms of the living wage share introduced by Nudie Jeans.

This NGO influence also contributes to company expertise in sustainable topics. Companies are induced to engage in certain topics corresponding to the agenda of each NGO and follow the standards and requirements set for the members. This results in gaining new useful knowledge for apparel companies about issues in the textile industry and they learn how to implement new solutions as well as develop sustainable alternatives. Furthermore, this type of NGOs also has a network of other companies operating in the textile industry. Sustainable Fashion Academy (SFA) and Sustainable Apparel Coalition (SAC) are both platforms where apparel companies can gain new knowledge and discuss sustainable innovations with peers in the industry.

Beside the NGOs' providing support and knowledge, it could be discussed that partnering up with such organizations also make the business operations trustworthy and credible from a consumer's perspective. For example, Nudie Jeans stated in its sustainability report (Nudie Jeans Co., 2016) that "joining the Fair Wear Foundation gives us the tools and the knowledge to take the next step and also gives credibility to our efforts". These NGOs have a focused interest in a particular topic and are in some cases on the leading edges in these areas, thus they demand high engagement from the apparel companies and are setting high standards for them to follow. This in turn leads to the possibility that the garment companies also can be transparent in their operations and communicate openly with other stakeholders about the development process in terms of sustainability.

Considering the Sustainable Development Goals (SDGs) launched by the United Nations, some NGOs are involved in the goal setting process of apparel companies as they support the companies in the implementation of certain practices in accordance to the SDGs. This is for example the case with Haglöfs. On its website, Hagföfs (2017a) stated in accordance to the SDG Goal 8 of decent work and economic growth that:

> Empowering workers that may find their first properly paid job in the textile industry and working hard with other members of the textile industry to strive for not only a minimum wage but rather a living wage – demonstrated especially in dedicated Living Wage Projects around the globe – under the Fair Wear Foundation membership. Aim is to give some money in the bank at the end of the day! (Haglöfs, 2017a)

This example shows how FWF supports Haglöfs in implementing the SDGs and contributing with expert knowledge in the process.

Partner NGOs provide performance level measurement tools

Some partner NGOs have also created different performance level measurement tools that apparel companies can apply to their practices. These tools enable companies to establish standardized process in their sustainability agenda, which in turn contributes to a comparison ability when evaluating the sustainability improvement processes. Hence, these performance level measurement tools could also be seen as one stakeholder influence reflected in the sustainable agenda of garment companies.

An example of such measurement tools is for instance the Higg Index developed by Sustainable Apparel Coalition (SAC). The tool allows members of SAC and their suppliers to benchmark their scores against other users of the index in a transparent forum, leading to a new partnership-based approach to value chain management (IC Group, 2017). Peak Performance is one of the companies that benchmarks its performance with the Higg Index (Andersson, 2017). This means that Peak Performance has adopted a systematic approach and is able to continuously assess its impacts of the different operations.

Another example of a tool provided by partner NGOs is the application of Code of Conducts. Code of Conducts is not characterized as a measurement tool but it ensures a consistent performance level throughout the supply chain. In that way, apparel companies are managing certain operations in a standardized manner as a Code of Conduct is a collection of rules and policy statements intended to assist companies and their suppliers. Furthermore, with the help of the Code of Conduct apparel companies can ensure the sustainability development of its suppliers resulting in higher performance level. Different NGOs such as FWF or FLA are all providing their members with their respective Code of Conduct.

In brief, by adopting the available performance level measurement tools presented by different NGOs, apparel companies can easier assess its sustainability development both internally as well as externally. Furthermore, as Code of Conducts are based on regulations, the operations are more unified when complying to these regulations. Arguably, this makes the textile industry more consistent as standardized processes are established.

Partner NGOs offer certificates

In addition to expert knowledge and measurement tools, partner NGOs such as bluesign® and Forest Stewardship Council (FSC) offer certificates to confirm that products have been developed under sustainable conditions. As consumers are getting more aware of sustainability issues, they want to know under what terms the textiles were produced. If specific certificates have been assigned to garment companies, it means that their products have been manufactured in operations classified as sustainable. To receive such certificates, the garment companies have to engage in their supply chain operations and implement sustainable practices. Thus, these certificates are the drive for sustainable development.

Garment companies that are affiliated to the bluesign® such as Houdini and Haglöfs are following an international standard, which is the strictest set of regulations in the textile industry (Houdini Sportswear AB, 2013). With bluesign® these garment companies can assure that their products meet the strict standards focusing on reducing the environmental impacts and are replaced by hazardous substances. (Houdini, 2017c; Haglöfs, 2017b). Arguably, this creates trust in the brands and reinforces a positive image in terms of sustainability amongst consumers. Furthermore, the certificate contributes to higher transparency, which in turn facilitates the dialogue with other stakeholders.

When considering the stages of change presented by Nidumolu et al. (2009), they point out that companies can capture new opportunities when complying with the law. By complying with the strictest regulations such as the bluesign®, garment companies operating in the frontline can capture new opportunities. In addition, they might gain more time to experiment with new materials and processes in order to find sustainable alternatives in case stricter regulations are enforced. For example, bluesign® still allows companies to use PFCs in the production process but garment companies such as Houdini are already in process of phasing out the PFCs completely from the products (Grankvist, 2017). This indicates that Houdini is working proactively with the standards and is striving for innovative sustainable solutions.

In general, the introduction of certificates seems to be a good initiative. However, it could be discussed if the certificates are a matter of reaction due to institutional pressures, rather than proaction based on the own desire to move towards sustainable practices. From the perspectives of other stakeholders, it might be difficult to assess whether the implementation of certificates are voluntary actions or are induced by stakeholder expectations. Furthermore, it is questionable if the garment companies are genuinely responsible or if the certificates a sign of potential greenwash.

Another potential risk associated with certificates is the additional cost for the certification. For instance, Klooster (2006) states that the cost of environmental certification is usually placed on the supplier, rather than on the garment companies. The suppliers might not be able to expect a gain for their certificated products, since the implementation costs are often high. Therefore, it is a risk that the factory workers are hit by the reduced margin.

4.4.3. Summary of NGOs' influence

Depending on the approach and agenda of the NGOs, garment companies have to refute these influences correspondingly and gain insight into certain topics. As a response to the activist NGO influences, garment companies have to engage in controversial topics raised by these activists and implement sustainable solutions accordingly. The partner NGOs, on the other hand, contribute to company expertise and provide apparel companies with useful knowledge, which they can implement in their sustainability agenda. Furthermore, performance measurement tools provided by partner NGOs enable standardized processes in the supply chain and certificates assure sustainable productions.

4.5. Owners

4.5.1. Owner identification

In this section, the relationship between garment companies and owners are studied in depth. In regard to the structure of ownership, three different types were identified in this study. The first type of ownership is the shareholders in the public limited company. The second type of ownership is the privately owned company, which means that the shares are owned by private hands. The last type of structure identified in this thesis is the corporate group ownership. The three stated ways to organize businesses are influencing the practices of garment companies differently.

Even though the different types of owners are all classified as internal stakeholders by Freeman (2010), they have distinguished characteristics, which in turn affect their agendas. For instance, Freeman (2010) discusses the balance between owners' concern of return of investment and the value creation in the long-term perspective. This indicates that the agenda of different owners might differ and their focus might be either on short-term results or developing long-term strategies. In the following part, the different influences reflected in the sustainability agenda of garment companies are analyzed.

4.5.2. Owners' influence on the sustainability agenda

The financial focus of shareholders

The first owner influence is based on shareholders of public limited companies. As this type of owners hold shares in the company, this stakeholder group expects some return of investment. As a result, the first identified influence is the economic focus of shareholders. This influence is affecting the garment companies' approach of the economic aspect of the Triple Bottom Line (TBL) concept. Savitz (2013) states that all three aspects of the TBL are equally important and companies must address all three elements in order to be successful.

The influence derived from the financial focus of shareholders was exemplified in the case of Björn Borg. During the interview, Back (2017) discussed expectations of the shareholders of Björn Borg and how these expect to be paid dividends. Arguably, this indicates that the relationship between public limited garment companies and their shareholders are more based on financial purposes. The shareholders' economic focus is affecting their interest and agenda. This might contradict the long-term approach of sustainability as shareholders tend to focus on short-term gains. But rather than focusing on only short-term results, listed companies such as Björn Borg enhance the sustainability agenda to create value in the long-term view for their shareholders as well. In the sustainability report, Björn Borg AB (2017:9) stated that "our sustainability program both creates value, in building the brand and ensuring we are competitive in the market, and minimizes risk for reputational damage". This shows that Björn Borg is trying to maximize value for its shareholders from a long-term point of view rather than only maximizing any short-term gains.

The internal focus of the economic aspect of the TBL concept is addressing this influence of shareholders. According to Savitz (2013), the long-term orientation is the core in economic sustainability and companies should develop strategies that will ensure long-term stability and profit for all stakeholders. As stated above, Björn Borg is continually working with creating economical value in the long-term perspective for its shareholders. Hence, the influences of shareholders of listed public companies such as Björn Borg are reflected in the companies' approach of economic sustainability. Furthermore, Savitz (2013) stated that balanced performance in the economic, social and environmental aspect will contribute to a long-term accomplishment, which in turn will benefit the company and its stakeholders.

When applying Carroll's (1991) research to this context, he stated that companies have economic responsibility towards the society and its stakeholders. In accordance to the underlying assumption of companies being economic entities, the financial focus of shareholders is justifiable, because companies have an economic responsibility to try to maximize the earnings per share and to be as profitable as possible in the long run. Furthermore, the other three components of the pyramid induce the company to achieve profitability in a sustainable manner. In the case of Björn Borg, the company has to achieve sustainable value creation in order to also meet the demands of its shareholders.

The reason why this type of stakeholder group is considered in the sustainability agenda of garment companies relies on the fact that shareholders possess valuable attributes. Mitchell et al. (1997) classifies stakeholders possessing both power and legitimacy as dominant stakeholders, which means that the shareholders can assure their interest in the company due to the legitimate claim they have and the ability to act upon this claim. This means that the relationship to this type of stakeholder is important to public limited garment companies such as Björn Borg. Back (2017) also listed Björn Borg's shareholders as highly important during the interview, and the shareholder influence is, therefore, incorporated in the sustainability agenda of Björn Borg.

Private owners' strong drive towards sustainability

The second owner influence was identified in the privately owned company structure. In this study, four out of eight companies are privately owned. These four companies all share common characteristics. They were founded between 1993 and 2004, which means that they are all relatively young companies (Houdini Sportswear AB, 2013; Rodebjer, 2017; Nudie Jeans Co., 2016; Sandqvist, 2017). Furthermore, these companies only have a small number of employees and the founders of each company still have a central role in the business today. The result of the data analysis indicates that the owners of these young companies have a strong drive towards sustainability matters. This drive is reflected in the sustainability agenda of garment companies as they are implementing sustainable actions in accordance to the decisions of the owners' sustainable vision and drive. In the following part, the owner influences are illustrated in two of the four privately owned companies

The first example of this owner influence is the case of Rodebjer. Marfelt (2017) explained in the interview that Rodebjer's founder is the creative director and part-owner today. Marfelt continued that the founder is influencing the company significantly, especially in the design process such as choice of material. For instance, Rodebjer is only working with suppliers who can provide certificates when it comes to fur and leather materials. In Sandqvist's case, the company has three owners who are also the founders at the same time. Lindholm (2017) clarified that two out of three owners are actively working in the company while the other one is only attending board meetings. According to Lindholm (2017), sustainability has always had a central role in the company and the three owners are involved in the decisions concerning sustainability matters.

Several aspects could explain the reason for this strong owner drive. First of all, the four garment companies all share similar organizational characteristics and are considered as relatively young compared to the other four companies analyzed in this thesis. The founding dates of these companies all occurred within the last 25 years. According to Carroll's (2008) research on the historical development of CSR, the 1990s was characterized by the advancement of CSR practices in the general business environment while sustainability and the CSR concept became a global phenomena in the 21st century. The historical development of sustainability indicates that the awareness for this concept was highly relevant and up-to-date during the founding period of the four above-mentioned companies. This means that the founders of the four companies included the sustainability thinking from the beginning, which has shaped the overall practices since the companies' founding dates.

Another important aspect is the role of the founders. In the four garment companies, the founders tend to have a central role in the daily business practices. As most of the company founders are also part-owners, it could be argued that the relationship between garment companies and these owners are based on an affective value, which in turn could result in a long-term orientation when maximizing the value creation. Hence, sustainability is the core aspect in this development and the sustainability managers of the four companies all talked about how sustainability is an underlying and deeply integrated cultural aspect of the daily business practices of their respective companies (Brinkberg, 2017; Grankvist, 2017; Lindholm, 2017; Marfelt, 2017).

Corporate group engagement

The last owner structure identified in this study is that garment companies can be owned by a corporate group. This is the case with Fjällräven, which operates under the Fenix Outdoor umbrella (Bode, 2017), and Peak Performance, which belongs to the IC Group (Andersson, 2017). This type of owner structure could also have an impact on the garment companies' sustainability agenda as the corporate group's engagement might influence how the garment companies approach sustainability. In some cases, the corporate group commitment might be higher resulting in a holistic corporate sustainability approach. In other cases, it might be lower, which in turn results in a sustainability agenda derived from each individual company's responsibility and engagement.

In Fjällräven's case, Fenix Outdoor and Fjällräven are considered as two different legal entities but the sustainable framework evolves from a shared corporate vision. Fenix Outdoor International AG (2016:9) explains that "all Fenix activities have been continuously guided by The Fenix Way Management Compass®. It remains our only and universal management tool, mandatory for the whole group and all employees". Arguably, the sustainable framework in terms of the "Fenix Way Management Compass®" is a systematic and structured approach applied by all Fenix Outdoor's brands when reducing the environmental and social impacts at each stage of the products' life cycle (Bode, 2017; Fenix Outdoor International AG, 2016).

In comparison, the IC Group's corporate engagement in the sustainability agenda is rather low (Andersson, 2017). During the interview, Andersson (2017) explained that the IC Group has not pushed its brands towards sustainable practices to that extent that Peak Performance would have wished for. She continues that the interest of IC Group has been low in terms of sustainability;

instead Peak Performance has been pursuing sustainability activities towards its owner. Andersson (2017) stated that the IC Group has only set up a common framework on how the brands should think when working with sustainability within the group.

The two contrasting examples of Fjällräven and Peak Performance are demonstrating how different the corporate group's engagement is affecting the sustainability agenda of the individual brands. Fjällräven's sustainability agenda incorporates the holistic sustainability approach established by Fenix Outdoor. Whereas Peak Performance is conducting own sustainability initiatives and practices, for example when partnering with the non-profit organization Protect Our Winter (POW) (Andersson, 2017). It could be discussed which degree of corporate group commitment is the most appropriate, but as long as the sustainability performance of the individual brand is evolving, the degree of commitment could be argued to be insignificant.

With regards to the insignificance of the degree of involvement, the factor consensus, on the other hand, must be high in the stakeholder dialogue between garment companies and their owners in this context. This in turn results in an alignment between the outcomes of the dialogue and the implemented practices (Pedersen, 2006). In other words, as long as there is consensus between the company's operation and the corporate group's degree of involvement, this will most likely result in a successful operationalization of the sustainability agenda.

4.5.3. Summary of owners' influence

To summarize the owner influences, it is important to first identify the owner structure of the garment companies. The first owner influence is based on the shareholder of public limited companies. In this context, the owners have a financial interest in the garment company, which influences the economic aspect of the sustainability approach and encourages garment companies to create value for its shareholders in the long-term perspective. The second owner influence is related to private owners in a privately limited company. In this case, the relationship to garment companies is more based on an affective value by the owners, which in some cases even are the founders. The sustainability drive of the owners affects the overall sustainability agenda of these garment companies. The third identified influence in this study is based on a corporate group ownership. The degree of the engagement of the corporate group affects how the garment companies approach sustainability. In the case of high commitment, the garment companies' agenda is characterized by a holistic approach developed by the corporate group, whereas low corporate group commitment indicates that garment companies can individually engage in own sustainability initiatives.

4.6. Competitors

4.6.1. Competitor identification

Freeman identified competitors as an external stakeholder, and discussed the change among competitors which took place around the 1980s. The main transformation came from foreign competitors, who could produce good quality products for a lower price with different regulations. (Freeman, 2010) As of today, competition from foreign countries is a given feature at the market place. Regarding sustainability, countries around the world do not have equal regulations in terms of environmental or societal matters. Discussed earlier in the supplier chapter, this is especially visible when it comes to minimum wages versus living wages in Asian countries such as India.

Clarkson (1995) on the other hand, did not identify competitors as a stakeholder at all, neither as a primary stakeholder nor as a secondary stakeholder. According to Clarkson (1995:107), secondary stakeholders are defined as "those who influence or affect, or are influenced or affected by, the corporation, but they are not engaged in transactions with the corporation and are not essential for its survival". Found in this study, competitors both influence and are influenced by other corporations in sustainability matters. All participating companies in this study described their competitors as influencing and inspiring when discussing sustainability issues. Therefore, Clarkson's (1995) non-identification of competitors as a stakeholder is not applicable in sustainability matters in the Swedish textile industry.

Found in this study, the relationship between competitors in general business-related matters has a different nature than the relationship in the field of sustainability. Since all companies in the Swedish textile industry share the same goal of reducing the negative impact produced from the industry, both environmental and societal, competitors must collaborate and share knowledge in terms of sustainability. Moreover, due to the urgency of sustainability, companies in the textile industry must join forces in order to progress and make a positive impact.

4.6.2. Competitors' influence on the sustainability agenda

Sharing sustainability knowledge

Found in seven out of eight companies, sharing of sustainability knowledge amongst competitors was a common occurrence. By sharing knowledge and sustainability information, each individual company's sustainability practices will improve as well as the overall sustainability operations for the entire industry.

There are two dimensions of sharing knowledge in the textile industry in Sweden, either by sharing knowledge with peer companies, or by taking advantage of the shared knowledge of other companies. By sharing information, companies can ensure that the general level of sustainability knowledge increases for the industry and thereby reduce the industry's negative impact on environmental and societal matters. By obtaining information regarding sustainability matters, companies can make sure to always possess the latest sustainability techniques and practices.

Grankvist (2017) explained how Houdini started to investigate if it was possible to use recyclable fibres for its clothes in 2001, and in 2006, the company produced its first 100% circular product in collaboration with a supplier in Japan. Houdini was the first company in Europe to apply this new technique. However, the technique using recycled fibers was not patented, thus other garment companies could adopt this technique as well.

Andersson (2017) at Peak Performance stated that all sustainability managers working at outdoor brands in Stockholm meet every second to third month to discuss sustainability issues. These meetings enable companies to both share knowledge as well as attain new sustainability knowledge from each other. Hence, companies become better informed about new focus areas, new techniques and best-practice processes. The industry peers' meetings contribute to an improved level of sustainability for the entire outdoor industry, and for each participating brand.

Garment companies in the textile industry are facing the same issues. The industry is considered as one of the dirtiest in the world, and the issue of sustainability is not local, instead it is a global issue affecting the whole world's population (Gunther, 2016). Therefore, a stakeholder dialogue with competitors regarding common approaches is advantageous when addressing the environmental and social challenges the world is currently facing. However, in all other matters, but for sustainability issues, the companies race for each customer. O'Riordan and Fairbass (2008) have developed an analytic framework for effective stakeholder dialogue which is based on four circumstantial domaines. When discussing competitors as a stakeholder influencing sustainability practices in the Swedish garment industry, the elements context and events may be appropriate to apply.

The particular relationship among competitors when discussing sustainability may be viewed as a result of the contextual environment they are facing. The contextual environment in this research is a matter of sustainability and the negative impact of the textile industry, hence, the contextual environment requires an open stakeholder dialogue among peers. In addition, the event domain is also relevant when analyzing the stakeholder dialogue between the competitors in the Swedish textile industry. According to O'Riordan and Fairbass (2008), other factors that might bring out a discussion among stakeholders are if specific helpless groups are treated dishonestly. In this study, specific helpless groups could be workers in factories, employees or even the nature itself. Therefore, the events in this context require sharing of knowledge among peers in the textile industry.

Collaborating in order to make a greater impact

The second influence, affected by the stakeholder group competitor, is related to the collaboration among the garment companies in the Swedish textile industry. Found in this study, the garment companies tend to work together in sustainability matters with their industry peers in order to achieve a larger impact. One single company may not be able to influence a supplier or a legislator, but when they form alliances they have better chances of succeeding and thereby make an impact. In addition to greater impact when working together, the companies can also standardize processes which in turn facilitate operations for other stakeholders such as suppliers.

An example of such collaborations amongst competitors is Nudie Jeans's participation in the Chetna Coalition project. The Chetna Coalition is a recently started project where several brands have joined forces and together are working to improve the organic cotton supply chain by planning the process for the following year (Nudie Jeans, 2017b). It could be argued that Nudie Jeans would not have the power to influence the organic cotton supply themselves, but, together with other peer companies and supply chain partners, it could possible to enhance the living standards of rural households.

Furthermore, the supply chains in the textile industry are complex networks based on different tiers. Garment companies must collaborate in order to manage the complexity and map out the different operations. In that way, they could try to reduce the negative impacts of the industry. This process is facilitated by establishing standardized operations in the supply chain. An example of such an initiative is to apply the available Code of Conducts. Since some of the brands in the Swedish textile industry use the same suppliers, the use of the same Code of Conduct facilitate the operations of suppliers due to a unified Code of Conduct. The supplier may focus on one single Code of Conduct, instead of several different ones. For instance, the collaboration through FWF and its common Code of Conducts influence suppliers to potentially improve their production sites and manufacturing procedures.

Furthermore, when considering this emerging relationship between industry peers, it is important for the garment company to understand the stakeholder characteristic of its competitors. As competitors have no direct power to influence the company and their claims are not considered as urgent, this stakeholder group could be classified as discretionary stakeholders that only possess the legitimacy attribute (Mitchell et al., 1997). Yet, the collaboration between garment companies in the textile industry might affect this relationship and, consequently, the stakeholder group competitors could acquire more attributes which in turn contributes to higher stakeholder salience.

Nidumolu et al. (2009), claim that sustainability is a key driver for innovation and have identified five distinct stages of change companies go through. In the last stage, Nidumolu et al. (2009) argue that new business practices will change existing paradigms. Collaborating and sharing knowledge with competitors is in most business cases a rarity. However, when it comes to sustainability matters, companies are sharing knowledge and helping each other to an extent which has never been there before. Arguably, this has certainly changed existing paradigms among garment companies in the Swedish industry in terms of sustainability practices.

The sharing of knowledge and the collaboration among Swedish garment companies might be a start of a new sustainability era due to the shifting paradigm. While the 1980s and the 1990s were characterized by redefining CSR (Aupperle et al., 1985; Carroll, 2008) and the 21st century was illustrated by a phenomenon with a global spread (OECD, 2001), the 2020s might be characterized as the decade with unpredictable collaborations. Arguably, this would be the next stage of the natural progress when considering the historical development of the CSR concept.

4.6.3. Summary of competitors' influence

This study discovered that competitors influence each other's sustainability practices in the Swedish textile industry through two main ways; sharing sustainability knowledge and collaborating in complex matters in order to make an impact. By sharing knowledge between competitors, the general level of sustainability is improved for the entire industry, as well as for the individual organization. Through collaborate initiatives in complex sustainability matters, it is possible to make an impact on environmental and societal issues, as well as implement standardized procedures through the supply chain.

4.7. Governments and other regulatory authorities

4.7.1. Government and other regulatory authority identification

This part discusses the relationship between garment companies and the stakeholder group governments and other regulatory authorities. Compared to other stakeholders, the relationship between garment companies and governments and other authorities is characterized as more static and not as continually evolving. The reason for this is that the government holds the control of shaping the business environment and the companies must follow the laws of governments. Besides being considered as static, it could also be argued to alp be an interdependent relationship. The Economist (2014) discussed this mutual reliance as "governments rely on businesses to drive economic growth, create jobs and generate the exports to ensure that their countries can pay their way in the world" whereas businesses need the government to provide a functional market place.

According to Freeman (2010), the stakeholder group governments and other regulatory authorities is an external stakeholder whereas Clarkson (1995) classifies this group as a primary stakeholder. Clarkson's classification seems to be more relevant due to the interdependent relationship between garment companies and government. Nevertheless, the more static relationship indicates that the government and other authorities are an external stakeholder group.

As all of the companies in this study have their production operations located outside Sweden, they need to consider that the local laws of their suppliers or business partners might differ to the Swedish national laws. Freeman (2010) also discusses this issue and stated that the government should not be viewed as one single entity; instead, there are many various levels in terms local governments, state governments and foreign governments.

Another aspect, which is central to discuss as well, is the difference between law and regulation. According to Coble (2015), laws are rigid and companies must strictly adhere to them. Regulations, on the other hand, are seen to be guidelines, standards and norms, which regulatory agencies adopt in order to oversee how laws will be enforced. The stakeholder identification of governments and other regulatory agencies is vital to understand when identifying different influences of this stakeholder group.

4.7.2. Government and other regulatory authorities' influence on the sustainability agenda

Government and other regulatory authorities are setting the legal framework

The government and other regulatory authorities are setting the legal framework for approved operations. This means that the rules, rights and obligations of garment companies are dictated in this legal framework. The effect of this influence is that garment companies must obey these laws and regulations and develop products in accordance to the approved material or chemicals, alternatively, phasing out disapproved materials or chemicals from the production. In addition, following the laws and regulations set up by the government and other regulatory authorities is the legal responsibility of any company according to Carroll (1991). This means that every garment company also has legal responsibilities in its sustainability agenda and only should conduct business and produce products that meet the legal requirements.

One example of how the government and other regulatory agencies have introduced a legal system, which forces garment companies to comply with these, is the Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH) regulation. REACH is a regulation introduced by the European Union (EU) with the aim to improve the protection of human health and the environment from the dangers that can be caused by hazardous chemicals (European Chemical Agency, 2017). Three out of eight companies discussed this EU regulation in their interviews and the importance to adhere to this regulation. For example, a concrete response to this governmental influence is Björn Borg's Chemical Management Program, which ensures that the garment company's products do not contain dangerous substances. This program initiated by Björn Borg is based on the REACH regulation. (Back, 2017; Björn Borg AB, 2016) The result of this government and other regulatory agency influence is that the compliance to these regulations such as REACH allows garment companies to establish clear and transparent procedures.

As mentioned earlier, it is important for garment companies to obey the laws and regulations governed by the stakeholder group governments and other regulatory authorities. This stakeholder group possesses both power and legitimacy. In some cases, it could even be argued that the government and other regulatory authorities could acquire the last attribute urgency as well, for instance when new laws are being enforced. In that way, the claim of this stakeholder group is time sensitive, as the governments and regulatory agencies demand immediate response to this claim. As a result, governments and other regulatory agencies are dominant stakeholders and under some circumstances even considered as definitive stakeholders according to the work of Mitchell et al. (1997).

The data analysis showed that there is a tendency that all studied garment companies are working proactively with the law in order to create new sustainable solutions. This is also discussed in the second stage of change in the model of Nidumolu et al. (2009). Houdini is one example amongst the studied garment companies, which goes beyond the law in order to identify new sustainable opportunities. For instance, Grankvist (2017) explained that Houdini has created its own restricted list of chemicals, which are not allowed to be used in the production process. Houdini's restricted list is based on the framework of REACH, but it is stricter and has excluded several additional chemicals, which Houdini considers to be hazardous as well.

The legal framework also addresses the social aspect of sustainability. For instance, Code of Conducts, applied by the analyzed companies in this study, are based on different laws and regulations such as the International Labour Organization's (ILO) core conventions, the UN declaration on human rights and the UN Convention on the Rights of the Child (BSCI, 2017a; FWF, 2017b). The data analysis showed that the stakeholder group government and other regulatory authorities is closely correlated to the stakeholder group NGOs, which is also demonstrated in the example of the Code of Conducts.

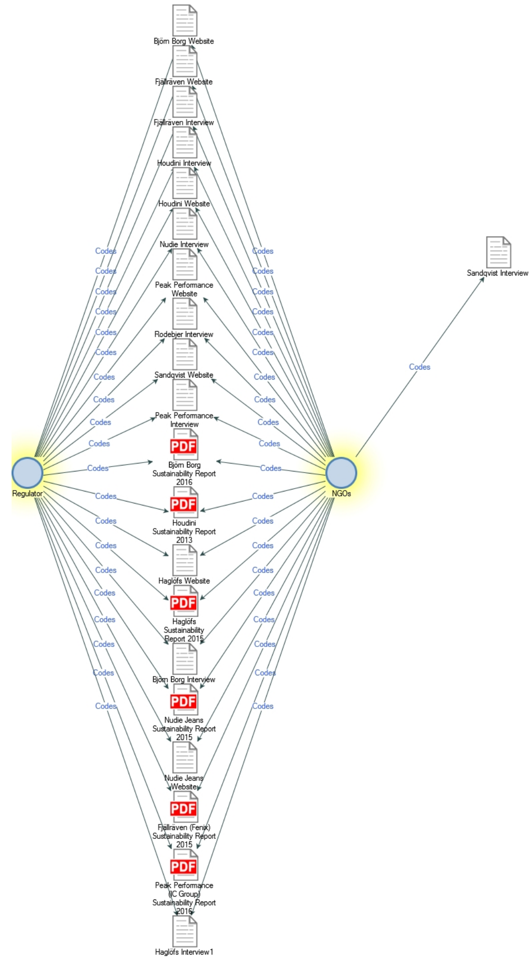

Figure 7. NVivo comparison diagram between government and other regulatory authorities and NGOs.

In the graph above, this correlation is further strengthened by the qualitative analysis of the data in NVivo. The graph shows how the nodes of government and other regulatory authorities, and NGOs are connected due to the coding similarity in the data. This means that the government and other regulatory agencies are closely related to NGOs in the textile industry in terms of setting standards and regulations in order to improve the sustainability aspect.

The enforced law of reporting

In addition to the legal framework for approved operations, this stakeholder group can also establish new laws, which garment companies need to follow as well. One example of a newly enforced law is the EU-law of non-financial reporting. Global Reporting Initiative (GRI) (2017) stated that the EU decided to enter the recently adopted Directive on disclosure of non-financial and diversity information by listed companies, amending the 2013 Accounting Directive, into force in 2014. Since this decision in December 2014, EU-member states have had two years to transpose this newly enforced law into national laws as well. Further, GRI reported that it is expected that the first reports will be published in 2018 covering the financial year 2017-2018. The reason for this new EU-law of non-financial reporting is that the non-financial reporting creates transparency as it provides a company's stakeholders with a structured and comprehensive standpoint of the current performance and the potential development areas of the company (European Commission, 2016).

This new EU-law of non-financial reporting only applies to one of the eight studied garment companies in this thesis. As Björn Borg is a public listed company (Back, 2017), the garment company is required to publish a report on its sustainability development in 2018 regarding the financial year 2017-2018. However, Björn Borg already published its first sustainability report in 2012 (Back, 2017). This shows that Björn Borg has been working proactively since 2012.

Since some of the studied garment companies are owned by corporate groups, this EU reporting law does not apply to the individual companies under the corporate group umbrella directly since the non-financial reporting is only mandatory for the corporate groups. However, Andersson (2017) stated that Peak Performance might implement the reporting system voluntarily in order to demonstrate its corporate social responsibility, even though IC Group is responsible for the sustainability report in Peak Performance's case.

Furthermore, the EU-law of non-financial reporting does not apply to the privately owned garment companies. However, Houdini and Nudie Jeans have both decided to report voluntarily on their sustainability agenda. For instance, Houdini published its first sustainability report in 2013 but has not published another report since then. Instead, Grankvist (2017) explained that Houdini is currently working on the Planetary Boundaries Assessment, which provides a holistic understanding of the company's impact and enables Houdini to analyze the current state of the planet. Turning to Nudie Jeans, it has published a sustainability report covering the financial year 2015-2016 and according to Brinkberg (2017), Nudie Jeans plans to continue reporting on its social, environmental and economical performance in the future as well.

In accordance to this new EU-law of non-financial reporting, different standards and metrics have been initiated to guide companies in reporting on their sustainability performance. As stated in the theoretical framework, there are different reporting systems, which garment companies can apply. Reporting systems like GRI or UN Global Compact were established in order to facilitate the compliance with this new law (Savitz, 2013). By using these standardized reporting systems, garment companies can provide transparent information about the whole supply chain to their other stakeholders. This also contributes to comparison possibilities since garment companies can easily measure their performance against other companies operating in the textile industry. As a result, this governmental influence is creating transparency in the garment companies' operations.

Moreover, when considering the historical development of the sustainability concept, the 21st century is marked by the increased awareness and interest in sustainability (Carroll, 2008). Consequently, emerging laws encouraging companies to engage in sustainability matters, seems to be a natural progress in the 2020s, due to the historical development of sustainability in the past.

4.7.3. Summary of government and other regulatory authorities' influence

The stakeholder group government and other regulatory authorities influences the sustainability agenda of garment companies in the Swedish textile industry in several ways. First of all, this stakeholder group sets the legal framework for approved operations. For example, the governments decide which chemicals are approved and which ones need to be phased out. This is exemplified in the REACH regulation, which garment companies has to adapt to their practices. Secondly, this stakeholder group has the power and legitimacy to enforce new laws such as the EU-law of non-financial reporting. This new law requires listed companies to report on their sustainability performance, which in turns creates transparency as it provides stakeholders with a structured and comprehensive view of the current performance and the potential development areas of the company.

4.8. Media

4.8.1. Media identification

The textile industry is one of dirtiest industries in the world due to its negative impact on nature and societies. This claim is often highlighted in different media forms such as television, printed media and through different Internet channels. While the relationship between Swedish garment companies and government and other regulatory authorities is considered as static, the relationship with media is the opposite. The relationship with media is characterized by a case-to-case relationship, where the majority of the dialogue happens in association with a newly released story or reportage.

The internet was developed in the early 1990s, and seriously took off during the second half of the 1990s. The expansion of internet has changed numerous of things including the role of media. Before the development of the internet, the main media forms were television, radio and newspaper. Internet has provided media with two new main features; the possibility to reach out to a bigger crowd and the possibility to reach this crowd a lot faster. (Ward, 2006) Today, it is possible to reach billions of people around the world in a exceptionally short time frame. Sustainability started to become a global phenomenon in the late 1990s and in the beginning of the 21st century (OECD, 2001). This globalization of the concept of CSR occurred right after the raise of the internet, which most likely contributed to the acceleration of sustainability in general.

4.8.2. Media's influence on the sustainability agenda

Media raises important topics

Six out of eight companies discussed media's ability to raise attention to sustainability issues. The topics, which are brought up by media, decide the focus area for other stakeholder groups such as customers, employees, NGOs and legislators. It could be argued that the media is the point of the departure for an intercorrelated chain reaction among several stakeholders. Due to the enormous spread possibilities and the fast travel of a story, media influences garment companies indirectly through its selection of sustainability topics.

This indirect influence of media was also discovered in the data analysis conducted in the software program NVivo. A cluster analysis provides visual patterns how different nodes are clustered together by coding similarity, similar attributes values or share similar words. Nodes in the cluster analysis diagrams that appear together are more similar than those far apart. (QSR International, 2017b) Illustrated below are a horizontal dendrogram and a circle graph of nodes clustered by coding similarity.

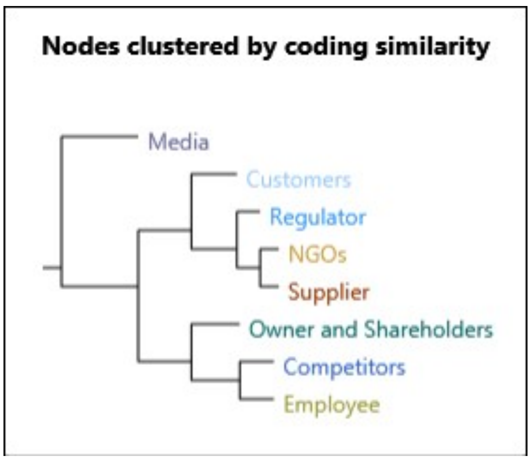

Figure 8. NVivo horizontal dendrogram of nodes clustered by coding similarity.

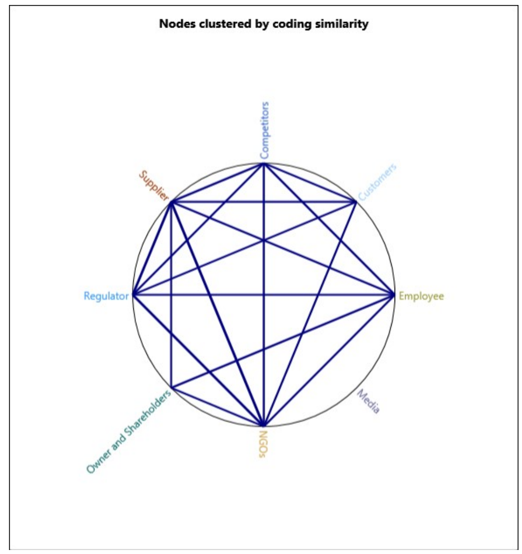

Figure 9. NVivo circle graph of nodes clustered by coding similarity.

Evident in both images is the indirect influence from the stakeholder group media. The horizontal dendrogram reveals the distinctive influence from media compared to the remaining stakeholders. While the other stakeholders' influence is characterized as a direct influence, media is placed alone at the top of the dendrogram graphically proving the indirect influence. The circle graph strengthens this theory, since media is not attached to either one of the other stakeholders in the circle. The cluster analysis provided by NVivo strengthens the argument of the indirect influence generated by media in the Swedish textile industry.

Examples of topics, which have been brought up by media, are issues related to mulesing, microplastics or perfluorocarbons (PFC) in products. Mulesing is the removal of wool from the area around the tail of the sheep, in order to prevent flystrike. The procedure is considered as unethical since the mulesing is often conducted without any painkillers, and leaves bloody wounds which are often infected. (PETA, 2017a) Back (2017) at Björn Borg discussed how garment companies started to acquire wool certificates as a response to media attention to mulesing.

As a result of media's enormous spread possibilities in minimum time, the stakeholder media possesses both the attributes power and urgency. (Freeman & Reed, 1983) claim that stakeholder power occurs when stakeholders are less dependent on the firm, than the firm is on the stakeholder. The stakeholder dominant relationship between garment companies in the Swedish market and media is clearly applicable when discussing the attribute power. When analyzing the attribute urgency and media in the Swedish garment textile industry, time sensitiveness is highly relevant since topics brought up by media often requires immediate actions. The stakeholder media possesses both power and urgency, but lack any form of legitimacy. Therefore, media is considered as a dangerous stakeholder when applying the framework by Mitchell et al. (1997).

The unpredictable actions by media drive sustainability risk management

The second influence generated by media is the unpredictable actions which force garment companies to work proactively with sustainability related issues. Found in four out of eight companies in this study, garment companies expressed their concern for media's irregular actions. As mentioned earlier, the relationship between organizations and media in the industry is rather case-to-case based compared to other stakeholders. This irregular relationship is a result of unpredictable launches of stories or reportages regarding the textile industry's dirty supply chain. Since any negative publicity in media can result in immediate harm for any brand, both financially and reputation wise, garment companies work proactively to avoid any negative exposure.

An example of this type of risk management was evident in the interview with Andersson (2017) at Peak Performance "media is tricky. You never know if you are going to be attacked or not… It is important to make sure you have a sustainability work which is driven by a responsible company". From this quote, it is possible to identify both the fear and the proactive work conducted by Peak Performance. Similar findings were discovered at Björn Borg during the interview with Back (2017) "media is always something you are hunted by" and "in my position I am always a little bit scared of media". These quotes strengthen the analysis of media being an intimidating and powerful stakeholder of garment companies in Sweden.

As discussed in the previous section, media is considered as a dangerous stakeholder when applying the framework developed by Mitchell et al. (1997). It is important for organizations to identify dangerous stakeholders without acknowledging them (Mitchell et al., 1997). In this research, it is evident that textile companies have identified media as an important stakeholder and work proactively to avoid any exposure. According to several interviewees in this study, companies also aspire a change in the relationship between garment companies in Sweden and media. Garment companies want to have a two-way communication with a greater inclusion of media, rather than the current one-way communication approach of media. However, the desired relationship could be discussed to be unrealistic since the role of media is to stay objective, and a personal attachment might hinder this objectivity.

In 1995, Clarkson presented his stakeholder framework and defined media as a secondary stakeholder. Clarkson developed his framework right before the acceleration of the internet. Today, media can reach millions of people within just a matter of seconds. Adding the fact that media is considered as a dangerous stakeholder with a high degree of stakeholder salience, it is questionable if Clarkson (1995) was correct when he classified media as a secondary stakeholder.

4.8.3. Summary of media's influence

Media influences garment companies in the Swedish textile industry in two ways, by deciding the sustainability focus areas and by its unpredictable actions. When a sustainability topic is brought up in media, other stakeholders such as garment companies, customers, employees, NGOs and governments are instantly affected. Due to media's reach capabilities, a controversial topic may become viral in seconds. Garment companies are affected since they must both respond to any potential debate, and take actions thereafter. In terms of unpredictable actions, media spreads fear among certain garment companies due to its irregularity in publishing of textile industry related stories. Therefore, companies work proactively with sustainability issues to avoid any negative exposure.

5. Discussion

Stakeholder salience

The outcome of the analysis indicates that it is important for garment companies to identify their relevant stakeholders and include these in the stakeholder dialogue. Consequently, the garment companies' decisions ensuing from this dialogue might derive from the interest of the different stakeholders. Hence, these stakeholder groups have a significant influence on the sustainability agenda of garment companies. This analysis outcome corresponds to the literature, which also highlights the importance of stakeholder theory when addressing sustainability. For instance, Pedersen (2006:138) states that "stakeholder theory has increasingly become the common frame of reference when CSR is discussed". The conclusion of this analysis is therefore that different stakeholder groups of garment companies are an important source of influences in the sustainability agenda, as garment companies must acknowledge and respond to the various stakeholder demands. Furthermore, depending on the stakeholder characteristics, garment companies can prioritize amongst them and interpret the different stakeholder claims before transforming them into concrete actions.

In the following graph the different stakeholder groups have been placed in accordance to the model of Mitchell et al. (1997). The classification of each stakeholder group is based on the discussion of each stakeholder in the analysis part. Arguably, the degree of the stakeholder salience is affecting the stakeholder dialogue and in turn the stakeholder influence on sustainability practices of garment companies in the Swedish textile industry.

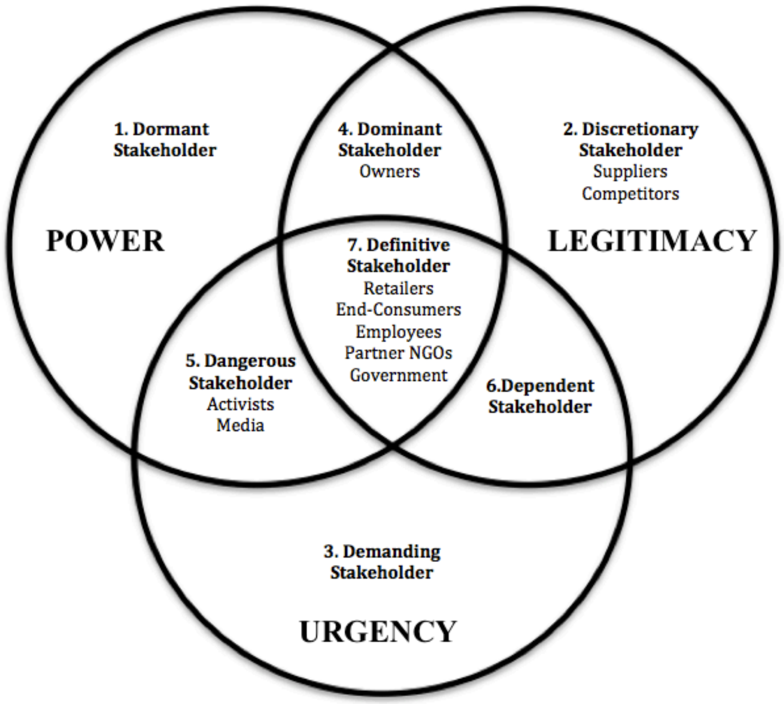

Figure 10. Stakeholder classification in the Swedish textile industry in the framework by Mitchell et al. (1997).

The synergy effect of stakeholder influences

When considering the stakeholder influences identified and discussed in the analysis part, the analysis section showed that each stakeholder group could influence some aspects of the garment company's sustainability agenda individually. Nevertheless, it could also be argued that there is a correlated network of collective stakeholder influences. This network of collective influences could be demonstrated through the situation with microplastics in the ocean. Microplastics are damaging the marine eco-systems and this topic is highly relevant in the textile industry, as garments can release fibers containing these microplastics when they are used or thrown in nature as thrash, but also when they are washed (Houdini, 2017d).

Bode (2017) explained during the interview how such a particular issue-driven and interrelated network effect could originate. Firstly, a scientific research study that points out the serious damage of microplastics might be published. This research study is then picked up by the media while NGOs such as Greenpeace are starting to campaign about it. In turn, the awareness of this topic is raised amongst other stakeholders such as customers, who might start to ask question and avoid non-environmental friendly products. Furthermore, in response to the increased awareness to this topic, governments and other regulatory authorities must address this topic as well and might enforce new laws and regulations in order to manage the issue with microplastics. Lastly, the stakeholder groups owners and employees have to come up with new sustainable solutions to the existing operations. According to Bode (2017), this example indicates that there is a synergy effect between the different stakeholder influences. Consequently, due to the synergy effect it might be hard to point out one single stakeholder's influence affecting the garment companies' sustainability work with microplastics.

The general industry overview of the current standpoint in the sustainable development in the textile industry

The analysis further provides a general industry overview of the current standpoint in the sustainable development in the textile industry based on the studied garment companies. The studied garment companies all have different organizational characteristics such as size, age, turnover, owner structure and segment in the textile industry. Consequently, they represent a wide range of companies and, therefore, the possibility to draw general conclusion for the entire Swedish textile industry is feasible. Arguably, it is possible to make tentative generalizations for the entire Swedish garment industry based on tendencies discovered in the analysis part. Applying the change of development stages developed by Nidumolu et al. (2009) to the whole textile industry, the general standpoint of garment companies seems to be in phase four, which means creating new sustainable business models. The majority of the analyzed garment companies have already developed new sustainable products, for example, Nudie Jeans launched its first collection produced with 100% organic denim in 2012 (Nudie Jeans Co., 2016).

As the analysis implies, the core focus of garment companies in the Swedish textile industry is currently to explore alternatives to existing business practices such as creating circular product life cycles. All companies studied in this research are working with this progress actively, for instance Houdini is offering services such as repair, rental and recycle (Houdini Sportswear AB, 2013). This indicates that garment companies operating in the Swedish textile industry are working entrepreneurially with the development of sustainability. Nidumolu et al. (2009) argue that companies, located in this fourth stage, will instinctively develop to the final stage of sustainable innovation and in turn create new practices that will challenge current paradigms. However, while some garment companies are in the frontline of sustainable developments, some companies, on the other hand, lag behind in terms of the progress in sustainability matters. In conclusion, this implies that there are outliers in both directions while the general industry may be placed in phase four.

In addition to the model of Nidumolu et al. (2009), the general industry overview regarding the sustainable development could also be analyzed by Carroll's pyramid (1991). As stated in the analysis, garment companies are taking their economical and legal responsibilities in respect to their stakeholders. But the data analysis also demonstrates that garment companies are operating in accordance to the emerging societal values such as animal welfare, water consumption and chemicals usage. For example, Rodebjer only uses materials like fur and leather when certificates are available to ensure that animals have not been harmed in the process (Marfelt, 2017). Furthermore, amongst others, Nudie Jeans is a member in the NGO Kemikaliegruppen SWEREA in order to gain chemical knowledge in the textile production chain (Nudie Jeans Co., 2016). In addition to the ethical responsibilities, it could be discussed that garment companies in this study partly perform voluntary business practices in order to improve quality of life or contributing to the community as well. An example of such a philanthropic responsibility could be the repair services offered by for example Nudie Jeans (Brinkberg, 2017), Haglöfs (Mullins, 2017) and Houdini (Grankvist, 2017). This indicates that garment companies in the Swedish textile industry fulfill all four responsibilities to some extent. Consequently, based on Carroll's (1991) pyramid, it could be argued that the Swedish textile industry is engaging in several initiatives in order to become an environmentally and socially responsible industry.

Potential paradigm shifts in the textile industry

Moreover, the analysis indicated that garment companies tend to collaborate with peer companies in the textile industry in order to manage critical issues such as the microplastics or perfluorocarbons (PFC). This evolving and collaborating relationship between industry peers implies that the textile industry is facing a shift in paradigm. Garment companies have realized that sustainability matters are not the responsibility of each garment company individually. Today, garment companies have to cooperate and share knowledge in order to manage critical issues in the textile industry. Arguably, the collaboration between peer garment companies and the integration of the sustainability concept in the core business practices support the assumption of a paradigm shift in the textile industry, as these two aspects challenge the conventional business models.

Besides this paradigm shift in the textile industry, another tendency discovered in the analysis is the garment companies' focus on circular product life cycles and closing the loop systems. As a result to the increased improvements in the supply chain operations, the focus tends to shift from development in the supply chain to the end-consumers participating in this process. As stated in the analysis, garment companies cannot control the end-phase of the textiles; instead, they have to rely on the responsibility of the end-consumers. However, the data indicated that the majority of the companies are engaging in several initiatives to encourage end-consumers to participate in closing the loop and in that way supporting the textile industry in becoming more sustainable.

The sustainability concept in the future

The historical development of the sustainability concept over the last decades has resulted in a global phenomena and a natural and axiomatic integration of sustainability in business practices today. It could be discussed that the increased sustainability awareness in businesses worldwide will continue to be highly relevant in the future as well. The adoption of the 17 Sustainable Development Goals (SDGs) launched by the UN in 2015, which will set the global framework for sustainable development until 2030, is only one indicator of this progress (United Nations Development Programme, 2017).

Furthermore, the EU-law of non-financial reporting, that will set into force in 2018 (European Commission, 2016), will coerce public limited companies to report on their sustainability performances. These different initiatives could be argued to be the natural future progress of the development in sustainability matters. In addition to these initiatives, the paradigm shifts in terms of industry peers collaboration amongst garment companies and the participation of end-consumers in closing the loop system will significantly mark the 2020s and 2030s. For the future, by adapting these development progresses, garment companies can operate more sustainability-conscious and contribute to a more sustainable textile industry when trying to minimize their negative environmental, social and economical impacts.

An additional perspective to this evolvement of different laws and regulations is the matter of whether sustainability practices should be governed by legislation, or whether is should be performed voluntarily by garment companies. The newly introduced SDGs and non-financial reporting law could be an indicator of a shift towards a more regulated market place. Due to the urgency of economical, social and environmental challenges the world is currently facing, it could be argued that it is necessary for the legislation to intervene and enforce new laws and regulations in order to address the aspects of sustainability.

6. Conclusion

The textile industry is considered to be one of of the dirtiest industries in the world due to low social compliance, water intensity and usage of hazardous chemicals. As a result, it is essential for garment companies to engage in sustainability efforts. Different stakeholder groups of garment companies all have individual interests in the companies, hence, their claims are influencing the sustainability agenda. The thesis aimed to answer the research question of how the sustainability agenda of garment companies in the Swedish textile industry is influenced by different stakeholder groups.

Retailers have the power to decide what products they accept in their stores, and demand detailed information regarding the sustainable features of products. This results in a need to develop sustainable and environmentally-friendly products, and an increase in the overall sustainability expertise of garment companies.

End-consumers, on the other hand, set the economic framework for companies in the textile industry, which implies that the companies must operate within these economic borders. Increased customer awareness in sustainability has lead to a push for transparency and traceability. Furthermore, garment companies need to engage end-consumers in the end-phase of the product life cycle, as their participation is essential in order to close the loop.

Employees are an essential resource for garment companies and must therefore be treated carefully and with respect. The strong interest in sustainability of the younger generation's employees, and the genuine passion for the outdoor life of employees in general have both contributed to new sustainability initiatives.

The lack of sustainability awareness amongst suppliers leads to several partnerships with different NGOs whose primary focus is to improve different aspects in the supply chain. The increased commitment in sustainability practices of suppliers enables garment companies to create circular productions in the textile industry.

Activist NGOs raise sustainability issues which cause garment companies to engage in these matters, and work proactively with sustainability. Partner NGOs, on the other hand, support the implementation of sustainable solutions in terms of performance measurement tools and certificates.

The financial interests of shareholders influence the economic aspect of sustainability, and encourage garment companies to create value for its shareholders in the long-term perspective. The sustainability drive of private owners is affecting the general sustainability agenda due to their extensive involvement in daily practices. The degree of commitment of the corporate group is affecting how the garment companies are approaching sustainability. A high commitment results in a holistic sustainability approach, whereas a low commitment results in individual sustainability initiatives.

By sharing knowledge between competitors, the general level of sustainability is improved for the entire industry, as well as for the individual company. By collaborating in complex sustainability matters, it is possible to make an impact on environmental and societal issues, and implement standardized procedures throughout the supply chain.

Governments and other regulatory authorities set the legal framework for approved operations. This stakeholder group can also enforce new laws such as the EU-law of non-financial reporting. This new law creates transparency as it provides stakeholders with a structured and comprehensive view of the current performance and potential development areas of companies.

Garment companies are affected by media's topic focus, since they must both respond to any potential debate and take actions thereafter. In terms of unpredictable actions, media spreads fear among garment companies due to its irregularity in publishing articles. Therefore, companies work proactively with sustainability issues to avoid any negative exposure.

To conclude, stakeholder groups influence garment companies in the Swedish textile industry differently. In this study, it was also possible to match specific stakeholder influences to concrete sustainability practices of garment companies. Nevertheless, the data analysis indicated that there might be a synergy effect based on collective stakeholder influences affecting the sustainability agenda.

6.1. Future Research

Throughout the research process, several interesting aspects regarding stakeholder influences on the sustainability agenda of garment companies have emerged. Several of these aspects are worth further investigation and examination through future research. The following suggestions on future research will contribute to fill the existing research gap in the field of sustainability and stakeholder influence.

A limitation of this research is the broad range of investigated companies, each possessing different organizational characteristics. This contributed to broad conclusions, rather than in-depth knowledge of each type of company. Therefore, additional research focusing on garment companies with similar characteristics would provide a greater understanding of the phenomena. As for example, a study of stakeholders' influence in sustainability practices in outdoor brands would contribute to deeper knowledge in the field. Alternatively, conducting a study incorporating a greater number of companies with different characteristics would also provide practical findings.

Another limitation in this research paper is the application of the interpretative research paradigm. This means that findings of this study were based on the perceptions of the interviewees, and may not be considered as completely objective. Therefore, a research with the same focus area, but including other actors than sustainability officers would reduce the risk of subjectivity. As for example, including other representatives from the participating garment companies would most likely provide a more objective view of the influence derived from stakeholder groups. Alternatively, gathering data from the analyzed stakeholders would provide another perspective and contribute to a more holistic explanation of the studied phenomena.

Moreover, this research was conducted in the Swedish textile industry. It is possible to expect different findings if the analysis was performed in a textile industry in another market. Scandinavia is considered to be in the frontline of sustainability, therefore an investigation of stakeholders' influence in the sustainability agenda of garment companies operating in another region would provide different value and knowledge to the phenomena.

Lastly, since this study has discovered shifts in some of the relationships between the stakeholders and the garment companies, a longitudinal study would be interesting to conduct. The degree of stakeholder influence could be studied over time, and it might be possible to tie influences of certain stakeholder groups to a particular period or assess the development of the different relationships.

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8. Appendices

Appendix 1 – Template of Interview Questions

1. Please tell us you about your role in the company.
2. How long have you been working for this company?
3. Do you have an established department only working with sustainability?
4. When did XY start to engage in sustainability? What was the reason for this?
5. Are you a member of any international sustainability initiatives such as UN Global Compact or GRI etc.?
6. Who are XY's stakeholders?
7. How do you prioritize amongst these stakeholders?
8. How do you communicate with your stakeholders?
9. How do you work with interpreting different stakeholders' expectations?
10. To what extent does the company's vision of sustainability correspond to the stakeholder's interests?
11. Can you name an example of an obstacle, which can hinder a decision in terms of sustainability?
12. How often do you think that a stakeholder's interest resulted in a concrete action?
13. Explain the relationship with the customers in terms of sustainability.
14. How have the customers influenced the sustainable practices?
15. Why do you/don't you consider the customers in your sustainable practices?
16. Explain the relationship with the employees in terms of sustainability.
17. How have the employees influenced the sustainable practices?
18. Why do you/don't you consider the employees in your sustainable practices?
19. Explain the relationship with the suppliers in terms of sustainability.
20. How have the suppliers influenced the sustainable practices?
21. Why do you/don't you consider the suppliers in your sustainable practices?
22. Explain the relationship with the owners in terms of sustainability.
23. How have the owners influenced the sustainable practices?
24. Why do you/don't you consider the owners in your sustainable practices?

25. Explain the relationship with the government and other regulatory authorities in terms of sustainability.
26. How have the government and other regulatory authorities influenced the sustainable practices?
27. Why do you/don't you consider the government and other regulatory authorities in your sustainable practices?
28. Explain the relationship with the NGOs in terms of sustainability.
29. How have the NGOs influenced the sustainable practices?
30. Why do you/don't you consider the NGOs in your sustainable practices?
31. Explain the relationship with the media in terms of sustainability.
32. How have the media influenced the sustainable practices?
33. Why do you/don't you consider the media in your sustainable practices?
34. Do you want to add something, which has not been mentioned in this interview?

Appendix 2 – Interview Houdini (Mia Grankvist, 2017-03-08)

1. **Berätta om din roll på företaget.**

Jag jobbar på marknadsavdelningen men har egentligen en fristående roll, jobbar med PR och Kommunikation. Jag jobbar mycket med miljöfrågorna så alla kundmail som kommer med ”hur tänker ni med mikroplatser i haven?” och ”hur tänker ni på det här?” De hamnar hos mig. För jag tycker sånt är viktigt och spännande och intressant och roligt. Sen är vi ett ganska tight litet team så alla hjälps åt. Under vissa perioder, när det är mässor och så, då gör man plötsligt alla möjliga uppgifter, men mina huvuduppgifter är de ovan nämnda.

2. **När ni får mail om miljön, får ni det även om den sociala aspekten av hållbarhet?**

Inte så mycket faktiskt- jag tror att det finns flera olika anledningar till det. En anledning kanske är att vi har kommunicerat ganska mycket att vi har någon produktion i utsatta områden, vi har i balkländerna, de har samma lagstiftning som vi när det gäller sådana frågor. Så vi behöver inte ändra eller lägga till eftersom de har samma lagar som vi. Och sen tror jag att det går i något modevågor och jag tror att många tänker att HM och så där, där är det så givet att de har problem med sådana här frågorna. Man vet att de har helat sin produktion där. Medan med mindre företag kanske man tänker att det kanske inte riktigt är så känsligt – rätt eller fel för att det finns många som har problem med det där också. Men de är inte lika stora, jag tror att det är drakarna som får mycket av de sociala.

3. **Hur länge har du arbetat på företaget?**

Jag har jobbat här sen 2009, men före det så har jag haft egna butiker och sålt Houdini produkter i dem. Och jag känner Lotta som startade Houdini 1993, så jag har varit med henne från början på olika sätt sen start.

4. **Har ni en etablerad avdelning som arbetar med hållbarhetsfrågor?**

Ingen som är ansvarig utan det ligger hos alla och det tror jag är en av huvudnycklarna för att vi kommer så fort framåt och har kommit så långt. Har man det som en specifik person eller avdelning då ska de på något sätt strida för de frågorna i konflikt mot en säljaravdelning, ekonomiavdelning, ägarintresse. Man får veta det när man börjar här, även om det är på ekonomi så ska du förhålla dig till de frågorna i dina arbetsuppgifter. Jobbar man med mässor här så ingår det att tänka på vilket material använder jag, vad är de tillverkade av, går det att återanvända, går det att återvinna. Då blir det liksom ganska lättarbetat egentligen. Sen finns det de som är mycket mer specialiserade i vissa frågor. När man tänker sig om produkter och kläder då handlar det om material och då är det Malin som är textilingenjör. Hon kan på molekylnivå vad som är klokast och bäst och de bitarna. Det kan kanske inte någon på säljavdelningen. Men de kan välja vilken bil, eller hur de ska åka till butiken eller vad de ska erbjuda för material.

5. **När började företaget att engagera sig i hållbarhetsfrågor?**

Man kan ha olika nedslagsdatum. När Lotta startade, då startade hon inte ett företag för att hon hade en vision att ha ett företag utan hon var bergsklättrare, skidåkare och allt och hon tyckte att det fattades produkter. Det var bulkiga, tjocka fleecetröjor, det var stelt, fyrkantigt och fult. Det hon började göra var fleece-BH mammelucker. Punktmarkerade värme som gjorde att hon inte behövde ha lika mycket kläder på sig. De höll värmen när hon frös som mest. Sen började hennes kompisar vilja ha det och då blev det ett företag. Och hon var ju då en passionerad utemänniska och många av dem som är det på riktigt, de är ganska medvetna om miljön på olika nivåer. Kanske inte på kemikalier-nivå men ändå det här är något vi måste vara rädda om. Men det var svårt för henne att göra konkreta saker för att hon var för liten som företag, så hon kunde inte ställa krav på leverantörer utan fick ta spillrorna av material, det som var över. Hon kunde inte ens välja färg utan fick bara gå in på lagret och ta av det som fanns. Men sen började Eva, VD och Hanna, nuvarande huvudägarna. De började 2001 och de har en historia från tidigare. De hade jobbat på lite större företag som salamon innan och de visste lite mer vad man kunde göra och hade visionen om att ta företaget vidare. Då började vi ställa frågor och se över vart produceras sakerna, var är möjligheterna att utvecklas där. I samband med det började vi titta på återvinningsbara fibrer mycket mer aktivt. Och 2006 fick vi äntligen börja med Teijin, i Japan. Det var först då vi fick de första helt cirkulära produkterna. Det tog alltså tid. Då tänkte de vi att nu finns det de här, det är ingen hemlighet, vi tog inget patent och var de första i europa, men Patagonia fanns på fabriken. Man tänkte ju att snart kommer alla göra det här och att det kommer finns sådana möjligheter i Europa snart men det är fortfarande så. Det är nästan bara Tejin som gör så, det är extremt få som håller på med de sakerna. Det går fortfarande långsamt på vissa fronter medan andra fronter går jättefort.

6. **Följdfråga på tejin. Vi läste på hemsidan om ett handelshinder, vad var det?**

Det handlade om Fluorkarboner. Det är finns ju i ytbehandlingar i plagg som en impregnering. De vattentäta är membranet men sen sätter man alltid på en DWR-behandling som en impregnering och den impregneringen innehåller ofta flourkarboner men också i membranet. Men i membranet har vi kunnat välja ett med Tejin som är fluorkarbonfritt men DWR-behandlingen fyller väldigt många bra funktioner, det håller längre, nopprar inte lika mycket osv. då vill vi hitta sådana behandlingar utan fluorkarboner och vi hittade ett i tyskland. Men då blev det ett handelhinder mellan EU och japan så vi inte kunde få den impregneringen till Tejin i japan. Då var vi tvungna att välja om det är viktigare att få bort flourkarbonerna fort. Det är viktigt men det skulle betyda att vi skulle backa från att göra återvinningsbara plagg som vi har gjort så länge och det var ett svårt beslut. Viktigt med långsiktiga relationer och att jobba med Teijin så länge och göra ett snabbt byte kan få andra konsekvenser. Så vi valde att fortsätta att jobba vidare med Teijin och hitta andra alternativ med impregnering utan fluorkarboner.

7. **Vilka är företagets intressenter?**

Ägare är alla som jobbar här plus några externa. Ägare är mer eller mindre inblandade, kunskaper som vi behöver

Regering/lagstiftning/stat – kontakt och blir inbjudna dit ibland

Kunder
Konkurrenter
Anställda
Konsumentverket – jobbar inte aktivt med dem, vi har aktivt valt som har eliminerat det som issue
Fackförbund - jobbar inte aktivt med dem
Miljöaktivister
Aktieägare samma som ägare
Särskilda intressegrupper, jobbar mycket med
Leverantörer, väldigt viktiga.
Media

8. **Hur prioriterar ni era intressenter?**

Vi sätter agenda utifrån oss själva, vi har våra mål och våra visioner och sen blir det som det blir mot de här. Viktigt att ha god relation med leverantörer för att de har en del av vår produktion men kunder är också viktiga. Hålla transparens för det som vi inte aktivt kommunicerar med.

9. **Hur ser kopplingen ut mellan intressenter och ert hållbarhetsarbete?**

Vi är lite stubborn och kör vårt eget race så hade jag hoppas att lagstiftning drev mer. Bild från förr att politiker har visioner, idag är det omvänd relation, företag och intressegrupper som driver agenda och ligger i framkant. De pushar alla gränser och de här försöker springa efter och göra vad de kan för att anpassa lagstiftning till det vi gör och på vårt initiativ. Vi har ingen att se upptill, vi leder massa av de här frågorna så det är de som hör av sig till oss och säger att vi ser att ni har gjort si och så. Spännande, vill ni komma och berätta för oss vad ni har gjort. De springer efter. Jag började 2009 och i många år var vi väldigt dåliga med att kommunicera vad vi gjorde men vi gjorde väldigt mycket. De är de sista 5 åren vi har blivit bättre och lagt upp på hemsidan. Man pratar om Greenwashing men det finns Greenhashing också, att man inte berättar vad man gör av olika anledningar. Man kanske är rädd för att hamna i strålkastarljuset. Men i vårt fall så var det vi prioriterade resurser, tid och manskraft på att göra det. Det var inte lika viktigt att berätta om det men till slut insåg vi att vi måste göra det också då det blev svårt för en kund när det inte vet vad eller varför. Det är verkligen ett stort jobb vi har gjort för att försöka få ut det. Det är så självklart för oss att vi inte ens har kommit på att man ska berätta. Vad väljer vi för papper när vi printar – det var jättelänge som vi inte skrev det, för det var självklart att man tar det bästa. För oss var det sånt som sitter i oss men om man aldrig berättat så är det ingen som förstår hur mycket man kan göra.

10. **Vad var det som gjorde att ni började kommunicera ut ert hållbarhetsarbete 2009?**

Att man höll på att riskera att bli greenhushing. En kund kan inte veta vad han köper och välja ut rätt produkt om man inte skriver om det. Det kan vara svårt som det är. Som en del i att lyfta miljöarbetet så måste kunderna få någon slags undervisning och inspiration och information.

11. Hur kommunicerar ni med era intressenter?

Med våra kunder och återförsäljare, då är våra säljare ute och har ”klinex”, så kallad information och utbildning varje säsong. Alltså får de besök minst 2 gånger per år eller så blir de hitbjudna, vi har lite sådana olika möten. När det gäller våra leverantörer så är vi också på besök praktiskt hos dem, de ligger ju inte så långt bort så vi är där flera gånger per år och har både R&D möten men också berättar för dem hur våra 2020 planer ser – hit ska vi komma. Ska ni vara med på resan så måste ni också göra lite åtaganden så att vi kan nå de här målen. Genom våra egna kanaler tex social kanaler, vår egna hemsida vad som helst där vi försöker att nå ut.

12. Hur kommunicera ni med era anställda?

2 gånger per år har heldagar med hela företaget då vi kanske åker till skogen eller oslo eller är ut 2 dagar och pratar om sådana frågor. Eller vi har workshops, just när vi ska formalisera de här långsiktiga planerna så är alla med och ger sin input från de olika avdelningarna. Många beslut får olika konsekvenser för de olika avdelningarna så de gäller att alla få ge sin input om att då kommer det här krävas och då kommer det få de här konsekvenserna och då måste det hanteras på något vis. Så det är ganska mycket grupparbete.

13. Till vilken grad överensstämmer företagets vision i hållbarhetsfrågor med era intressenters önskemål eller krav?

I många fall ligger vi långt före. Vi gör många saker som ingen har bett oss att göra. Och det tycker jag är ganska rimligt att det är så för att vi har en högre kompetensgrad på många av de frågorna än en kund ska behöva ha. Jag är ganska insatt på textiler så jag kan ställa höga krav när jag handlar barnkläder som inte vi har eller handla leksaker men om jag ska handla datorer så kan inte jag något om det, då vill jag ju gå till ett ställe där de säger att vi är experter, vi har redan tagit ansvaret. Du ska bara behöva välja om du vill ha en stor eller liten, vilken färg osv. Det är väl det som jag kan tycka är lite snett, att i många fall så handlar det på något sätt om att ansvaret ska vara hos kunderna, pålästa, kunniga och ifrågasätta allt. Och de är toppen för de som orkar och kan men man måste liksom förstå att alla kan inte vara duktiga på allt. Och även om man är väldigt intresserad, kanske passionerad över vattenfrågor och tänker mycket på det när du handlar jeans och kläder, och du tänker på koldioxidutsläppen, och jag tänker på energiåtgång. Det är få som har förmågan att se hela paraplyet och det tycker jag bör läggas på företagen så att man försöker göra det bästa hela vägen och sen får du ställa dina frågor om vatten.

14. Du säger i många fall ligger ni steget före, men finns det någon av de här grupperna som ofta är före i någon specifik fråga?

Det kan väl vara miljöaktivister och intressegrupper. Greenpeace har ju haft jätte driv med de här fluorkarboner och så men för oss var det inte OMG, nu måste vi tänka om här, de har vi jobbat med länge. Förra året på ISPO, sportmässa, så hängde Greenpeace ut många företag. Och de sa själva att när de kom till vår monter så kände de sig välkomna. För alla andra blir rädda och står i försvarsställning medan vi till och med gick till dem och hälsade på. Vad håller ni på med och kom gärna till oss och titta på våra grejor. Vi vill ju prata med dem. Helst på ett resonabelt sätt för att förstå vad de gör och de är väl problemet med dem att det är otroligt aggressiva. Det är ganska naturligt att man blir rädd. Man vill inte hamna i soptunnan med Plus. Man vill ha dialoger, det är klokare och bättre. Det är lätt för oss att våga ha det. Vi känner oss gansk trygga men ingen är perfekt i miljöfrågor, det ingår ju i sakens natur att man lär sig ny kunskap och det förändras försättningar att det som är bäst idag kanske faktiskt inte är bäst om ett år. Då måste man fortsätta att lära sig av andra och inspireras av andra. Och när det blir det här super polariserade eller att man då inte har kommit så långt och inte våga stå för det…. Jag kan ju tycka att HM har super beskymer, de har en affärsmodell som inte är speciellt hållbar som grund och en historia och en materialbank som är…det kommer ta 10 år för dem att gå igenom allt bara. Det är lättare för oss för att vi är mindre och har gjort rätt från början. Men man måste ha stor respekt för att de försöker. Man behöver inte kasta skit att de är inte bra men de försöker, de gör ett litet steg. Förbättrar de som med 5% så har det kanske en större effekt än allt vi gör. För att de är stora. Men det är klart att man ska vara på dem alla, alla ska ha lite blåslampa på sig. Det finns ju många som går helt under radarn för att de säger ingenting. De kanske är katastrofdåliga. Så var det lite grann med Greenpeace och Haglöfs. De hade en kampanj på Norrlandsgatan precis vid deras butik och körde catwalk på fasaden ner om att Haglöfs var så himla dåliga och så ligger 8848 bredvid. Det är ingen som vet hur de gör sina saker, de har aldrig berättat hur de gör och det är ingen som har ifrågasatt det. Haglöfs gör ändå ganska mycket. De är verkligen inte färdiga heller men ändå så blev det att folk inte gick in där, de blev brännmärkta. Istället gick folk in på grannbutiken för de hade ju uppenbarligen inte Greenpeace brännmärkt. Det kan slå lite tokigt ibland.

15. Har du ett exempel på ett hinder som stoppade ett beslut i en hållbarhetsfråga?

Det kan ju vara resurser, både i mankraftstimmar och pengar. Så är det ju – ofta är det ju dyrare att välja de här miljövänligare materialen. Nu har vi liksom valt att inte tävla med pris. Vi har inte den billigaste t-shirten på marknaden. Det är inte ett jätte hinder för oss att välja rätt. Men det finns såklart någon smärtgräns där det inte går, att vi förmäktar oss inte att sälja era grejor för att de är för dyra. Och då kan det gå trögare, att man inte når ut, vi är för små. Ibland vill man bara ställa sig på Sergels torg med en megafon och be dem lyssna. Vi har inte marknadspengarna att köpa helsidor i DN. Det är ju olika typer av hinder att inte komma längre.

16. Ett resurshinder?

Ja.

17. Har du ett exempel på när en intressents önskemål resulterar i en action av er?

Då skulle jag säga att det är från anställda och ägarna. När någon här kommer på att så här kan man göra, det här har jag lärt mig. Mer så.

18. Beskriv relationen till kunderna i arbetet med hållbarhet.

Vi har 2 typer av kunder, slutkunderna som vi säljer direkt till genom våra butiker och webben och återförsäljarna som säljer våra produkter vidare åt oss. Kunderna kan vi ju kommunicera med genom våra egna plattformar, de är inne på vår hemsida där det finns mycket information, i våra butiker har vi egen personal som är super duktiga på det vi håller på med. Där är det ganska lätt att hålla en hög kunskapsgrad på kommunikation och information hela tiden. När det gäller våra återförsäljare som kunder så säljer de många olika märken så de blir mer splittrade på vad de kan hålla koll på och vara insatta i. Plus att de kanske har en annan personalstyrka som kommer och går eller jobbar extra, så även om vi gör våra ”klinex”, är det alltid helgarbetare som inte är med på dem. Så där kan de halta mer. Vi försöker hela tiden att vara ute och hälsa på eller bjuda hit dem. Vi skickar nyhetsbrev varje månad, både till slutkunderna och återförsäljarna där vi berättar om rena produktnyheter men verkligen också handla om att nu har vi kommit ett steg längre i den här frågan.

19. Hur har kunderna påverkat arbetet med hållbarhet?

Det är vi som påverkar deras hållbarhetsarbete. Det är mer hur tröga de är att ta emot, där kan jag ibland frustrerad när de inte är så insatta eller brinner för det lika mycket som vi gör. Man är ju lite insnöad själv.

20. Beskriv relationen till leverantörerna i arbetet med hållbarhet.

Det finns 2 olika typer av leverantörer, dels de vi köper tyger av och sen de som syr våra plagg. Två olika typer av partners kan man säga. Tygerna köper vi från olika ställen (USA, Japan, Italien) så det är fortfarande inte China och de länderna men produktionen är mycket i balk och Italien. Vi har få leverantörer, vi jobbar med få olika typer av material och tyger. Sen har vi jobbat länge med alla våra leverantörer så för oss är det helt nödvändigt – det är ju liten common sense att man gör det. Ska man bygga på äkta relationer så kräver det lite tid. Och för att kunna göra seriösa arbeten så kräver det att man litar på varandra. Om vi skulle göra som en del att mitt i en säsong flytta hela produktionen för att man känner 50 öre per plagg på en annan fabrik då går det inte att ställa krav för att man anses som väldigt opålitlig. Det är investeringar som de har kastat i sjön stort sett. Men vet de att vi har funnits med dem i 15 år och har intentioner att fortsätta med dem, då kan de också våga investera. Och många tycker nog att vi är jobbiga och krävande och ställer jätte jobbiga frågor till dem på ett annat sätt som kanske andra kunder inte gör. Men de är med på en resa som är på en framkant, och vi tar aldrig patent på ett material så de har möjligheten att sälja in det till en annan kund och visa hur moderna de är. Men långsiktigheten är relationen är super avgörande för att man ska lyckas.

21. Beskriv relationen till media i arbetet med hållbarhet.

Vi försöker påverka media. Media är svår och den blir bara mer och mer fraktionerad. Om man tänker sig 10 år sedan, då var det print och klassiska tidningar. Nu är det med hela blogg- och influenser-biten så är det plötsligt otroligt många och det är jätte stor skillnad på nivå. Det finns ju liksom småbloggar som är så otroligt insatt och det finns även bara ytliga. ”Hej jag vill bara testa en jacka liksom”. Men jag kan inte säga att media har drivit saker som inte vi redan har jobbat med. Det är tyvärr så men bra för oss.

22. Beskriv relationen till de anställda i arbetet med hållbarhet.

Vi har ju styrelsen som inte är aktiva i den dagliga dagsbedriften. Men i andra frågor, de har resurser och sådana saker som vi har nytta av och det är därför de är med som delägare. Så igen, det blir mer som ett grupparbete där styrelsen och ledningsgruppen, där sitter det olika kompetenser och pratar om olika saker om hur går det finansiellt och om vi vill göra det här nästa vägval, hur kommer det att funka då? Och påverkan på allt i hopa. Den drivande motorn i våra visioner det är vår VD, de är extremt starka och tydliga. De har en vision som alla förstår. Man känner att om man är på samma tågresa, får man göra sitt jobb på den resan. Det tror jag är en nyckelfaktor. Att varje medarbetare fattar vad vi håller på med.

23. Hållbarhet är en del av er företagskultur?

Ja, den ingår som en självklar…det är lite som när man pratar om genusfrågorna. Pratar vi fortfarande om det här liksom?! Kan vi inte bara vara överens om att det är default läge. Vad är du jätteduktiga på? Jag skiter i om du är tjej eller kille. Vad som helt liksom. Det är så vi ser det på Houdini. Visst pratar vi om miljö men det ör inte för eller emot. Det är bara grundnivån. Hur kan man vara så bra som möjligt och hur kan man tänka så klokt som möjligt för att göra den finaste rödaste tröjan eller vad det nu är med den finaste funktionen såklart. Det är liksom inte en motståndsproblematiksfråga. Det är bara sunt förnuft.

24. Beskriv relationen till regeringen/lagar i arbetet med hållbarhet.

Nu har det varit lite grann i media att samla in kläder till återvinning är olagligt. Det är bara de stora återvinningsföretagen som har rätt att göra det. Det måste vara det för kläder som slängs räknas som soppor idag. Det räknas inte som resurser. Vi har våra återvinningsboxar i butiken och samlar in kläder är egentligen olagligt som det är just nu. Nu håller naturvårdsverket på att titta på det och det var efter HM som det togs upp eftersom de också gör det. Nu är det ingen som har varit på oss ännu och jag tänker att de kanske inte kommer att göra det. Jag tänker att de kanske tänker att det är de som släpar efter eller har fastnad i någon benämningsproblematik där man inte har tänkt på det. Vi har gjort det sedan 2006 och tänker att någonstans måste det komma en lagstiftning där det blir en självklarhet och att man måste göra det. På samma sätt som att man har ansvar för förpackningar. Och när det äntligen kommer på plats, vi är redo sedan 2006. Så det är mer så det släpar efter och är problem på det sättet. Och sen är det mycket lagstiftning till reach och alltihopa. EU och kemikalier. Det är lite gran som droglagstiftningen. Så fort det har bestämt sig, då har det poppat upp massa nya som de inte har hunnit med att förhålla sig till. Det är inte olagligt, för det är ingen som har benämnt den ännu. Det är samma med kemikalier. Det finns en lista och det är jättebra att den finns. Men det finns fortfarande så mycket mer. Vi har hårdare listor själva, vad vi tycker absolut inte ska finnas.

25. Hur arbetar ni med dem i hållbarhetsfrågor?

Greenpeace har ju kontakt oss och frågat oss hur vi gör med både det ena och det andra. De tycker att vi verka ha koll. De vill jobba med oss, världsnaturfonden, naturskyddsföreningen har vi kontakt med. Allt ifrån att de köper kläder till sina anställda för att de vill ha något som de kan stå för, till att de faktiskt vill göra aktiviteter och kampanjer ihop. För oss är det nästan ett problem i resurser. Det vore fantastiskt kul att göra jätte mycket med alla men vi hinner inte med alltihopa. Lyxproblem.

26. **Hur ser det ut med utbildning inom hållbarhet hos er?**

Vi har haft lite olika. Vi hade ett ganska stor gäng för några år sedan där vi gick på de här sustainable fashion academy där det var sådana kurser. Det för både för produktion och design. Sen är det mycket internt, när vi har våra säsongsmöten och vi presenterar den nya kollektionen, då är alla avdelningar med och berättar vad som har hänt på hela deras område. Vad det är för val som är gjorda och vart man har kommit och vad som behövs. Alla behöver ju inte vara specialister på allt men så att alla får..

27. **Hur ser samarbetet ut med andra avdelningar på företaget?**

Det är mycket att föra informationen…design har kommit på ett nytt sätt att mönsterskära plagg som gör att man får bättre rörelsefrihet och att man kan ta bort elastan som är ett material som pajar återvinningen än så länge. Då får de förklara det för oss på marknad så vi kan paketera det på ett informativt sätt så att sälj förstår det och kan föra det vidare till sina kunder. Ungefär så. Alla delar som får vara med på den resan.

28. **Är det något som du tycker att vi har missat att fråga om, som du gärna vill förmedla?**

Jag tänker mig en klurig nöt som gäller då för allt det här, för att vi ska gå vidare, det är ju hur det kommuniceras. Alltså hur man väcker, även om jag tycker att ansvaret ska ligga hos företaget och det tycker jag att man ska trycka i alla sammanhang, de som är experter de ska också ta det ansvaret och vara experter. Så bör man ju öka kunskapsnivån generellt så att alla förstår. Skulle ni gå ner på stureplan och bara fråga random någon vilka av de här olika fibrerna tror du är snällast för miljön. Då skulle säkert bomull komma mycket högre än polyester. Därför att bomull är ett naturmaterial så det är otroligt kunskap som fattas. Även om det liksom kommer en sådan liten bubbla ”du vet väl att det går åt 1000 liter för ett par jeans”. Men puff så är det bara borta. Monokulturen – vad får det för påverkan om man gör biologisk polyster. Gud det låter jättebra – majspolyster - jippie. Men vad får det för konsekvenser om vi börja odla jätte fält med majs. Det blir monokulturer som inte alls…det här komplexa att lyfta det och det är där jag tänker att staten och de stora naturskyddsföreningarna måste…just nu är jag så trött då det enda so pratas om är invandrarfrågor – som det är vår tids största problem. Och sen ligger det bara och bubblar en liten katastrof som är pågående och kommer ta jätte långt. Men den är ingen, inte ens miljöpartiet pratar om den. Den är liksom hijackad in någon annan fråga. Och det skulle man vilja lyfta ut. Ni är till exempel jätte viktiga som håller på med det ni göt och kan sprida det ni kan. Alla som har någon insikt i dessa frågor måste använda sina kanaler och röster.
Följdfrågor: Vi såg att ni hade en rapport från 2013 på er hemsida, har ni några planer att kommunicera detta vidare?

Nu håller vi på med en rapport som heter planetary boundaries som är mycket mer omfattande och GRI rapporten var ganska smal insåg vi efter att vi hade gjort den. Nu tar den lite längre tid att göra för att den är så himla komplex. Vi är första företaget som den blir applicerad på, det har aldrig gjorts innan men då tänker vi att när den är gjord nu som kommer inte den att täcka allt för det är liksom - det går inte på en sådan kort tid ändå. Men vi försöker få fram en modell och en arbetsmetod som kan lämna som ett open source som vi kan lämna till andra företag. Börjar man i den här rutan och går fram så ställer man de här frågorna längs med vägen. Så det är ett sätt att underlätta för flera att göra den resan. Och sen också att ta bort pekpinne allvaret – för det blir ofta det när det handlar om det miljöfrågor att det är rätt och det är fel. Det blir lite grått och tråkigt om man ska sluta leva och sluta ha kul och ha fula kläder för det ska vara miljövänligt. Det är ju inte så. Det är som vegetarian – man behöver inte äta sallad och tråkig mat hela tiden. Jag tror att ni och generationen som kommer är det mer en självklarhet medan min generation och uppåt är det fortfrande…det kommer dö ut snart. Att göra det lustfyllt och coolt – kolla vilket häftigt liv jag lever hållbart! Och reser och allt. Och det är viktigt att få folk att hoppa på, annars tror folk att man ska offra massa saker, eller lida! Och det är inte så det ska vara.

Appendix 3 – Interview Björn Borg (Johanna Back, 2017-03-08)

1. **Berätta om din roll på företaget.**

Ja, jag jobbar som sourcing manager. Jag ansvarar för all produktion kan man säga, material och den biten. Och även då sustainability och CSR. Min chef är design product development director och även fullt ansvarig för sustainability cross over hela företaget. Vi jobbar väldigt tätt ihop. Vi gör mycket inom väldigt många olika områden.

2. **Hur länge har du arbetat på företaget?**

Jag började i augusti, så 7 månader. Så jag är ganska ny.

3. **Har ni en etablerad avdelning som arbetar med hållbarhetsfrågor?**

Nej tyvärr inte. Vi hade tills för en månad sen en person som var sustainability director, hon var även legal advisor. Men nu är den borttagen. Så nu har min chef ett övergripande ansvar för hela företaget och delat ut ansvarsområden på de olika affärsområdena.

4. **När började företaget att engagera sig i hållbarhetsfrågor?**

Vi har satt en affärsplan som kom för två år sedan, alltså år 2014, för då fick vi ny VD. Och den affärsplanen sträcker sig till 2019. Och i affärsplanen är det en stor del som är sustainability, och därifrån kommer hela hållbarhetstänket. Plus att det är ju i hela industrin just nu, du måste göra det. Björn Borg är även ett listat företag och då kommer det mycket krav med det. Exempelvis att du måste skicka en hållbarhetsrapport, och klimatrapport och hela den biten. Så det är ett allmänt intresse från alla. Och på produktsidan är det även så att konsumenterna kräver att, och tar för givet att, företagen tar sitt ansvar. Så jag tror att det är en kombination.

5. **Vilka är företagets intressenter?**

Ägare är ju våra aktieägare, och de är ju en stor grupp som ställer sina krav. Stat/regering/lagstiftning måste vi följa. Framförallt som ett listat företag.
Kunder är också våra intressenter.
Konkurrenter, ja – till en viss del.
Anställda ställer ju också krav och är ju också våra intressenter. Alla vill ju jobba för ett företag som man kan stå bakom.
Konsumentverket, ja.
Fackförbund, kanske inte lika mycket.
Miljöaktivister, har vi klarat oss ganska bra än så länge.
Aktieägarna.
Media är någonting som man alltid blir jagad av. Framförallt som textilföretag. Men än så länge så har vi klarat oss ganska bra ifrån media. De flesta på listan är ju av våra intressenter. Men framförallt de första; ägare, lagstifting/regering, kunder, anställda. Ägare är då aktieägare.

6. **Hur prioriterar ni era intressenter?**

Kunder först. Alltid. Det är det viktigaste. Slutkonsumenten är det viktigaste för oss. Och det är genom slutkonsumenterna som företaget kan växa. Allt vi gör, och varenda möte vi har med vår VD, så är det fokus på kunden först och sedan är det fokus på oss anställda. Att vi mår bra och att vi har det bra. Och sen alltid kunden.

7. **Om du sätter kunder och anställda som etta och tvåa, vad sätter du så som trea?**

Lagstiftning. Vi måste följa lagstiftningen. Egentligen är den mer övergripande och viktigare än kunden också. Men jag tror att vi tänker mer på slutkonsumenten när vi tar beslut än på lagen. Om våra kunder skriker och säger att de vill ha någon typ av hållbarhetsarbete som inte är i linje med lagstiftningen så skulle vi aldrig göra det. Säg att de skriker om en produkt som är framställd på ett väldigt dåligt sätt, eller om det är en produkt som bara ska användas en gång och sen kastas, och våra kunder kräver det, då skulle vi inte göra det.

8. **Hur ser kopplingen ut mellan era intressenter och ert hållbarhetsarbete.**

Slutkonsumenten ställer högre krav idag. De tar för givet att produkter man ska köpa inte innehåller kemikalier, särskilt vi som säljer underkläder. De tar även för givet att vi har en tänk på hur vi kan ta tillvara på produkterna efteråt. Jag menar på att en av de stora bovarna är all textil och waste som vi kastar, och det kommer ett tryck från slutkonsumenterna att vi måste göra någonting.

9. **Förutom de miljömässiga målen i er hållbarhetsrapport – arbetar ni något med några sociala mål?**

Våra sociala mål är linkade till BCSI och alla audits som man har och det har med produktionsfabrikerna att göra. Då har vi satt några sociala mål. Hela BCSI-tänket är att man ska utveckla leverantörer. Till en början sa vi att alla våra leverantörer ska ha högsta score för 2019. Men det blev fel tänk, för i så fall skulle vi kunna sluta jobba med dem som har sämst betyg och bara fokusera på de bästa. Där har vi sagt att vi hela tiden skall utveckla, från år till år ska de bara bli bättre. Som jag sa tidigare, är det en fabrik som vi känner att det inte går att göra några förbättringar, då kan vi inte fortsätta att jobba ihop. Så är det bara. Vi måste ta vårt ansvar och säga att det här står vi inte bakom. Annars kommer det inte ske någon förändring heller.

10. **Hur kommunicerar ni med era intressenter?**

Vi har en hel avdelning på vår hemsida som det kommuniceras allt vi gör på. Där publiceras även klimatrapporten och hållbarhetsrapporten. Vår kommunikationsansvarige publicerar allt sådant. Mycket går ut via hemsidan och det är jättebra. Det ingår även som listat företag att man måste kommunicera saker och ting. Sedan är det även på produkter som vi säljer. Sen är vi ganska dåliga på att kommunicera vad vi gör på huset, alltså på den operativa sidan. Det är ju inget som kommuniceras av slutkonsument om de inte går in och läser en hållbarhetsrapport. Vem gör det om man inte är intresserad av hållbarhet? Annars är det på produkter i form av paketering.

11. Hur kommunicerar slutkunderna med er?

Vi har ju våra egna butiker, där vi får feedback. Och sedan via webben. Vi får väldigt mycket mail av kunder som fyller i kontaktformulär som har olika frågor. Kemikaliebiten, som är en ganska stor del, då har det hänt att vi har haft en kund som har fått utslag från en av våra produkter. Det tar vi väldigt, väldigt seriöst på. Det är ju hemskt. Men då följs detta upp och kunden kontaktas. Annars kan man ju aldrig bli bättre.

12. Hur kommunicerar de anställda med er?

Hela hållbarhetstänket är väldigt viktigt. Och det kommuniceras hela tiden och det är en del av affärsplanen, som det matas om och om igen om. Alla som jobbar här vet hur vår affärsplan ser ut. Sedan har vi även för 2017 infört personliga mål för alla anställda. Så alla vi som arbetar här har personliga mål som är satta tillsammans med sin chef. En del av målen är personliga mål, exempelvis att man ska sova bättre. Sedan finns det även ett fysiskt mål som heter ”Get stronger”, exempelvis att man ska springa en 10kilometers-lopp. För 2017 införde vi även ett ”Go greener”- mål. Alla anställda har under 2017 satt ett mål som ska vara ett hållbarhetsmål. Vissa har att de inte ska äta kött på veckodagarna, vissa har att de ska konsumera mindre, vissa har att de ska ändra elen hemma till bättre miljöavtal, eller cykla till jobbet. Det kan vara allt möjligt. Det tycker jag är ganska roligt. Det var kul att höra när alla satte dessa mål. Vår VD har att han inte ska äta kött under 4 månader under året för att minska CO2-utsläpp.

13. Till vilken grad överensstämmer företagets vision i hållbarhetsfrågor med era intressenters önskemål eller krav?

På många områden tror jag att vi har lägre krav än vad vi gör. Särskilt på den operativa sidan. Här på huset är vi väldigt duktiga på att återvinna och att alla tänker på det. Personalen och de anställda är väldigt duktiga. Sen tror jag att vi har väldigt mycket att göra när det kommer till produkt. Där tror jag att slutkonsumenterna, våra kunder, ställer nog högre krav och kommer att ställa högre krav om två, tre år än vart vi är idag. Det har och göra med att hela textilkedjan är himla komplicerad, och vi började arbeta med hållbarhetsfrågor försent. Vi skulle ha börjat för flera flera år sedan och jobba hårdare med det. Å andra sidan har vi satt en väldigt bra plan framöver fram till 2019. Vi har väldigt högt satt mål. Så vi måste bara fortsätta arbeta. Når vi till målen, då är vi on track. Då har vi nått alla intressenters krav. Sedan är det svårt. Vissa kunder kanske inte alls bryr sig på samma sätt. Man kan alltid bli bättre.

14. Ni kommer ev vara ikapp kunderna om två, tre år. Kommer ni vara ikapp vad lagstiftningen och lagen säger om två, tre år?

Lagen följer vi. Där är vi on track hela tiden. Den enda rörandes lagstiftningen är att den kan komma bli plötsligt. I Norge för två år sedan införde man en lag och hade inte kollat med industrin. Men det funkar ju inte så! Lagarna kommer, och så ska industrin springa efter istället för att man kan samarbeta. Så det är helt klart en utmaning. Med EU-lagar får man alltid en head’s up innan den kommer. Och då brukar vi vara on track. Sedan är det mycket initiativ inom industrin som hjälper varandra vilket är otroligt bra. Jag sitter och mailar med MQ’s och Ellos hållbarhetsansvariga. Man måste kunna dela information, annars kommer vi aldrig gå i mål. Och det är så komplex så vi måste samarbeta.

15. Hur arbetar ni med att tolka olika intressenters önskemål eller krav?

Det kanske inte är något som vi aktiv jobbar med. Utom om det skulle komma in ett konkret krav att vi skulle ta det vidare. Annars är det mer de generella kraven som försöker gå vidare med. Men det är inget aktivt arbete skulle jag säga.

16. Har du ett exempel på ett hinder som stoppade ett beslut i en hållbarhetsfråga?

Det som ofta stoppar oss, och som är den stora utmaningen är ju omsättningen. Det kostar ofta mer och då är det ofta att omsättningsmålen går före, tyvärr. Jättestor utmaning som vi har. Vill vi ta fram en produkt som är bättre, eller väljer vi att flyga på ett sätt som är bättre så kostar det mer och påverkar omsättningen i företaget. Det går ju att finna sätt som man kan jobba med. På produktsidan jobbar vi nu med att försöka kolla på att om vi vill ha ett mer hållbart material i den här produkten, så kanske vi måste gör en mer enkel design. En design som du inte kostar så mycket. Så det går ju att finna lösningar kring det, men det är en jätteutmaning. Omsättningen, och framförallt aktieägarna vill ha sina utdelningar.

17. Har du ett exempel på när en intressents önskemål resulterar i en action av er?

Men det kanske är en av de anställda som har kommit på en idé, så har vi jobbat med det sen. Men jag kan inte komma på ett konkret exempel just nu.

18. Beskriv relationen till kunderna i arbetet med hållbarhet.

Vi har ingen direkt kontakt eller kommunikation med kunderna, förutom när de kommer i vår butik eller besöker en webbshop. Det är den närhet vi får till våra kunder. Sen har vi ju återförsäljare, exempelvis MQ, som ställer sina krav som vi också måste uppfylla och jobba med. Och som ja sa tidigare, man jobbar hela tiden tillsammans över hela industrin. Slutkonsumenten som använder vår produkt träffar vi väldigt sällan direkt, förutom om de besöker våra butiker. Andra kunder är återförsäljare, och de är precis lika viktiga. Återförsäljarna träffar ju i sin tur slutkonsumenten på ett närmre håll än vad vi gör.

19. Hur har kunderna påverkat arbetet med hållbarhet?

De påverkar jättemycket eftersom de är dem som ställer de höga kraven. De är dem som är viktigast. Och det är där vi måste se till att vi uppfyller deras förväntningar. Det är A och O. De är dem som i slutändan bestämmer sig för att köpa vår produkt. Köper de en produkt som är lableat med vårt varumärke, så köper de ju även en del av vårt varumärke. Jätteviktigt.

20. Skiljer sig kraven mellan återförsäljare slutkonsumenten i krav-väg?

Ja, jag tror att återförsäljarna har högre krav. Slutkonsumenterna kan antingen allt och ställer höga krav, eller så tar du för givet att alla företag ska följa regler och vet vad de gör. Sedan finns det de kunder som befinner sig i mitten och inte bryr sig. Det är svårt med slutkonsumenterna.

Medan återförsäljarna är stenhårda. Jag satt och fyllde i ett frågeformulär från en återförsäljare i England, det tog mig tre timmar totalt att fylla i formuläret med frågor. Alla jobbar aktivt med det. Jag önskar att man, i alla fall i Sverige, skulle kunna gå ihop och säga att såhär ska vi arbeta med hållbarhet, detta är vår standard och sedan kan man gå samman gemensamma riktlinjer/program/projekt. Det är svårt att följa alla olika kunders krav. Nu använder många samma listor, code of conduct, osv. Men det är svårt att följa upp. Men återförsäljarna har mycket mycket högre krav än vad slutkonsumenten har. Det handlar ju om att återförsäljarna har kunskap.

21. Beskriv relationen till leverantörerna i arbetet med hållbarhet.

Vi har inga egna fabriker, utan vi köper alla våra varor från externa parter. Bara på produkt, så har vi kanske 15 leverantörer. Sedan har vi även leverantörer som levererar butiksmaterial. Vi har en fabrik som gör alla kartonger. Allt outsourcas, så vi köper den tjänsten och produkter av externa parter. Många av våra leverantörer har vi jobbar med under en längre period så vi har en god relation till. Vår huvudproduktion ligger fortfarande i Kina. Lite produktion i Bangladesh, lite produktion i Turkiet och minimalt i Litauen. Men mesta ligger fortfarande i Kina.

22. Har leverantörerna krav eller önskemål hur ni arbetar med hållbarhet, eller har ni krav på dem. Hur ser det ut där?

Snarare att vi ställer krav på dem. Det skiljer sig från leverantör till leverantör. Vissa leverantörer har stenkoll på läget och ligger nästan före oss när det kommer till hållbarhet och är jätteduktiga. Sedan har vi andra leverantörer som inte är så duktiga. Men vårt tänk är att vi ska hjälpa varandra för att komma upp och springa iväg från någon som inte är så duktig. Vi ska försöka utveckla varandra istället. Åker faktiskt till Asien på torsdag och där resans huvudfokus är hållbarhet och ska möta de flesta av våra leverantörer. Vi har satt upp mål per leverantör och hur vi ska jobba vidare. Målen gäller fram till 2019.

23. Varför tas/tas inte hänsyn till leverantörerna i ert hållbarhetsarbete?

Vi gör en utvärdering två gånger per år på leverantörerna. De får då ett medelbetyg, och en del av betyget som väger tungt är just hållbarhet. Då kollar vi om de arbetar med just hållbarhet. Är det en leverantör eller fabrik där vi känner att vi inte kommer att kunna utveckla dem, eller att det inte kommer att bli något bättre, då måste vi lämna dem. Så är det. Utmaningen är i framförallt Kina att de ser inte det här med hållbarhet som lika viktigt som vi i väst gör. De tycker att det är helt konstigt att kinesiska regeringen har stängt ner massa färgerier. De tycker att det är så dåligt för businessen. Det är hela mindseten som är olika. Så det är svårt.

24. Beskriv relationen till media i arbetet med hållbarhet.

I min tjänst är jag alltid lite rädd före media. Jag tycker att media ofta idag driver kvällspostjournalism. De vill bara kräva och jagar offer. Stackars HM är alltid utblottade och gör extremt mycket för hållbarhet. Men de framförs alltid som dåliga i media. Jag önskar ju att man kunde samarbeta med media på ett helt annat sätt. Vi är med i något som heter BCSI och på nästa stormöte med BCSI ska vi faktiskt bjuda in media till mötet. Just för att få upp en dialog med media, det här gör vi faktiskt. Varför kan man inte försöka fokusera på det? Varför ska ni alltid finna något att gräva i? Istället för att fokusera på det som företag faktiskt gör. Jag tycker att media är lite läskigt. Media har ju extrem makt. Det kommer ju ut något varje år som exploderar. Så får företagen ändra sina riktlinjer efter media, och det blir så fel tycker jag.

25. Är det någon gång media har skrivit om er/varit på er som sedan har resulterat i en action/ändring?

Nu har jag varit här så kort. Men sedan jag har varit här har det inte skett något. Men jag vet att det har varit något med en reklam. Men det har egentligen inget med hållbarhet att göra. Så nej, inte vad jag kan minnas. Däremot, när andra blir skrivna om, säg att media skriver om Mulesing på ull med HM som exempel och massa andra stora. Nu när vi använder ull så ser vi ju till att vi har certifikat på allt som vi använder. Och det är ju ett resultat av att media drog upp det. Du måste hela tiden gardera dig. Angoraull, mulesingen, dun, lädret – det är alla dem här högriskmaterialen. Alla flourkarboner nu, det var ju Greenpeace som kom med den frågan, man måste se till att man är garderat eftersom det lyfts upp i media. Inget direkt har gått på oss tack och lov. Ett annat företag som jag var på när det kom frågor om den här mulesingen på ull, dvs att man på rumporna på fåren, när man kom in på morgonen var det bara kris. Alla frågade ”Har vi certifikat?”. Certifikat för vad? Mulesing? Vad? Vad är det? Inget hade knappt hört talas om det. Men tack och lov så hade vi certifikat, och efter ett telefonsamtal med vår ulleverantör ”Nej nej, vi har ingen mulesing”. På den tiden tog vi all ull från Nya Weeland, och där så görs inte mulesing, det är bara i Australien. Men man bli så himla rädd, för skulle ett varumärke bli uppdraget i media så skadar det så sjukt mycket. Det är ju värsta mardrömmen. Eller som Rana Plaza i Bangladesh när det rasade, fruktansvärt. Fruktansvärt att det händer såklart och det ska inte hända. Men vi har ju kunder, alltså återförsäljare, som hade produktion där. Och dom är ju livrädda nu att lägga produktion i Bangladesh. Man blir ju skadad. Efter Rana Plaza så kom ju det accord, för brand och byggnadssäkerhet i Bangladesh. Det kom också från HM. Det är ju mycket som kommer igenom efter att media har schasat upp något. Så det kanske är på gott och ont. Men jag önskar att man kunde jobba mer ihop. Och inte gotta sig i saker och ting. Stackars Systembolaget, det var också helt fruktansvärt i höstas. Det var Kalla Fakta som drog upp vinproduktion i Sydamerika. Många tycker ju då att det var fruktansvärt det som systembolaget hade gjort, men när man läste mellan raderna är det inte så bra journalistik. Fokusera på något annat istället för att skriva om det som de kanske inte kunde så bra. Systembolaget sitter med i BCSI, och det är ganska intressesant och höra hur mycket de har fått arbeta det sista halvåret på grund av det här.

26. Beskriv relationen till de anställda i arbetet med hållbarhet.

Vi har ett inarbetat hållbarhetstänkt för alla anställda. Som jag pratade om tidigare, dessa ”Go greener” målen. Sedan är det mycket fokus. Alla våra resor som vi gör måste vi klimat rapportera in, om du tar din egen bil eller åker taxi. Allt ska registreras. Jag tror att alla anställda har det i bakhuvudet hela tiden. Vi försöker också dra ner på att flyga prover hit och dit.

27. Hur kommer det sig att ni började arbeta med ”Go green” målen?

Victoria som var sustainability director och Mija (min chef), hade tillsammans med ledningsgruppen om hur ska vi få de anställda mer involverade och mer insatta i hållbarhet. Då kom idén att alla ska sätta ett personligt hållbarhetsmål. Alla på huset är väldigt målinriktade och alla ser det som en tävling att man ska nå sina mål. Allting, inklusive lönesättningen, är baserat på om man når sina mål. Det är en stor grej. Jag tror att förslaget om ”Go green” idéen blev positivt mottaget av alla. Anställda tycker att detta var jättekul. Man satt och diskuterade på lunchen vad de olika målen var. Byta elavtal eller äta mer vegetariskt. Tanken hade aldrig slagit mig. Det var ju jätteenkelt. Kostnadsmässigt var det inte så stor skillnad. Syftet var att få igång tankegången åt folk, och det var det lilla man behövde göra.

28. Skulle du kunna säga att det går att koppla en typ av intressenter till det sociala hållbarhetsarbetet och en annan typ av intressenter till det miljömässiga?

Ja. Slutkunder kollar mer på det miljömässiga. Sedan får vi fortfarande frågor om det fortfarande finns barnarbete. Barnarbete tycker jag känns så mycket 1980. Vi producerar mest i Kina och där är det inte så mycket barnarbete. Den sociala biten för slutkonsumenten får inte så mycket fokus, förutom Bangladesh. Där är det mycket eftersom när folk ser ”Made in Bangladesh” så rycker folk till. Det har ju att göra med att Bangladesh har så mycket historia och att Bangladesh är ett högriskland. Fruktansvärda fabriker där. Slutkonsumenten tänker mest på miljöbiten. Och när det kommer till återförsäljare så bryr dem sig lika mycket om både och. Anställda, mer fokus på miljöbiten än på det sociala. Jag vet inte riktigt varför det är så. Men det kanske är för att de tar för givet. Men nu går vi på känsla. Frågor och så man får från kollegor så är det aldrig att man får ”hur är situationen” i fabriken eller så. Mer miljöfrågor.

29. Beskriv relationen till regeringen/lagar i arbetet med hållbarhet.

Vi är som sagt ett listat företag, så vi måste följa de riktlinjer som finns. Både europeisk standard. Det här är jag dålig på. Men det finns ju massa setups som vi måste göra. Klimatrapporten och hållbarhetsrapporten som vi måste göra, sen kommer det något nytt till nästa år har jag hört tror jag. En ny rapport som skall göras. Jag är inte helt säker, men vi hade besök av Swedbank/Rorbourg – fondförvaltarna och då pratade de om den nya rapporten. Men där har vi också hjälp av en extern konsultfirma som hjälper oss med att få allting rätt. Själv hållbarhetsrapporten skriver vi själva men de hjälper oss med klimatrapporten och med att få in all data, eftersom det är så mycket som ska in där. Energibruk här på kontoret. Energiförbruk i butikerna. Resor. Jättemycket, så det är väldigt komplicerat. Sen kommer vi till alla EU-lagar, Reach osv. Där följer vi alla lagar som är satta. Sen är det jättesvårt, men alla våra leverantörer har skrivit på vår RSL Restricted Substance List och skall inte ha något som är bra nog. Eller inte vara okej nog att at in i EU osv.

30. Är lagstiftningen mer åt at skydda miljö eller det sociala?

Alltså eftersom att vi inte har produktion här, utan att den ligger så långt borta så skulle jag säga att lagstiftningen som vi följer gäller mer miljö. Och den sociala biten, då får vi följa lagstiftningen som finns på plats. Och i många länder är den ganska dåliga om man säger så. Även om det blir bättre så är det ju en minimumlön, som kanske inte är jättehög. Utan man kanske ska kolla på faktiskt levnadskostnader. Särskilt när man jobbar på en global marknad tror jag att det blir klurigt. Sen så är det sociala ju också hur de anställda har det här på kontoret. Här på Björn Borg är det extrem fokus på de anställdas välbefinnande. Vi har sport hour varje fredag. Då är hela kontoret stängt, och man får absolut inte missa den. Vi har jättemycket fokus på stresshantering. Extrem mycket utbildning när det gäller kost och kosthåll. Mina första veckor så frågade jag ”Ska jag aldrig jobba?”, sitter bara och ser hur man ska lägga upp en bra träningsplan och hur ska man finna balans i livet. Jättemycket fokus på det sociala inom gruppen. Skulle det vara så att någon är stressad så tas det väldigt seriöst och sätter upp en aktiv plan och ska få in den personen i arbetet igen. Jag är väldigt imponerad av det. Jättekul företag att jobba för.

31. Hur ser det ut med utbildning inom hållbarhet hos er?

Vi har utbildningar. Och Victoria som hade tjänsten tidigare hade utbildningar med varje avdelning en eller två gånger per år. Och informerade om det här skall vi göra, så här ligger vi till, här måste vi bli bättre. Sedan har vi haft externa partners som kommer in och pratar – framförallt på produkt och design. Vi har tagit in konsulter som har pratat om alternativa lösningar. Väldigt mycket utbildningar.

32. Hur ser samarbetet ut med andra avdelningar på företaget?

Jag jobbar ju med produkt, då blir det ett himla fokus på produkt och design. Och vår avdelning är väldigt fokuserade på hållbarhet just nu. Det är huvudfokus just nu med våra leverantörer och så. Marknader är det kanske inte lika på samma sätt. Retail är det också väldigt fokus. Där kollar vi mycket på samla in produkter och så. Vad gör vi med wasten/skräpet i butikerna? All plast som kommer. Så retail blir ju också involverade på ett annat sätt. Logistik – jätteviktigt med hållbarhet. Där är vi väldigt duktiga med att försöka dra ner våra flygfrakter. Och hela tiden överväga om vi ska flyga eller sätta det på båt istället. Vi har gjort testkörningar och kört det på tåg faktiskt, på transsibiriska järnvägen. Att transportera med tåg är som ett alternativ mellan båt och flyg. Så det är från avdelning till avdelning, beroende på hur de är påverkade i sitt dagliga arbete.

33. Är det något som du tycker att vi har missat att fråga om, som du gärna vill förmedla?

Inte som jag kommer på konkret. Skulle det vara någonting kan jag bara maila över det.

Appendix 4 – Interview Rodebjer (Ylva Marfelt, 2017-03-09)

1. **Berätta om din roll på företaget.**

Jag är ju då production director, så jag är chef för produktion och design. Produktion är ju då inköp, produktutveckling och mönster. Och sen är det då designavdelningen också.

2. **Hur länge har du arbetat på företaget?**

Jag har varit här sedan maj förra året, men jag har varit här två omgångar. Så jag har vart här mellan 2013-2014 ett år på ett mamma-vikariat som production manager. Men då var det lite mindre, då var det bara 10 stycken. Idag är vi runt 23. Allt sker härifrån design etc. Vi producerar en del i Litauen, fortfarande är det ganska mycket 30-40% och sen är det ganska mycket i Portugal. Och sen en del i Kina. Och det är väl de tre huvudländerna. Och sen är resten lite spritt mest över Europa.

3. **Har ni en etablerad avdelning som arbetar med hållbarhetsfrågor?**

Vi har ingen stor set-up, utan det är jag som driver de frågorna som det ser ut nu. Och såklart sätts strategin tillsammans med vår VD.

4. **När började företaget att engagera sig i hållbarhetsfrågor?**

Jag skulle nog säga att det alltid har funnits med sedan start. Det har varit driv från Carin, så det är något väldigt viktigt. Något som ligger väldigt nära hjärtat. Jag skulle säga att på olika sätt så har vi alltid försökt få in det och velat få in det och jobba med återvunna material. Och på det sättet vi använder päls eller skin.

5. **Hur definierar ni hållbarhet?**

Det finns ju väldigt många olika sätt, både i hela framställningen och att den är etiskt korrekt. Det tycker jag också ingår i hållbarhetstänket men det är också ”after life”. Hur vi kommunicerar livslängden på produkten och hur länge vi tänker att de ska leva. Och att man ska kunna uppmuntra till vad som händer när man inte vill ha det kvar. Största fokus är att göra kläder som håller länge över tid. Vi jobbar inte med trender utan vi gör det vi vill göra och det vi brinner för. Och det är ingenting som man ska köpa en säsong och sen inte ha nästan. Det är viktigt att det ska hålla både trendmässigt och kvalitetsmässigt.

6. **Hur jobbar ni med den sociala aspekten?**

Ja vi jobbar mot den sociala aspekten också, vi jobbar med leverantörer. Och har dialog med dem kring deras arbete. Nu jobbar vi med väldigt bra leverantörer och jag tror att den typen av produkt som vi köper gör ju att vi aldrig tvingas pressa priserna på det sättet som gör att det måste vara fabrikens arbetare som tar skada eller vad man ska säga. Det klart att producerar man en topp för 100kr så förstår man ju att det blir ju inte så mycket kvar. Men producerar man en topp för 500kr så är det ju en helt annan sak. Det blir ju en större bit av kakan till alla. Men samtidigt förväntar vi oss hög kvalitet.

7. **Deltar ni i några internationella hållbarhetsinitiativ som UN Global Compact, GRI etc?**

Nej faktiskt inte så mycket. Men det är definitivt något vi vill jobba mer med när vi har mer resurser. Det har ju varit ett litet företag i 17 år men som sagt fram tills för bara 2 år sedan var det bara 10 personer som jobbade här. Och det var en på produktion, en på design, en på marknad. Man förstår att det inte finns så mycket resurser att göra så mycket förutom det som är kärnan.

8. **Vilka är företagets intressenter?**

På sätt och viss alla, såklart ur olika synvinklar. Men jag skulle nog säga beroende på hur man skulle definiera intressenter så skulle jag säga alla. Såklart blir vi påverkade mer av olika grupper och tar mer hänsyn till dem. Jag skulle säga kunderna. De är ju dem vi arbetar för. Och ägare är även dem en huvudgrupp.

9. **Hur prioriterar ni era intressenter?**

Man kan väl kategorisera dem lite olika. Kunderna är ju dem vi gör produkterna för och utan dem vore vi ingenting. Och vi är väldigt stolta över våra kunder. Det är ju inte bara så att vi måste ha dem utan vi är väldigt stolta att vi har så fina kunder. Och det är ju ändå så här kärt förhållande. Och vi har ju väldigt stark kundbas med många som återkommer. Och det är vi väldigt glada för. Men sen är det såklart vissa intressenter har vi ett mer statiskt förhållande till. Tex regering, lagstiftning. Ägare och aktieägare blir ju samma i vårt fall kan man säga. Och konsumentverket har vi som tur var inte haft så mycket att göra mer så det kanske tyder på att vi gör något rätt. Och sen så är ju ägare väldigt viktiga. Även om det är vi anställda som driver och tar beslut. Och sen såklart är media jätteviktig. Det är ju med dem man vill jobba åt samma håll som vi gör – det är inte alltid det gör.

10. **Ser du någon koppling mellan de här intressenterna och ert hållbarhetsarbete?**

Det är klart att hållbarhetsarbetet är något som ligger oss väldigt nära så att det är svårt att säga hur man skulle arbete om frågan inte existerade. Eller att den inte fanns på väggen alls – det kan man inte riktigt föreställa sig hur det skulle vara. Men det är klart att man också blir påverkade av kunder och vad de efterfrågar och vad som är viktigt för dem. Men jag skulle nog mer säga att det som är viktigt för dem, är också viktigt för oss. Så det går lite hand i hand. Och mer att vi inspireras av våra kunder att jobba ännu hårdare för att de förtjänar det bästa.

11. **Vilka av företagets intressenter tycker du är viktigast i ert hållbarhetsarbete?**

Kunder absolut, och ägare givet. Jag räknar ju Carin som en ägare för hon är den absolut drivande. Och sen media.

12. **Hur kommunicerar ni med era intressenter?**

På massa olika sätt. Det är ju både mycket sociala medier men också via butikspersonalen som träffar kunderna. Vi har två egna butiker men de är ju ganska mycket kunder som kommer där igenom. Så vi träffar ju mycket kunder. Men främst social medier. Vi har hittills inte haft så mycket information på vår hemsida, det ska vi bli bättre på. Vi bytte plattform ganska nyligen så vi ha inte riktigt landat med den information vi ska använda där. Men vi kan absolut bli bättre på att förmedla vad vi gör och på vilket sätt.

13. Hur ser kommunikationen ut med ägarna?

I Carins fal så är hon väldigt involverad och mycket kommer ju från henne men annars så är det intern kommunikation.

14. Hur är ni i kontakt med media?

Jag skulle säga att det är olika beroende på ärende. Vi kanske gör press release som de följer upp på eller så är det konkreta saker som händer som gör att de vill ha en kommentar. Det brukar inte vara jättemycket utan mer när det är någonting. Hittills så har vi ju inte haft att det händer något rent hållbarshetsmässigt. Utan mer en kändis i nobelklänningen – då är det intresse eller mer så. Då vill alla veta och få en kommentar.

15. Till vilken grad överensstämmer företagets vision i hållbarhetsfrågor med era intressenters önskemål eller krav?

Jag tycker nog att de stämmer överens ganska bra. Just ägare som intressenter blir ju väldigt nära med tanke på att Carin är en ägare och allt cirkulerar och kommer därifrån. Sen tycker jag att den kommunikation som jag har med kunder som hör av sig och frågar hur vi ställer oss i olika frågor eller hur vi ser på saker, så får man en väldigt bra bild av dialog och det känns som om många kunder blir väldigt nöjda med det svaret de får. På så sätt känns det som det stämmer bra.

16. Hur arbetar ni med att tolka olika intressenters önskemål eller krav?

Det är också i så fall saker som kommer från Carin. Det hon vill göra eller se och vilken riktning hon vill gå i. Det får vi försöka förverkliga och se om det finns en väg eller ett nytt material som kan motsvara det gamla.

17. Har du ett exempel på ett hinder som stoppade ett beslut i en hållbarhetsfråga?

Såklart så är det resurser. Tyvärr finns det aldrig tillräckligt med resurser på något vis. Vi har jobbat med sustainability ganska länge och det går att jobba med det hur mycket som helst. Så resurser absolut. Sen så kan man komma ganska långt med små medel. Det är som ett träd – det bara förgrenar ut sig i oändlighet. När man väl har kommit till en punkt, okej nu tittar vi på alla leverantörer, så tittar man på underleverantörerna och då är det tygleverantörer – det bara förgrenar sig ut. Det är väldigt komplex.

18. När det gäller resurser, är det då både human, finansiella och kunskap?

Jag skulle säga att det kretsar kring det finansiella, för har man det finansiella då kan man anställa folk eller hyra in någon som har den kompetensen eller som kan göra en audit. Eller resa mer till leverantörer. Allt handlar om pengar.

19. Har du ett exempel på när en intressents önskemål resulterar i en action av er?

Absolut, det är allt från material val, som vi gör. Att det ska vara en recycable polyester eller en hållbar viskos istället för bomull. Men också kring djurhålling, kring skin eller päls eller inte. Alla de här olika sociala etniska frågorna med meriono eller algova eller dun. Vi har ju gjort flera vägval om att inte använda material som vi inte kan kontrollera. Vi har nämligen inte resurserna att…det finns flera olika certifikat man kan köpa där det ingår att de gör vissa audits. Då har vi gjort andra val som känns tryggare. Så det är mycket material val. Och det kommer ju från Carin.

20. Beskriv relationen till kunderna i arbetet med hållbarhet.

Vi är väldigt glada och stolta över våra kunder och vi har ju bra kunder på så sätt att de värnar om märket och värderingen som vi har. Det känns som att många av kunderna står nära på så sätt. Det är många som hittar hem till rodebjer och som sen är långa återkommande kunder. Så generellt sätt har vi en väldigt bra relation till våra kunder.

21. Varför tas/tas inte hänsyn till kunderna i ert hållbarhetsarbete?

Både för att vi tycker det är viktigt själva men också för att de förtjänar det bästa vilket är Carins vision. Och det vill vi ge till dem – de bästa produkterna de kan få.

22. Beskriv relationen till ägarna i arbetet med hållbarhet.

Carin är fortfarande huvudägare sen är det flera andra ägare, jag vet inte exakt hur många de är men det är säkert ett 20tal. Många av dem är bara ”små” så de har inte lika stor inbladning. De följer väl utvecklingen men de har inte så stor påverkan. Så det är ju absolut Carin i den ägarstrukturen som är den mest drivande men det är ju för hon är den enda som är involverad i företaget. De andra har andra uppdrag och andra jobb. Så det är ju hon som ser arbetet och är med i besluten. Så rent naturligt blir det ju hon som driver. Men det är en jätteviktig fråga och i dagens klimat som är med konsumtionssamhälle och allt, det ät otroligt viktigt och något vi vill jobba mer med.

23. Beskriv relationen till leverantörerna i arbetet med hållbarhet.

Det blir ju mer de sociala bitarna om man tänker mer producenter. Många är ju mer och mer upplysta själva så att de blir bättre och bättre med att jobba med det. För att de lär sig så mycket mer hela tiden. Det finns ju ingen leverantör som har hört talas om code of conduct. Det är ju verkligen något som finns med i deras kärna också.

24. Hur kommer sig att de är så? Är det för att de får krav av er?

Ja det gör vi ju men det gör ju alla andra av deras kunder också. Så det blir ju på alla sätt att vi är en kund till dem och vi är deras intressent som gör att de börjar titta mer och mer och jobba mer och mer med det. Så det är ju både från leverantörernas håll utifrån deras regeringar och deras statliga organ som kommer med högre krav. Både från Europa inom EU så kommer det mer krav och förordningar på hur det ska skötas. Men även många länder som traditionellt inte har jobbat så mycket med det, de har hur mycket nya lager både miljömässigt och sociala med krav på att höja löner och minimumlön osv. Tidigare jobbade jag på WeSC med vattenprojekt och då var vi i kina och skulle presentera. Vi hade precis gjort ett pilotprojekt i Pakistan och presenterade den piloten utifrån den. Då var gränserna mycket högra än i kina så kineserna bara: Vad gör ni? Vad vill ni här? Vår statliga nivå ligger här och då ligger vi redan här uppe. Så det var liksom att vi här hemma i Sverige sitter och tänker att vi är bäst och vi kan allt om hur det ska gå till. Men de har kommit otroligt långt på många områden som man inte känner till. Självklart finns det sweatshops och dåliga förhållanden, det vet man, men jag tror att de är, i alla fall den typen av producenter som vi jobbar med, har den kvalitetsnivån och ligger kanske lite högre så är det väldigt många som kan mycket och är utbildade.

25. Har ni haft någon relation till media i arbetet med hållbarhet?

Inte vad jag vet. Nej.

26. Varför arbetar ni med media?

För att det är ett otroligt kraftfullt organ som kan välja att framställa saker på olika sätt. Och kan få starkt inslag så det är absolut något som man får ha med i åtanke när man arbetar. Saker som är sant eller osant kan ju få spridning hur långt som helst. Man vill ju inte riskera någon misstolkning eller hamna i något sammanhang som är suspekt för man vet hur det funkar med social medier och spridning.

27. Hur arbetar ni med att ta på vara av hållbarhetstänk av anställda.

Jag skulle nog säga att det ligger så nära våra grundvärderingar så tycker jag att det ändå när något som är viktigt för alla oss som jobbar här. Det är verkligen en speciell kultur mot andra företag som jag har jobbat på.

28. Hur skiljer det sig mot andra företag?

Jag skulle säga att på andra företag så är det inte något man pratar om. Det kan mer vara att man har med sig det i sin policy att så här ska vi göra. Men det är ingen som pratar om det och det är ingen som tänker på det eller något som görs kring det. Det man gör är det man ska göra. Så det är inte äkta.

29. Beskriv relationen till regeringen/lagar i arbetet med hållbarhet.

Det blir ju att man vill följa de lagar som finns, sen är det olika på olika områden på hur långt vi har kommit men det är mycket kemikalier. Och kring reach och så där. Så det är absolut något som vi följer.

30. Hur ser det ut med utbildning inom hållbarhet hos er?

Nej vi har inte haft någon utbildning så. Jag har ju jobbat länge med det och gått upp i det innan så det blir ju mer i form att det kommer in genom kompetens. Sen får man se framåt beroende på vem som har den rollen och vad som blir aktuellt.

31. **Hur ser samarbetet ut med andra avdelningar på företaget?**

Det är egentligen inte så mycket i det dagliga.

32. **Är det mer att hållbarhet är så pass integrerat i tänkandet så att det sker automatiskt?**

Jag det skulle jag säga absolut. Det är något som finns med, det är alltid hur man pratar med leverantörer, vilka leverantörer man väljer att sammanarbeta med, hur de arbetar med de bitarna med också vilka material vi väljer. Där är det som vi pratade om innan att det är vissa material som vi absolut inte vill jobba med. Är det någon gång att vi ska ha merino i det här, då kollar vi ju efter certifikat direkt. Första frågan blir ju alltid – är det etiskt försvarbart? Och skulle materialet inte vara det, då skulle vi inte gå vidare med det. Så det finns liksom med från början hos alla vi som jobbar med produktutvecklingen.

33. **Du sa att ni hade bytt plattform, hade ni någon flik med information om hållbarhet på den gamla hemsidan?**

Ja, det hade vi. Nu tror jag att det inte finns någon information upp så vi har varit dåliga på att uppdatera det helt enkelt.

34. **Vad fanns det på den fliken**?

Det kommer jag inte ihåg men det kanske går att få fram.

35. **Är det något som du tycker att vi har missat att fråga om, som du gärna vill förmedla?**

Fackförbundet är egentligen ingen intressent från hållbarhetsaspekten men det är ju en intressent till företaget. Och miljöaktivister absolut. Men jag tror att det kanske mer är när man jobbar med produkter som sticker ut, om vi tex skulle vara ett pälsföretag så skulle jag nog säga aktivister först men vi har inga kvalitéer så eller vi jobbar inte med att sticka ut vilket gör att vi kanske är ”skonade”. Konkurrenter – det spelar inte så stort roll. Även om det är 10 företag runt omkring som gör en annan typ av hållbarhetsarbete så är det bara inspiration och inte en konkurrens. Wow finns det ett sådant material – vad häftigt. Det vill vi också utforska. Det kanske är något för oss. Så det är mer att man får idéer och inspiration.

36. **Har era kunder i typ av återförsäljare några krav?**

Nej det skulle jag inte säga, kanske någon. Jag jobbar ju inte i säljledet men min uppfattning är att de köper in de som de tror kommer sälja. Sen kan ju vårt hållbarhetstänk vara något som de ser som en extra försäljningsmöjlighet. Det här är återvunnen eller blabla. Det är en cool säljmöjlighet. Det är snarare att de här köper vi inte för att det är inget vi vill sälja. Vi har ungefär 100 återförsäljare.

Appendix 5 – Interview Peak Performance (Åsa Andersson, 2017-03-10)

1. **Berätta om din roll på företaget.**

Min titel är CR och kvalitetschef, vilket innebär att jag har övergripande ansvar över kvalitetsfrågor och då är det framförallt på produkten. Jag ligger direkt under vår design och product director som är chef över både design, sourcing och mönster. Jag är inte involverad i det dagliga arbetet utan min roll handlar om att se till att alla veta vad som krävs, och vilka standarder som man ska följa, se till att det finns verktyg och så vidare. När det gäller hållbarhetsarbetet, så är det inte bara på produkt, utan det handlar om hur hela bolaget jobbar med hållbarhetsfrågor.

2. **Hur länge har du arbetat på företaget?**

Jag har varit här på Peak i drygt 6 år.

3. **Har ni en etablerad avdelning som arbetar med hållbarhetsfrågor?**

Nej, vår lilla avdelning det är jag. Men jag har ju ansvar att driva de här frågorna ut gentemot de andra avdelningarna.

4. **När började företaget att engagera sig i hållbarhetsfrågor?**

Jag har svårt att säga ett datum eller ett år. Under hela tiden som Peak har funnits sedan 1986 så, så drygt 30 år, så har hög kvalitet varit det absolut viktigaste för oss. Ju mer man tänker på det, så är ju kvalitet en del i att vara hållbar genom att producera kläder som håller väldigt länge. För 4 år sedan gjorde vi vår första strategi om hur vi vill jobba med hållbarhetsfrågor. Då blev även jag mer involverad.

5. **Vad var anledningen till att engagemanget startade?**

Många av våra konkurrenter började att profilera sig som hållbara. Är man ett bolag som verkar i outdoor, så har man ju också kunder som älskar att vara ute i naturen och då märker kunderna att det finns en klimatpåverkan och att det händer saker i naturen. Som ett textilt bolag har vi ju extremt stor påverkan på miljön.

6. **Vilka är företagets intressenter?**

Många av dem här på listan är ju våra intressenter. Men när vi pratar om våra intressenter så skulle jag säga media, leverantörer, aktieägare, miljöaktivister brukar vi inte säga med NGOs, anställda, kunder (kan både definieras som business to business partners och som slutkunder), ägare. Regering/lagstiftning/stat kommer ju in per automatik men jag vet inte om vi skulle kalla dem för intressenter.

7. **Hur prioriterar ni era intressenter?**

Jag skulle inte säga att vi prioriterar på så sätt. Det gäller ju att försöka att ha en dialog med alla.

8. **Finns det en koppling mellan intressenterna och ert hållbarhetsarbete?**

Det viss del gör det ju det. För att om man tänker att man helt plötsligt får kunder som börjar ställa väldigt mycket krav på saker som man kanske inte har full kontroll på så blir man ju lite sporrad av att faktiskt titta in på dem sakerna. Vi märker också att vi har många key account business to business partners som själva har ett hållbarhetsarbete och därför börjar att ställa krav på oss. Då gäller det ju att vi anpassar oss efter till vad dem ställer för krav. Sen har vi mediasvängen med olika NGOs som pushar för olika saker och då gäller det också att man är insatt i de olika frågorna och faktiskt tar till sig vad det faktiskt innbär för oss som bolag.

9. **Hur kommunicerar ni med era intressenter?**

Jag kan generellt säga att vi inte har haft några fasta intressedialoger. Typ som en plan att ni ska vi börja kommunicera med den här gruppen. Men i hela arbetet med hållbarhet så sker ju det en dialog lite per automatik. Så att med våra leverantörer till exempel så diskuterar vi ju hållbarhet när vi träffar dem. Vi ställer vissa krav på leverantörerna vad dem måste leva upp till. Vi talar om för dom vad vi gör och vad vi tycker är viktigt. Exempelvis om man arbetar mycket med hållbara material så är det viktigt att alla tygleverantörer vet det. Sedan har vi en dialog med våra egna butiker så att dem är uppdaterade och vet vad det är som händer. De brukar återkomma till mig och ställer frågor, och utifrån vet man ju också vad som är viktigt för slutkunden. Det sker alltså på lite olika sätt men mycket är per automatik. Det som kommer att hänga nästa år är att vi kommer att hållbarhetsrapportera och i den rapporten vill man kanske ha en mer klar ram för hur de här intressentdialogerna ska ske. Samt vad det är man har gjort med varje intressentgrupp under året.

10. **Till vilken grad överensstämmer företagets vision i hållbarhetsfrågor med era intressenters önskemål eller krav?**

Jag tycker att det överensstämmer ganska väl. Men om man tittat på intressentgruppen som mottar våra produkter så kan jag känna att vetskapen att de frågorna är så hög hos dem. Här uppe i Skandinavien och i Norden har vi väldigt hög nivå som bolag med vad det är som krävs, vad är det vi behöver tänka på, vad har vi för lagstiftning. Medan vår slutkund har kanske inte den kunskapen. Jag tror också många av våra kunder tänker att de går till Peak Performance för att de står för hög kvalitet, de har väldigt dyra priser, dom är ett bolag som är responsible och dem har koll på det här. Vår kund kanske inte är som Haglöfs eller Fjällrävens kunder där man aktivt söker en produkt som är hållbar. Våra kunder tar lite mer för givet att vi jobbar med hållbarhet och att kunden då köper en hållbar produkt.

11. **Har du ett exempel på ett hinder som stoppade ett beslut i en hållbarhetsfråga?**

För några år sedan hade vi en valutastegring på US-dollarn som var katastrofal för många i vår bransch eftersom v köper mycket från Kina, och där handlar man i US-dollar. Det gjorde att vi var tvungna att pausa vårt hållbarhetsarbete på produkt lite grann, för att kunna fokusera på att inte förlora för mycket pengar gentemot våra aktieägare.

12. Har du ett exempel på när en intressents önskemål resulterar i en action av er?
Vi kan ta exempelet med perflourcarboner. Egentligen har vi en lagstiftning som reglerar de här ämnena i Europea och i Norge som vi har följt i många år. Sedan har man forskat mer och man har kommit fram till att kemikalierna är mer farliga än vad man har trott från början. Greenpeace har drivit en kampanj de senaste två åren. I och med deras kampanj så har väl vi börjat att inse att vi måste snabba på vårt arbete med att fasa ut den här typen av kemikalier i våra produkter.

13. Beskriv relationen till kunderna i arbetet med hållbarhet.
Om vi tittar på våra business to business kunder, så är nivån på deras hållbarhetsarbete ganska varierat. Här uppe i Norden så märker vi att fler och fler av de kunderna ställer ganska höga krav på oss. Den klicken av människor som jobbar med de här frågorna i Sverige är ganska liten, och jag träffar ju dem personligen ganska ofta i olika typer av nätverk. Där känner jag att vi har en bra dialog och utbyter erfarenhet med varandra. Inte bara som kund och leverantör, utan även som kollegor i en ganska komplex frågeställning. Däremot ute i resten av världen så får vi inte fullt lika mycket frågor från våra business to business partners. Men man märker att olika typer av frågor drivs på olika mycket i olika typer av länder.

14. Var har ni återförsäljare i världen?
Mer eller mindre. Japan, mycket i Europa. Vår största marknad är såklart Sverige och Danmark. Vi har även i alpregionen, Frankrike, Österrike, Schweiz, Belgien, Holland, Kanada. Italien.

15. Beskriv relationen till leverantörerna i arbetet med hållbarhet.
Vårt hållbarhetsarbete där går ju lite hand i hand med vår sourcing-strategy där vi säger att vi ska ska ha relation based sourcing. Det är väldigt viktigt för oss att ha en nära kontakt och en relation med våra leverantörer som bidrar till att vi kan vara mer transparanta, vi kan vara mer öppna gentemot varandra. I vårt hållbarhetsarbete är vi också medlemmar i Sustainable Apparel Coalition. De tillhandahåller ett verktyg som heter Higg-index som vi använder för att mäta oss själva, vår produkt och våra leverantörer i hållbarhetsarbete. Detta är något som vi kommunicerar mer och mer med många av våra leverantörer. Där försöker vi att säga mål med hur många av våra leverantörer som är med i det här arbetet. Det blir ju mer och mer vanligt att man ställer krav på leverantörerna ur ett hållbarhetsperspektiv. Vi håller ju på med en uppdatering av vår strategi och där vill vi ju framåt och kunna ställa krav på nya leverantörer.

16. Var har ni produktion och var finns leverantörerna?
Både i Asien och i Europa. Vi producerar ungefär 40% i Kina idag och den procentdelen sjunker lite varje år, eftersom att det blir dyrare och dyrare att producera i Kina varje år. Men vårt dilemma är ju att den typen av produkten som vi producerar är väldigt tekniska och svåra att producera. Kunskapen finns i Kina. Sen har vi en liten del i Bangladesh, Myanmar och Vietnam. Och en ganska stor del i Turkiet här i Europa. Även i Italien, Rumänien, Portugal och Litauen.

17. Varför tas/tas inte hänsyn till leverantörerna i ert hållbarhetsarbete?

Jag skulle säga såhär, om man ser dem som en intressentgrupp så är inte dem en grupp som ställer så mycket hållbarhetskrav på oss. Utan att det är vi som ställer hållbarhetskrav på dem. När vi började för 4 år sedan med att rulla ut vår CR-strategi, då duckade leverantörerna när de såg mig. De ville inte prata hållbarhet helst. Men deras värld förändras ju också. Jag tror också att det handlar mycket om att försöka beröra leverantörerna på det som dem ser, och det som de själva kan påverka. Vi har inte en vertikal produktion som innebär att vi går till en leverantör och beställer en jacka. Utan vi går till en tygleverantör, vi går till en knappleverantör. Vi har ju väldigt stor kontroll på var vi köper vårt material. Vår garment supply är ju faktiskt de som syr våra produkter är inte så involverade i den andra kedjan i att producera materialet där man kanske har den största påverkan på miljön. Men det gäller ju också att försöka få leverantörerna att förstå de också har en påverkan, beroende på vad de har för olika typer av faciliteter på sin fabrik. Att man använder energi, och var kommer den energin ifrån. Likadant med vatten. Sen såklart hela den sociala aspekten.

18. Beskriv relationen till media i arbetet med hållbarhet.

Media är ju lite tricky. Man vet ju aldrig om man kommer att bli attackerad eller inte. Media har ju en förmåga att blåsa upp saker för att visa eller påskina intresse hos sina läsare. Jag kan ibland känna att det är inte helt 100 faktabaserat och man förstår inte. Det gäller inte bara textila frågor, utan kan vara allt ifrån chips till andra saker. Där gäller att bädda och se till att man har ett hållbarhetsarbete som styrs av att man är ett responsible company. Och att man har torrt på fötterna när man har hygienfaktorerna. Sen kan man alltid bli påhoppad av media. Sedan har vi haft mycket tur eftersom vi inte har blivit det. Jag vill inte säga att vi har en dialog med media. Eller jo, det kanske vi har om vi ser på alla förfrågningar vi får om att kommentera våra synpunkter på hållbarhet i olika typer av media. På sätt kan det ju vara positivt.

19. Beskriv relationen till de anställda i arbetet med hållbarhet.

Jag har ju turen att jobba på ett bolag där väldigt många har ett outdoor intresse. De älskar att vara ute i naturen och det finns ett stort intresse för att driva de här frågorna här i huset. Mycket positivt. Sen kan det vara så att kanske inte vet hur man kan i sitt egna arbete kan driva de här frågorna, men jag får mycket bra förslag och förfrågningar internt.

20. Håller ni någon typ av utbildning eller hur håller ni er upplysta?

Vi håller utbildningar. Vi är med i något som heter Sustainable fashion academy, och genom dem så utbildar vi 15 personer varje år på kontoret. Då får man en grundläggande utbildning i textil och hållbarhet. Händer det något så är ju jag med och informerar på våra månadsmöten och för hela bolaget. Jag håller cksså i utbildning för våra säljare på våra säljkonferenser.

21. Hur har de anställda påverkat arbetet med hållbarhet?

Det finns ju ett stort engagemang så pushar ju den enskilde anställde vissa frågor, både gentemot sina egna chefer men även mot mig. Ett exempel är att vi har träffat en organisation som heter

POW, Protect Our Winters. Organisationen finns i många länder. Vi började träffa organisationen i höstas, men det är nu till slut som en designer som har pushat oss att bli vänföretag med organisationen. Och det är ju hennes egna intresse som har drivit till ett beslut.

22. Jobbar ni mycket organisationer som driver särskilda frågor?

Inte så jätteycket med NGOs. Vi har ett stort projekt som heter MADE BY, där vi tittar på vilken typ av fibrer vi köper. Sedan har vi gjort en strategi tillsammans med dem för att kunna fasa ut raw material, för att bara kunna jobba med mer recycled och mer hållbara material. Sedan är vi ju med i Sustainable Apparel Coalition, Sustainable Fashion Acdemy, Kemaikaliegruppen där vi får information om kemikalier. Så vi har ju ett ganska stort nätverk av olika typer av frågor.

23. Beskriv relationen till regeringen/lagar i arbetet med hållbarhet.

Tidigare har vi varit med i något som heter Textildialogen som har drivits av kemikalieinspektionen. Så i och med det har vi hamnat i ett nätverk där vi får förfrågningar från olika typer av miljödepartement eller om lagstiftningar, eller som vill ha input på olika typer av projekt som pågår. Nu håller man exempelvis på att titta på om man ska starta ett center för substitution av farliga kemikalier. Då har vi varit ett av bolagen som har givit vår input till projektet. Det är ju bra att kunna vara del av ett större nätverk där man kan vara med och påverka.

24. Beskriv relationen till aktieägarna i arbetet med hållbarhet.

Vår ägare är ju IC Group och dem drivs av en styrelse där en ägare äger 43%. Och jag kan säga att dem har inte pushat hållbarhetsarbetet jättemycket. Om man ser till hela IC Group så har Peak drivit hållbarhetsarbetet gentemot sina ägare. Lite svalt intresse för hållbarhetsfrågor från ägarna.

25. Hur ser det ut med de andra företagen i koncernen?

Peak är det bolag som jobbar mest med hållbarhetsfrågor inom koncernen.

26. Har ni något gemensamt hållbarhetstänk inom koncernen?

Man kan säga att vi har ett gemensamt ramverk för hur vi ska tänka och jobba när det gäller med vår strategi. Sedan har vi en CR-manager som sitter i Köpenhamn som är ansvarig för att driva de sociala frågorna ut mot leverantör. Det har vi gemensamt med de andra varumärkerna. De driver inte miljöfrågorna på samma sätt som vi gör. Det är ju också ett tecken på att våra ägare inte pushar de här frågorna.

27. Tycker du att ägarna borde pusha mer?

Ja, ja det tycker jag. Det är ju en viktig fråga.

28. Hur ser samarbetet ut med andra avdelningar på företaget?

Där kan det vara svårt att sitta på finans och veta hur man ska driva hållbarhetsfrågor. Vi jobbar ju väldigt mycket med dessa typer av frågor på produkten. Sen på marknadsavdelningen tittar man mycket på man ska arbeta med hållbarhetsrapportering. Vi har en kommunikationsplan. Vi ska göra en impact strategy. Från HR's sida måste man ju också tänka hållbarhet gällande, people, personerna som arbetar här. Sedan i den här utbildningen som vi kör varje år, så avslutningsvis så ska man göra en plan hur man implementera mer hållbarhet i sitt dagliga arbete. Det är väldigt nyttigt för alla för att se hur kan jag bidra och vad kan jag göra. Och vi står också precis i startgroparna för att starta en grupp vi ska ha CR ambassadörer från alla avdelningar. Där vi tillsammans kan driva de här frågorna ut i alla grenar i bolaget. Det blir ju så att när man sitter som ensam hållbarhetsansvarig så behöver man ju någon att bolla med. Sedan vet vi att det finns många bra idéer ute i bolaget.

29. Kan du koppla en typ eller grupp av intressenter till den sociala biten av hållbarhet och en annan del av intressentgrupperna till den miljömässiga?

Nej, jag tycker att det går hand i hand. Det är ju ganska intressant vad man får för frågor från slutkund. Jag har precis haft en utbildning med våra butikschefer som handlar om CR. När jag skulle träffa dem så tänkte jag igenom vad vi skulle prata om. Vad är det för typ av frågor som jag får. Då får jag fokusera på de frågorna så att butikscheferna får mer kött på benen. Vi får flest frågor om djurhållning, alltså animal welfare. Hur vi jobbar med ull, dun, framflrallt dun, mår de små fåglarna bra? Hur hanteras dem? Nästa fråga handlar nästan alltid om kemikalier. Sen kommer human rights. Djuren går före människorna, så som jag uppfattar det. Det är ju jätteintressant. Tittar man på hur vi arbetar med våra leverantörer, det som är viktigast för oss är ju att man har koll på hela social compliance paketet innan man börjar jobba miljömässigt. Jag tror att borta i Asien så börjar ju människorna verkligen påverkas av miljöförstöringen som nu.

30. Har ni något samarbete med konkurrenter?

Det har vi faktiskt. Vi brukar träffas, vi hållbarhetschefer som sitter på otdoor företag i Stockholm. Vi brukar äta frukost varannan/var tredje månad bara för att lyfta olika typer av frågor som vi alla jobbar med. Vi försöker engagera oss i projekt tillsammans. Nu ska vi tex engagera oss i ett projekt som handlar om mikroplaster i havet. Jag har också gjort ett event på den stora outdoormässan i januari/februari med Haglöfs där vi bjöd in våra tygleverantörer och pratade kemikalier. Det är väldigt bra, och dessa frågor är vi liksom inte rivaler. Rivaler kan vi vara på butiksgolvet när vi ska kränga våra produkter. Men alla vi sträver åt samma håll och vi är inte främmande för att byta erfarenheter med varandra. Om vi skulle känna någon form av rivalitet så skulle vi inte sitta och diskutera. Många är ju med i samma organisationer och jobbar med samma verktyg. Man kan ge varandra tips och råd för att komma vidare. Alla vill att vi ska minska påverkan på miljön.

31. Finns det vissa av konkurrenterna än andra som har kommit längre?

Jag måste att för fyra år sedan när vi startade så kände jag att vi låg hopplöst långt efter alla andra. Men sedan så ökar man sina ambitioner. Det som också är positivt i det här arbetet är ju att det sprids så pass mycket, så det blir enklare att köpa hållbara material. Det blir enklare att diskutera olika saker med sina leverantörer. Fler kunder som trycker på sina leverantörer. Det har ju eskalerat från att ha varit något som få arbetar med, till att den stora massan arbetar med det.

Det är ju inget som man arbetar med som en add-on längre. Detta är något som man måste ha inkluderat i din affärsplan och hur du arbetar. Teknologin, innovation, allting – det finns mer att tillgå helt enkelt. Nu har man kommit till ett sånt läge att man kan ställa två leverantörer mot varandra och förhandla två material som är hållbara. Och det behöver inte längre kosta väldigt mycket mer pengar att vara hållbar.

32. Nästa år kommer ni att börja hållbarhetsrapporta. Är det något särskilt initiativ eller ramverk som ni kommer följa då?

Det har redan kommit en ny lagstiftning som säger att från och med 2017, om faller inom ett visst kriterium, ska man börja hållbarhetsrapporta. Vi faller inte inom det kriteriet, eftersom det är vår ägare som gör det. Men vi har bestämt oss för att vi ändå ska göra en hållbarhetsrapport eftersom det är så många andra textila bolag som kommer att koma med sin första rapport det här året. Det gör ju också att vi egentligen inte behöver följa någon form av standard och vi kan vara ganska fria i vår rapportering. Man kan ju aldrig veta vad framtiden har att erbjuda så vill vi ändå göra den här rapporten utifrån kanske GRI eller likande standard.

33. Är det något som du tycker att vi har missat att fråga om, som du gärna vill förmedla?

Jag skulle kunna prata om de här frågorna hela dagen. Men jag tycker att ni har täckt det mesta och fått många bra frågor.

34. Vad tycker du är roligast med din roll?

Egentligen så började allt när jag började här för 6 år sedan. Innan dess har jag suttit och jobbat direkt med produktion och köpt olika typer av varor. Men när jag började här så fick jag ansvara för kemikalier. Det mer jag lärde mig om kemikalier, desto mer förskräckt blev jag. Jag kände att jag inte kunde stödja att arbeta i den textila branschen längre. Allt blev nattsvart. Jag måste hitta mig en annan karriär. Sen började tänka efter så kom jag på att jag är i branschen kan jag ju faktiskt göra skillnad. Jag kan värna för att jobba på ett bolag som vill vara ansvarsfull, och som vill fasa ut farliga kemikalier och som faktiskt har kontroll över det här frågorna. Det är nog det som sporrar mig, att faktiskt kunna göra skillnad och se till att göra lite bättre. Sen ska vi ju komma ihåg att enda chansen att för oss bolag som har produktion är ju att egentligen att stänga ner. För vad vi än gör så kommer det ha en påverkan på miljön. Man kan aldrig säga att vi är miljövänliga, för vi kommer alltid ha en påverkan på miljön. Men vi kan säga att vi gör mindre skada och att vi försöker producera mer hållbara produkter. Det är ju sporrande att kunna sätta upp mål såsom att vilja vara 100% hållbara i sina produkter. Det mest fantastiska vore ju om man var net positive, att man faktiskt ger mer tillbaka än vad vi tar. Vi hoppas på teknologin framöver att det utvecklas och att man är innovativ och att det kommer nya typer av material och nya sätt att producera. En sak är ju det här med hur man färgar in tyg. Under så många år när man färgade in plast till mobiltelefoner och pennor så färgade man alltid in plasten direkt när man smälte ner sina små platspellets. Detta har man inte börjat applicera på textil förrän nu. Om man kan färga all syntetsmaterial på det sättet kan man ju hoppa över massa steg i processen och på så vis spara hur mycket energi och vatten och kemikalier som helst. Det sker ju förändringar i positiv riktning. Sedan tror jag att det är viktigt att i framtiden funderar på hur man konsumerar att man exempelvis inte köper en ny produkt varje gång man behöver något. Att man kanske hyr eller reparerar gamla produkter man har eller lånar av kompisar och köper begagnat.

35. Gör ni något på PEAK för det cirkulära kretsloppet?

Vi jobbar med att vi har en gratis repair service. Så om man har en PEAK produkt som har gått sönder, oavsett om det är en själv som har orsakat det eller om det är ett produktionsfel så ser vi till att laga produkten så du kan fortsätta använda den. Är produkten så utsliten att vi känner att det här kommer inte att vara Peak Performance produkt och kommer inte att uppfylla våra standarder efter så tar vi tillbaka produkten och ger ägaren en rabatt på att köpa en ny produkt. Sedan så skänker vi produkten till en organisation som vi arbetar med som heter human bridge. Och till dem så skänker vi mycket produkter som vi kanske har haft på lagret som vi inte längre kanske borde finnas i våra butiker och skänker mycket prover och reklamationer. I dagens läge kanske de inte kan sälja allt i sina second hand butiker. Men om de inte kan sälja dem i butik så säljer de dem vidare produkterna som fibrer i olika kanaler.

Appendix 6 – Interview Fjällräven (Aiko Bode, 2017-03-15)

1. **Please tell us you about your role in the company.**

I'm the chief sustainability manager of the phoenix group and that position has been established in 2012 in order to streamline, manage and reorganize the sustainability efforts within the group of companies under the phoenix umbrella.

2. **For how long have you had this role and how long have you been working for this company?**

I'm the first CSO in this group and that means that I am here since the role exist and therefore I am working here since 2012 in the group.

3. **How do you at Fjällräven define sustainability?**

We define sustainability as the function of…well you will always find similar interpretations and definitions of sustainability… the function of economic, social and environmental and staff well-being aspect. We have therefore decided to take as a management tool the symbol of a compass. And instead of having the north, east, south and west we call N for nature, E for economy, S for society and W for well-being of staff and people. This is basically our approach. We orientate ourselves towards the definition of "..'' commission meaning that basically sustainability is an integrational and cross-cultural and cross-media concept in order to ensure that natural resources are not depleted. That is way our slogan is the fenix way, which is our guiding document. In the fenix way we define as leaving the base cut in a better place than we found it.

4. **2. Do you have an established department only working with sustainability?**

I am the department, indeed, but on the other hand we have the structure that since all the companies have very distinctive and specific kind of characteristics, we have decided that in each of the entities, people should have a broad knowledge of sustainability which is relevant to their business and to their operations. So we do have in certain entities such as globeltrotter ausrüstung and frilufts as a small brand, currently sold in Germany only. And fjällräven established individuals whose role is to take care of sustainability and corporate social responsibility and social compliance, and the overarching idea is to establish people who are responsible – let's say production – and then within that function they have to take care of sustainability issues. Our idea is to structure and organize sustainability as an intergrational part of our operation.

5. **When did Fjällräven start to engage in sustainability? Why? Was there an event?**

It was basically the wish of the owner to get a more holistic and structured approach because up to that date, all entities was dealing relatively isolated with sustainability issues and the different agendas they were facing. Hence, the idea was to make sure that all these activities and process are done in a more streamlined, organized and strategically anchored way – not on a case-by-case level. Let’s say that fjällräven runs into the direction of looking for organic cotton, while others are dealing with energy concerns etc. So we decided from a strategic point of view to set the agenda and set the framework within which all the operations shall then seek their way how to address the challenges of today.

Have all the brands of fenix group come to the same level in terms of sustainability?
They have the same baseline but they are not at the same level because some entities are a bit faster than others, some are bigger than others – you have to imagine that we have very heterogeneous group. Just to give you an example, our retailer at globetrotter are around 1200 people while fjällräven is maybe 200 people and out brand friluft is 7 people, so we have entirely different kinds of set-ups, hence the strategic anchoring, the development and the potential to make a change is very different. But to say the least, they are all running into the same direction. We have common baselines. Nobody is legging behind in a way in which I would be ashamed of this group, rather it is very different in how fast or how big the impact is on how the progress – let’s say positive on environmental impact or social compliance.

6. **Who are Fjällrävens’s stakeholders?**

Well, in our CSR report we mention regularly how we address that and to cut that short you can look at the report, which is available from our website. We have done various things, we have first tried to identify our stakeholders in a way that we had independent survey amongst the groups we are interacting which or who are affected by us. That means that staff, customers and suppliers, but also authorities, NGOs and etcs. And we then have done some kind of stakeholder survey. We have engaged in stakeholder round table which is due to be held also this year again. And then we also did some kind of survey amongst the managers of the groups. Hence we basically address the spectrum of the stakeholders in the holistic and very broad range but then of course the managers – they have their own opinion who is the most relevant in the dealings and interactions and because the report is not official out yet, I can tell you the exact shift we have had but in the past it was very much seen that staff members are the most important group of stakeholders. This has shifted slightly in this year but it shows very clearly the ranking of and the naming of the groups that are relevant to the group or to the individual entities has not changed that much. This means that we will stick to staff, customers, suppliers, business partners, NGO, special interest groups, authorities and particular those who regulate and approve or disapprove products or operations, so this are the stakeholders management mentioned to important and they are dealing with on a frequent basis. And these are also the stakeholders we invite to stakeholder round table so that we have a direct interaction with them.

7. **How do you communicate with your stakeholders?**

Through various means. We have direct dealing, direct interactions with them that is trough direct contact, through emailing, phone calls, personal meetings. That is particular – let’s take Greenpeace as an example when they have a campaign, I am sitting down with them, the Greenpeace people, and they tell me what they are looking for, what they are aiming at, what they expect from us as a company, and then we see how this matches our own sustainability agenda. And in particular in the case with Greenpeace let's say that even though we have not find a detox commitment, they are always mentioned us positively and these interactions are often very open and very clear. And they can see that we have done our homework or are about to do it. So cutting a long story short – that is one way to interact with these. But customers, for instance, we do surveys, they react in our stores, they can send an email so there are very different means. The most common approach is through social media because that is where the quickest reaction is achieved, facebook, twitter or what ever it is. People are very much engaged with it.

8. **What about your staff?**

Our staff is basically, 100% engaged on a day-to-day basis and it is part of their job. People are coming and we give trainings or when we are sitting in the canteen or wherever, they can say that we need to do that or that, let's engage more in that. People are very self-driven in this company because it is company that has to deal with nature on a day-to-day basis because of the products. So people are actively engaged in the sustainability agenda without me pushing it or something from the management. It is pat of our business.

9. **To what extent does the company's vision of sustainability correspond to the stakeholder's interests? How often it matches their views?**

That is very difficult to judge actually. But my personal impression is most of the time and if I say most of the time, that is of course a broad range but there are stakeholders who feel that we address the sustainability topic in 99% of the cases in the right way, others feel that we have not focused enough on –let's say – decencies and let's take the example that there is the movement of veganism people who demand vegan products, vegan shoes and vegan clothing. In our view, this is not heritage, not in these absolute terms like black and white, we do have our approach to this topic, we take care of the welfare of animals, we take care of certain things but for those I would say fundamentalistic groups we may not have 100% of sustainability for them. We are maybe somewhere in the middle of the broad range of our competition, which is the others in the industry.

10. **How would you describe the connection between your sustainability work and your stakeholders?**

We are interacting and moving towards a common understanding of what we should be doing and where we should be going. What I don't thin is that stakeholders as an individual group –if you take let's say the NGO or you take the regulators or if you take customers – they are influencing our agenda individually but collectively we are interacting so it is a journey, everybody is taking part, hence this network development is something that moves the agenda forward and therefore it is of course becoming more aligned. If everybody believes that the climate change is an issue, as we do, then of course you will see that NGOs dealing with climate change and there are governmental regulations dealing with climate change – and yes, we have done our own homework on the topic of climate change as well. So cutting a long story short, then you are of the sudden aligned without necessarily having a common agenda in the beginning but it is an agenda becoming through interactions.

11. **Can you name an example of an obstacle, which can hinder a decision in terms of sustainability?**

As I said we have this compass with the four directions, and if you look into that compass, there is sometimes the situation that you are focusing more on one dimension than on others. Meaning that others are legging behind or may need to be ignored up to a certain point. That can be – taking an example – if we look into our aim for becoming more and more environmentally sound in our material choices or in our animal welfare, approaches and procedures then this is a cost and there is also attached to that cost some kind of risk that may return of invest or not. So there is of course this kind of over… (16:45) nature over all the other dimensions. And it may mean that we are not looking for the most economical solution but rather for the most suitable solution on this kind of nature agenda. Well, than other settings and other situations we have an entirely different approach. Maybe indeed the economic part might be the guiding instrument - the finances - and other issues like animal welfare or the well-being of staff or things like that can leg behind. The idea of our compass is to have reasonable view angle of all those dimensions when making a decision and being aware of what is legging behind or not currently priority. And that can be perceived as not acting sustainable because if you are affected by one decision then it may be pain in the ass, some colleagues now need to switch to LED-lighting and remodel their buildings because it is not insulated in order to keep the energy costs low and in order to have a positive contribution to the hinderers of climate change, that these people are screaming because this cost me money out of my bottom line and out of my margin and out of my return on investment and at the end of the year I'm not looking as good as I could because I did such kind of investment. Yes that is true but we simply have to make such decisions because that is part of our holistic approach of this topic.

12. **You mentioned that you in some situations prioritize nature and in some situations others, can you see any patterns. That one dimension of the compass is getting more attention or prioritized that the others?**

No and it really depends on each individual entity. It is extension, for instance in Finland we have an economic situation where the whole country way suffering economical crisis over the past 4-5 years. We are operating a retail business in Finland. So yes it has an impact, we are not selling enough, we may need to close down shops, and that is the situation in Finland. Well, at the same time, we investing money in collecting and supporting the Baltic Sea action group which is basically trying to clean up the Baltic Sea and trying to get rid of all the plastic or the fertilisers the agricultural sector is putting into sea due to fact that they use way too many of those fertilisers, cutting a long story short, if you look at it, we may have had focus on the economic side but on the other hand we are not leaving the others entirely behind. It is not a black- white thing. It is something like a greyish mixture and you set reasonable prioritises on the topics. And that is possibly something today for the retail business, while tomorrow for the brand that looks entirely different, we may interfere and focus much more on environmental concerns that on social or economic concerns because we simply don't have economic concerns in fjällräven. But that is today and it may change tomorrow big time so I don't think that you can see a pattern, instead you see snapshots and then you will identify patterns in certain entities. But if you look over the long run, there is I think a rational and reasonable well-balanced kind of approach to all the four dimensions.

13. **How often do you think that a stakeholder's interest resulted in a concrete sustainable action?**

That was a long time ago, in 2009, when the animal right activists were talking about that we don't have full idea of where our down in our down jacket and sleeping bags comes from and they were criticising us because we simply couldn't prove differently, so they presumed that we have had animal plucked alive in our garments. That lead to the action that we had a very close testament of our down flow and very much tightened that so that we are now scoring top on that issue. Meaning that we have done the homework and yes that has been triggered by the animal right activists but it was not because we had done anything seriously wrong or done something out of neglects. It was alerting us to strengthening and make a transparent approach out of this topic. I guess that is much more happening, we are interacting with stakeholders that they see that we are doing the right thing but please make it transparent and make it clear. That is how we interact with Greenpeace and other NGOs and customers, so they know much better and have a clearer idea of how we address the topics they feel is a concern to them.

14. **Speaking of transparency – do you have any dialog with your competitors?**

Yes, we are actively working in various sustainability groups where you also find our competitors. We are a part of the sustainable apparel coalition (SAC) and using the "Heag" index, here we are of course interacting with our competitors as well. We are also member of the European outdoor group and I'm sitting in the sustainability council of that group, which is basically the top management tool for sustainability topics within the industry. We are basically setting up the framework in this council for the whole industry and therefore for all our competitors of course. And the we are also a member of the Fair labour association (FLA) and in the FLA you will also find competitors to us who are struggling or facing the same issues we are discussing like how to ensure that we have fair and good labour situations in our supply chain. There are a lot of things on-going where you can interact with each other. It is more rare to have joined projects because you then all of the sudden have anti-trust situation that will hinder you from interacting to closely with each other. It is finding the right balance and approach to these topics because as soon as the anti-trust or authorities feel that there is something going on that it is hindering competition or hindering free flow of markets, then they are putting pressure on the company. So for example if all competitors would agree that we should not sell from a certain supplier or should not sell from a certain country, it would for sure lead to an anti-trust litigation in front of the court and we would lose big time.

15. **How is the attitude amongst this group of competitors when sharing sustainability aspects?**

Often it is very good, it is open and it is trustworthy. It is a good exchange of information but you will also have to know that every entity is playing own game. We seen already that certain companies change their strategy during the course of a joint activity that lead to abuse of a situation, they tried to gain competitive advantage of being head of the curve. Meaning moving quicker than others despite the fact that they were working with others. The other thing is that you will always find that you will have laggards amongst the groups and those are just watching, taking notes and trying to be under the radar not in order to have to do something. Competitors sitting in the same room and you know that they will never do anything and they hope to be not target by NGOs or so as they are sitting at the same table.

16. **Education of sustainability?**

Well, on a regular basis we have sustainability trainings or sustainability courses. For the past couple of weeks we had 3 courses on social compliance and social issues. Twice a year I'm giving an account of what we are doing on all the different dimensions of sustainability. And every staff member is attending this kin of meetings. And then we have regular training courses with our staff on particular issues. Internal we have set-up a decent program where we try to keep people up to date. We have found a small group internally, that is the group who takes the highest amount of responsibility for sustainability issues in each and every company of our group. And these people are meeting on a regular basis – let's say every 4-8 weeks via skype or in person in order to discuss the latest development on the environmental, social or economic side. So that kind of exchange of know-how lead to internal activities within each entity. Regarding external education, apart from giving lectures at universities or interested stakeholders or even customers in stores, we don't have trainings to others. We try to be transparent in our dealings and therefore publish our csr reports and stuff like that. But honestly, the interest of a customer, in particularly our brands, is that they expect from us to be socially and environmentally responsible and they do not necessarily emphasise that we have to do something on educating them on a particular topic. I think they only wake up to a topic when there is a scandal out there like one competitor had hazard chemicals in their clothing, or now taking another example, which is currently debated, in the outdoor industry is microfibers. When things like that pop up some customers are alerted to that will ask how we address this issue if they cannot find any answers in our csr report etc. And we try to be as open and honest as much as possible. Other than that there is no training or education from our side.

17. **You report through GRI and are a member of UN Global Compact. When did you start to participate in these initiatives?**

Since I'm on board actually. It was one of the first things when I started to set up the sustainability strategy for the group. Number one was setting up the fenix way and second was to ensure that we find the right partners to partner up in networks and to be engaged with. For us it was very clear that all the ethical networks with some ethical agenda, which has universal principals at their core, would be the right one as we decided to become a member of the UN Global Compact, because that was logical to us. It was also logical to us since we are not a big company or a big group of companies, even though the names might be big, but the entities themselves are not that big, to find the right network in order to address certain topics. That was why that was the selection of the sustainable apparel coalition, being member of that, being a member of also the Fair Labour Association and also becoming a member of the textile exchange - this was also a logical step for us in order to have the right knowledge and know-how and the right network, the right impact, the right learning and the possibility to contribute to whatever we are able to contribute to.

18. How have the customers influenced the sustainable practices?

Customers are the one who basically have to want our products. They have to want to go to our stores; they have to want to be taken serious by us. That is why we think it is very important that customers understand our journey. That they are not feeling that we are window dressing or greenwashing. Rather that they understand that this is instinctively is part of our company and that they can experience that in the stores. They need to feel sustainability in the product due to long "givety" or due to some environmental features or specific social features that these products have. And they should feel that this is not single one products that are sold, rather that this is strategic set up within the whole range of our products. So that they will find it over and over again. On the other hand, customers are also contributing to our sustainability agenda in a way how they threat and handle our products. If they take care of that and don't use it as a throw-away item, then they will have a long-term relationship with us and our product. So if you buy a fjällräven backpack or jacket etc. – seriously if you are using it in the right way and follow the instruction and care information we give, you can use it for the rest of your life. At least for a long time. If you look today in Sweden and in Denmark, you will see that kids are out there in the streets having a very used-looking ".. (35:45)" and that is not a ".." we have produced yesterday or the year before. It is rather something they have inherited from their parents. In my view there is no better sustainability story than exactly that. That is why customers play such an important role, to work together with us in becoming more sustainable. And the use of products and the recycling of products is an important aspect.

19. Business partners, is that retailers that sell your products?

Exactly, that is mix. The group is also retailing so we are a big player ourselves but it is retailers and suppliers, which are our main business partners. And also here we give education, I'm traveling next week to retailers in Germany and in Sweden in order to educate them in our sustainability agenda and they should understand why fjällräven or fenix as a group is acting this way and not another way. That is I think an important aspect. But also our suppliers need to understand why we have a code of conduct, why we have this philosophy and that is why I am also traveling to Asia and European countries and various locations where we do have suppliers and educate and train them and give them an idea. And now after 5 years, we can see that they gradually has been picking up the same topics so they are by themselves acting on certain topics, be it climate change or conservation of water etc. And that makes me happy to see that the first ".." I am going to write now and this is a good development in my view.

20. Different demands in level between end-customer and retailer?

Yes, because retailers are very much depending on the customer. So basically, they are an indirect arm of a customer. On the other side, they also have their own agenda and wants to see certain products that are sellable, that have a cool story. I have to admit that not all of them- if you look at the at all the different customers we have – not all of them takes sustainability to the heart as we do. Nonetheless, since they have to cope with the fact that we have this sustainability story as one of our core stories, they need to address it somehow. And the all of a sudden, they are part of something bigger and need to address that topics. So it is a little bit like an indirect education we give them by just being the way we are.

21. How and why have the government influenced the sustainable practices?

First of all, many regulators, especially if you look at primers, they are the ones who tell you what is allowed in the market or not. If we are not able to innovate in a way where we can be efficient, more eco-friendly, for example the stoves that burn more efficiently gas, that are made from more light material, or the material we use in a more efficient way so we are able to recycle it and disassembly it in a better way. If the regulators will hinder us from doing so, they will also hinder the sustainability progress in particular these two brands. That is my it is important to have them on board and make them understand that this is part of a journey and a fight they should take. And regulators are in our view, sometimes the most conservative players in the market because they are not, even though politics says one thing and regulators are not consistent. And they have an entirely different view and if they think that it is important to have 3 types of packaging around products, then you have to do these 3 types of packaging. Even if you know and have good argument for that one type would be enough, then we have an interaction and there we have to educate and some are willing to engage in this debate. And others are sticking to their rule book until they day when the law has changed. It is still a slow process.

22. How do you work with the media in terms of sustainability?

That is indeed a more case-to-case relationship and it is an important group. What media likes in our group is that we serious and open. We are not hiding and tell them one story in order to hide the dirty story. That is why media comes to us because they like working with us. Then they can also be open to us. And that is one thing. But we have started more strategically and more organised to get into dialogue with them and brief them on what we are doing and how we are developing. That doesn't necessarily mean that we are seen in the media more often but it means that the media is more aware of what we building and should a topic like a negative story from an environmental or social aspect pop up, they know whom to contact in order to have a serious discussion. That is for me a huge achievement and it will hopefully continue in the years to come.

23. Why do you consider the employees in your sustainable practices?

First of all, in order to be successful in delivering in our own vision, it is important that the staff understands the vision and is contributing actively. Due to the fact that there is a historical set-up, we have had very low staff fluctuation, the ones who come on board, stay on board. That was the case in the past. We have gone away from that due to that we had a majority of entities who works in the retail business and again even if people are fluctuation more often they need to understand our philosophy and they need to live by it. So there is kind of a necessity from our point of view to take particular attention to staff, meet staff interest and staff retention. That is what we did and that is what we do on a regular basis. Hence, sustainability topics should not only be in the fenix way, they should be lived by it and operated accordingly. That is why staff members are an important issue for us.

24. Can you see any connection between some stakeholder groups that are influencing the social aspect of sustainability and other groups that are more influencing the environmental aspect?

I think you have a serious disconnect, because the special interest groups tend to look only at their terms and ignore the other dimensions of sustainability. That is always funny when you look into the groups that I mentioned earlier, the vegan movement. They are definitely right in addressing the topic of abuse and misuse of animal derived products or of animals in general. But on the other hand, they absolutely ignore that by promoting vegan shoes or vegan lifestyle, they basically contribute to those people that tend to ignore climate change or tend to say that we should use more plastic. So they are basically contributing more negatively of the use of plastic and the downside coming of that is not only for the raw material use and the fossil fuel use but rather also on the side effects of abuse of products. Meaning the wastage that goes into the sea and fresh water and air, that is also a contributor. And they tend to ignore that completely. Sometimes it is talking about organic cotton, then people tend to ignore that there is child labour big time in India and other regions of the world when it comes to organic cotton. But they don’t care about that – they just want to have their agenda. It is a bit disconnected – social and environmental – but what we see however is an increasing connection between certain interest groups when they are willing to start their campaign. There is link between research and science, governmental officials, NGOs and media. So if I want to push an agenda topic through, let’s take the example of microfibers, it is interesting to know that there is a scientific study coming out. Then all of the sudden, media picks it up and NGOs are campaigning for that. Some politicians are standing in front of a camera and giving a statement to that. So that shows me that there is a link, cross-sectorial link but it is still issue-driven. It is not networked yet.

Appendix 7 – Interview Sandqvist (Henrik Lindblom, 2017-03-16)

1. **Berätta om din roll på företaget.**

Jag är hållbarhetsansvarig, vilket betyder att jag är ansvarig för hela vårt arbete med att minska miljöpåverkan eller försöka se till att vi har en, om möjlig, positiv miljöpåverkan. Men också titta på sociala aspekter av tillverkning av produkter och så.

2. **Hur länge har du arbetat på företaget?**

Sedan februari för ett år sedan.

3. **Har ni en etablerad avdelning som arbetar med hållbarhetsfrågor?**

Det är bara jag. Det kan vara allting från att kommentera texter till att diskutera med leverantörerna.

4. **När började företaget att engagera sig i hållbarhetsfrågor?**

Det är jättesvårt att säga. Företaget har funnits sedan 2004 och det beror på vad man menar med det. Från början var det… Det går inte att säga. Man har ju haft en del tankar om arbete vegetabiliskt läder ganska tidigt. Men sen kom det tankar om att det ska vara hållbara produkter som gick att laga. Sådana tankar har funnits med i diskussionen länge. Men det är inte förrän för ungefär två år sedan som vi började systematisera arbetet och gjorde långgående planer för det här.

5. **Var det då som du blev anställd som sustainability manager?**

Jag blev anställd kort efter att man börjat jobba med det.

6. **Vad betyder hållbarhet för er?**

Jag tror inte var en definition faktiskt. Det är en vanlig fråga ifrån studenter och så. Men de flesta företag i vår storlek har ofta inte suttit sig ner och definierat de begreppen. Utan man har någon allmän förhållning att man vill vara ett bra företag och att man vill inte tillverka skit. Och man vill inte att det man tillverkar skall vara dåligt för världen. Det är verkligen på den nivån.

7. **Hur blir det andra medarbetarna upplysta om hållbarhet?**

Vi har speciella, det är på månadsmötena, så har jag en stående programpunkt så att jag kan berätta vad som händer i vår värld inom hållbarhetsområdet. All butikspersonal utbildas i hållbarhetsfrågor och när vi ska ta beslut i hållbarhetsområdet så drar jag en dragning om bakgrund och så. Så om vi ska diskutera material så kanske jag förbereder en kortare dragning om miljöpåverkan och andra saker också.

8. **Vilka är företagets intressenter, vilka är de viktigaste?**

Igen, eftersom att vi är ett sådant litet företag så skulle jag säga intressent till styrelsen eller ledningsgruppen så skulle de titta på mig och undra vad jag pratar om. Det är inget som definierat, men jag skulle ju kunna tro att våra viktigaste intressenter är våra kunder. Man pratar i 66 tusen och allt det här. Man ska instruera i intressentdialog, man ska ta in deras åsikter för att fånga upp som en del av företagets ansvar. Det pågår inte på något systematiskt sätt här. Intressenter, vilka påverkar och vilka tar man hänsyn till och feedback och påverkar utvecklingen då är det personalen här, kunderna, återförsäljare, leverantörer som kan ge feedback på det vi gör. Och när det gäller arbetsförhållanden så har ju vi, genom att vi är medlemmar i XXX Foundation, deras input och det är ju en flerpartsorganisation som involverar många olika, och de viktigaste intressenterna är det gäller arbetsförhållanden. Och därifrån har vi ju den aspekten genom våra medlemskap i Fair Wear Foundation. Sen något strukturerat, om man skulle fråga de som sitter i styrelsen var och sen, då skulle de komma med olika svar på vilka våra intressenter är.

9. **När blev ni medlemmar i den organisationen?**

Vi blev medlemmar i Fair Wear Foundation för kanske 10 månader sen. Eller kanske 11-12 månader sen. Snart ett år.

10. **Fanns det en speciell anledning till det, att ni började engagera er i den?**

Det är en flerpartsorganisation som gör oberoende kontroll av arbetsförhållande hos leverantörer inom sömnadsindustrin. Och det är det mest känsligt området för vår bransch är arbetsförhållandena i leverantörsledet. Det sättet vi kan hantera det förutom att vi kan försöka forma arbetsförhållande hos leverantörerna bra, är att se till att det är en trovärdig partner som kontrollerar och hjälper oss i det arbetet. Och då valde vi Fair Wear Foundation för att de är som vi tycker det bästa alternativet. Dels för att det är en flerpartsorganisation, med stakeholder initiativ så man fångar in hela den bredden och det gör också att den har en helt annan trovärdighet än om man skulle anlita en kommersiell tredjepartsorganisation för att jobba med leverantörerna.

11. **Deltar ni i några internationella hållbarhetinitiativ när ni rapporterar om hållbarhet? Typ Global Compact eller GRI?**

Igen, vi är alldeles för små. Det enda internationella initiativ vi är med Fair Wear Foundation. Sen när man tittar på leverantörer och så, så kan man ju få hjälp av att se vilka kunder har leverantörerna. Vilka andra kunder har dem. Vilka initiativ är dem med i. Om det är en större kund. Så om man går till leverantören och de levererar till Adidas och man vet att Adidas i med i kemikalieinitiativ. Okej då vet man att de borde vara insatta i de restriktion på kemikalier som XX chemicals kemikalier initiativet har. Och det borde göra att de kan förstå våra krav bättre också. Men sen så har vi ju tittat på, exempelvis, XX Discharge, men vi är så små. De är ju H&M och de jättarna som är med där.

12. **Hur många är ni på företaget som jobbar?**

Här på kontoret är vi cirka 25 personer.

13. Ser ni någon koppling mellan era intressenter och hållbarhet?

Jag skulle säga att den tydligaste kopplingen mellan intressenter och vårt hållbarhetsarbete är den genom Fair Wear Foundation. De lyfter upp och driver projekt inom de områden som de tycker är viktiga, och eftersom det drivs att fackföreningar, människoorganisationer och branschorganisationer så får vi ju därifrån vad de intressenterna tycker är viktigt och vad vi ska jobba med. Nu till exempel jobbar vi med att utbilda de anställda om deras rättigheter i våra fabriker i Indien. Det är ju intressentdrivet i och med att intressenterna i Fair Wear Foundation tycker att detta är en viktig aspekt att titta på. Sedan så är ju en saker som man kommer att satsa på och som också kommer att handla lite om vad det finns intresse för liksom. Exempel vad våra kunder frågar om i butiken. Frågar våra kunder om vilka kemikalier som används i tillverkningsprocessen så kommer det att bli en högre prioritet än någon annan grej liksom.

14. Hur kommunicerar ni med era kunder?

De vanliga kanalerna. Sociala medier, hemsida och events. Där har vi inte pratat så mycket hållbarhetsarbete ännu. Utan att vi har väntat med att göra det, tills vi har något att komma med.

15. Känner ni att kunderna kan komma med olika önskemål/krav gällande hållbarhet som ni känner av?

De har inte gjort det i så stor utsträckning. Alla frågor som kommer till vår kundtjänst gällande hållbarhet skickas vidare till mig. Så jag har ju ganska bra koll på vad det är för frågor som vi får angående hållbarhet. Sen pratar jag med butikerna om vad de får för kommentarer från kunder.

16. Vad är det för typ av frågor/önskemål som ni får av kunderna då?

Vi faktiskt inte så mycket frågor tyvärr. För mig skulle det vara jättebra med mycket frågor, det skulle göra mitt jobb internet inom företaget. Det hade varit enklare om det fanns ett stort tryck. Men de frågor som jag har fått har varit gällande ekologisk bomull tror jag. Näst vanligaste har varit kemikalier.

17. Har du ett exempel på ett hinder som stoppade ett beslut i en hållbarhetsfråga?

Kostnader. Och sen skulle vi vilja ha bättre leverantörer av läder. Men att utveckla eller att hitta en ny leverantör, som är pålitlig. Dels innebär det att det förmodligen kommer att bli en dyrare leverantör, och dels så innebär det en risk. Kommer de att leverera tillräckligt bra kvalitét? Kommer de leverera i tid? Hur lång tid tar det? Det är inte bra en kostnad, utan även en arbetsintensiv fråga.

18. Har du ett exempel på när en intressents önskemål resulterar i en action av er?

Inte så liksom. Om man tar Fair Wear Foundation som en intressent så jobbar vi ju med deras projekt och genomför vi de förbättringsförslag som de har på fabriksnivå. Vi har ju haft en väska med läderdetaljer på. Då har det kommit in förslag om att vi borde ha väskor utan läder. Då har det ju kommit att vi har väskor utan läder. Veganväskor. Det var innan min tid som man bestämde detta, men jag misstänker att det var kunder som tog upp detta. På mitt tidigare jobb så fick vi ju också frågor angående läderdetaljer. Folk ville att vi skulle tillverka jeans utan läderbiten. Veganjeans. Rent generellt, så är den mest aktiva intressentgruppen faktiskt GIRHETS-gruppen. Om man pratar om andra företag, till exempel företag i outdoor industrin så är ju den största grejen som de har är dun. Djuraspekten. Det verkar vara en aktiv konsumentgrupp mer än många andra intressegrupper.

19. **Kan du se en viss typ av koppling mellan en viss typ av hållbarhetsarbete och sen viss typ av intressegrupp?**

Ja. Det kan ju vara så att man inte har tänkt på det, för att det inte har varit en diskussion här. Och då kan intressenter lyfta upp saker som man kanske inte hade tänkt på, och sen ställa sig frågan ”varför inte?”. Klart vi ska göra det.

20. **Du nämnde tidigare att ni hade en viss typ av samarbete med era konkurrenter angående hållbarhetsfrågor.**

Samarbete och samarbete. Vi jobbar i samma bransch så vi träffas ju en del i olika sammanhang och diskuterar frågor. Sedan när det gäller våra leverantörer så köper ju andra företag av dem också, vi har alltså samma leverantörer. Då kan vi kontakta de företagen för att diskutera hur vi tillsammans kan arbeta för att få fram förbättringar.

21. **Hur är attityden då mellan er konkurrenter när ni träffas i olika sammanhang?**

Jätteöppen. Jag har aldrig stött på problem att diskutera öppet om hur det ser ut. Speciellt inom vårt område så vill ju alla samarbeta mer. Inte alla, men de flesta.

22. **Beskriv relationen till kunderna i arbetet med hållbarhet.**

Haha oj nej det kanske jag inte kan.

23. **Men om vi ställer frågor hur har kunderna påverkat arbetet med hållbarhet?**

Okej, de hjälper till att sätta våra prioriteringar. Vi har satt upp mål med vårt hållbarhetsarbete som är väldigt ambitiösa vad vi ska nå fram till de kommande fem åren. Men det är såklart, att om kunden frågor mycket efter något, då kommer vi att börja gräva där först. De kommer att hjälpa oss att sätta prioritering. Ibland gör det oss nyfikna när kunder frågar mycket som typ ”Varför?”. För ett tag sen var det några som frågade om vi hade buffelläder från Indien. Och jag känner ju till att det är kontroversiellt med koläder från Indien eftersom kor i Indien bara slaktas på vissa områden och därför blir transporterna långa och plågsamma. Jag hade aldrig hört något om buffelläder, så jag spenderade timmar med att försöka hitta vad problemet med buffelläder från Indien var. Och jag hittade inget och blev paff. Eftersom vi, och de flesta företagen som jag har pratat med, får så få kommentarer från kunder, speciellt kommentarer som är specifika, så blir det ju att man kollar upp om man får en kommentar.

24. **Varför tas/tas inte hänsyn till kunderna i ert hållbarhetsarbete?**

Det är ju inte så att vi känner att vi skulle förlora någon försäljning om vi struntade i det eftersom att det är så få frågor. Jag tror främst att man tar hänsyn till det eftersom att vissa saker har att göra med, som det här med buffeln, att man behöver en bredare kunskap än vad vi har. Och då kan det vara så att det kan vara något som vi borde titta på. Och så tittar man på det. Sen kan det också hjälpa oss med att få en uppfattning om vad som är viktigt. Vi måste jobba med allt från vattenfrågor till hur ser det ut för de som plockar bomull? Hur ser det ut för dem som syr det? Vad händer med väskorna när de slängs? Vad händer med väskornas spill när vi klipper till tyget? Det är ju en extremt lång lista med saker vi försöka titta på. Då kan det ju till viss del, om det finns kundintresse hjälpa till att prioritera.

25. **Ni har ju både återförsäljare (också en kund) och slutkunder. Finns det någon skillnad när det kommer tillhållbarhet där? Ställs det olika krav eller önskemål?**

Svårt att säga. Men återförsäljarna är ju egentligen färre på det sättet. Jag har ju fått från vissa återförsäljare att vi ska svara på frågeformulär om våra produkter om säkra förhållanden eller så. När återförsäljarna frågor så är det ju oftast mer systematiska krav som riktas mot oss. När kunder hör av sig kan det vara lite mer random fråga. Varför har ni kemikalier i era väskor? Då blir man lite paff och vet inte var man ska starta. För det finns ju kemikalier överallt. Då får man börja med att förklara att det finns kemikalier alla väskor, men då får man fråga vilken typ av kemikalier samt hur jobbar vi med dem. Jag vet inte om det var svaret på frågan, men det är lite olika typer av hållbarhetsfrågor från kunder och återförsäljare. Återförsäljare ställer mer bredare och är mer systematiska samt har en större förståelse vad hållbarhetsarbete är. Konsumenter är mer frågeintressenter.

26. **Hur har de anställda påverkat arbetet med hållbarhet?**

Oj jaa. Det är ju anställda som gör det liksom. De flesta initiativen kommer från de anställda. Tex nu har vi börjat att laga väskor i våra butiker. Det var ju ett initiativ från anställda. Och så gjorde vi det i en större skala och försökte marknadsföra det och så. Det är verkligen ett initiativ som har drivits av personal i butik och här på kontoret. Det är ju väldigt högt i tak när det gäller att ta initiativ. Så om någon kommer på någonting så kan ju den verkligen förändra det.

27. **Hur har regeringen/lagar påverkat arbetet med hållbarhet?**

Väldigt lite. De krav som ställs från lagen är lägre än våra, eftersom vi siktar högre än dem. Ibland hänvisar man dialoger med lagstiftare eftersom det är universellt begripbart. Det är inte lagen som är vårt mål liksom. Vi hoppas att vi har överträffat lagens krav inom relevanta områden.

28. **Varför tas/tas inte hänsyn till leverantörerna i ert hållbarhetsarbete?**

Därför att de tillverkar produkterna tillsammans med dem. Vi använder deras expertis och kunnande när vi gör våra väskor. Vi måste lyssna på dem. Vi vill ju ha ett bra samarbetsklimat med dem. Vi vill ju göra saker tillsammans med leverantörerna för att det funkar bra, inte för att vi håller i pengarna. Dessutom är min erfarenhet att det inte går att tvinga leverantörer till saker som de inte tycker är vettigt själva. Om vi skulle komma till dem och tvinga dem till en viss standard i arbetsförhållanden, och leverantörerna skulle tycka att det var en dålig idé – så skulle de säga JA men inte genomföra det. Eller så skulle de göra det på pappret eller för syns skull och inte på riktigt. Om man vill få leverantörerna att göra något, så måste man få dem att tycka att det är bra och vettigt också. Man måste lyssna på deras respons och feedback också för hur detta kan fungera för dem.

29. Hur har media påverkat arbetet med hållbarhet?

Inte direkt en påverkan. Utan mer att om media skulle skriva mycket om kemikalier i textilindustrin så skulle vi få mycket frågor på de, och då kanske vi skulle se över det eller jobba mer med. Så en indirekt påverkan har det varit. Det är inte så att rädslan att bli uthängda i Uppdrag Granskning har drivit vårt arbete. Men jag tror att dem kan vara med och sätta en agenda vad folk tycker är viktigt här på kontoret. Om folk på kontoret läser om mycket ekologisk bomull så kan det komma frågor om varför inte vi kan börja med ekologisk bomull. Så mer indirekt.

30. Hur involverade i företaget i ägarna/grundarna idag?

Vi har tre ägare, två av dem jobbar här på kontoret varje dag. Den tredje sitter i styrelsen. Jag skulle säga att dem är med på många av besluten som tas på det här området.

31. Hur långt har Sandqvist kvar till en positiv påverkan på miljön än en negativ?

En sak kan jag säga om positiv miljöpåverkan. Vi ska byta till en bomullscanvasleverantör som köper sin bomull direkt marginaliserade producenter i Indien. De har i sin tur att sälja sin bomull till ett bra pris. Då kommer vi, genom vår leverantör, köpa direkt från bönderna så de får ett högre pris för sin bomull. Och därmed höja sin levnadsstandard. Även om det är ekologisk bomull har den påverkan på miljön. Men i den här handeln så har vi positivt avtryck på de här samhällena. Det här handlar inte om, som det ofta kan vara när det gäller bomullshandel, att dem bara tjänar pengar för att i princip bara överleva. På det breda sättet, med allt från vårt läder till vår polyester och nylon, med transportering, så vet jag faktiskt inte hur långt vi har kvar. Men vi har, precis som branschen mycket att göra.

32. Hur utbildas du i hållbarhetsfrågor?

Jättemycket genom samtal med andra i branschen. Jag träffar andra hållbarhetsansvariga i branschen. Mycket genom att läsa rapporter från oberoende organisationer, NGOs. Då är det ofta att man får nyhetsbrev med uppdateringar om vad som händer på kemikaliefronten eller på fronten i olika länder eller så.

33. Hur kommer det sig att ni inte publicerar allt ni gör i hållbarhetsfrågor på er hemsida?

Grejen är ju att vi har valt att inte uppdatera det. Finns till och med saker som är fel och inte stämmer. Och vi har resonerat så att vi inte ska pilla så mycket, utan att vi ska göra en ordentlig uppdatering. Vi har mer att berätta, så nu kanske vi gör en större uppdatering med allt vi gör. V gör det de kommande månaderna istället för att pilla här och där. Det är på mitt dåliga samvete att det är så dåligt uppdaterat.

34. Arbetar med att sluta cirkeln efter att kunden är klar?

Vi säger ju att folk ska lämna tillbaka sina använda väskor, så får de 20% på en nya väska. Så tar vi de gamla väskorna och säljer de i second hand eller plockar isär dem och använder delarna som reservdelarna. Innan jobbade jag på Nudie Jeans, och vi arbetar lite som dem också arbetar med sin reparationsservice. Jag tycker att man ska vara tydlig med att vi göra detta i våra egna butiker. Men majoriteten av våra produkter säljs hos återförsäljare. Vi säljer ju jättemycket väskor i Tyskland, och där har vi ingen egen butik. Så där kommer ingen någonsin att lämna tillbaka väskorna. När det gäller att Close the loop, det funkar ganska dåligt för vår bransch. Kanske att vi borde ha en affärsmodell där vi hyr ut väskorna för att få tillbaka dem, eller ha ett pantsystem. Men jag vet inte hur realistiskt det är med vårat lilla företag som säljer väskor i väskor i Japan, USA och hela Europa. Det där tycker jag att man borde reglera. Om man skulle säga att textilbranschen hade ett ansvar för allt, då skulle ju branschen tvingas gå samman och sätta upp uppsamlingscontainrar. Så att det skulle bli ett fungerande system. Men det här systemet som vi pratar om här, det är bra för att det ökar medvetenheten hos kunder. Det är bra för att vi faktiskt tar hand om det vi kan. Men det är inte lösningen på det problemet att vi kastar textilier.

35. Är det något som du tycker att vi har missat att fråga om, som du gärna vill förmedla?

Inte just nu.

Appendix 8 – Interview Nudie Jeans (Eliina Brinkberg, 2017-03-21)

1. **Berätta om din roll på företaget.**

Jag är CSR Manager och då har jag egentligen hand om att driva vårt hållbarhetsarbete. Den största tiden går åt att hålla kontakten med våra leverantörer. Vi är medlemmar i en organisation som heter Fair Wear Foundation som är en holländsk organisation som jobbar för arbetarnas rättigheter i textilindustrin. Vi är medlemmar för medlemmar i deras organisation och de gör våra audits, våra kontroller av leverantörerna. Så det är mycket kontakt med dem och med leverantörerna om att planera audits och följa upp dem och att planera in utbildningar som Fair Wear Foundation erbjuder och hålla dem hos leverantörer genom oss. Så det är mycket kontakt med just leverantörerna. Sen är det också mycket kommunikation både internt och externt. Vi blir ofta inbjudna att vara med i olika launchträffar eller hålla ett föredrag på ett universitet. Och sen jobbar vi mycket med intern kommunikation också eller interna utbildningar där vi satsar mycket på att de som jobbar i våra butiker ska vara insatt i det vi gör. Jag åker runt mycket och ge föreläsningar för butikspersonal. Sen är det olika nätverk som vi är med i. En hel del olika frågor men det största delen går egentligen till leverantörskontaker och besöka dem. Och se till att förbättringar sker på de punkterna som behöver förbättras.

2. **Hur länge har du arbetat på företaget?**

Jag är här på ett vikariat så jag började i april i denna tjänst. Jag har jobbat Nudie sedan november 2013 men då jobbade jag som butikschef i Stockholm. Så jag har pluggat miljö- och företagsekonomi så jag ville ha den här tjänsten men jobbade lite innan i butiken så nu är jag på ett vikariat.

3. **Har ni en etablerad avdelning som arbetar med hållbarhetsfrågor?**

Det är än så länge bara jag. Och jag sitter på produktutvecklingsavdelningen. Så jag sitter med att utveckla produkter, materialval och leverantörer. Tanken är nog att när Saydna kommer tillbaka – det är henne jag vikariera för – att vi kommer bli två stycken och då finns det en framtida plan på att vi faktiskt ska skapa en egen avdelning. Men vi kommer fortfarande att sitta nära produktavdelningen för att vi vill få in hållbarhetsarbetet redan från start med designen, med materialval och inte sitta med marknads- och kommunikationsavdelningen utan verkligen jobba när produkterna. Hållbarhet är redan en integrerad aspekt och jag har det officiella ansvaret men sen är våra designers väldigt involverade i något som de hela tiden jobbar med och träffar leverantörer och diskutera nya utvecklingsmöjligheter. De är frågor som de driver också.

4. **När började företaget att engagera sig i hållbarhetsfrågor?**

Jag vet att det har varit en drivkraft som har funnits där från början. Det var lite därför Nudie startades. Maria som är en av grundarna, hon jobbade på ett annat stort jeansföretag och kände då att hon ville starta ett eget företag och göra den grejen hon ville utan att behöva kompromissa med arbetsförhållanden i fabrikerna och så där. Så det har alltid funnits en vilja från början. Sen har det varit små steg, och jag tror att beslutet att bara ha 100 % ekologisk bomull i våra Demin produkter togs 2006, men den var inte förens 2012 som vi lanserade den första kollektionen med 100 % bomull. Så det har fått ta den tiden som det har tagit lite gran men viljan och drivkraften har egentligen kommit från ägarna men vi har haft CSR managers från början som har varit med och drivit frågan också.

5. **Har det alltid funnits en CSR manager eller när infördes den tjänsten?**

Det började som ett väldigt litet företag med de 3 ägarna 2001 då Nudie startades. Sen växte det väldigt organiskt men jag tror i alla fall det var nog runt…ja Saydna har jobabt hos oss 5 år och innan dess jobbade en annan här i 3 år så ett tag i alla fall.

6. **Vilka är företagets intressenter?**

Jag skulle absolut säga ägarna då frågorna har drivits från dem från början. De är fortfarande väldigt drivande i frågan och sen är det ju de anställda. Det är ju väldigt många som är intresserade i denna fråga som söker sig till oss även om man jobbar på ekonomiavdelningen eller logistik, så finns det ofta att det finns en tanke hos alla våra anställda som tycker att de här värderingarna och vilja bry sig och välja det minst miljödåliga. Jag tycker att många av de här idéerna som vi jobbar med idag har ändå vuxit fram från att det har poppat upp inom företaget. Till exempel att vi lagar alla Nudie Jeans gratis i butikerna. Det började egentligen som en jätteliten skala för att vi har haft symaskiner i butikerna för att lägga upp jeans och då någons kompis som kom in och frågat om vi inte kan laga deras jeans och så började väl någon butik att göra det och sen började en till osv. Så det är mycket saker som har vuxit organiskt till att man har förstått att den här grejen är jättebra - vi borde göra det i alla våra butiker. Och då tog vi beslutet att vi skulle kalla butikerna för Repair shops istället. Så det är mycket av punkterna som vi gör idag som har krupit fram från idéer från folk som har jobbat här. Sen är såklart kunder viktiga. Det är nästan först idag och under de senaste åren som vi ser att kunderna börjar bli mer och mer intresserad av det här men vi har sedan länge jobbat med ekologisk bomull och har varit noga med vilka leverantörer som vi jobbar med och så här. Det har vi egentligen gjort för att vi har velat det istället för att kunderna ställt sådana krav. Sen har vi inga aktieägare utan vi är privatägda. Det tror jag faktiskt har hjälpt för då har vi kunna göra ganska långsiktiga investeringar och man har inte behövt övertala någon extern investerare.

7. **Hur prioriterar ni era intressenter?**

Jag tror nog att det handlar mycket om att vårt hållbarhetsarbete drivs av ganska mycket av för att vi vill det. Mycket från ägarna, det kommer idéer därifrån och som CSR manager har jag en stor frihet att driva olika frågor och komma på nya möjligheter. Det drivs ganska mycket internt så det är inte mycket externa påtryckningar om vad vi borde göra. Utan det har kommit och kommer fortfarande idag från att vi vill göra det här.

8. **Hur kommunicerar ni med era intressenter?**

Jag tycker att vi kan vara lite dåliga med att kommunicera. Just vad det gäller kommunikation till kunder som blir en viktigare intressent för oss, jag menar vi skulle inte överleva om vi inte har kunder, men just vårt hållbarhetsarbete har nog inte varit det som fokuserat på kommunicera till kunderna. Men där tycker jag att vi kan definitivt bli bättre och vi kommer att satsa på det framöver för att det känns lite som att kunderna kanske är redo att förstå vårt hållbarhetsarbete. Förut har rädslan lite varit att vi ska bli ett eco-reko brand liksom fast vi egentligen gör snygga jeans. Men nu känns det lite gran som att konsumenterna har kommit förbi iden om att bra material, ekologiska material är töntigt och istället se att det är något positivt. Jag tror att det kommer att fokusera mer på vårt hållbarhetsarbete framöver och då kommer det att vara väldigt mycket genom vår hemsida och social medier. Sen är den aktiviteten vi har i butikerna väldigt viktig. Att de som jobbar där är uppdaterad och kunniga om det vi gör. Jag tänker att vårt hållbarhetsarbete dels kan vara det som är bakåt i kedjan men sen är det också väldigt mycket om den aktiviteten som sker i butikerna och att vi faktiskt lagar kundernas jeans och få kunder att använda dem längre istället för att kasta bort dem och köpa nya. Och att vi rekommenderar att inte tvätt så ofta och då kanske man kan få konsumenterna att spara vatten i sin privata konsumtion av vatten. Och vi säljer second-hand jeans så vi försöker liksom göra väldigt mycket i butikerna på lokal nivå också.

9. CSR Report släpptes 2015? Hur blev det med den?

Ja tanke är att släppa en varje år, det är lite tidsbrist som gör att den inte redan har skrivits för 2016. Men precis det är tanken att vi ska fortsätta att göra.

10. Hur kom det sig att ni började att införa den rapporten 2015?

Jag tror faktiskt att det var lite gran i och med det här nya lagkraven som finns. Sen kommer vi inte att ingå i det för att vi egentligen är ett för litet företag. Men jag tror att det var den lagstiftningen eller kravet som ledde till det. Sen har det funnits en tanken sedan länge att vi ska göra det men det har helt enkelt inte funnits tid till det. Det är mycket saker som tyvärr har, att det har varit tidsbrist, att vi inte hunnit utveckla det.

11. Till vilken grad överensstämmer företagets vision i hållbarhetsfrågor med era intressenters önskemål eller krav?

Jag skulle nog säga att den överensstämmer bra. Och att vi till och med har gjort mer än vad kunderna vill ha. Ibland har vi nog gjort mer än vad kraven har varit liksom. Jag tänker på hur vi jobbar med våra leverantörer och att vi ställer ganska höga krav vad gäller arbetsförhållanden och löner och arbetstider, att det ska vara rimliga. Och där kommer i och för sig Fair Wear Foundation in som i och för sig skulle kunna säga är en intressent, då vi jobbar mycket efter deras standarder och arbetssätt och kravställningar. Och de är ju väldigt mycket på arbetarnas sida om man ska säga så. De är ju egentligen en NGO som jobbar på det. Utifrån deras krav kanske vi ligger lite under, de vill ju alltid att vi ska bli bättre. Men jag tror att när det just gäller materialval och eko-bomull och sånt så kanske vi har gjort det innan vi har känt att kunderna kanske har efterfrågat det.

12. Har du ett exempel på ett hinder som stoppade ett beslut i en hållbarhetsfråga?

Vi jobbar ju mycket med levnadslöner när det gäller våra leverantörer i Indien. Problemet i Indien är att lagstadga minimumlönen är för låg så jobbar man normalt så får man ofta inte ihop tillräckligt för att leva på, vilket gör att många textilarbetare jobbar övertid för att få tillräcklig med pengar att leva för. Då pratar man istället om en levnadslön, hur mycket borde en textilarbetare få för att överleva. Och då har vi under 2012 tillsammans med Fair Wear Foundation en undersökning hos en av våra större leverantörer och kom fram till att levnadslönen då var definitivt högre än minimumlönen och då beslutade vi oss också för att betala ett högre pris för våra produkter och det här extra pålägget per produkt gick direkt till arbetarna. Och det gick väldigt bra att implementera det. Och det har funkat väldigt bra hos vår leverantör. Sen skulle vi ta det här arbetet vidare till en annan indisk leverantör för 2 år sedan och då var det faktiskt inte helt lätt att implementera det för det var skjortfabrik som den här andra leverantören är och där var det mycket större skillnad mellan arbetarna alltså nivån av ”skills”. De som sydde hade faktiskt mycket kunskap att sy en skjorta i jämförelse med de som sydde en t-shirt. Då jämför man en person som bara stryker plaggen med en som syr så är det ganska stor skillnad i hierarkin inom den indiska kulturen. Och då blev det helt plötsligt från arbetarnas sida att de inte ville att de som jobbar med att sy skulle få lika stor påslag som de som jobbar med att bara stryka skjortan. Så det blev ett litet hinder och det var inte alls så lätt som jag hade trott för att vi tänkte att klart att de är glada att de får mer betalt men då blev det istället bara en fråga om hierarkin och att de ville ha mer än de andra. Men efter att ha diskuterat med ledningen och att istället för att prata om en levnadslön så skulle man säga kvalitetsbonus och prata om det med andra ord så fick vi igenom det till slut. Så nu betalar vi det där också. Men det var ändå ett exempel på ett hinder och att det inte alltid är så lätt som man tror.

13. Har du ett exempel på när en intressents önskemål resulterar i en action av er?

Där tänker jag ju att det är mycket av det vi gör som har kommit inifrån och det är ju ägarnas del och till exempel det här med att vi började laga, det kom ju ifrån en av våra anställda som hade smyggjort det i butikerna. Och så det blev såklart något vi ville göra i alla butiker, så det är väl lite det. Men jag kan inte komma på ett exempel när en extern intressent har krävt något.

14. Hur har ägarna påverkat arbetet med hållbarhet?

Maria som är creative director och är en av ägarna, hon har ju från början som sagt velat göra det på det här sättet och tagit ansvar för den påverkan som vi skapar. Sen idag jobbar hon mer med det kreativa och mindre med det visionära. Idag är vår VD Joakim Levin den drivande och visionära i hållbarhetsfrågorna. Den frågan har liksom spridits vidare mellan ägarna.

15. Hur har de anställda påverkat arbetet med hållbarhet?

Jag tror att det är det – vi är och har varit väldigt öppna för idéer och det ska få komma från alla. Idag skickar vi ju sådan repair ships som man kan betsälla online och det började med en som jobbade i vår butik. Hon skrev en uppsats eller gjorde något extra arbete och skulle kolla vad intresset var för det och sen insåg vi att det här är bra och att vi fortsätter med det. Det är mycket frågor som har vuxit fram internt.

16. Hur har kunderna påverkat arbetet med hållbarhet?

Jag tror att för knappt ett år sedan så var de inte så himla påtryckande. Jag tror att idag – vi får till exempel väldigt mycket frågor kring kemikalier vilket har gjort att vi kommer lite mer med att försöka kartlägga kemikalierna i produktionen. Det är ju något som vi har försökt att jobba med men kanske inte lika aktivt förrut, men att välja väldigt bra leverantörer som vi vet är själva väldigt duktiga inom området och själva jobbar med olika typer av certifikat. Men nu kanske vi själva vill ha en mer aktiv roll i det arbetet. Så jag skulle vilja säga att kundfrågor är en väldigt viktig del. Det visar ju vad som är viktigt för kunderna och vad de är intresserade av.

17. Hur har leverantörerna påverkat arbetet med hållbarhet?

Vi försöker främst att jobba väldigt långsiktigt med våra leverantörer. Det är väldigt sällan vi byter om det inte något som inte funkar bra såklart. Men många av våra leverantörer har vi jobbat med i många år. Det här tycker vi är viktigt, dels för att vi från början vill välja bra leverantörer såklart och då ska det vara bra leverantörer som har och kan jobba med ekologiska material och som har bra arbetsförhållanden och som vill åt samma håll som vi vill. Det är också mycket svårare att diskutera nivån och arbetstider med leverantörer som inte tycker att det är viktigt. Att de istället vill att deras arbetare ska jobba övertid och vi inte vill det. Det är mycket lättare att ta de här diskussionerna med en leverantör vars ägare vill samma sak som vi. Vi är ganska noga med att välja vilka leverantörer vi vill jobba med. Och sen ser vi det mer som ett samarbete och inte att de bara producerar åt oss. Vi har också när vi gör kontroller och audits då planerar vi dem tillsammans med leverantörerna. Vi vill inte komma dit som en polis och kontrollera. Vi vill inte misstro utan ha en relation där vi faktiskt litar på varandra. Vi vill ju att de ska kunna säga till oss: nu funkar det inte det här, eller vi har problem med det här. Och då kan vi komma in och hjälpa dem istället för att de ska vara rädda för att vi ska lämna dem ifall det uppstår problem. Vi ska istället lita på att vi kan ha en ärlig kommunikation och utvecklas tillsammans.

18. Hur utbildade är era leverantörer i hållbarhet?

Vi försöker vara väldigt noga med att läsa tidigare audit rapporter till exempel, eller fråga om de jobbar med ”gott” certifiering. Eller om de har ett eget vindkraftverk som vår indiska leverantör har. Man får göra lite research innan, träffa dem och prata med dem och verkligen besöka fabriken för att titta hur det ser ut. Jag tycker nästan att Indien är väldigt väldigt bra, som den här skjortleverantören och ägaren till den har jobbat på Fear Trade i London och jobbat på Fashion ”..”, det finns liksom en väldigt stor kunskap om det. Det är nästan lättare med företagen i Indien än i Italien ibland. För Italien måste ju följa alla europeiska lagar och sånt där men de kanske inte alls lika villiga att vara öppna med tvättrecept och sånt. Dels handlar det ju om de själva faktiskt lär sig och har ett intresse i det. Men sen kan vi ju också genom Fair Wear Foundation till exempel ha utbildning – mycket för arbetare så att de ska veta sina rättigheter och vissa krav arbetsgivaren kan uppfylla. Grundkunskapen måste finnas där men sen kan vi absolut vara med planera in utbildningar för arbetarna.

19. **Hur har media påverkat arbetet med hållbarhet?**

Vi blir ju ofta framlyfta som ett gott exempel så vi är inte så rädda att bli påkomna med något ting. Att media ska testa något på gränsen och det är ju också att vi jobbar så himla transparant som vi kan. Vi har ju den här produktions guide på vår hemsida där vi beskriver exakt vad vi tillverkar och beskriver vad det är. Vi har väl någonstans helt enkelt bestämt hos att det är bättre att säga som det är. Vi kan också berätta att det är inte perfekt överallt, det finns massor saker som vi måste bli bättre på. Men genom att vara så här öppna så slipper vi vara rädda för att de säger: Med det här då! Men då kan vi säga: Ja men vi vet att det är ett problem och vi har försökt lösa det på det här sättet. Vi är öppna med hur vi jobbar.

20. **Har ni ofta kontakt med media när det gäller hållbarhet eller blir det mer när det är en speciell händelse?**

Vi är nog mer i kontakt när det gäller en speciell händelse men det händer ju absolut. När det är någon lansering eller det har ju varit mycket i media kring svan-märkta jeans och där var vi i kontakt med dem och de frågade om vi var intresserad kring det men där kom vi ju fram till att vi redan jobbar så pass mycket och långt fram och har förbättrat vetenskapen och att själva marknadsbanan inte hade varit aktuell trots att vi – ja det skulle inte tillföra något ting. Så hade vi gjort det så hade vi kunnat kommunicera om det. Nu ska vi lansera hållbara papperspåsar och då fick de ut med det. Sen är det ibland intervjuer som magasin och sånt där – det är lite olika kontakter.

21. **Du pratade om Fair Wear Foundation, har ni några andra samarbeten? Och hur påverkar de era hållbarhetsfrågor.**

Vi har jobbat tillsammans med 2 NGOs i Indien och då har det mer varit att vi har behövt hitta lokala organisationer som har kunnat ge utbildning till arbetarna. De har väl inte varit så mycket drivande i sig utan det är mer vi som har sökt upp dem och tagit hjälp av deras kunskap och saker som de har. Sen är vi med i olika typer av nätverk som Mission Future Fashion som är ett forskningsprogram. Där är väl vi med för att vi vill hålla uppe vår kunskap om vad som händer inom återvinning och tekniken, de jobbar nämligen mycket med återvinningar av textiler. Så vi håller oss uppdaterade på vad det finns för möjligheter att jobba med. Men de ställer inte några direkta motkrav till att vi ska göra något speciellt utan det är mer att hålla oss uppdaterade.

22. **I det här nätverken sitter det ju också konkurrenter, hur jobbar ni med dem? Öppnar dialoger när det gäller hållbarhet?**

Som jag har förstått det som i alla fall, så är det mycket lättare att prata om samarbeten om just hållbarhetsfrågorna. Textilbranschen har ju en tradition att vara rätt hemlighetsfull och att man inte delar med sig information till andra märken men just kring hållbarhetsfrågorna och genom åren har det också hänt väldigt mycket. Man börjar förstå att vi måste samarbeta. För det är så otroligt onödigt om man är flera olika företag som jobbar med samma leverantörer så ställer alla olika krav. Då är det mycket lättare att man går ihop och ställer samma krav och är mycket tydligare med kommunikationen och att vi då faktiskt kan förbättra saker. Och dela information, kanske vi har gjort en audit rapport och att man då kan dela det med varandra. Jag tycker det är väldigt bra med samarbeten mellan företagen. Och det känns som att det blir en mer och mer öppen kommunikation kring det också.

Appendix 9 – Interview Haglöfs (Eva Mullins, 2017-03-21)

1. **For how long have you had this role and how long have you been working for this company?**

In 2008, I started to work for Haglöfs for the materials team. So in that team I was doing a lot of sustainability work but not having the overall responsibility. Quality assurance of materials, material integrity, chemicals, formulations, phase out certain chemicals. A lot of work has been done there, but I haven't entered the sustainability manager position until August last year (2016). I would consider myself as a typical Haglöfs person. Not a master of anything, but good at many things.

2. **How do you at Haglöfs define sustainability?**

The importance of can be described in this picture (picture of the nature upnorth with lakes, mountains, snow and sun). You see water which is subject to water consumption, you see snow which is subject to climate change, you see air which is subject to pollution. And there are people here, who live here with their raindeers. This is our playground. For us to exist as a company, we need to look after this. The answer why we work with sustainability is quite simple, but of course it is extremely complex. I would like to include how we work with sustainability to make it a natural part. We have included it in the strategy part, in operations and in the culture. We have incorporated sustainability work in the strategy since 2008. We have a new strategy from 2017 to 2020 and we have included the sustainability as a ground part, and we will have a minimum impact on the people and the planet. So the work and the strategy is on four different pillars; products, producers, resources and people. The four strategic legs we are trying to work from in strategy and in terms of sustainability. And operations, we work with sustainability on a every day basis. And culture, new employees, especially young people, we see that our staff is engaged. And it is in thinking of the millennials, a lot more than older generations.

3. **Do you have an established department only working with sustainability?**

I am the only one working the sustainability.

4. **When did Haglöfs start to engage in sustainability?**

2008/2012. In 2012, only 12% of the products were of organic cotton, ecological cotton or made out of recycled. Today, the same number is 2/3.

5. **Who of these stakeholders do you think is the most important in Haglöf's sustainable work?**

There is no external force who says; you should work with sustainability. It is coming from the inside of the company. Of course we are influenced by a lot of external stakeholders, but it comes from the inside. The work is initiated from in here. We have had a dedicated sustainability director since 2008 and back then, the pressure was completely different from what it is now.

There has been a lot of change over the last 9 years. Our consumer is of course, besides our employees, the most important stakeholder. We want to provide our consumer with good quality of long lasting, without harmful chemicals that will suit their purpose for a long period of time. A lot of focus has been put on the products.

6. **How do you ensure your suppliers are align with your standards and your certificates?**

With the Fair Wear Foundation, so before we go into a relationship with a supplier, or manufacturer I should say, that produces a product for us. We have a visit to the factory, which is the first step. Then they need to fill out a questionnaire which includes the head quarters, information about the owners, information about the production location, information about sub contracts and also other security guards. And every 3 years, you make a Fair Wear Foundations Audit. Every time you meet a supplier, we visit at least once a year from different departments to make quality assurance. The plan is updated every time they visit the plant. The updated plan is shared and updated with other companies who you share the Fair Wear Foundation with. And the Fair Wear Foundation comes to our office every year and check on us and interview managers and ask how the follow up has been. What findings have been done? What improvements have been done? What things are still missing of course? It is an ongoing process. We think the auiditing and our visits, the follow-ups, as the collaboration with peers with in the industry, and the transparency.

7. **Has a supplier ever misbehaved between the visits and not been aligned with guidelines? And you had to discontinue your relationship?**

Not to that extent. But it has been incidents where they have not aligned. There are strict clauses about corruption and child labour and forced labour. If a supplier would not follow these above mentioned, some of them are harsh to break – so that would lead to an immediate discontinuation. Other members of the Fair Wear Foundations have experienced 17 years old workers in their manufactures, and that have led to a contact with the school system. There is non-compliance and non-compliance, some things are more severe than others. If you are not in the factory 100 % of the production time, you never guarantee anything.

Moving on to the third leg of these four pillars. Resource consumption is not only working with integrity of material and blue sign fabrics. But also doing resource consumption reduction externally with Swedish Water Textile Initiative and looking at the Higgs benchmarking score for different impact on different materials and bench marking for different material where you make choices. We have a second hand store project called Haglöfs swap stories with a circular initiative where you can hand in garments and let them have a new life. But also some lending operations in some stores of ours. As well as doing climate compensation called CO2 do do. On the people side, besides what's done already on the production side, we are engaging in living wage projects, together we choose a shuffle to drive towards living wages on vietam production sites. Collaborating with protect our winters, which educates the general public about climate change. Preserving natural habitats and places where people go to to enjoy the outdoors. And also of course education. Educating students like yourselves, educating consumers, educating shop stands, educating retailers, educating our own staff. Not only internally but also the Sustainable Fashion Academy, which is an external online platform. Which we are one of the founders and have been participating since 2009. So, trying to include the people side as well.

So the sustainability, with the organization, this is just an overview. As I said, I am the only one working with sustainability. That's not the truth of course. But I am the spider in the web trying to move things forward. So I have a lot of contacts points within the company. And of course, the two main ones are the materials team and product development teams. To make sure right materials with traceability or certifications or management issues, chemicals, doing quality assurance of materials, looking after the animals in the supply chain. The welfare traceability. And also testing of materials. I come from a background of the materials team and I try to help them out with external and internal testing of our components and products. On the product development teams, like I said, they are visiting the production site. The supply chain management look after the Fair of Foundation action plans are followed up on a regular basis. They are the ones who are my hands in the ears in the mills doing this. The information comes back to me and I process it and update it and send it to my peers. Which also takes advantage of this updates and improvements. Another thing in the product development team is the production planning. It is super important when it comes to sustainability. Allowing enough production time for people not to work excessive over time. Not to work seven days a week, four weeks a month. And to allow the shipping containers to be shipped by boat with lower speed to they include the sustainability credentials are fulfilled. As well as looking at the production assurance in the product development team.

For the business area managers and product manager, it is about reminding them constantly about the goals and take care labeling is 90 % by 2020. 100% would be optimal but 90% achievable with technology and development. And also when the plan the rage, have they thought about sustainability? Where are they going to implement the XX innovation sustainability XX? Trying to work with them in the rage planning step. For the logistics team, it is the about the CO2 foot print management. Like I said, working with production planning but also choosing logistics that keep deliveries to our consumers, which is getting more and more tight these days. But really trying to find the best solution in terms of production times and transport time and deliveries to consumers.

If we then skip the external stakeholders, like I mentioned, the marketing team is working on updating communication on the webpage and supporting initiatives that we drive through marketing and we tell them about sustainability. They want to make marketing stories around certain products. Sales team, internal and external education, sales education several times a year to educate shop staff about the work, material levels and product levels in sustainability. I have a lot of internal education about how to use the Higg Index. And how to follow up on an Audit on

Fair Wear Foundation. What to look for in the factory when you are there on regular visits. Fire things, sewing guards and so on. The physical environment. We also have a lot of temporary teams, which, are educational groups in the Sustainable fashion academy. Or the chemical management saint tour aiming people that source for products. And Fair Wear Foundation is for those who work to source the supply chain management. As well as when there is a product focus, footwear. If we want to develop more sustainable footwear and create a team that will do this. Product developer, marketer, sourcing material people. Put a team loosely together. But is not a fixed team, but a team for a set period of time. Also, when you make left over production, I from sustainability side help them out on what product they can make. Chemicals, fabrics. I help on left over production. So we use the fabrics we bought instead of throwing them away.

Management team. They are responsible for the strategy. As well as all the policies about flourcarbouns, animals, anti-bacteria treatment. Material sourceing. Also they have the budget for the sustainability function as well.

About the external stakeholders then. What are most important stakeholders? Of course it is our consumers. And our internal employees. Besides that, the buyers, customers, the consumers and customers are not the same for us. We sell to retailing outlets and to agents and distributors. The consumer who use the product is not the same as the customer. But of course the consumer is more important. And besides those, NGOs such as Fair Wear Foundatiion, STWA, Blue signs. These are NGOs that we are collaborating with. Somewhere in between a NGO and a partner. But of course, manufacters and the people who manufacture our clothing and material. Service providers such as green carrier, logistics partner, Gävle Energy, energy supplier. Another important stakeholder is peers. There is a lot of collaboration going on in the industry. For instance, big collaboration with the German companies. Mamut, TNF, Norröna, Fjällräven and Houdini. It might be surprising to people, might not to you, but one generation older than you, that there is so much going on in the area of sustainability. Really, we have discussions on a weekly basis between companies on how to solve an issue. Or how to respond to more activist NGO. It is interesting and I like it a lot. You can collaborate. The issue of sustainability is not local, it is very global. It is better for every one if you collaborate.

The NGOs. We have our own NGOs, that we see as our partners. But we also have external NGOs. Greenpeace, PITA. These are influencing how the industry operates, not only Haglöfs. They push towards higher communication and collaboration. Which I think is good.

Media is a stakeholder which we need to take into account. They are large driver of what sustainability areas should be on focus and push towards the general public. It goes from animals to product safety, working conditions, sheeps, mulesing, human rights, micro plastics. There is a lot of topics that are driven to general public from the media. Our focus is also changing of course.

Legislation and legislative groups as well as interests groups, such as Naturskyddsföreningen or Friluftsfrämjanden and so on, as well as external in Europe and Asia is influencing us of course. I have communication with them.

8. **Do you experience any differences in demands from the consumers and the customers? That is retailer and end customer?**

It is hard to say. Because a lot of the customers these days, also depends on the market, a lot of customers in Europe are really struggling at the moment. So for them, sustainability, is not a key driver. And if you look at incentives to buy, from a customer standpoint, like the retailing outlets, for most of them it is pretty far down the list. Unfortunately. Price comes very high up, apperents, innovation, function, features, fit, colors are topping the list. For them, sustainability is usually ranked a little bit lower in my opinion. Then there are exceptions of course. The general rule exists, but there is people working against the stream. Naturkompaniet for example has a higher focus on sustainability. If you don't have fluorocarbon free, it is not coming into our shop. So they higher demands. From the consumer standpoint, it is hard to say because the consumer questions comes straight to my desk. The customer questions comes by the sales organization and then to me. It is hard for me to really judge. And also, if a customer, such as Interport says something. That effects so much more, and that effect so many people out there. If they say no anti bacteria in our clothing, and really stand with that, they affect millions of buyers or potential consumers. While if the consumer coming to me and ask do you have PFXHA, it is a single person asking a very relevant question. And they deserve to get an answer. In my opinion, there are more of the consumer questions, but in fact they make a larger impact with the customer questions.

9. **How do you communicate to your stakeholders about your progress in sustainability and what kind of channels do you use for that?**

We have a webpage. But the webpage has been a bit limited the last few years. But recently, we have done a face lift on the sustainability part on our home page. We really try to get people to our web page. We write a lot of information. Blu sign, what is that. Why should you go for a blue sign product. Is that every product in the shop? What is the take care number and what are the goals forwards? How to we work on micro plastics in the ocean? How do we work with sustainability matters. We try to channel it through the web page, but every year we publish a sustainability report. Which is signed and proved by our owners and management team. That will be made available for 2016, the new report is coming out in May this year. Because the audit reports need to summarized, and the climate report that we make together with Climate compensation partner needs to be finalized. And translated into public sized materials. So we do publish since 2013 separate sustainability reports every year. They are all available on our web page to download. Those are the two major channels. Communication is everything what I am doing today to me going to RWR to have a talk to their shop staff, to me helping out with social media posts about European Outdoor Association or communication with Green Peace about detoxing in production. There is a lot of channels for communication. To external stakeholders, I would say webpage, social media and the printed reports. Which may not be on paper, but it is of the format.

With the sustainable value chain, I looked it up online and found Porter's value chain which seems to be the one. This does not make sense to us. I have chosen a value chain for a product. We don't own any factories ourselves. But we specify what we need our manufactories to do. The product with traceability, high integrity, chemicals and raw material and products is the main focus. The product design is done from the inside.

To the end consumer we offer swap shops, available in the brand stores. As well as in our shops in Åre, we do lending of equipment that want to go hiking. So they can borrow bagpacks and sleeping bags. Here is a lot more to do, but that what we do today.

Triple Bottom line. Environmental aspects with material choices and chemicals management within the porducts. As well as in the logistics. And the CO2 foor print reduction which is in all operations. The social comes mainly into the manufacture, but also the staff well being in house. The economic bottom is included every where. However much I would like a product with zero foot print and made from air and water. If that product would end up being expensive and staying on the shop shelves and the consumers are choosing another option instead of the sustainable product. Then I think we as a company has failed to provide the more sustainable choice to our consumers. Haglöfs is still a company, it is not a charity. So needs to have an economic focus as well. The economical is a framework, and we need to operate and do as much as we can within the framework. This is always our goal to do that.

10. **Based on your presentation, there is a lot of collaboration between the different steps of the value chain. How do you as a sustainability manager cooperate with the supply chain management team? When do you step in to make sure all the certificates are followed etc? How does it look? How do you engage with the supply chain management team?**

Well, the supply chain manager she sits 40 meter away from my office. So I speak to her on a daily basis. She told me today, Åsa is travelling to Chine next week. She is visiting the sport field. Then I said "Oh you have to follow up with them, because they haven't replied to me about the latest action plan which they agreed on in February". We do have a discussion every time they are going to visits the mills. At one mill in Vietnam, you can have a super clean but an elderly production set up. We can talk to them about the upgrade of the machine part to make productivity higher. More pieces per shift for the production team. Another mill can have issues with fire distinguhers and to low pressure. And the education of first aid staff was lacking. Another mill had excessive over time, so we make sure they do not plan for over time. It is hard for me to say how often I meet with her, but on a daily or a weekly basis.

For the suppliers and the raw material to ensure the integrity for every new season, we send out a data sheet for every material used. This is material MN5656, it should be down free and floor cover free. It should have a gram weight of this and human resistance of this etc. And of course blue signed proved. Everything goes through the blue sign, it is not possible to cheat. Certifications of CRS or from organic exchange, it is done when each production starts for each season.

11. **How come you started to engage in these certificates? Was that a result from any stakeholders?**

No I think it is hard to say exactly where it started. I do think that Lennart, my predecessor from 2008, he was the one that started. We joined blue sign in 2008, and became a system partner of Fair Wear Foundation of the early 2010s. And has been members since then. I assume we became members because of a risk management perspective. They can say that they have no problem with over time, but how can be assure that in the production? They can say that they have mulesing free wool, but if we say to our consumers and customers who wants to know about certifications, we cannot just say – our supplier told us so. So securing the integrity in the supply chain has sort of accelerated in the last few years. Because risk management has become with the media intention increase and with the consumer awareness and so on. Already for the recycled flour carboned free treatments, we demanded certifications from suppliers already then. So I suppose that was driven from internal to prevent any difficulties in the media. But it has not been a perfect system, it has been driving by clothing material team I would say. A sustainability manager needs to be constant of the organization, a lot of things compete with my attention. Price discussion, quality discussion, logistics, distribution, marketing etc. I need to yell to push the organization to do better. And to collect all the certifications. We had a case in 2011 in China where we had a consumer who sued us, since we relied on a word of mouth of a supplier. Since then, we have realized we need certifications on everything. So it came from a consumer/competitor perspective.

Sustainability has been included in the strategy and vision since 2008, but we have worked with producing long lasting bags since the start, so we have worked with it unknowingly for a long time. That was when a sustainability manager was employed. We had a large growth in sustainability the last couple of years.

The change of sustainability is driven by innovation, how to make recycled materials. In 2008 you find recycled materials, but you could not really get white. Same properties as virgin material. There has been a change in chemical recycling, so you can actually use the dirtier starting material to make cleaner and equally material as virgin material. Innovation in chemicals, we had the first carbon free in recycled in market in 2009. The product was not great, since you smelled like a dead fish and the breathing was not 100%, but it was environmental good. Innovation on both production and chemical level. Competition of course, if a consumer wants something more and is willing to pay for it, and the company can supply for it. And if someone around the corner is offering a more sustainable product than yourself, and of course you want to keep up with the competition.

Internal drivers, especially young people that come and want to work for Haglöfs have a big drive. They care about sustainability matters. Everything we do internally is sustainability, everything from shop interiors to business cards to logistics. Younger generation of employees will generate more sustainable operations in the future.

Media determines sort of where the communication focus is. Is it going to be on animal welfare, or silver in water treatment plants or micro plastics. They drive a lot of the questions that comes to my table. NGOs, Fair Wear Foundation are our collaboration partner NGO. They are of course driving, the more members the drives is even harder for the production chain. Green Peace influence not only Haglöfs, but also Haglöf's material suppliers to change. All these things leads to consumer demanding, and consumer demanding increase competition. It is a positive circle.

Transparency has led to more collaboration in sustainability work on a global scale. Younger consumers need to know and wants to know.

Walking and talking from the consumers. Markets have a really large focus on sustainability, but they may say they have that but then do something else. "Sure I want organic", but in the end of the day, they still go to Primark and buy a pair of shoes for 2 dollars. There is a lack of in the walking and the talking of the consumers. The lack of knowledge of the end consumer, it is a communicating problem for our side. Price is always the discussing, both at the market place but also internally.

Complex issue with sustainability. Time constraints as well is an issue. Risk management as well. People sometimes cheat, someone in the lab might give you the results you want for a couple of dollars under the table.

Technological changes to improve the sustainability if of course not free. How do you match customer expectations of material, quality, design together with sustainability and include this in the price that the consumer is willing to pay. This is a huge challenge.

I don't we will ever be done. Sustainability has been put in print in 2015 with the COP21 in Paris. If we can achieve all the SDGs, we will be fully sustainable. I doubt Haglöfs can do major improvements in education, but we can help in responsible production. We can do our part to help.

12. **Can you see any correlation between some stakeholder groups and your social sustainable work and other stakeholder groups and the environmental sustainable practices?**

There are so many stakeholders, and there is so much environmental and social work. If you look at the United Nations, which is also a stakeholder. I can’t give you straight up. Naturskyddsföreningen which is a NGO, consumer stakeholders have a closer collaboration. PETA has an interest in animal welfare rather than supply chain management. It is not possible to assign consumers to one specific question or so. Maybe animal welfare organizations.

Appendix 10 – Presentations of case companies

Company	Houdini Sportswear AB
Structure	Privately owned, not quoted company
Number of employees	37
Turnover	SEK 117 156 000 (2016)
Foundation year	1993
Segment	Outdoor brand
CSR activities	We do not view sustainability as a separate area within our operations – it is an integral part of everything we do. • Recycle • Product and design philosophy • Repairs • Suppliers and production • Rentals • Take care of Houdini Clothing • Warranty • Reuse • Choosing material
Mission and vision	We are a Swedish outdoor company founded in 1993 that offers a complete range of functional clothing, from underwear to shell garments. We want to help people experience more, perform better and have more fun. Without leaving any impact on the environment.

Table 3. Case presentation of Houdini Sportswear AB (Grankvist, 2017).

Company	Björn Borg AB
Structure	Public company, listed at Nasdaq Nordics
Number of employees	132 (2015)

Turnover	SEK 574 328 000 (2015)
Foundation year	1989
Segment	Underwear and sport apparel
CSR activities	At Björn Borg we embrace our responsibility for how people and the environment are affected by our operations and take actions to minimize negative impacts, including encouraging production partners and consumers to see their role and change their behavior. Sustainability is divided into: • Design and material • Textile processing • Garment manufacture • Shipping • Own operations • User phase • Packaging • End of life
Mission and vision	The framework consists of five questions, all different but none more important than the others. The framework is also our process, a way to think, where each question always comes in the same order. To measure that we are progressing toward the goals that the questions point out, we break down them down into departments and individuals, and we make sure that the goals are SMART (Specific, Measurable, Attractive, Relevant, Timely). The questions are: Where are we going? Where are we? What to do? How do we do things? and Why do we do this?

Table 4. Case presentation of Björn Borg AB (Back, 2017).

Company	**Rodebjer Form AB**
Structure	Privately owned, not quoted company
Number of	25 Employees

employees	
Turnover	SEK 53 089 000 (2016)
Foundation year	1999
Segment	Premium fashion brand
CSR activities	Currently not communicated on the website due to a change of web platform
Mission and vision	Our quest is to enhance personalities yet simplify everyday clothing decisions through relevant, timeless and versatile fashion that meet the many needs of the modern woman.

Table 5. Case presentation of Rodebjer Form AB (Marfelt, 2017).

Company	**Peak Performance Production AB**
Structure	Public company, owned by IC Group A/S
Number of employees	110 employees
Turnover	SEK 593 174 000 (2016)
Foundation year	1986
Segment	Outdoor brand
CSR activities	"Save the Glacier" as the clear Corporate Responsibility vision with four broad focus areas: • Climate Change Focus • Product Sustainability • Responsible Supply Chain • Memberships & Affiliations
Mission and vision	"Our products and everything we do adhere to the simple philosophy that we've had from the very beginning: Making products that we ourselves like and want to wear. It all started out with skiwear but then we realised we needed something to wear after the ski lifts closed."

Table 6. Case presentation of Peak Performance Production AB (Andersson, 2017; Peak Performance, 2017).

Company	Fjällräven International AB
Structure	Owned by Fenix Outdoor International AG
Number of employees	2 128 (Fenix Outdoor International AG)
Turnover	EUR 486 200 000 (2016, Fenix Outdoor International AG)
Foundation year	1960
Segment	Outdoor brand
CSR activities	The Fjällräven Way underpins our focus on reducing environmental and social impacts at each stage of our products' life cycles. As our most signi cant impacts occur in very different areas during the life cycle of our products, we have concentrated our efforts on addressing the four cardinal directions, N for Nature, E for Economy, S for Society and W for Well-being of our Compass.
Mission and vision	Since the foundation of Fjällräven, approximately 50 years ago, we have had a strong drive: to develop products which make it easier for people to enjoy the nature.

Table 7. Case presentation of Fenix Outdoor International AG (Fenix Outdoor International AG, 2017; Fjällräven, 2017b)

Company	Sandqvist Bags and Items AB
Structure	Privately owned, not quoted company
Number of employees	19
Turnover	SEK 61 184 000 (2015)
Foundation year	2004
Segment	Bags
CSR activities	Sandqvist is a member of Fair Wear Foundation (FWF) and committed to implementing the FWF Code of Labour Practices at our suppliers.
Mission and vision	Sandqvist produces bags and accessories for an urban lifestyle and everyday use.

Table 8. Case presentation of Sandqvist Bags and Items AB (Lindholm, 2017).

Company	Nudie Jeans Company AB
Structure	Privately owned, not quoted company
Number of employees	60 employees (HQ) and 170 employees in total
Turnover	SEK 439 284 000 (2015)
Foundation year	2001
Segment	Premium fashion brand
CSR activities	The Eco Cycle, a brand philosophy model with its three 'R' components emerging as today's fundamental pillars: *Repair, Reuse, Recycle*
Mission and vision	We love jeans, a passion we share with everyone who mourns a pair of worn-out jeans as a close friend. Jeans share the same soul and attitude as music. The inspiration springs from the same dreams. Besides denim, only leather has the ability to age so beautifully formed by its user into a second skin. Your jeans live your lifestyle. The longer you wear them, the more character and attitude they get.

Table 9. Case presentation of Nudie Jeans Company AB (Brinkberg, 2017).

Company	Haglöfs AB
Structure	Public company, owned by Asics Corporation
Number of employees	142 employees
Turnover	SEK 706 459 000 (2015)
Foundation year	1914
Segment	Outdoor brand
CSR activities	At Haglöfs, we acknowledge that the garment industry has historically not been the most environmentally friendly, and so we have taken strides towards reducing our impact. By joining bluesign® and the Fair Wear Foundation, setting and meeting stringent real-world goals of recycling and toxicity reduction, as well as

	fair labor practices, we have taken important steps towards a more sustainable business, and more importantly, a more sustainable future.
Mission and vision	Our company is built on a strong value-driven foundation; we are reliable, curious and proud. Reliability means that you can rely on your Haglöfs gear to be durable, functional and sustainable. Curiosity comes from constantly evaluating ourselves to become even more innovative and relevant. And pride is about our true passion for everything we do – ensuring you look better, feel better and perform better with your Haglöfs gear. With this, our vision is as obvious and it is true: we want to inspire people to get out there.

Table 10. Case presentation Haglöfs AB (Mullins).

Appendix 11 – Presentations of NGOs

Name	Description of NGO's mission and aim
Activists	
Greenpeace	Our mission: Greenpeace is the leading independent campaigning organization that uses peaceful protest and creative communication to expose global environmental problems and promote solutions that are essential to a green and peaceful future. (Greenpeace, 2017)
PETA	PETA focuses its attention on the four areas in which the largest numbers of animals suffer the most intensely for the longest periods of time: in the food industry, in the clothing trade, in laboratories, and in the entertainment industry. We also work on a variety of other issues, including the cruel killing of rodents, birds, and other animals who are often considered "pests" as well as cruelty to domesticated animals. (PETA, 2017b)
Partners	
Amnesty International	Amnesty International is a global movement of more than 7 million people who take injustice personally. We are campaigning for a world where human rights are enjoyed by all. (Amnesty International, 2017)
Better Cotton Initiative (BCI)	The Better Cotton Initiative (BCI) is a not-for-profit organisation stewarding the global standards for Better Cotton, and bringing together cotton's complex supply chain, from the farmers to the retailers. (Better Cotton Initiative, 2017)
Bluesign®	The bluesign® system is the solution for a sustainable textile production. It eliminates harmful substances right from the beginning of the manufacturing process and sets and controls standards for an environmentally friendly and safe production. This not only ensures that the final textile product meets very stringent consumer safety requirements worldwide but also provides confidence to the consumer to acquire a sustainable product. (Bluesign Technologies AG, 2000-2013)
Business Social Compliance Initiative (BSCI)	The Business Social Compliance Initiative (BSCI) is a leading supply chain management system that supports companies to drive social compliance and improvements within the factories and farms in their global supply chains. (BSCI, 2017b)
Chetna Coalition	Chetna Organic is working with small and marginal farmers towards

	improving their livelihood options and making farming a sustainable and profitable occupation. We work with farmers from the rainfed regions of Maharashtra, Odisha and Andhra Pradesh covering around 43,500 acres. From 234 farmer members in 2004 to around 35,852 in 2014, Chetna's strength has been collective action and the fair supply chain. (Chetna Organic, 2017)
European Outdoor Group	The EOG was founded in 2003 by 19 of the world's largest outdoor companies, who recognised the need for a cohesive, cross border approach to representation of the outdoor sector. In a world of increasing internationalism, legislation, environment, the media and trade are all now multinational by nature. The combined strength of our members, and a close cooperation with national outdoor associations, provides us with an extremely powerful force to represent the European outdoor industry in a constructive and positive manner. (European Outdoor Group, 2017)
Fair Labour Association (FLA)	The mission of the Fair Labor Association is to combine the efforts of business, civil society organizations, and colleges and universities to promote and protect workers' rights and to improve working conditions globally through adherence to international standards. (Fair Labour Association, 2012)
Fair Wear Foundation (FWF)	Fair Wear Foundation works with brands, factories, trade unions, NGOs and sometimes governments to verify and improve workplace conditions in 11 production countries in Asia, Europe and Africa. FWF keeps track of the improvements made by the companies it works with. And through sharing expertise, social dialogue and strengthening industrial relations, FWF increases the effectiveness of the efforts made by companies. FWF's more than 80 member companies represent over 120 brands, and are based in Europe; member products are sold in over 20,000 retail outlets in more than 80 countries around the world. (Fair Wear Foundation, 2017c)
Forest Stewardship Council (FSC)	The Forest Stewardship Council mission is to promote environmentally sound, socially beneficial and economically prosperous management of the world's forests. Our vision is that we can meet our current needs for forest products without compromising the health of the world's forests for future generations. (Forest Stewardship Council, 2017)
Fur Free Alliance	The Fur Free Alliance is an international coalition of **40 animal protection organizations** working together to end the exploitation and killing of animals for fur. The Fur Free Alliance represents millions of supporters worldwide. In particular, the Fur Free Alliance (FFA) focuses on the deprivation and cruelty suffered by fur bearing animals both in wild trapping and

	industrial fur farming. (Fur Free Alliance, 2017)
Global Organic Textile Standards (GOTS)	Our mission is the **development, implementation, verification, protection** and **promotion** of the Global Organic Textile Standard (GOTS). This standard stipulates requirements throughout the supply chain for both ecology and labour conditions in textile and apparel manufacturing using organically produced raw materials. Organic production is based on a system of farming that maintains and replenishes soil fertility without the use of toxic, persistent pesticides and fertilizers. In addition, organic production relies on adequate animal husbandry and excludes genetic modification. (Global Standard gGmbH, 2016)
Hoppets Stjärna	Hoppets Stjärna är en utvecklingsorganisation som arbetar utifrån FN:s deklaration om mänskliga rättigheter, barnkonventionen samt en kristen värdegrund där alla människor har samma rättigheter och värde, oavsett social, etnisk eller religiös tillhörighet. (Hoppets Stjärna, 2013)
Kemikaliegruppen SWEREA	The Chemicals Group exists to disseminate the latest in chemical and environmental issues to member companies in the textile- and electronics industry. Its aim is to convey the legal requirements and other easily comprehensible information on chemicals so that the information is used in companies' daily work with chemicals. (Swerea IVF AB, 2011)
Swedish Chemicals Agency (former textildialogen)	The Swedish Chemicals Agency is working to reduce the risks of harm from chemicals to humans and the environment. Our goal is to prevent harm. The Swedish Chemicals Agency is a supervisory authority under the Government of Sweden, and is responsible for ensuring that companies and society at large conduct controls of chemicals in an acceptable manner. (Swedish Chemicals Agency, 2015)
Leather Working Group	The objective of this multi-stakeholder group is to develop and maintain a protocol that assesses the environmental compliance and performance capabilities of leather manufacturers and promotes sustainable and appropriate environmental business practices within the leather industry. (Leather Working Group, 2017)
Mistra Future Fashion	The Mistra Future Fashion program is a cross-disciplinary research program that holds uniquely a system perspective on the fashion industry. Its vision is to close the loop in fashion and clothing – enabling a systemic change in the Swedish fashion industry, leading to a sustainable development of the industry and society. (Mistra Future Fashion, 2017)
The Swedish Society for Nature	The Swedish Society for Nature Conservation is a charitable environmental organisation with the power to bring about change. We

Conservation	spread knowledge, chart environmental threats, propose solutions and influence politicians and authorities, both nationally and internationally. Under democratic forms, we work regionally in 24 county branches and locally in 270 community branches. (The Swedish Society for Nature Conservation, 2017)
OrgangoClick	OrganoClick aspires to be a world-leading player within the developmental field of environmentally friendly fiber based materials. We believe that by offering innovative, custom designed products and outstanding service, we will be the preferred supplier of complete solutions for manufacturing of renewable, functional cellulose based materials. (OrgangoClick, 2017)
Protect Our Winters (POW)	Protect Our Winters is a passionate crew of diehards, professional athletes and industry brands mobilizing the outdoor sports community to lead the charge towards positive climate action. We focus on educational initiatives, political advocacy and community-based activism. (POW, 2017)
Scandinavian Outdoor Group (SOG)	Scandinavian Outdoor Group, or SOG, is a group of almost 60 outdoor brands from Scandinavia. With the HERITAGE and traditions of Scandinavia. We make PREMIUM outdoor products, with INNOVATIONS created from challenges of our demanding nature. We strive to DO GOOD, for people and for nature. We do this with PASSION and JOY. Together. (SOG, 2017)
SUPFES	The aim of SUPFES is to help industry find alternatives that can replace fluorinated chemicals which are harmful to the environment. Within the project a number of scientific and industrial partners collaborate to assess the risks with different chemicals and make sure that the new alternatives really provide desired functionality. (SUPFES, 2017)
Sustainable Apparel Coalition (SAC)	The Sustainable Apparel Coalition's vision is of an apparel, footwear, and home textiles industry that produces no unnecessary environmental harm and has a positive impact on the people and communities associated with its activities. (Sustainable Apparel Coalition, 2017)
Sustainable Fashion Academy (SFA)	SFA's mission is to prepare and equip apparel professionals with the knowledge and tools they need to embark on meaningful sustainable journeys while growing their businesses. (Sustainable Fashion Academy, 2017)
Swedish Tourist Association (STF)	STF is one of the largest volunteer organisations in Sweden, with approximately 255,000 members. An association of committed people who seek discoveries off the beaten track, deeper into the forests, and higher up the mountain. Not least close to home, in our network of

	district associations. And our work never ends. Because what is wonderful about Sweden is that there is always more to discover. STF has deep roots in Swedish tourism based on the natural world and cultural heritage. It is our objective to be a distinct voice in important environmental issues. We nurture the Swedish environment, and desire that it should be preserved for coming generations. (Swedish Tourist Association, 2017)
Sweden Water Textile Initiative (SWTI)	Sweden Textile Water Initiative is committed to transforming water use in the textile and leather industry. Sustainable business solutions foster a culture of policy compliance and create opportunities for best practice application and innovation. (Sweden Water Textile Initiative, 2017)
Textile Exchange	Textile Exchange is a global nonprofit organization that works to make the textile industry more sustainable. We work with everyone involved in making your textiles, including everything from clothes to sheets to towels and more. Together, we're trying to help the textile world make better decisions so that we're not only reducing harm to the environment but also bringing about positive change. We identify and share best practices regarding farming, materials and processing so we can reduce the impact on the world's water, soil, air and human population. (Textile Exchange, 2017)
World Wildlife Fund (WWF)	Our mission is to build a future in which people live in harmony with nature. From our experience as the world's leading independent conservation body, we know that the well-being of people, wildlife and the environment are closely linked. That's why we take an integrated approach to our work. (World Wildlife Fund, 2017)

Table 11. Presentations of NGOs.

Appendix 12 – NVivo word frequency query

	Word	Length	Count
1	att	3	1377
2	och	3	1328
3	det	3	1242
4	som	3	870
5	products’	9	771
6	med	3	665
7	sustainable	11	646
8	har	3	640
9	för	3	564
10	works	5	434
11	inte	4	356
12	materials	9	335
13	till	4	335
14	man	3	325
15	using	5	324
16	also	4	321
17	2015	4	317
18	**suppliers**	**9**	**310**
19	ett	3	293
20	jag	3	261
21	men	3	243
22	years	5	240
23	kan	3	237
24	group	5	222
25	development	11	212