

Learning from fast & slow fashion supply chains

Christina Schabasser
University of Applied Sciences Burgenland
christina.schabasser@live.at

Abstract

Slow and fast fashion companies and their supply chains can learn a lot from each other. The fast fashion business model is often associated with short lead times, while the slow fashion business model is deemed to be more sustainable in nature. Therefore, many people believe that fast fashion companies do not have enough time to be concerned with the sustainability of their practices. This study seeks to determine whether fast fashion companies should be more concerned about the sustainability of their production. The findings show, among other things, that these fast fashion companies are also getting better in terms of building their business sustainability. This becomes clear when a total of 20 slow and 20 fast fashion companies are analyzed using the triple bottom line approach. As a result, it is safe to say that fashion companies' business models do not define whether or not they are concerned about the sustainability of their practices. Rather, it is each company's awareness of the environment that motivates them to implement sustainable, eco-friendly practices in their operations.

Key words: Fast Fashion, Slow Fashion, Supply Chains, Triple Bottom Line



<https://doi.org/10.31039/ejohe.2022.6.68>

1. Introduction

Many scholars have criticized how fast fashion and slow fashion chains run. However, further analysis should focus on analyzing the business model of those chains as a learning model. In this regard, some people condemn fast fashion chains as not eco-friendly and exploiters of laborers. These chains associate themselves with quantity instead of quality (Watson et al., 2013). On the contrary, slow fashion chains focus on quality instead of quantity. Interestingly, fast fashion companies have started rethinking their business model as they seek to focus more on the sustainability of their business.

Considering the drawbacks of the fast fashion business model, people should not only focus on the economic aspects to assess its performance. Therefore, this study employs the triple bottom approach to measure the sustainability rate of 20 fast fashion and 20 slow fashion brands. This study aims to determine if the business models adopted by those companies are converging. Moreover, it also seeks to determine if fast fashion companies are less aware of environmental sustainability than slow fashion companies. This study hypothesizes that the environmental awareness of fashion companies does not depend on whether they are fast fashion or slow fashion businesses, but rather on their commitment toward the environment.

The first six sections of this paper outline the fast fashion and slow fashion business models, including the strategies that each model adopts and how they help companies achieve their business objectives. The seventh section presents the triple bottom line approach employed in this study. The eighth section presents all 20 fast fashion brands and 20 slow fashion brands involved in the study.

2. Fast fashion as best practice

Some people consider the fast fashion business model the best practice due to its vast potential. The model offers several benefits, such as lead time reduction, proper time management, quick delivery, goods management, and inventory cost reduction (Tartaglione et al., 2013). However, these benefits should not nullify the model's drawbacks.

Fashion brands in the world are working on shortening their lead times. The term "lead time" refers to the time that spans between the phase of product design and the moment of its sale to the final consumer. According to Tartaglione et al. (2013), reducing lead times is achievable through the reduction of the following components:

- **Time to market:** The period from identifying a market opportunity to distributing finished products on the market.
- **Time to serve:** The period where the company distributes the products ordered by consumers to the stores.
- **Time to react:** The period that the company needs to adapt its products to changing demand.

3. Slowing fast fashion down

Fast fashion companies adopt a linear business model. This model involves a large amount of non-renewable resources in the production of short-wearing clothing. After a short period of use, the garments end up in a landfill site or incineration. On the other hand, there is the circular economy, a system where clothes, textiles, and fibers will never end up as waste. The model offers several benefits to businesses, societies, and the environment (Ellen Macarthur Foundation, 2017). Figure 1 briefly indicates the idea of a circular economy.

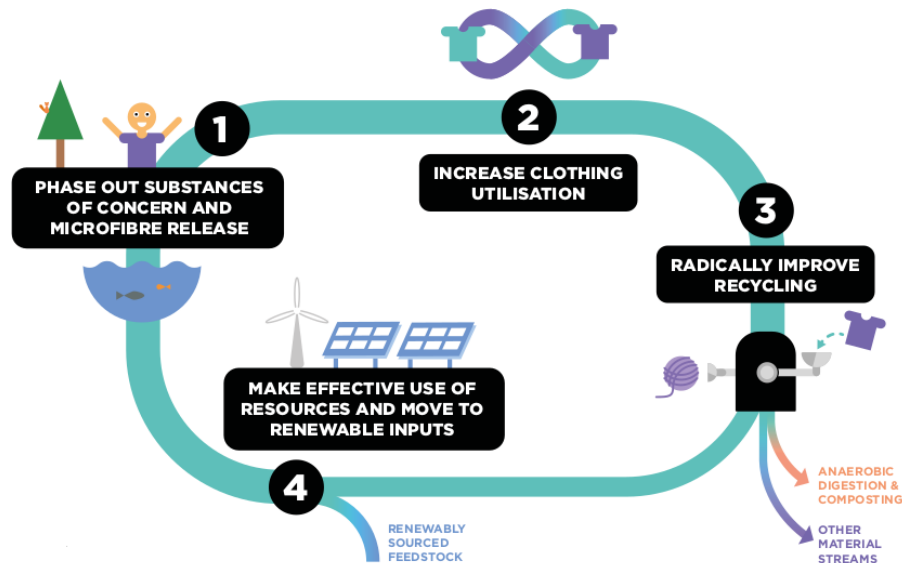


Figure 1: The idea of a circular economy

Source: Ellen Macarthur Foundation, 2017

These days, fast fashion companies have started adopting the circular economy. Transparency can serve as a tool for sustainability. But as the Fashion Transparency Index shows, progress in transparency is still too slow. This index is published by the international fashion network "Fashion Revolution" and measures the world's top 250 fashion brands and retailers in providing information on social and environmental policies, practices, and impacts in their operations and supply chains (Ellen MacArthur Foundation, 2017; Fashion Revolution, 2021).

4. Fast fashion supply chains: common characteristics

There are common characteristics of fast fashion supply chains that help analysts understand how they work.



Figure 2: Common characteristics of Fast Fashion SCs

Source: own representation

Figure 2 shows some of those characteristics, such as shorter lead times from designer to manufacturer, replenishment strategy, and vertical integration. The latter refers to a condition where fast fashion retailers retain control over design, manufacturing, and delivery. The biggest fast fashion retailers perceive it as an arrangement where a company owns or controls more than one link in the supply chain. For example, a fast fashion retailer owns or controls its fashion suppliers, distributors, and retail locations. This agreement enables shorter turnaround times, which leads to the probability of catching up with popular fashion trends (Abdulgadir et al., 2020). A brand that adopts such a strategy is the Spanish clothier Zara. The company is a good example of vertical integration. It controls nearly its entire supply chain, from design and production to distribution to its stores worldwide (Guan et al., 2012).

5. Slow fashion supply chains: common characteristics

To better understand the slow fashion supply chains, one should first understand the components of the traditional supply chains, shown in Figure 3. These include raw materials, industry, distribution, customers, and waste (Henninger et al., 2015).



Figure 3: Slow fashion supply chains: key components

Source: own representation

In this figure, the fifth component of slow fashion supply chains is end-of-life-cycle treatment (Henninger et al., 2015) instead of waste (see Figure 4).



Figure 4: Slow fashion supply chains: key components

Source: own representation

6. Different Strategies for slow and fast fashion

It is interesting to investigate if both slow fashion and fast fashion companies can adopt the same supply chain strategy. The slow fashion business model was invented by Fletcher (2007) and proposes a different value compared to that of the fast fashion model. Such a value represents a different customer base which consists of customers that seek garments that are in line with their ethical values.

The statement "one size does not fit all" is also applicable in the SCM context. A company's supply chain strategy should focus on goals and actions depending on the business characteristics (Brun et al., 2008).

In addition, slow fashion supply chains deal with so-called functional products, while fast fashion supply chains deal with innovative products. According to Fisher (1997), functional products have three characteristics. First, they are products whose demands are independent of recent trends. Second, they are predictable for demand forecasting. Third, they have long life cycles. This type of product requires an efficient process. Innovative products, in contrast, are those where demand is based on trends and that have short life cycles. At first glance, it seems that clothing is a functional product because it serves a basic need. But fast fashion does not have stable demand. Plus, the life cycles of fast fashion products are short. To summarize, fashion was once a functional product, but through the creation of trends and season marketing, it has become innovative (Patrick, 2018). Figure 5 shows a sketch of the characteristics or benefits of a business model (Gockeln, 2014).

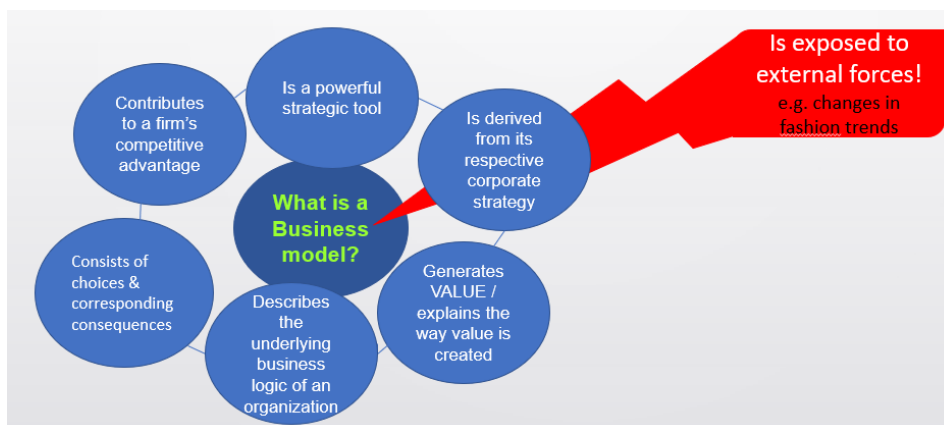


Figure 5: What is a Business model?

Source: own representation

According to the actual definition of business models, it is safe to say that the models adopted by fast fashion companies are different from the ones adopted by slow-fashion companies. As figure 5 shows, a business model describes the underlying business logic of an organization. Slow and fast fashion companies have different business logic. In contrast to the traditional fashion business, the sustainable business logic is not based solely on the logic of growth (Fletcher, 2012). However, it is at least conceivable that the different paradigms of slow and fast fashion companies will converge due to exposure to external factors. Some of these factors, especially the macro-environmental ones like environmental awareness, convenient shopping needs, decrease in purchasing time, and reduction of carbon footprints, may force fast fashion companies to change their business model (Gockeln, 2014).

In summary, fast fashion and slow fashion companies should not adopt the same supply chain strategy due to the following reasons:

- A supply chain strategy should focus on a company's goals and actions. Slow and fast fashion companies are pursuing different goals. Therefore, they need different supply chain strategies.
- According to Fisher (1997), slow and fast fashion supply chains deal with different types of products.
- Different business models form the basis for slow and fast fashion companies.

7. Triple bottom line

The term "Triple Bottom Line" was first coined by John Elkington in 1994. In this regard, Elkington's "3-pillar model" (figure 6) focuses on assessing social, ecological, and economic aspects of companies (Elkington, 1997; Elkington, 1998). The concept implementation presents a challenge for companies trying to integrate the safety of people and the planet into their strategic business model (Lovicsek, 2021). The role of long-term partnerships is fundamental in developing a sustainability agenda, triple bottom line strategies, and making the transition to sustainability success (Elkington, 1998). The company's goal should be to achieve a better performance between society, environment, and economy (Kafi et al., 2017).

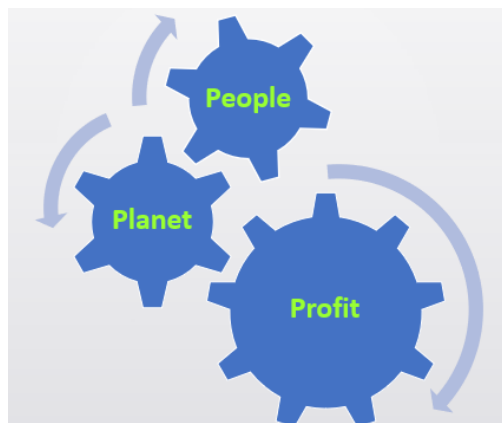


Figure 6: The three elements of the Triple Bottom Line

Source: own representation

Triple bottom line is a tool to measure organizational performance. It views organizational performance from a holistic perspective. It does not only consider stakeholders with whom the company maintains direct transactional relationships, but also local communities. To make a statement about the company's environmental performance, one has to look at the number of resources it uses for its operations. The company shall use its resources to assess environmental performance, such as waste, air emissions, chemical residues, and many more (Hubbard, 2009). Social performances refer to the impact a company and its suppliers have on its communities. It is about concrete goals that the company sets for itself and a numerical assessment of its social and ecological aspects, as figure 7 shows.

	This year	Target
<i>Economic</i>		
Sales growth	5.3%	5.0%
Profit growth	5.8%	5.2%
Return on equity	13.6%	15.0%
Return on assets	3.0%	3.5%
Gearing	55%	55%
<i>Social</i>		
Lost time injury frequency	3.8	5.5
Reliability of supply (1–10 scale)	8.7	8.5
Responsiveness (1–10 scale)	7.5	7.8
Overall customer satisfaction (1–10 scale)	8.1	8.5
Sponsorship	\$0.4m	\$0.3m
Education	20 classes	20 classes
<i>Environment</i>		
EMS plants certified	19	17
Spillages	109	68
Nitrogen discharge	1500 tonnes	1400 tonnes
Suspended solids discharge	2100 tonnes	1700 tonnes
Wastewater reuse	19.7%	20.0%

Figure 7: A Triple Bottom Line Performance Measurement System

Source: Hubbard (2009)

8. Sustainability efforts of the fashion industry

This section discusses the sustainable efforts of 40 fashion brands, of which 20 of them are fast fashion companies and the other 20 are slow fashion companies. One of the indicators that this study focused on was whether or not the company mentioned its supply chain sustainability in the public sphere, such as its official website. The study employed the triple bottom line theory to assess the performance of each company.

8.1. Fast fashion companies

Twenty fast fashion companies were investigated for their approach toward sustainability. This study thoroughly examined their websites and other platforms.

8.1.1. Zara

Zara is among the most well-known fast fashion brands. Every year, its designers come up with 12,000 new ideas. Zara boosted its use of sustainable sources (organic, Better Cotton Initiative, and recyclable) by 91% in 2020. The Join Life Environmental performance criteria classified more than 35% of its goods as "good". By 2022, Join Life will produce more than half of Zara's clothing. Zara has increased its use of recyclable materials by 91% in the previous exercise. In 2023, 100 % of its cotton will become greener, while cellulosic fibers, linen, and polyester will be self-sustaining or recyclable by 2025 (Sustainable Materials-Inditex.Com, n.d.). The objective is to cut carbon emissions from its supply chain, although there hasn't been any such evidence ("How Ethical Is Zara?" 2022). The Inditex Group, Zara's parent company, claimed in its 2021 sustainability report that **it had incorporated sustainability plans into every link in the supply chain**, including design and sourcing, manufacturing, quality control, logistics, and online and in-store sales (Our Commitment to Sustainability – Inditex.Com, 2021). The occupational health and safety policy introduced by Inditex should also increase productivity. When it comes to social performance, the group launched the for-and-from integration program for people with disabilities which recycles the group's financial profits (Inditex Group Annual Report, 2020).

8.1.2. Stradivarius

Stradivarius is a well-known Spanish female fashion label operated by Inditex, one of the largest fashion conglomerates with eight fashion brands. In this regard, Inditex solely focuses on sustainability as a parent business of those brands. The company produces only a few eco-friendly items. There is no evidence that it has reduced greenhouse emissions, as there is no proof of a reduction in textile waste (Stradivarius-Sustainability Rating-Good On You, n.d.). Each of its products comes with an eco-friendly package made of recyclable materials. Its goal is **to cut emissions from its activities and supply chain**.

8.1.3. Hennes and Mauritz (H&M)

H&M is the country's second-largest clothing retailer with 3,500 stores nationwide. Its long-term goal is to create a **supply system that is fossil-fuel free**. It has lately formed relationships with sustainable energy companies to meet its goal of sourcing 100% clean electricity for its activities by 2030. The CEO and Director at WWF International urged businesses to step up their efforts and governments to implement critical legislation to combat climate change as well as the depletion of natural habitats. Evolving into a circular firm is an integral step in becoming environmentally positive. A company that optimizes efficiency while reducing waste by developing and creating clothes using materials that are as much as feasible before being repurposed or recycled. The packaging plan of the fashion industry aims to cut package materials by 25% from 2018 to 2025 (H&M Group Committed to Taking Action on Climate beyond COP26, 2021). It has a strategy to stop the destruction of historic and vulnerable forests and employ renewable energy in part of its supply chain. In this regard, H&M has improved its labor policies in recent years (How Ethical Is H&M, 2022).

8.1.4. Uniqlo

Uniqlo is a Japanese fast fashion retailer brand. Uniqlo is on the right track to long-term success. As a multinational clothing company, UNIQLO is dedicated to creating a sustainable world. It contributes to social sustainability by concentrating on techniques that involve the

use of recycled materials. So, individuals can embrace and ensure sustainable practices in various ways, including by giving ecologically friendly reusable bags, supplying clothing care recommendations to help people retain goods longer, and supplying apparel that reduces carbon footprints. It has developed a worldwide collaboration with the UNHCR to combat poverty, aid refugees, and end race prejudice, violence, and territorial disputes. Following the Great East Japan Earthquake in 2011, it gave 3.3 billion yen in relief. It has helped those affected by global disasters, most notably in the aftermath of Hurricane Sandy in the United States in 2012 (TOPUnlocking The Power of Clothing. UNIQLO Sustainability, n.d.). The brand has a strategy to save historic and endangered forests **from being deforested in its supply chain** (Uniqlo-Sustainability Rating-Good On You, n.d.).

8.1.5. Shein

Shein is among the most well-known fast fashion brands amongst Generation Z. Each day, it uploads many new designs to its site. The company has different sections which identify its social responsibility and **transparent supply chain operations**. In addition, Shein mandates its partners to adhere to regional environmental and wastewater regulations as well as mitigate the impacts of its operations on the environment. However, there is no clear evidence of such requirements. Shein does not have any third-party certificates demonstrating that the business is attempting to be ethical or ecologically conscious. Furthermore, Shein's Code of Conduct solely applies to the company's industrial partners, absolving the firm of any liability (Is Shein an Ethical Brand? 2021). As a result, Shein is often accused of being unethical given its **lack of supply chain openness** (Adegeest, 2021).

8.1.6. Mango

Mango is a clothing design and production firm based in Spain. Mango now sources 64% of its cotton from sustainable sources. Another attempt of the company is to increase the usage of recycled polyester. In 2020, 19% of its polyester-composed clothing was created using recyclable materials, a significant improvement over the previous year. Thus, the company is on track to meet its 50% objective by 2025. It established a relationship with LENZING, whose fibers are generated from regulated and ecological timber resources, in 2018 to take the initiative toward regulating the source of its cellulose fibers. Mango nearly doubled the use of cellulose fibers of regulated origin in 2020, accounting for 13% of its clothing. However, the company targets to reach the figure of 100%. To create a more efficient and sustainable transportation network, the company must optimize the packaging of its products. Mango recycles factory-returned cardboard boxes at its warehouses and retailers. It always uses certified paper and cardboard, such as PEFC and FSC, to ensure that it is not contributing to the issue of deforestation and illicit logging. Its goal is to get rid of 160 million plastic poly bags every year (Sustainability for Women 2022 | Mango United Kingdom, n.d.). However, there has not been any proof of how the **company's supply chain** decreases greenhouse gas emissions and carbon footprints ("How Ethical Is Mango?" 2021). Nevertheless, the company launched a commitment toward the abolition of child labor, in which it collaborated with the United Nations Global Compact, UNICEF, and the International Labor Organization. This awareness should also apply to the company's entire supply chain system (Alliances and Partners 2022; Mango United Kingdom, n.d.).

8.1.7. Topshop

Topshop is a British fast-fashion brand. The company targets to be carbon neutral by 2025 and reach net-zero carbon pollution throughout the value stream by 2030. Topshop will transition to more circular processes by 2030, ensuring that all ASOS own-brand items and packages are created from more ecological or renewable sources, emphasizing circular design and supporting item rehab programs. By 2030, the company aims to decrease Scope 1 and 2 emissions by 87 % and transportation pollutants by 58 %. By 2025, the company will utilize 100% own-brand packing made of verified recyclable and biodegradable materials. By 2030, customers will be able to examine and engage with information on the sustainability credentials of all ASOS-branded items (Fashion with Integrity, n.d.). **Topshop's supply chain** got accredited by Sedex Members' Ethical Trade Audit, which is a positive sign. In this regard, the company must share information on its regulations, inspections, remedial procedures, and database of suppliers with the public. There is no information about forced labor or gender equality available though ("How Ethical Is Topshop?" 2020).

8.1.8. Pretty Little Things

Pretty Little Things is part of the ultra-fast fashion trend. The company focuses on younger target customers and has grown into becoming a fast fashion empire. It targets to use 100% more eco-friendly polyester and cotton by 2025. To have a holistic view of its operations, the firm **will trace its supply chain** to the source of raw materials for its essential fibers, such as cotton farms. Depending on scientific objectives, Pretty Little Things aims to achieve emission reductions throughout its value chain by 2030, equivalent to a 52 % reduction in emissions compared to its current rate of growth. In addition, the company aims for a 4.2 % reduction in operating pollutants and a 7% reduction in value stream pollutants relative to growth each year (Sustainability | How We Do Our Bit | PrettyLittleThing, n.d.). The company aims to publish a social impact strategy to encourage local communities (Our Business Promise | PrettyLittleThing, n.d.).

8.1.9. Nike

Nike is an American fashion company that sells shoes, clothing, equipment, and accessories. By 2025, it aims to reduce GHG emissions in its owned or operated facilities by 70% using 100% renewable power and vehicle electrification. The company aims to reduce carbon emissions by 65 % and 30 % **across its entire supply chain** by 2030. With improved planning and operational effectiveness, Nike has set the goal of reducing waste by 10% for every unit in production, transportation, offices, and packing, as well as doubling the amount of post-consumer trash collected and reprocessed, thereby creating new cyclical business practices (Nike Purpose, n.d.). The company announced on its homepage that it has made it its mission to be a leader in building a diverse, inclusive team and culture (Diversity, Equity, and Inclusion | Nike Purpose, n.d.).

8.1.10. Forever 21

Forever 21 is American clothing, fitness, and accessories retailer that caters to both men and women. Many of its stores offer 100% recyclable plastic or paper bags. To help minimize carbon pollution, the company seeks to ship items by sea rather than air. Most stores also install efficient lighting technologies to reduce energy consumption. At its distribution facility and in stores, Forever 21 has a policy of recycling shipment boxes regularly. Forever 21 is

actively working on clothing lines made of eco-friendly materials (Social Responsibility | Forever 21, n.d.). However, the company does not adopt the **labor rights in its supply chains**, although it company condemns all forms of forced or child labor (How Ethical Is Forever 21? ", 2021). Forever 21 requires its suppliers to provide their employees with safe and healthy environments by agreeing to its Social Responsibility Code of Conduct (Social Responsibility | Forever 21, n.d.).

8.1.11. Primark

Primark is a global store that sells the most up-to-date fashion, cosmetics, and homeware at affordable prices. Primark intends to make better sustainable options accessible to everyone. Primark has begun to consider its environmental impact by monitoring carbon dioxide emitted from its activities as well as those of its **supply chain partners**. However, there is no evidence of such a commitment although Primark claims that it focuses on manufacturing products from recycled materials to make its operations sustainable. The company continues to improve its ethical practices concerning workers ("How Ethical Is Primark?" 2021).

8.1.12. Urban Outfitters

Urban Outfitters sells apparel, footwear, cosmetic goods, sportswear, and gear. It collaborates with businesses that prioritize sustainable practices, such as Hydro Flask and Patagonia, to allow consumers to choose more eco-friendly solutions. Its shopping bags are made entirely of recyclable materials. Urban Outfitters also constantly searches for methods to reduce packing waste (UO Community Cares, n.d.). Unfortunately, there is no evidence of the company's eco-friendly initiatives ("How Ethical Is Urban Outfitters?" 2021). Urban Outfitters describes several of its labor standards as its answer to the California Transparency in **Supply Chains Act**, such as its 3rd party auditing methods and pledge not to hire child or slave laborers.

8.1.13. Esprit

Esprit offers a wide variety of apparel and accessories for kids, men, and women. It also sells homeware products. By the end of 2023, it aims to utilize 100% sustainable cotton. Esprit plans to create at least 150,000 clothes with at least 20% recycled post-consumer textile fibers by 2020. It also targeted to raise the level of clothing resold by 40,000 kg. The company has substantially decreased the number of **supply chain partners** in recent years so that it can focus on developing a collaborative community rather than cultivating business connections. It set a goal of reducing greenhouse gas emissions by 23% by 2021. To distribute items to its retail outlets, the company's European Distribution Center brand uses recyclable boxes made of tough plastic. It is indeed possible to save around 790,000 packages each year by eliminating single-use packaging. On its homepage, the company states that its sustainability development aims at three elements: economic growth, social inclusion, and environmental protection (Our Strategy | ESPRIT, n.d.).

8.1.14. Missguided

Missguided is a British company that offers clothes to women aged 16 to 35. They also offer a men's line called "Menace." The company has committed to using a few eco-friendly products. It traces a portion of its **supply chain**, including the entire final step of manufacturing. There is no evidence of a reduction in the use of plastic, removal of harmful substances, or a reduction in textile waste in the company's operations though. For example,

there is no disclosure as to whether the company pays a living wage or whether there is gender equality or similar social goals. (Misguided-Sustainability Rating-Good On You, n.d.).

8.1.15. Victoria's Secret

Victoria's Secret is a lingerie, apparel, and cosmetics company based in the United States. The company is well-known for its high-profile marketing and branding, which began with a famous catalog. There is no indication that the brand does have a policy in place to reduce the negative effects of microplastics, reduce textile waste in the production of its products, or establish a target for reducing greenhouse gas emissions. There is also no proof that Victoria's Secret pays a livable wage to workers **in its supply chain** (Victoria's Secret-Sustainability Rating-Good On You, n.d.). None of the companies in its supply chain is accredited by labor standards that safeguard worker health and safety, livable wages, and other labor rights. Because of that, the company obtained a score of 21-30% from the Fashion Transparency Index.

8.1.16. Rip Curl

Rip Curl is a significant sporting sponsor and a designer, producer, and marketer of surfing apparel and accessories. The Rip Curl crew is credited with efficiently planting over 50,000 native plants in the region. Plastic bags have been phased out of its network of retail. It has also put solar panels at its head office, storage facility, and Byron Bay retail outlet to cut power and energy consumption. Toitu Envirocare and Rip Curl have collaborated to earn a Carbon Reduction Certification. It has created a new polybag that is comprised of 30% recyclable plastic and has 40% fewer plastic by mass (Environmental Policy, n.d.). However, there is no proof that it reduces textile waste in production or that it pays a livable wage to **workers in its supply chain**. Moreover, no evidence of its commitment to reduce carbon and greenhouse gas emissions could be found as well, although it runs **audits on its supply chain partners** (Rip Curl-Sustainability Rating-Good On You, n.d.).

8.1.17. Guess

Guess is a men's and women's apparel brand and store based in the United States. For the mainstream, it has established a goal of using 100% recycled or bio-based polyester and reducing greenhouse gas emissions by 50% and supply chain emissions by 30% in 2030. Guess targets that 100% of product packaging will be recycled or recyclable by 2025 (GUESS Sustainability, n.d.). There is no proof that it reduces textile waste in its production. Moreover, none of the **companies in its supply chain** is accredited by labor standards that safeguard the safety and health of workers, fair pay, or other labor standards. Such conditions made Guess score 31-40% in the Fashion Transparency Index (Guess-Sustainability Rating-Good On You, n.d.).

8.1.18. GAP

GAP is a company dedicated to men's, women's, and children's wear. GAP is a trailblazer for water management in its supply chain. It also employs certain environmentally beneficial ingredients, such as recycled materials, although there is little proof that it reduces textile waste during production. While it has established a science-based goal to cut greenhouse gas emissions from its operations, there is very little evidence that justifies its capacity to accomplish that goal (Sustainability, n.d.-a). GAP scored 41-50% in the Inside the Fashion

Transparency Index because **none of the business supply chains** is verified by labor standards that safeguard the safety and health of workers, fair wages, or other employee rights. There is also no proof that it pays a livable wage to workers in its supply chain ("How Ethical Is Gap?" 2021). However, the company does release a complete list of suppliers and some data on the second stage of manufacturing to the public.

8.1.19. American Eagle

American Eagle has 1,000 locations globally and is recognized for providing young people with on-trend jeans and casual clothes. Its objectives resonate with the Paris Agreement in which they aim to prevent global warming of 1.5 degrees Celsius. By 2030, it plans to be carbon neutral in all of its activities, including corporate headquarters, distribution centers, shops, and business travel. American Eagle also aims to lower its carbon impact in its supply chain by 40% in 2030 and 60% in 2040. The brand has pledged a 40% reduction in production costs ("Environmental Efforts," n.d.). There is no proof that it reduces textile waste in its production, takes any significant steps to decrease or remove harmful substances, and pays a livable wage to **workers in its supply chain** (American Eagle-Sustainability Rating-Good On You, n.d.). None of the companies in its supply chain is accredited by labor standards as well, causing its score in the 2021 Fashion Transparency Index to range between 11–20%.

8.1.20. Adidas

Adidas is Europe's largest manufacturer of sportswear, clothing, and shoes. In terms of carbon footprint reduction, Adidas met its aim in 2021. It has pledged to cut its own and suppliers' greenhouse emissions by 30% by 2030 and reach climate neutrality by 2050. Adidas will solely employ recycled polyester in every product and usage where a solution exists starting 2024. Its goal for 2020 was to cut water use by 35% per employee. By 2025, the goal is to reduce water use by 40% (Adidas-Environmental Approach, n.d.). The majority of **Adidas' supply chain is tracked and audited**. The company releases the complete list of its network of suppliers in the last stage of manufacturing, some data on the second and first production phases, and some information regarding supplier audit results, forced labor, gender equality, and free association. Adidas also shares thorough information about its supplier regulations, audits, and remedial processes ("How Ethical Is Adidas?" 2020).

8.2. Slow fashion companies

Twenty slow fashion companies were investigated for their approach toward sustainability. This study thoroughly examined their websites and other platforms.

8.2.1. Patagonia

Patagonia is American outdoor clothing, swimwear, and activewear retailer for adults and children. Patagonia is taking significant steps to reduce its carbon emissions. Patagonia has also performed studies on the impact of microplastics in collaboration with industry organizations. To lessen its climate effect, the brand has adopted greenhouse gas emission reduction measures **throughout its supply chain**. The brand also provides a complete list of suppliers in the final stages of manufacturing, as well as some details concerning supplier audit reports, slave labor, non-discrimination, and free association. The slow-fashion company provides some information about forced labor or gender equality ("How Ethical Is Patagonia?" 2022).

8.2.2. Pact

Pact sells adult and children's underwear, activewear, bedding, and bath products. Pact employs 100 % post-consumer recycled paperboard for paper envelopes and 98 % post-consumer recyclable materials for cardboard boxes, all of which are 100 % recyclable. Furthermore, the interior plastic bag that keeps garments secure is composed of biodegradable plastic. Pact's goods do not include any hazardous colors or ingredients (Pact®|Doing the Right Things., n.d.). Furthermore, Pact is a Fair Trade USA member. It does not appear to have a code of conduct, but it does have a written declaration outlining employees' rights. It sources its last stage of manufacture from nations with a high risk of labor abuse. It **tracks the majority of its supply chain**, covering all stages of production. In most parts of its supply chain, Pact guarantees that workers are paid a livable wage (PACT-Sustainability Rating-Good On You, n.d.).

8.2.3. Kotn

Kotn is a Canadian design apparel company that sells adult essentials, loungewear, accessories, and home products. Kotn dedicates itself to providing decent working conditions by assessing its partners regularly to maintain the finest industrial facilities. The company uses sustainable textiles in more than half of its portfolio ("Kotn-Sustainability Score," n.d.). There is no proof that it reduces textile waste although Kotn uses recyclable packaging. Its goal is to enhance the socioeconomic conditions of Egypt's cotton settlements. It keeps track of **every stage of its supply chain**. It is unclear if Kotn pays a livable wage to workers in its supply chain (Kotn-Sustainability Rating-Good On You, n.d.).

8.2.4. Sézane

Sézane is a Paris-based fashion label that sells adult clothes, jeans, purses, accessories, and shoes. Sézane's products are made of eco-friendly components. Since the start of its recycling program, the company has recycled over 13,000 items. All of its shipping boxes are now made of recycled cardboard or sourced from sustainable forests. Sézane uses renewable energy to power all of its outlets. It has decreased its carbon footprint by 22% in only one year. By 2022, 86% of Sézane's materials will be eco-friendly. In this regard, Sézane hires independent specialists to evaluate all of its ateliers to guarantee that the code of conduct and the criteria it has set are followed. The company also **audits a portion of its supply chain**, including the final stage of production. Sézane also provides good working conditions for its workers (Our Sustainable Commitments, n.d.).

8.2.5. Quince

Quince is a fashion company based in California that sells adult clothes, home products, and capsule collections. When feasible, it employs materials made in a sustainable manner, such as organic cotton towels and the organic linen collection. It works with factories that are committed to ethical and sustainable practices, including paying people fairly and doing everything possible to be eco-friendly. Quince ships products directly from the production facility to the customer, lowering the carbon impact of sending products to their final destination. The company is removing all virgin plastic from its packaging. By the end of the year, all of its packaging will be 100 percent biodegradable. It uses the least amount of packing possible while still keeping every purchase secure since less packaging means less waste (Sustainability | Quince, n.d.). However, there is no proof that Quince pays a livable

wage to **workers in its supply chain**. It also does not appear to lower carbon and other greenhouse gas emissions. The company **traces a portion of its supply chain**, including the final stage of production (Quince-Sustainability Rating-Good On You, n.d.).

8.2.6. A.BCH

A.BCH is an Australian fashion retailer that sells adult clothing, jeans, handbags, and accessories. It uses eco-friendly fabrics such as organic linen and Tencel. To reduce its carbon emissions, it produces domestically. It is responsible for treating wastewater and disposal **throughout its supply chain**. A.BCH has minimized the use of chemicals and water by using sustainable substitutes. Ethical Clothing Australia has certified the company's manufacturing facilities. It tracks the majority of its supply chain, covering all stages of production. It pays regular visits to its suppliers. A.BCH clothes are made of repurposed wool and biodegradable in 99.6% of cases. The company collaborates with carbon-neutral mills to obtain the lowest carbon emissions in production. The company tries to only work with suppliers that have carbon-neutral factories and are committed to providing ethical treatment, fair wages, and working conditions to their workers (A.BCH | Circular Fashion Label | FAQs, n.d.).

8.2.7. Asket

Asket offers adult clothes, jeans, swimwear, and accessories. Organic cotton is one of the eco-friendly fabrics that Asket uses. The company also reduces the amount of packing. To limit its environmental effects, the company manufactures things by hand. In the majority of its goods, it employs low-impact, non-toxic colors. It does not appear to have a code of ethics, but it does have a written declaration outlining workers' rights. In much **of its supply chain**, Asket guarantees that workers are paid a livable wage. It can **track the majority of its supply chain**. The company's representative regularly visits its suppliers (ASKET-Sustainability Rating-Good On You, n.d.).

8.2.8. Unrecorded

Unrecorded is a Netherland-based fashion brand that offers a wide range of organic adult clothing, jeans, swimwear, and accessories. It uses a moderate amount of eco-friendly materials, such as GOTS (Global Organic Textile Standard) cotton. To reduce its carbon emissions, Unrecorded produces locally. There is no proof that it reduces packing. By using sustainable substitutes, Unrecorded has minimized its use of chemicals and water. It does not appear to have a code of conduct, but it does have a written declaration outlining workers' rights. It can track the majority of its supply chain. It pays regular visits to its suppliers. It is unclear though if Unrecorded pays a livable wage to **workers in its supply chain** (Sustainability, n.d.-b).

8.2.9. Elle Evans

Elle Evans designs swimwear and activewear that is both attractive and ecological. It makes extensive use of eco-friendly components, especially recyclable materials. To reduce textile waste and carbon emissions, Elle Evans produces domestically and reuses 100% of its offcuts. The company has minimized the use of chemicals and water by using sustainable substitutes. Its last stage of production is in Australia, which has a minimal risk of labor abuse. It keeps **track of every stage of its supply chain**. It is unclear if it pays a livable wage to **workers in its supply chain**, but the company makes frequent visits to its suppliers (Sustainability, n.d.-c).

8.2.10. LANIUS

LANIUS is a German fashion label that sells women's clothing, jeans, loungewear, and accessories. It uses materials with a regulated biological basis that are ecologically benign and safe for animals and the environment. Organic fertilizers and feed are used in organic farming and animal husbandry, which utilize significantly less energy than hazardous chemical fertilizers and pesticides and hence produce less CO₂. Every year, it creates and produces two collections. If at all feasible, its recyclable cardboard boxes are reused many times. LANIUS also uses green power, recyclable paper, and filtered tap water in its headquarters. Sixty-eight percent of its manufacturing partners now use renewable energy sources. LANIUS is happy to be a GOTS-accredited company, implying that it can assure ethical and socially responsible practices at every stage of the garment-making process. High-level maintenance is ensured by **long-term and close connections with suppliers** (Klimaneutral, n.d.).

8.2.11. Dressarte Paris

Dressarte Paris is a fashion brand that provides custom-made bridal and casual wear. It makes extensive use of eco-friendly resources, including deadstock. To reduce textile waste, Dressarte Paris adopts the pre-order production method. Dressarte Paris has minimized the use of chemicals and water by using sustainable substitutes. A small team of employees manufactures the company's items in-house. It can **track the majority of its supply chain**. It is uncertain if the company ensures that a livable wage is paid to its workers though (Sustainable Custom Wardrobe Design, n.d.).

8.2.12. OhSevenDays

OhSevenDays offers clothes and accessories for women. It makes extensive use of sustainable materials, particularly upcycled textiles. OhSevenDays has minimized the use of chemicals and water by using sustainable substitutes. Almost every stage of the **brand's supply chain** system is tracked. There is no proof that OhSevenDays pays a livable wage to **workers in its supply chain** (About Us, n.d.).

8.2.13. The R Collective

R Collective offers women's clothes, coats, jumpsuits, jeans, and accessories. It extensively uses eco-friendly components, especially recyclable materials. The brand also uses biodegradable packaging. R Collective has minimized the use of chemicals and water by using sustainable substitutes. It has rescued 82,000 yards of fabric and reduced 52,000 kg of carbon emissions. The R Collective keeps track of **every stage of its supply chain**. The company makes sure that its workers get decent payment at the end of the industrial process. It also makes regular visits to its suppliers (Sustainability, n.d.-d).

8.2.14. TWOTHIRDS

TWOTHIRDS is a fashion company headquartered in Spain that sells adult clothing, lingerie, sportswear, undergarments, and footwear. It uses a medium amount of eco-friendly resources and recycled components. To reduce textile waste and carbon emissions, TWOTHIRDS adopts the pre-order production approach and produces regionally. TWOTHIRDS has minimized the use of chemicals and water by using sustainable substitutes. Its last stage of manufacturing takes place in the European Union, a location with minimal risk of labor exploitation. It is uncertain if the company ensures that a livable wage is paid at the end of the

industrial process. TWOTHIRDS can track the majority **of its supply chain**. It makes regular visits to its suppliers (Eco, n.d.).

8.2.15. Little Emperor

Little Emperor is an Australian brand that offers one-of-a-kind, utilitarian, long-lasting children's clothes. Little Emperor uses sustainable materials in almost all of its manufacturing processes. To reduce textile waste, it reuses the majority of its offcuts. Its packaging does not involve any plastic at all. By using sustainable substitutes, Little Emperor has minimized the use of chemicals and water. It does not appear to have a code of conduct, but it does have a written declaration outlining workers' rights. It can track the majority **of its supply chain**. However, there is no evidence that Little Emperor pays good wages to its employees (People + Planet, n.d.).

8.2.16. Svala

Svala is a fashion shop based in Los Angeles specializing in luxury vegan bags, wallets, handbags, and totes. It uses a moderate amount of eco-friendly resources, including recycled components. To reduce its carbon emissions, it produces domestically. There is no proof that it reduces packing. Svala has minimized the use of chemicals and water by using sustainable substitutes. Its last stage of production takes place in the United States, a country with a moderate risk of labor abuse. Svala tracks only some of its activities **regarding the supply chain**. It pays frequent visits to its suppliers (Our Values, n.d.).

8.2.17. Éclipse

Éclipse is a fashion brand that offers adult clothes, cover-ups, and accessories. It also sells clothes for kids. To reduce its carbon emissions, it produces regionally. It does not use of sustainable materials. It comes in biodegradable packaging. Éclipse uses recycled fabric. Its last step of manufacturing takes place in the United States, a nation with a medium risk of labor abuse. The company does not appear to have a code of conduct, but it does have a written declaration outlining workers' rights. It guarantees that a decent wage is paid at the end of the industrial process to its workers. Éclipse tracks most of its **supply chain activities** (What Makes Éclipse Apparel Sustainable? n.d.).

8.2.18. Pure Pod

Pure Pod is an Australian clothing brand that offers clothes and sustainable workwear for women. It uses a moderate amount of sustainable and environmentally friendly materials, such as GOTS (Global Organic Textile Standard) cotton. It uses non-toxic colors for its products. Its use of eco-friendly materials decreases its environmental effect and reduces the quantity of water utilized in manufacturing. Pure Pod keeps track of health and safety risks by paying visits to all of its final-stage vendors. In **many parts of its supply chain**, Pure Pod guarantees that workers are paid a livable wage. It keeps track of **every step of its supply chain**. It pays regular visits to its suppliers (Pure Pod-Sustainability Rating-Good On You, n.d.).

8.2.19. Bozena Jankowska

Bozena Jankowska is a London-based fashion label that specializes in women's clothing. It uses a moderate amount of environmentally sustainable resources, using recycled components. To reduce its carbon emissions, it produces domestically. Bozena Jankowska

reduces the number of chemicals, water, and wastewater utilized in the manufacturing process. The company does not seem to have a code of ethics, but it does have a written declaration outlining employees' rights. The brand **tracks most of its supply chain**. It pays frequent visits to its suppliers (What Does Sustainability Mean to Us? n.d.).

8.2.20. Unspun

Unspun is an adult denim jeans and shorts company based in the United States. To reduce textile waste, Unspun adopts the pre-order production approach. It conducts strategies to minimize manufacturing-related greenhouse gas emissions. In the majority of its goods, it employs low-impact, non-toxic colors. It has incorporated water conservation measures across its supply chain. It does not appear to have a code of conduct, but it does have a written declaration outlining workers' rights. It is working on a scheme to raise salaries in a portion of its supply chain. It can **track the majority of its supply chain**. Unspun also pays regular visits to its suppliers (Sustainability // Unspun Custom Jeans, n.d.).

8.3. Discussion

This article deals with slow and fast fashion companies and their supply chains. The study was derived from the thought that fast fashion companies and their supply chains are very admirable from an economic point of view due to their short lead times. This study clarified several questions, including what the characteristics of slow and fast fashion supply chains are or whether or not the slow and fast fashion supply chains can adopt the same strategy. The theoretical argumentation shows that a fast-fashion business strategy differs from the one adopted by slow-fashion companies. Figures 8 and 9 provide an overview of the important social and environmental aspects of the investigated 20 slow and 20 fast fashion companies.

	Social	Environmental
ZARA	Occupational Health and Safety policy Integration program for people with disabilities	Some of Zara's clothes carry the environmental label "join life"
Stradivarius	Occupational Health and Safety policy Integration program for people with disabilities	Aims to reduce the carbon footprint of its supply chain
H&M	Tries to improve labor policies	Aims to have a fossil-fuel free supply chain
UNIQLO	Is committed to fighting poverty, refugees, fighting violence	Offers clothing with a low carbon footprint
SHEIN	Writes about its social responsibility	Requires its partners to follow regional environmental and wastewater regulations
Mango	Is committed to fight against child-labor	Tries to use environmental-friendly cotton.
TOPSHOP	Limited information provision about forced labor or gender equality	Aims to use recyclable packaging
Pretty Little Things	Wants to publish a social impact strategy	Aims to accomplish emission reductions throughout its value stream
Nike	Aims to be a leader in building a diverse, inclusive team and culture	Aims to use 100% renewable power and vehicle electrification
Forever 21	Social Responsibility Code of Conduct, which suppliers must agree to	Will ship items by sea rather than by air
Primark	Is continuing to improve its ethical practices in relation to workers	Is monitoring carbon dioxide emissions
Urban Outfitters	Promises not to use child or slave labor	Uses shopping bags entirely made of recyclable materials
Espirit	Social inclusion is part of its sustainability strategy	Is eliminating single-use packaging
Missguided	Does not disclose social goals	Makes use of environmentally friendly products
Victoria's Secret	Rather a negative example. None of the companies in its supply chain are accredited by labor standards	There seems to be no policy to achieve environmental goals
Rip Curl	It is not certain if the company pays workers in its supply chain a fair wage.	Eliminated plastic bags in its retail network
Guess	No evidence of laboratory standards found	Aims to reduce greenhouse gas and supply chain emissions
GAP	There is no evidence that its supply chains are verified by labor standards	Good water management in its supply chain
American Eagle	Companies in its supply chain are not accredited by labor standards	Its objectives are in accordance with the Paris Climate Agreement
Adidas	Releases information regarding supplier audit results, forced labor, gender equality	Tries to reach climate neutrality

Figure 8: Important aspects of fast fashion companies

Source: own representation

	Social	Environmental
Patagonia	Provides some information about forced labor or gender equality	Has implemented greenhouse gas emission reduction measures throughout its supply chain
Pact	Written statement outlining employees' rights	Does not use any hazardous colors or ingredients
Kotn	Is committed to decent working conditions	Uses recyclable packaging
Sézane	Working conditions are part of the sustainability strategy	Its shipping boxes are made of recycled cardboard
Quince	Is committed to pay fair wages	Has Organic Cotton Towels and Organic Linen Collection
A.BCH	Works with suppliers that attach importance to ethical treatment, fair wages and working conditions of workers	Makes extensive use of environmentally friendly fabrics such as organic linen and Tencel
Asket	In most of its supply chains, it guarantees that workers are paid a livable wage.	Company manufactures things by hand.
Unrecorded	Has a written declaration outlining workers' rights	It produces locally
Elle Evans	It is not clear if it pays its workers livable wages.	It reuses its offcuts
LANIUS	Ensures socially responsible practices at every stage of the garment-making process.	Uses organic fertilizers and feed
Dressarte Paris	It is not clear if it pays its workers livable wages.	Garments are created to order, to reduce waste
OhSevenDays	It is not clear if it pays its workers livable wages.	Uses upcycled textiles
The R Collective	Ensures a suitable living wage	Uses recyclable material
TWOTHIRDS	Part of manufacturing takes place in the European Union (minimal risk of labor exploitation)	Is producing locally
Little Emperor	It has a written declaration outlining workers' rights	Uses sustainable materials in most of its manufacturing process.
Svala	Part of manufacturing takes place in the United States (minimal risk of labor exploitation)	Produces domestically
éclipse	Part of manufacturing takes place in the United States (minimal risk of labor exploitation)	Uses recycled fabric
Pure Pod	It guarantees that workers are paid a livable wage	It uses non-toxic colors for its products
Bozena Jankowska	Has a written declaration outlining employees' rights	It reduces the quantity of chemicals, water, and wastewater utilized in the manufacturing process
Unspun	It has a written declaration outlining workers' rights	It uses low-impact, non-toxic colours

Figure 9: Important aspects of slow fashion companies

Source: own representation

9. Conclusion

The findings presented in the previous section imply that the awareness of fashion companies toward the environment is not affected by their business model. It was found that some fast fashion companies are not as ignorant of their responsibility toward the environment and that some slow fashion companies are not as eco-friendly as many people think they are. The indicators used in the study included how frequently companies visit their supply chain companies, whether or not those companies give decent wages to their employees, and whether or not there is proof of sustainable practices performed by companies. While this

study provides an in-depth perspective on how the forty fashion companies presented in it approach eco-friendliness and sustainability in their practices, it does not provide any possibility to generalize the findings since they are tailor-made for the scenario this study focuses on. Therefore, future researchers may want to conduct extensive studies on whether or not there is any pattern in how fashion companies approach environmental manufacturing practices.

References

- A.BCH | Circular Fashion Label | FAQs. (n.d.). A.BCH. Retrieved March 11, 2022, from <https://abch.world/pages/about-faqs>
- Abdulgadir, Imad; Abdulgadir, Adil (2020). Strategic Proposals for Sustainable Supply Chains in the Fast Fashion Industry: Exploring ways to incorporate concepts and methods to confront the damaging effects of the industry. Master of Science Thesis, KTH Industrial Engineering and Management. Stockholm. Available at <http://kth.diva-portal.org/smash/record.jsf?pid=diva2%3A1501090&dswid=5026>
- About Us. (n.d.). OhSevenDays. Retrieved March 12, 2022, from <https://ohsevendays.com/pages/about-us-1>
- Adegeest, D.-A. (2021, August 6). Shein called out for lack of supply chain transparency—Again. FashionUnited. <https://fashionunited.uk/news/fashion/shein-called-out-for-lack-of-supply-chain-transparency-again/2021080657010>
- adidas—Environmental Approach. (n.d.). Retrieved March 11, 2022, from <https://www.adidas-group.com/en/sustainability/managing-sustainability/environmental-approach/>
- Alliances and Partners, Mango United Kingdom, Retrieved March 14, 2022, from https://shop.mango.com/iframe.faces?state=she_006_IN&ts=1647285114964
- American Eagle—Sustainability Rating—Good On You. (n.d.). Retrieved March 11, 2022, from <https://directory.goodonyou.eco/brand/american-eagle>
- ASKET - Sustainability Rating—Good On You. (n.d.). Retrieved March 11, 2022, from <https://directory.goodonyou.eco/brand/asket>
- Brun, Alessandro; Castelli, Cecilia. (2008). Supply chain strategy in the fashion industry: Developing a portfolio model depending on product, retail channel and brand. *International Journal of Production Economics*. 116 (2). 169-181. <https://doi.org/10.1016/j.ijpe.2008.09.011>
- Diversity, Equity & Inclusion | Nike Purpose. Retrieved March 11, 2022, from <https://purpose.nike.com/diversity-equity-inclusion>
- Eco. (n.d.). TWOTHIRDS. Retrieved March 12, 2022, from <https://twothirds.com/pages/eco>
- Elkington, John (1997). *Cannibals with Forks: The triple bottom line of 21st century business*. Mankato, MN: Capstone.
- Elkington, John (1998). Partnerships from cannibals with forks: The triple bottom line of 21st-century business. *Environmental Quality Management*, 8(1), 37-51. <https://doi.org/10.1002/tqem.3310080106>
- Ellen MacArthur Foundation, *A new textiles economy: Redesigning fashion's future*, (2017, <https://www.ellenmacarthurfoundation.org/publications>).
- Environmental Efforts. (n.d.). #AerieREAL Life. Retrieved March 11, 2022, from <https://www.ae.com/aerie-real-life/environmental-efforts/>

- Environmental Policy. (n.d.). Retrieved March 11, 2022, from <https://www.ripcurl.com/au/explore/rip-curl-planet/environmental-policy.html>
- Fashion Revolution, 2021. Transparency Index 2021. Transparency Index. [online] Fashion Revolution. Available at: <https://www.fashionrevolution.org/about/transparency/>
- Fashion with Integrity. (n.d.). ASOS Plc. Retrieved March 10, 2022, from <https://www.asosplc.com/fashion-with-integrity/>
- Fisher, Marshall L. (1997) What Is the Right Supply Chain for Your Product? A Simple Framework Can Help You Figure out the Answer. *Harvard Business Review*, 75, 105-116.
- Fletcher, Kate (2007). Slow Fashion. *The Ecologist*, 37(5), 61. Available at <https://theecologist.org/2007/jun/01/slow-fashion>
- Fletcher, Kate; Grose, Lynda (2012). *Fashion & sustainability: design for change*. London, UK: Laurence King Publishing.
- Gockeln, Lisa (2014). Fashion Industry Analysis From the Perspective of Business Model Dynamics. Essay (Bachelor). University of Twente. Available at <https://essay.utwente.nl/65268/>
- Guan, Wei; Rehme, Jakob (2012). Vertical integration in supply chains: driving forces and consequences for a manufacturer's downstream integration. *Supply Chain Management*, 17 (2), 187-201. <https://doi.org/10.1108/13598541211212915>
- GUESS Sustainability. (n.d.). GUESS Sustainability. Retrieved March 11, 2022, from <https://sustainability.guess.com>
- Guess—Sustainability Rating—Good On You. (n.d.). Retrieved March 11, 2022, from <https://directory.goodonyou.eco/brand/guess-inc>
- H&M Group committed to taking action on climate beyond COP26. (2021, November 12). H&M Group. <https://hmgroup.com/news/hm-group-committed-to-taking-action-on-climate-beyond-cop26/>
- Heninger, Claudia E.; Alevizou, Panayiota J.; Oates, Caroline J.; Cheng, Ranis (2015). Sustainable Supply Chain Management in the Slow-Fashion Industry. In: Choi, Tsan-Ming; Cheng, T. C. Edwin (Eds.), *Sustainable Fashion Supply Chain Management - From Sourcing to Retailing*. Springer Series in Supply Chain Management, vol 1. Springer, Cham. 129-153. https://doi.org/10.1007/978-3-319-12703-3_7
- How Ethical Is Adidas? (2020, December 8). Good On You. <https://goodonyou.eco/adidas-ethical/>
- How Ethical Is Forever 21? (2021, March 9). Good On You. <https://goodonyou.eco/how-ethical-is-forever-21/>
- How Ethical Is Gap? (2021, January 26). Good On You. <https://goodonyou.eco/how-ethical-is-gap/>
- How Ethical Is H&M? (2022, February 1). Good On You. <https://goodonyou.eco/how-ethical-is-hm/>

- How Ethical Is Mango? (2021, May 12). Good On You. <https://goodonyou.eco/how-ethical-is-mango/>
- How Ethical Is Patagonia? (2022, February 22). Good On You. <https://goodonyou.eco/how-ethical-is-patagonia/>
- How Ethical Is Primark? (2021, November 9). Good On You. <https://goodonyou.eco/how-ethical-is-primark/>
- How Ethical Is Topshop? (2020, November 10). Good On You. <https://goodonyou.eco/how-ethical-topshop/>
- How Ethical Is Urban Outfitters? (2021, September 1). Good On You. <https://goodonyou.eco/how-ethical-is-urban-outfitters/>
- How Ethical Is Zara? (2022, January 11). Good On You. <https://goodonyou.eco/how-ethical-is-zara/>
- Hubbard, Graham (2009). Measuring organizational performance: beyond the triple bottom line. *Business Strategy and the Environment*, 18 (3), 177-191, <http://dx.doi.org/10.1002/bse.564>
- Inditex Group Annual Report (2020). Inditex. Available at https://static.zara.net/static/joinlife/2020_Inditex_Annual_Report.pdf
- Is Shein an Ethical Brand? A Look Into the Fast Fashion Empire. (2021, September 21). Green Matters. <https://www.greenmatters.com/p/is-shein-bad>
- Kafi, M.; Liu, C.; Lang, C., (2017). Viewing Sustainable Strategy of Fast and Slow Fashion Businesses Model through the Lens of Triple Bottom Line Theory. *International Textile and Apparel Association Annual Conference Proceedings* 74(1). Available at <https://www.iastatedigitalpress.com/itaa/article/id/1773/>
- Klimaneutral. (n.d.). LANIUS. Retrieved March 12, 2022, from <https://www.lanius.com/de/nachhaltigkeit/engagement/klimaneutral/>
- Kotn—Sustainability Rating—Good On You. (n.d.). Retrieved March 11, 2022, from <https://directory.goodonyou.eco/brand/kotn>
- Kotn—Sustainability Score. (n.d.). Eco-Stylist. Retrieved March 11, 2022, from <https://www.eco-stylist.com/ethical-brand/kotn/>
- Loviscek, Vittoria (2021). Triple Bottom Line toward a Holistic Framework for Sustainability: A Systematic Review. *Revista de Administração Contemporânea*. 25. <https://doi.org/10.1590/1982-7849rac2021200017.en>
- Missguided—Sustainability Rating—Good On You. (n.d.). Retrieved March 11, 2022, from <https://directory.goodonyou.eco/brand/missguided>
- Nike Purpose: Planet. (n.d.). Nike Purpose. Retrieved March 11, 2022, from <https://purpose.nike.com/planet>
- Our Business Promise | PrettyLittleThing. (n.d.). Retrieved March 14, 2022, from <https://www.prettylittlething.com/sustainability/our-business-promise>

- Our Commitment to Sustainability - SustainabilityCommitment2021 (n.d.). Inditex, Retrieved March 13, 2022, from <https://www.inditex.com/documents/10279/249245/SustainabilityCommitment2021.pdf/65a6cfb3-6501-ed48-5836-18ae983428d7>
- Our Strategy | ESPRIT. (n.d.). Esprit Company. Retrieved March 11, 2022, from <https://www.esprit.com/en/company/sustainability/towards-circularity/our-strategy>
- Our sustainable commitments. (n.d.). Retrieved March 11, 2022, from <https://www.sezane.com/eu/behind-the-label/>
- Our Values. (n.d.). Svala. Retrieved March 12, 2022, from <https://svala.co/pages/our-values>
- P a c t ® | Doing the Right Things. (n.d.). Wear PACT. Retrieved March 11, 2022, from <https://wearpact.com/doingtherightthing>
- PACT - Sustainability Rating—Good On You. (n.d.). Retrieved March 11, 2022, from <https://directory.goodonyou.eco/brand/pact>
- Patrick, Toby (2018). Fast Fashion and Sustainability - A Proposed Business that Promotes Sustainability in a Profit Driven Industry. Thesis. <https://doi.org/10.13140/RG.2.2.35237.76003>
- People + Planet. (n.d.). Little Emperor. Retrieved March 12, 2022, from <https://littleemperorclothing.com.au/pages/environment>
- Pure Pod—Sustainability Rating—Good On You. (n.d.). Retrieved March 12, 2022, from <https://directory.goodonyou.eco/brand/pure-pod>
- Quince—Sustainability Rating—Good On You. (n.d.). Retrieved March 11, 2022, from <https://directory.goodonyou.eco/brand/quince>
- Rip Curl—Sustainability Rating—Good On You. (n.d.). Retrieved March 11, 2022, from <https://directory.goodonyou.eco/brand/rip-curl>
- Social Responsibility | Forever 21. (n.d.). Retrieved March 11, 2022, from <https://www.forever21.com/us/socialresponsibility/socialresponsibility.html>
- Stradivarius—Sustainability Rating—Good On You. (n.d.). Retrieved March 10, 2022, from <https://directory.goodonyou.eco/brand/stradivarius>
- Sustainability // unspun custom jeans. (n.d.). Retrieved March 12, 2022, from <https://unspun.io/pages/sustainability>
- Sustainability | How We Do Our Bit | PrettyLittleThing. (n.d.). Retrieved March 10, 2022, from <https://www.prettylittlething.com/sustainability>
- Sustainability | Quince. (n.d.). Retrieved March 11, 2022, from <https://www.onequince.com/sustainability>
- Sustainability for Women 2022 | Mango United Kingdom. (n.d.). Retrieved March 10, 2022, from <https://shop.mango.com/gb/women/edits/sustainability>
- Sustainability. (n.d.-a). Gap Inc. Retrieved March 11, 2022, from <https://gapinc.com/en-us/values/sustainability>

- Sustainability. (n.d.-b). Unrecorded. Retrieved March 11, 2022, from <https://unrecorded.co/pages/sustainability>
- Sustainability. (n.d.-c). Elle Evans Swimwear. Retrieved March 12, 2022, from <https://www.elleevansswimwear.com.au/pages/sustainability>
- Sustainability. (n.d.-d). The R Collective. Retrieved March 12, 2022, from <https://thercollective.com/pages/sustainability>
- Sustainable Custom Wardrobe Design. (n.d.). Dressarte Paris. Retrieved March 12, 2022, from <https://www.dressarteparis.com/sustainable-custom-wardrobe-design/>
- Sustainable fashion. (2022). In Wikipedia. https://en.wikipedia.org/w/index.php?title=Sustainable_fashion&oldid=1075705790
- Sustainable materials—Inditex.com. (n.d.). Retrieved March 10, 2022, from <https://www.inditex.com/our-commitment-to-the-environment/closing-the-loop/sustainable-materials>
- Tartaglione, Moretta Andrea; Antonucci, Emanuela (2013). Value Creation Process in the Fast Fashion Industry: Towards a Networking Approach. In: Gummesson, E., Mele, C., Polese, F. (eds.), *The 2013 Naples Forum on Service. Service Dominant Logic, Networks & Systems Theory and Service Science: Integrating Three Perspectives for a New Service Agenda*, pp. 91-112. Giannini. Available at SSRN: <https://ssrn.com/abstract=2342259>
- TOP | Unlocking The Power of Clothing. UNIQLO Sustainability. (n.d.). TOP | Unlocking The Power of Clothing. UNIQLO Sustainability. Retrieved March 10, 2022, from <https://www.uniqlo.com/jp/en/contents/sustainability/>
- Uniqlo—Sustainability Rating—Good On You. (n.d.). Retrieved March 11, 2022, from <https://directory.goodonyou.eco/brand/uniqlo>
- UO Community Cares. (n.d.). Urban Outfitters. Retrieved March 11, 2022, from <https://www.urbanoutfitters.com/community-cares>
- Victoria's Secret—Sustainability Rating—Good On You. (n.d.). Retrieved March 11, 2022, from <https://directory.goodonyou.eco/brand/victorias-secret>
- Watson, Maegan; Yan, Ruoh-Nan (2013). An exploratory study of the decision-processes of fast versus slow fashion. *Journal of Fashion Marketing and Management* 17 (2), 141-159 <https://doi.org/10.1108/JFMM-02-2011-0045>
- What does sustainability mean to us? (n.d.). Bożena Jankowska Ltd. Retrieved March 12, 2022, from <https://www.bozenajankowska.com/pages/sustainability>
- What Makes éclipse Apparel Sustainable? (n.d.). Éclipse. Retrieved March 12, 2022, from <https://eclipseglove.com/pages/what-makes-eclipse-apparel-sustainable>