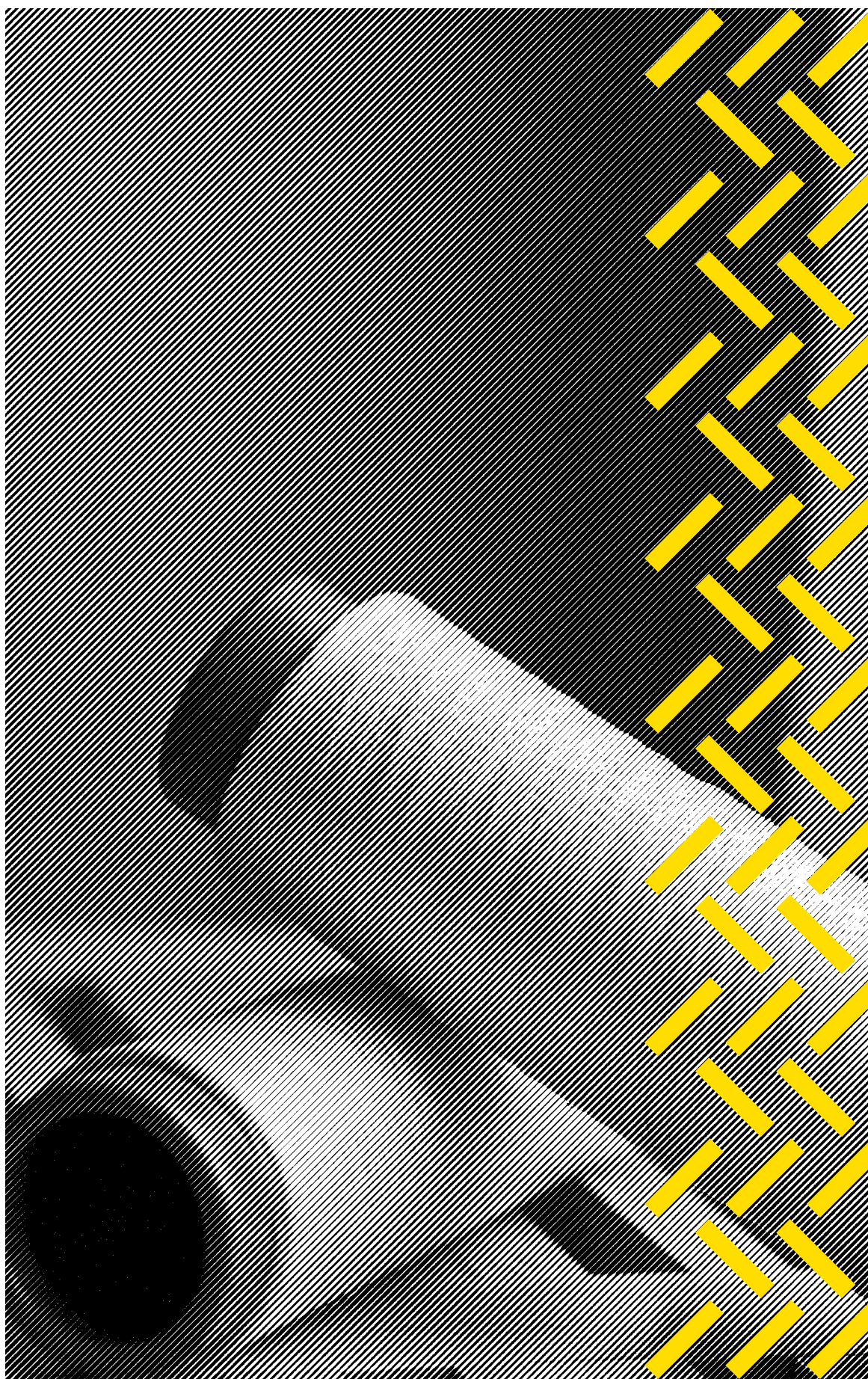


SUMMER 2020

FABRICA. WEAVE

THE IMPACT ISSUE



IMPACT INVESTMENT:
AN EMERGING PARADIGM
BALANCING PROFIT
AND PURPOSE

影響力投資
平衡公司盈利及宗旨的嶄新模式

WHO ESTABLISHES THE
STANDARD?
INTRODUCING 3
ORGANIZATIONS LEADING
THE WAY IN IMPACT
MEASUREMENT

誰來訂準則?
3家為量度影響力劃下標準的機構

UPSKILLING FOR IMPACT IN
THE APPAREL INDUSTRY

裝備技能
提升服裝業的影響力

WHEN DISSOLVABLE
THREAD MEETS CUSTOMIZED
JEANS: ONE STEP CLOSER
TO CLOSING THE LOOP

當熱融縫線遇上客製牛仔褲
大步邁向循環時裝

TECHSTYLE FOR SOCIAL
GOOD INTERNATIONAL
ONLINE COMPETITION 2020
OPEN CALL FOR APPLICANTS

「TECHSTYLE FOR SOCIAL
GOOD」全球網上比賽 2020
公開招募參賽者

the
mills

fabrica
南豐作坊

Welcome to our newsletter! In each edition we bring you interviews, insights and practical information about the techstyle world (companies at the intersection of technology and style).

感謝您閱讀南豐作坊的通訊！我們將送上不同的訪問與觀點，以及實用的業界資訊，帶您投入科技與時尚之間的techstyle 世界。

SUMMER 2020

THE
IMPACT
ISSUE

影響力號

DISCLAIMER

The contents of the newsletter are fully protected by copyright and nothing may be reprinted without permission.

All information and contents contained in this newsletter are provided for reference only and shall not be relied on as the basis for any decision making. The Mills and The Mills Fabrica make no representation or warranty, express or implied, as to the accuracy, completeness, reliability or timeliness of the information and contents contained in this newsletter. If you have any doubt about any of the contents of this newsletter, you should obtain independent professional advice.

In case of discrepancies between the English version and the Chinese version in respect of all or any part of this newsletter, the English version shall prevail.

免責聲明

本通訊內容版權所有，不得翻印。

本通訊提供的資訊並不構成閣下作任何決定的基礎。本通訊內所提供的資料及內容只供使用者作參考之用，南豐紗廠及南豐作坊並不對本通訊所提供之資料及內容的準確性、可靠性或時間性作出任何陳述或保證。如閣下對本通訊的內容有任何疑問，請徵詢獨立的專業意見。

此乃中文譯本，如英文版本與此中文譯本有抵觸，以英文版本為準。

EDITOR'S
NOTE

The last 12 months have been a turbulent and challenging time for us all; the historic heatwave that hit Europe last summer, Australia's raging wildfires and the deadly COVID-19 pandemic that has spread across the world, not to mention the scarcity of medical resources, political disputes, and global economic recession. All of which may well be a signal from the planet telling us to rethink humanity's actions.

Climate change, global warming, public health crises and many other issues have arisen in the last few decades. Apart from individuals' and policymakers' efforts, what is the responsibility of the economy to contribute to a better world? The theme of this issue of *Fabrica.Weave* is Impact, which is an emerging paradigm that entrepreneurs and investors are increasingly working towards to improve people's lives by creating and investing in businesses that generate both positive financial returns and societal/environmental impact, bringing about a socially, economically, and environmentally sustainable world.

Our introductory article shows the recent development of impact investment and how startups, investors and NGOs are working together to push forward the development of this game-changing sector. We also put together some tools to help entrepreneurs establish an impact measurement framework and facilitate investors to assess the performance of impact-driven businesses. It is not easy to make an impact-driven business profitable, and we have identified some successful collaborations between brands and innovative startups to demonstrate how to bring sustainable solutions to the market and what strategies have worked for these businesses. We also interviewed the founders of unspun and Resortecs, talking us through how techstyle startups strengthen the impact of their technologies by forging a collaboration.

An expert's insight can also play an invaluable role in helping us weather the storm. Therefore, we invited Amina Razvi, the Executive Director of the Sustainable Apparel Coalition, and Elisabeth Souquet, Marketing Director of MOTIF, to share with us how to manage an impact business in difficult times.

Amidst the uncertainty, concerted efforts can make all the difference. Let's join forces and overcome this together.

編者的話

過去 12 個月，我們經歷了一段非常動盪、艱難的時期：歐洲破紀錄的熱浪、澳洲經過超過一年仍未完全撲熄的山火，當然還有新型冠狀病毒肺炎帶來的致命疫情席捲全球；更遑論隨之而來的醫療物資短缺、國際間的政治掙扎以及經濟衰退……這可能是地球給我們的訊號，讓我們重新構想人類活動的可持續性。

氣候變化、全球暖化、公共醫療系統失衡等問題已經在過去幾十年一一浮現。除了個人和政策推行者，經濟活動對於我們的未來又有甚麼責任？這一期《Fabrica.Weave》的主題是「影響力」(Impact)。無論對創業家和投資者來說，「影響力」都是一個嶄新的模式——透過建立同時帶來回報及社會和環境正面影響的事業，並向這些公司注資，藉此共同改善人類的生活，實踐社會、經濟和環境三方面的可持續發展。

我們為讀者準備了一篇文章，介紹影響力投資的當前發展，以及初企、投資者和非牟利機構如何共同合作，推動這個領域的革命性發展。另外，我們也為您介紹幾個幫助初企量度影響力的標準和工具，幫助投資者審視影響力事業的表現。要建立一門有利可圖的影響力事業並不容易，因此，我們搜羅了一些創新初企與品牌的合作計劃，看看他們如何將其可持續方案帶到市場。我們也訪問了 unspun 及 Resortecs 的創辦人，跟我們分享如何透過合作，充分發揮他們的科技的影響力。

專家的意見是我們渡過難關的指路明燈，因此我們邀請了 Sustainable Apparel Coalition 的執行總監 Amina Razvi 及 MOTIF 市場總監 Elisabeth Souquet，為我們分享在艱難時期營運影響力事業的心得。

凝聚力量幫助我們越過困境。期望我們互相合作，共同克服難關。



Image Courtesy: Unsplash, Reformation

IMPACT INVESTMENT:
AN EMERGING PARADIGM BALANCING
PROFIT AND PURPOSE

影響力投資
平衡公司盈利及宗旨的嶄新模式



Having a profitable and sustainable business has always been a challenge deterring some decision makers from changing the practices that they have become accustomed to. In the last few decades, corporate social responsibility (CSR) has been the only way to demonstrate that a business contributes to the wellbeing of communities and society, but often these social and environmental initiatives are misaligned with the company's mission, purpose and values. However, there is evidence that the coexistence of profit and purpose is attainable as various NGOs have established frameworks that empower impact-driven businesses. Meanwhile, impact investors have accelerated the movement through investing in businesses that generate both financial returns and positive societal/environmental impact. In this article, we share with our readers how entrepreneurs, investors and NGOs contribute to impact investment as well as the latest figures on this growing sector.

要建立一門有利可圖的可持續事業，一直以來都是一門挑戰，導致決策者難以改變一直以來的行事方式。過去幾十年，企業社會責任彷彿是公司用來表達對社會關注的唯一途徑，但這些項目往往跟公司的願景和產品毫不相干。可是，許多非牟利機構為了證明盈利和社會責任能夠共存，為「影響力事業」(Impact-driven Business) 建立標準；而影響力投資者也透過這些同時帶來回報及社會 / 環境正面影響的公司注資，大大推動了這個領域的發展。在這個專題，我們為讀者分享創業家、投資者和非牟利機構，如何共同推動影響力投資，以及關於這個範疇的一些數據。

IMPACT INVESTMENT AT A GLANCE

影響力投資一覽

500
BILLION
USD

The impact investment market is estimated to be worth over 500 billion USD

預計影響力投資市場總值超過 5,000 億美元

(Global Impact Investing Network (GIIN))

TOP 3

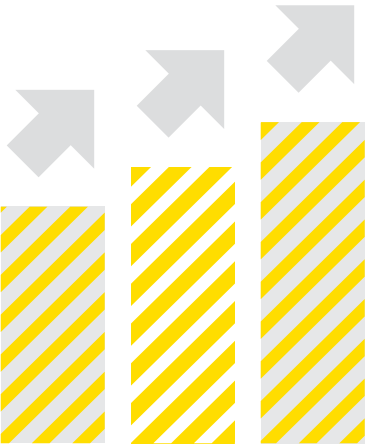
The top 3 sectors receiving the most impact investment (GIIN):
得到最多影響力投資的三大範疇為：

- 1 Microfinance/Financial Services (~27.2 billion USD)
微型金融 / 金融服務 (約 272 億美元)
- 2 Energy (~11.3 billion USD)
能源 (約 113 億美元)
- 3 Food and Agriculture (~9.5 billion USD)
糧食及農業 (約 95 億美元)

98%

98% of the portfolio companies of the 253 investment institutes surveyed by GIIN meet impact investors' expectations for environmental/societal impact

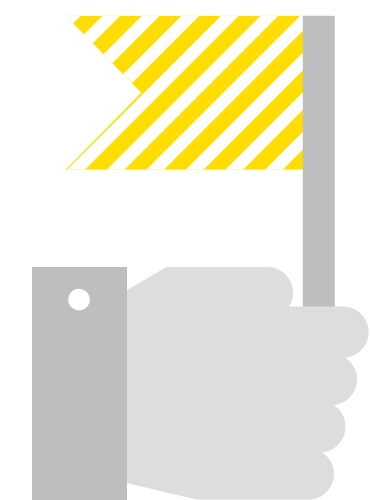
GIIN 訪問了 253 家投資機構，當中 98% 的投資組合公司達到社會 / 環境影響力的預期目標



91%

91% of the portfolio companies of the 254 investment institutes surveyed by GIIN meet impact investors' expectations for financial return

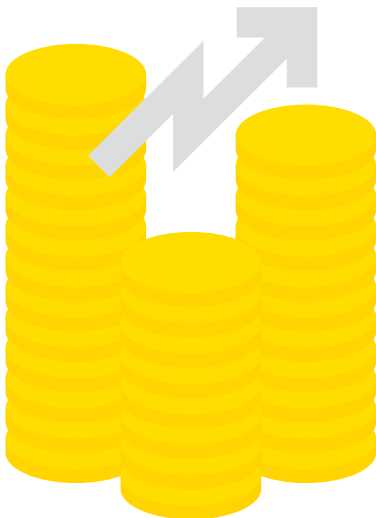
GIIN 訪問了 254 家投資機構，高達 91% 的投資組合公司達到影響力投資者的預期回報



47%

Atomico surveyed around 200 VCs, 47% of whom take startups' social mission objectives into consideration at the pre-investment stage

在約 200 家 Atomico 訪問的創投公司中，47% 在投資前階段開始關注初企的社會使命



6x

The volume of impact investment in 2019 alone, was 6 times bigger than the cumulated impact investment reported over the past 5 years.

在 2019 年，影響力投資比過去 5 年總和高出 6 倍

(Atomico)

Top 3 asset classes investing in impact investment in 2018 (GIIN):
2018 年，參與影響力投資的三大資產類別為：

- 1 Private Debt (~9.2 billion USD)
私人債務基金 (約 92 億美元)
- 2 Private Equity (~2.6 billion USD)
私募基金 (約 26 億美元)
- 3 Real Assets (~1.6 billion USD)
實質資產 (約 16 億美元)



WHAT DOES IT MEAN TO BE AN
IMPACT-DRIVEN BUSINESS?

如何定義「影響力事業」？

1

HOLD A LONG-TERM
SOCIAL AND/OR
ENVIRONMENTAL
MISSION

擁有長期社會 / 環境使命

2

SET IMPACT OUTCOME
OBJECTIVES

訂立影響力目標

3

MEASURE IMPACT
OUTCOMES

量度影響力結果

4

FOSTER ECONOMIC
DEVELOPMENT WHILE
ACHIEVING IMPACT
OUTCOMES

透過達到影響力目標促進
經濟發展

“IT IS URGENT THAT GOVERNMENTS
THROUGHOUT THE WORLD COMMIT
THEMSELVES TO DEVELOPING AN
INTERNATIONAL FRAMEWORK
CAPABLE OF PROMOTING A MARKET
OF HIGH IMPACT INVESTMENTS.”

全球政府需逼切承諾
建立一個推動影響力
投資的全球性框架。

IMPACT-DRIVEN BUSINESSES:
NEITHER CHARITIES NOR SOCIAL
ENTERPRISES

影響力事業並不等於
慈善機構和社會企業

Impact is a buzzword that we hear all the time, but what does it really mean in the business world? The Group of Eight's (G8) workforce defined an “impact-driven business” in their 2014 report as a company that seeks long-term social outcome or performs social mission through its governance and business model. Many impact-driven companies have proven the viability of an array of impact business models in the last decade, clarifying the uncertainty of this game-changing sector.

B Corporation, an American NGO that establishes the standard of impact businesses (please turn to page 13 for more about the NGO), has identified a list of impact business models that exist in the market, helping entrepreneurs find the right model that benefits their customers, supply chain, workers and the environment. For instance, companies adopting the “worker-owned” model empower their employees to be product owners, while the model “environment benefiting product services” allows companies to center their businesses around conserving the natural environment.

So, why are impact-driven businesses important to the economy? Pope Francis has the answer. “It is urgent that governments throughout the world commit themselves to developing an international framework capable of promoting a market of high impact investments and thus to combating an economy which excludes and discards,” the Pope said in 2014 at a council meeting. (In fact, the Catholic Church is ardent about impact investment which has been hosting biannual conferences on this topic in Rome since 2014). It is not only the economy but also the environment that is deteriorating due to problems like abusive consumption of natural resources and unfair labour practices, therefore, impact-driven businesses are essential to maintaining the equilibrium between nature and economy by incorporating social mission into profit-making activities.

我們常聽說「影響力」，但到底這在商業世界裏代表著甚麼？八大工業國集團在 2014 年的報告中，定義「影響力事業」是尋求長期社會目標，或者是透過管治和營商模式體現社會使命的公司。確實，很多影響力事業在過去幾十年，用行動實證這些營商模式的可行性，減低這個創新範疇的不確定性。

像是美國非牟利機構 B Corporation 為影響力事業訂下準則（請翻到第 13 頁閱讀更多關於他們的資訊），列出一系列已經存在的影響力事業經營模式，幫助創業家尋找合適的模式，造就他們的顧客、供應鏈、工人，以至地球環境都能夠受益。例如，採取「員工擁有權」模式的公司，鼓勵他們的員工成為產品負責人（product owners），而「有利環境的產品和服務」模式，則幫助公司定位為一家保護生態環境的事業。

那為甚麼影響力事業對經濟發展來說那麼重要？教宗方濟各在 2014 年的會議上說過：「為了對抗排外和製造污染的經濟體系，全球政府需逼切承諾建立一個推動影響力投資的全球性框架。」（其實一直以來，梵蒂岡都大力推動影響力投資，更每兩年在羅馬舉行相關議題的會議）因為人類過分使用天然資源和不公平勞動行為，環境跟隨著經濟不斷衰退。而影響力事業將社會使命和營利事業合而為一，藉此維持經濟和大自然之間的平衡。

4 CORE CHARACTERISTICS OF IMPACT INVESTMENT

影響力投資的 4 大特點

1

INTENTIONALLY CONTRIBUTE TO POSITIVE SOCIAL AND ENVIRONMENTAL IMPACT THROUGH INVESTMENT ALONGSIDE A FINANCIAL RETURN

透過有回報的投資活動，有意向地向社會 / 環境作出正面影響

2

USE EVIDENCE AND IMPACT DATA IN INVESTMENT DESIGN

利用證據和影響力數據設計投資計劃

3

USE IMPACT PERFORMANCE DATA TO MANAGE INVESTMENTS

利用影響力表現數據管理投資組合

4

ENABLE MORE INVESTORS TO CONTRIBUTE TO THE IMPACT INVESTMENT SECTOR

幫助更多投資者加入影響力投資範疇

Source: GIIN

INVESTORS ACCELERATE THE GROWTH OF IMPACT BUSINESSES

Like every startup, adequate funding is important for impact-driven businesses to develop products and drive improvements. To better understand what impact investment is, the Global Impact Investing Network (GIIN) clarifies the core characteristics of impact investment, giving the investment industry a consistent definition of this emerging paradigm. Unlike conventional investment activities that only seek financial return, impact investors intentionally enable their portfolios to solve problems in society and the environment. Its solution-oriented approach differs from responsible investment, which primarily provides capital for businesses advocating social consciousness.



Data proves that the impact investment sector is thriving. UK-based VC firm, Atomico, released a report last year revealing that over 60% of startup founders agree that European VCs demonstrate greater concern for their portfolio’s societal and environmental impact. The volume of impact investment corroborates the paradigm change in the investment industry. According to McKinsey, impact investment alone makes up around 20% of the total deals sampled. Meanwhile, GIIN’s survey estimates that over 10,000 impact investment deals totaling 239 billion USD (~1.7 trillion HKD) were made in 2018, with 91% of them meeting investors’ expectations on financial return.

The GIIN’s survey also sheds light on the allocation of impact investment, revealing that in 2018, the top 3 sectors that appeal to investors the most are Microfinance/Financial Services, Energy as well as Food and Agriculture. However, not all the sectors bask in the glory of impact investment — Water and Hygiene, ICT, Art and Culture are overlooked in the race for impact investment. The results showed that impact investors are more likely to invest in growth to mature-stage impact businesses, but having said that, Atomico’s findings show 47% of the VCs take startups’ social mission into consideration at the pre-investment stage. This indicates that involving social mission in businesses is part of a long-term strategy. So, what are the societal/environmental missions that startup founders want to achieve? Unsurprisingly, the majority of startups focus their businesses on Climate Change and Clean Energy among all of the United Nations Sustainable Development Goals (SDGs).

投資者參與 推動影響力事業發展

就像任何初企，充足的資金是推動影響力事業研發產品和推動創新的主要動力。為了讓各界更好地了解「影響力投資」，位於美國的 Global Impact Investing Network (全球影響力網絡，簡稱 GIIN) 為這個範疇定下四大特性，讓投資行業有劃一標準了解這個嶄新的範疇。不如傳統投資活動只追求回報，影響力投資者同時關注投資組合公司能否解決社會和環境問題，也跟主要透過投資帶動社會意識和鼓勵倡議的責任投資（Responsible Investment）有些許差別。

數據顯示，影響力投資充滿前景。英國創投公司 Atomico 在去年發表的報告中指出，超過 60% 的初企創辦人認為，歐洲的創投越來越關心其投資組合的社會和環境意識。最近的影響力投資量，或許能夠說明行業正慢慢改變。根據麥肯錫的數據，影響力投資佔其調查總數約 20%。而 GIIN 的報告也發現，2018 年達成超過一萬宗影響力投資，金額達 2,390 億美元（相等於 1.7 兆港元），當中 91% 的投資組合公司能夠達到投資者的期望回報。

GIIN 也分析了影響力投資的分佈，2018 年，最得投資者青睞的三個行業為微型金融 / 金融服務、能源，以及糧食和農業。但並不是每個行業都能在影響力投資市場中分一杯羹；當中，水資源及衛生，信息通信技術和藝術與文化便在投資市場中稍微落後。至於公司的發展階段，影響力投資者傾向成長到成熟階段的公司注資。話雖如此，Atomico 的調查發現 47% 的創投公司在投資前階段已經留意初企的社會使命；因此，初企如果想建立社會意識和跟影響力投資者互動，不可以採取臨急抱佛腳的態度，而是需要周詳的策略。那麼，初企們大多關注甚麼樣的社會 / 環境議題呢？一如所料，在多個聯合國可持續發展目標中，初企主要以氣候變化和潔淨能源作為他們的定位。

FOUNDATIONS SPEARHEADED BY CORPORATES

企業牽頭基金

OMIDYAR NETWORK	
HEADQUARTER 總部	California, US 美國加州
MISSION 使命	Unlocking opportunities for the underprivileged 為弱勢群體提供機會
SECTORS 領域	Digital Identity, Responsible Tech, Worker Power, etc. 數碼認證、責任科技、工人力量等
Founded by Ebay’s Chairman Pierre Omidyar together with his wife Pam Omidyar in 2016, Omidyar Network solves economical, technological and societal problems through incubating and investing in NGOs, think tanks, impact investment firms and state-of-the-art innovations, helping the underprivileged become independent and capable by unlocking their talents and opportunities. To date, the Network has offered nearly 900 million USD of grants to NGOs and 751 million USD investment to for-profit companies, while 17 investees have graduated from its investment program. The Network also highlights overlooked issues in society such as the mental health epidemic and the future of social media influencer culture and raises public awareness of these topics through sponsoring awards, building up an online community and financing research projects.	
Omidyar Network 由 Ebay 的主席 Pierre Omidyar 和其妻子 Pam Omidyar 在 2016 年創立，透過培育和投資非牟利機構、智庫、影響力投資公司和前沿創新，解決經濟、科技和社會上的問題，並藉此幫助弱勢社群變得更獨立，為他們提供機會、釋放潛能。至今，Omidyar Network 已經向超過非牟利機構發放超過 9 億美元補助金，也向牟利的公司注資 7.51 億美元，其中 17 家投資公司已經完成投資計劃。他們也致力尋找社會上被忽略的問題，例如流行性心理健康問題及網絡紅人文化的未來發展。他們透過贊助獎項、建立網上社群，以及向研究項目提供財政資助，提升公眾對這些議題的關注度。	
PORTFOLIO 投資組合公司	Africa Digital Rights Hub (Ghana 迦納), Global Impact Investing Network (US 美國)
OMIDYAR.COM	

Along with traditional CSR programs, these world-leading companies decided to give back to society through investing in impact-driven businesses:

GOOGLE AI FOR SOCIAL GOOD	
HEADQUARTER 總部	California, US 美國加州
MISSION 使命	Empowering everyone to use AI 幫助所有人善用人工智能
SECTORS 領域	Artificial Intelligence 人工智能
With the mission of augmenting people’s capabilities by employing Artificial Intelligence (AI), Google launched this initiative to help everyone access and fully utilize AI through conducting deep-tech research, offering online classes and free tools to the public. Their “Impact Challenge” last year welcomed startups, NGOs and research institutes to submit innovative projects that address problems in society. A judging panel formed of researchers, AI experts and investors selected winners based on the feasibility, scalability, responsibility and the societal and environmental impact of the project, and 20 companies received funding ranging from 500 thousand to 2 million USD for product development. Google also offers grantees a 6-month Launchpad accelerator program which includes technical advice, mentorship and regional go-to-market support.	
以擴大大眾使用人工智能的能力為使命，Google 透過進行深度技術研究、提供網上課程和免費工具，幫助所有人善用人工智能科技。此外，他們在去年舉辦「Impact Challenge」比賽，歡迎初企、非牟利機構和研究機構，遞交解決社會問題的創新構想。由研究員、人工智能專家和投資者組成的評審小組，透過審核項目的靈活性、擴張性、社會責任和社會 / 環境影響力，選出 20 個項目接受 50 萬至 200 萬美元的資助。此外，Google 也為這些項目提供為期 6 個月的 Launchpad 推進器計劃，為他們提供技術支援、專業指導以及地域性的進入市場支援。	
PORTFOLIO 投資組合公司	Skilab (Netherlands 荷蘭), Hand Talk (Brazil 巴西)
AI.GOOGLE/SOCIAL-GOOD	

除了傳統的企業社會責任項目，這些領導全球的企業透過向影響力事業注資回饋社會：

SKY OCEAN VENTURES	
HEADQUARTER 總部	London, UK 英國倫敦
MISSION 使命	Mitigating plastic pollution 減輕塑膠污染問題
SECTORS 領域	Material Innovation, Circular Economy 物料創新、循環經濟
Inspired by the UN’s Sustainable Development Goals “Sustainable Responsible Consumption” and “Life Below Water”, the British telecommunications giant, Sky, founded the initiative Sky Ocean Rescue in 2017, aiming to increase the public’s awareness of plastic pollution and reduce the amount of plastic consumption in the entire supply chain. In addition to that, Sky also launched Sky Ocean Ventures, an investment fund that supports innovative startups to address the plastic waste issue. The fund provides Pre-seed to Series A funding to innovative startups that benefit the entire plastic value chain, encouraging responsible consumption of plastic and creating closed-loop plastic solutions. The fund has already invested over 25 million GBP in 15 innovative startups across the world. It also leverages its parent company’s media network to promote its innovators’ products to its vast audience.	
英國電訊大亨天空公司（Sky）被兩項聯合國可持續發展目標「可持續責任消費」和「水中生物」所啟發，在 2017 年成立了「Sky Ocean Rescue」項目，致力提升公眾對於塑膠污染的關注，並希望藉此減低供應鏈內的塑膠消耗。此外，天空公司也啟動了「Sky Ocean Ventures」投資基金，向解決塑膠垃圾問題的創新初企注資。基金提供種子前和 A 輪融資，支援對整個價值鏈有利、鼓勵有責任使用塑膠以及建立閉環塑膠方案的創新初企。基金已經向 15 家來自全球的初企合共注資 2,500 萬英鎊，並同時借助母公司的媒體網絡，向偌大的觀眾群推廣他們的產品。	
PORTFOLIO 投資組合公司	Petit Pli (UK 英國), Nordsense (Denmark 丹麥)
SKYOCEANRESCUE.COM	

GLOBAL IMPACT INVESTMENT FIRMS

全球影響力投資公司

ACUMEN	
HEADQUARTER 總部	New York City, US 美國紐約市
MISSION 使命	Reducing Poverty through investment 透過投資紓緩貧窮問題
SECTORS 領域	Agriculture, Education, Energy, Workforce Development, etc. 農業、教育、能源、勞工發展等
<p>Acumen is a non-profit impact investment fund with the vision of reducing poverty in Latin America, Africa, India and Pakistan, and has invested nearly 130 million USD in 126 impact-driven businesses since its inception in 2001. Products or services that serve the lower-income communities usually take more time than traditional products and services to enter the market. Therefore, Acumen takes the “patient capital” approach which gives their portfolio a more flexible timeframe for businesses to perfect their products and penetrate the market. Apart from investment, the firm also supports its portfolio by connecting impact-driven businesses to experts and providing post-investment guidance, ensuring that companies receive sufficient resources to build up a sustainable and inclusive business.</p>	
<p>Acumen 是一家總部設於紐約的非牟利影響力投資基金，以減低拉丁美洲、非洲、印度和巴基斯坦等地的貧窮情況為願景。自 2001 年成立以來，他們已經向 126 家影響力事業合共注資 1.3 億美元。為低收入社群提供產品和服務，往往比進入傳統市場需要更多時間。因此，Acumen 採取「耐性資本」的原則，讓他們的投資組合公司有彈性的時間去完善產品和滲透市場。除了投資，他們也透過為投資組合公司提供專業意見以及注資後支援，確保他們支援過的公司得到足夠資源，發展一門可持續的共融性事業。</p>	
PORTFOLIO 投資組合公司	EarnUp (US 美國), HealthCubed (India 印度)
ACUMEN.ORG	

An increasing number of professional investors have lent support to impact-driven businesses through providing different types of investment approaches.

ADA VENTURES	
HEADQUARTER 總部	London, UK 英國倫敦
MISSION 使命	Supporting overlooked startup founders and markets 支援遭忽視的初企創辦人 and 市場
SECTORS 領域	Future of Living, Health and Consumer 未來生活、醫療衛生及消費者
<p>Check Warner and Matt Penneyard founded Ada Ventures to support underrepresented groups of startup founders such as women, LGBTQ+ communities and people of colour through providing pre-series A funding. The VC firm does not only invest in diversity but also neglected impact-driven markets like childcare innovation. Recently, the firm led a 2 million GBP investment in Bubble, an online matching platform that connects parents with babysitters. The trailblazing firm also breaks the “warm introduction” rule in the traditional investment world and prefers startups to submit their pitch decks through its online application system instead. They then review the pitch based on a list of standard criteria including the viability and scalability of the business before meeting the team, avoiding personal judgement and unfair biases against disadvantaged founders during the course of due diligence.</p>	
<p>Check Warner 和 Matt Penneyard 創立 Ada Ventures，向在市場上被忽略的初企創辦人，當中包括女性、LGBTQ+、有色人種等群體提供前 A 輪融資。他們除了透過投資提升市場多樣性，也支援幼兒服務等被忽略的創新領域。最近，他們向 Bubble 領投 2 百萬英鎊，支援他們建立一個連結家長和褓母的平台。這家前衛的投資公司，打破傳統投資行業中「暖介紹」(warm introduction) 潛規則，鼓勵初企先透過他們的網站遞交投售演示，然後他們會審核一系列基本的條件（如可行性和擴張性），再約見初企團隊。這可避免盡職調查時，處於弱勢的初企創辦人因投資者的個人判斷，產生不愉快和不公平的經歷。</p>	
PORTFOLIO 投資組合公司	Polipop , Bubble (UK 英國)
ADAVENTURES.COM	

越來越多專業投資者，利用不同類型的投資工具支援影響力事業。

YUNUS SOCIAL BUSINESS	
HEADQUARTER 總部	Berlin, Germany 德國柏林
MISSION 使命	Solving social issues in lower-income communities 解決低收入群體的社會問題
SECTORS 領域	Agriculture & Livelihood, Education & Training, Energy & Environment, Health & Sanitation 農業與生計、教育與培訓、能源與環境、健康與衛生
<p>Yunus is a German-based investment fund with 9 offices located in Africa, Latin America, Albania and India. The firm mainly supports social businesses that improve the quality of living for lower-income communities and helps them become self-sustaining in the long run. They offer Philanthropic Venture Funds, a below-market-rate patient loan, to early-stage entrepreneurs who are addressing social issues, facilitating their impact-driven businesses to enter the markets in a flexible timeframe. Yunus also makes debt investments in impact-driven businesses that are ready to take off and guide them to set up impact goals and measure the outcomes accordingly. The firm offers a consultancy service to corporates who wish to engage in social missions or develop an impact investment team in their companies.</p>	
<p>來自德國的投資公司 Yunus 在非洲、拉丁美洲、阿爾巴尼亞和印度等 9 個地區和國家的城市設立辦公室，支援改善低收入社群生活質素的社會企業，並幫助這些公司長遠成為自給自足的事業。他們的「公益創投基金」(Philanthropic Venture Funds)，為早期創業家提供低於市場利率的「耐性貸款」(patient loan)，讓他們有靈活的時間表滲透市場。此外，Yunus 也向準備就緒的影響力公司提供債務投資，並指導他們訂立及量度影響力目標。他們也為希望引入社會使命的企業提供顧問服務，幫助他們在企業內建立影響力投資團隊。</p>	
PORTFOLIO 投資組合公司	Green Bio Energy (Uganda 烏干達), Pomario (Columbia 哥倫比亞)
YUNUSSB.COM	

HONG KONG-BASED INVESTMENT FIRMS

香港影響力投資公司

SOCIAL IMPACT PARTNERS (SIP)	
HEADQUARTER 總部	Hong Kong, China 中國香港
MISSION 使命	Enabling sustainable changes in society 促成社會的可持續改變
SECTORS 領域	Property Technology, Education Technology, Renewable Energy, etc. 物業科技、教育科技、再生能源等
<p>SIP is a not-for-profit venture philanthropy fund that supports promising social enterprises and NGOs, pulling them through the challenges and steep development curve by providing investment loans ranging from 1 to 3 million HKD. In order to build up its portfolio’s capability for long-term growth, SIP connects its portfolio to partner experts in the fields of governance, communications, operations and strategy planning. With the mission of building up a sustainable city, the firm has invested in several impact-driven companies that develop smart city solutions, such as Rooftop Republic, a startup that transforms rooftops into urban farms, and also Blue Sky, an innovator that helps users to reduce power usage through utilizing its proprietary technology to analyze households’ electricity data.</p>	
<p>SIP 是一個非牟利的公益創投基金，支援有潛力的初企和非牟利機構，並透過提供 100 至 300 萬港元的資金，幫助他們渡過增長時期的種種挑戰。為了提升幫助他們長遠發展的能力，SIP 為初企提供管治、傳訊、營運和策略規劃等夥伴專家的意見。此外，SIP 的願景是建立可持續城市，因此向多家建立智慧城市方案的影響力公司注資，如：轉化大廈天台成為城市農場的 Rooftop Republic，以及透過專有科技分析住戶用電數據，從而幫助他們減低用電量的 Blue Sky。</p>	
PORTFOLIO 投資組合公司	BlueSky, Teach4HK, Rooftop Republic
SOCIMPACTPARTNERS.ORG	

Hong Kong is a world-leading financial hub equipped with the infrastructure that local investors and global investment firms need to set their sights on impact investment.

SOCIAL VENTURES HONG KONG (SVHK)	
HEADQUARTER 總部	Hong Kong, China 中國香港
MISSION 使命	Investing and Incubating Impact-driven Businesses 投資及培育影響力事業
SECTORS 領域	Mobility, Aging, FoodTech, etc. 流動性、城市老化、食物科技等
<p>With the mission of pushing forward the sustainable movement and improving quality of life in Hong Kong, SVhk incubates and invests in impact-driven startups that address societal and environmental challenges. Before injecting capital into a startup, SVhk goes through the business model validation process with the team, providing as much assistance as possible to the startup in the early stages. SVhk also offers its portfolio strategy planning advisory and can mobilize a network of business partners and professional volunteers to grow their social ventures. To date, the firm has incubated and invested over 200 million HKD in over 20 local startups, including DiamondCab, Hong Kong’s first barrier-free taxi service for wheelchair users, affordable housing initiative LightBe, and plastic-free bottle innovator BottLess.</p>	
<p>SVhk 以推進香港可持續發展及生活質素為使命，培育和投資解決社會和環境問題的影響力初企。在注入資金前，他們跟早期初企團隊共同建立和實證營商模式，為他們提供盡可能的前期支援。他們也為投資組合公司提供策略規劃諮詢和行業人際網絡。至今，他們已經培育超過 20 家本地初企，向他們投放超過 2 億港元資金，當中包括香港首個為輪椅使用者提供無障礙的士服務的「鑽的」、為低收入人士提供低於市價住所的「要有光」，以及研發走塑水瓶的初企「BottLess」。</p>	
PORTFOLIO 投資組合公司	DiamondCab 鑽的, BottLess, LightBe 要有光
SV-HK.ORG	

香港是領導全球金融中心，配備完善基建，吸引本地和全球投資者在此涉足影響力投資事業。

RESPONSABILITY	
HEADQUARTER 總部	Hong Kong, China 中國香港
MISSION 使命	Investing in inclusive impact businesses 向包容性影響力事業注資
SECTORS 領域	Energy, Agriculture, Finance 能源、農業、金融
<p>responsAbility is a global impact investment firm with offices in Hong Kong and another 8 cities across the world. The firm provides debt or equity investment to high-impact, low-risk businesses with viable business models in renewable energy, sustainable agriculture and finance sectors that give people access to clean energy, banking services and sustainable farming technology. It also works with corporates including Starbucks Global Farmer Fund, which has invested 20 million USD in its agriculture debt fund, helping the firm to finance startups in the area of sustainable food. According to its report, responsAbility's investments have benefited 350 million people across the world and reduced 12.8 million tons of CO₂ emissions since its inception in 2009.</p>	
<p>responsAbility 是一家全球性的影響力投資公司，於香港等八個城市擁有辦公室，向高影響力、低風險的事業提供債務或股權資金，當中包括：再生能源、可持續農業和金融等範疇，使更多人有機會使用潔淨能源、銀行服務和可持續農業科技。他們跟星巴克的「Starbucks Global Farmer Fund」合作，得到他們向其農業債務基金注資 2,000 萬美元，幫助他們向發展可持續糧食的初企注資。根據他們的報告，responsAbility 自 2019 年成立以來，其投資已經使全球 3.5 億人受惠，並減少 1,280 萬噸的碳排放。</p>	
PORTFOLIO 投資組合公司	Paem Nuts (Kenya 肯亞), Samunnati (India 印度)
RESPONSABILITY.COM	

REFORMATION'S FABRICS GRADING SYSTEM

REFORMATION 的物料評分準則



Source: Reformation

STANDARDS AND METRICS – THE FOUNDATIONS OF AN IMPACT BUSINESS

Impact data is one of the key indicators for investors to manage and review their portfolio’s performance. To this end, various NGOs and certification institutions have established high-level standards which guide companies through designing and measuring to reporting their impact data. They all take different approaches to address problems that various sectors are combating now. For example, the Sustainable Apparel Coalition (SAC) focuses on creating a sustainable apparel value chain by developing the Higg Index for fashion brands and apparel manufacturers to evaluate their financial, environmental and societal impact. We compare SAC together with another three leading institutions that help shape the industry standard in the next story. Please read the next page to learn more about the mechanisms behind their frameworks.

In addition to the Higg Index or SDGs, companies can customize actions and metrics that accurately reflect their impact goals and outcomes. Like Kering, the parent company of Gucci

and Stella McCartney, which develops its own EP&L (environmental profit and loss) to analyse the impact of their business activities. Independent brands are also ready to set foot in creating positive impact on the fashion industry. For example, the carbon-neutral brand Reformation appointed the British consultancy Eco-Age to examine frameworks from fifteen institutions like B Corporation, SDGs and SAC, and selected twelve topics (e.g. Corporate Governance, Human rights, Climate Action and Packaging) that are critical to achieving their impact goals, alongside a grading system for fabrics selection and the criteria for rating its impact performance.

As more and more companies want to customize their own in-house impact framework, we cover a few startups and consultancies from around the world that empower companies to measure their impact more effectively. Please turn to page 18 to learn more about them.

標準與指標 影響力事業的根本

影響力數據是投資者用作管理及審核投資組合表現的關鍵指標。很多非牟利機構和認證機構已經建立了一套高水平的準則，幫助公司設計、量度和匯報他們的數據。每一家機構的準則都不一樣，例如美國 Sustainable Apparel Coalition (SAC) 的準則，主要透過他們所建立的「Higg Index」，幫助時裝品牌和服裝生產商審視他們對財政、環境和社會產生的影響，藉此提升服裝價值鏈的可持續性。除了 SAC，我們也搜羅了另外三家幫助行業訂下標準的機構，請翻到下一頁閱讀有關內容。

除了 Higg Index 和聯合國可持續發展目標，公司還可以制定專屬於他們的行動和指標，藉此準確反映他們的影響力目標和結果。例如 Gucci 和 Stella McCartney 的母公司開雲集團 (Kering)，便訂立了環境損益表 (environmental profit and loss)，分析他們的商業活動對環境所產生的影響。獨立品牌也準備好在時裝行業中建立正面影響。像是致力推動「碳中和」(carbon-neutral) 的時裝品牌 Reformation，委託了英國顧問公司 Eco-Age 審視包括 B Corporation、聯合國可持續發展目標和 SAC 在內的 15 家機構的標準，總結了企業管治、人權、氣候變化、產品包裝等 12 項

與他們達致影響力目標至為關鍵的議題，並設計了一套挑選布料評分標準，以及評核其影響力表現的準則。

不僅是 Reformation，越來越多公司希望自己制定影響力框架。因此，我們為您準備了另外一個專題，在第 18 頁為您介紹四家幫助公司量度影響力的初企和顧問公司。



WHO ESTABLISHES THE STANDARD? INTRODUCING 3 ORGANIZATIONS LEADING THE WAY IN IMPACT MEASUREMENT

誰來訂準則？ 3 家為量度影響力劃下標準的機構



BSR'S HEALTHY COMPANY COALITION BROADENING THE DEFINITION OF HEALTH BSR 健康企業聯盟 擴闊健康的定義



Founded in 1991 by a group of social entrepreneurs, Business for Social Responsibility (BSR) is a non-profit organization that is driving the sustainable movement with its member companies through providing consulting services and catalyzing cross-sector collaborations.		KEY ASPECTS 主要領域 Workforce and Operations, Products and Services, Community Engagement, Policy and Advocacy 勞工與營運、產品與服務、社群參與、政策與倡議
Business for Social Responsibility (社會責任事業，簡稱 BSR) 是一家在 1991 年由一班社會企業家創辦的非牟利機構，與會員公司合力推動可持續發展，並致力提供諮詢服務和推動跨界合作。	PRINCIPLE 發展宗旨	Public Health 公共衛生
	PARTNER COMPANIES 夥伴公司	Google, Microsoft, Kering

BSR.ORG

EXAMPLE – SCOPES OF ACTION 例子 — 行動範圍

ACTION 行動	Products & Services 產品與服務	OUTCOME 結果	Water Discharge 水排放
INTERNAL PARTNERS 內部夥伴	- Marketing & Communications 市場與傳訊 - Innovation & Product 創新與產品 - Development Strategy 策略發展		
DEFINITION 定義	Amount and quality of water discharge 排放水資源的數量和質素		
IMPACT RELATED TO THE OUTCOME 與影響力相關的結果	Access to Safe Water 獲取安全水資源		

As impact investment has become a prevailing paradigm in the business world, a standardized framework for measuring just how much impact businesses have created is much-needed to encourage improvements and safeguard stakeholders’ interests. In this feature, we introduce three third-party organizations that provide consultancy or certification services alongside the impact measurement tools that they have developed. Although the methodologies behind these tools differ, they share the same united mission of empowering impact businesses to address social and environmental challenges.

影響力投資已經開始逐漸成為商業世界裏盛行的範式，因此需要一個標準化的框架，用作量度影響力事業的表現，並藉此鼓勵行業不斷改進，以及保障持份者的利益。在這個專題，我們為您介紹 3 家提供諮詢顧問和認證服務的第三方機構，以及他們所設計的量度影響力工具。他們的操作方式雖不盡相同，但同樣擁有支援影響力事業解決社會和環境問題的使命。

Image Courtesy: BSR, Cradle to Cradle e.V., B Corporation, SAC



“The Healthy Business Metrics Guide” was published by BSR in 2016, aiming to help businesses of different sizes and sectors build up a “healthy business” by creating impact for their consumers, employees, supply chains and communities. The NGO believes that health encompasses more than one’s mental or physical condition, and takes into consideration societal and economic issues for a more well-rounded view of one’s well-being.

In order to build up a healthy business, the guideline suggests four scopes of action to facilitate companies to bring about holistic impact, these are: Workforce and Operations, Products and Services, Community Engagement and Policy and Advocacy. The guideline also lays out a comprehensive list of outcomes with clear definitions and metrics for each action, allowing companies to measure their impact with a standardized approach. Besides that, the guideline recommends appointing “internal partners” that are accountable for each action, enabling more members within the company to contribute to a healthy business. For instance, marketing and communications departments would be the lead for both Community Engagement as well as Products and Services.

他們在 2016 年出版「健康企業準則」(The Healthy Business Metrics Guide)，幫助不同規模和領域的公司建立一門「健康的事業」，藉此向他們的顧客、員工、供應鏈和相關社群創造正面影響。他們同時相信所謂「健康」並不只是關於身心健康，因此他們摒棄健康的傳統定義，並擴大到所有關於人民福祉的社會和經濟議題。

為了幫助公司建立健康的事業，他們的指引建議了四大領域的行動，幫助公司推行全面性的影響力行動（勞工與營運、產品與服務、社群參與，以及政策與倡議），並詳細列明一系列的預期結果、定義和準則，幫助公司能夠標準化量度其影響力表現。除此之外，指引也為每個行動建議了公司內須負責的部門，讓所有公司員工能共同建立一門健康事業，例如：市場和傳訊部門負責宣揚社群參與和產品與服務的行動。



CRADLE TO CRADLE
PRODUCT PROGRAM
THE IMPACT OF A RESPONSIBLE
MANUFACTURER

CRADLE TO CRADLE
產品計劃責任製造商的影响力



With the mission of creating a circular economy, the Cradle to Cradle Products Innovation Institute is an NGO that certifies products meeting the requirements of its Product Standard. The institute hopes that the program incentivizes companies to create a positive impact on society and the market through manufacturing closed-loop products.

Cradle to Cradle 產品創新機構以創造循環經濟為使命。向達到其標準的產品提供認證服務，藉此鼓勵公司透過製造閉環產品（closed-loop），創造正面的社會及市場影響。

C2CCERTIFIED.ORG

EXAMPLE – WATER STEWARDSHIP
例子 — 水資源管理

LEVEL / REQUIREMENTS (PARTIAL) 等級 / 要求（部分）	Basic 基本	Bronze 銅	Silver 銀	Gold 金	Platinum 白金
NO DISCHARGE VIOLATIONS WITHIN THE LAST TWO YEARS 兩年內沒有違規排水	●	●	●	●	●
A FACILITY-WIDE WATER AUDIT IS COMPLETED 完成審核所有設施的用水情況		●	●	●	●
WATER LEAVING THE FACILITY IS AS GOOD AS DRINKING WATER QUALITY 水資源排出設施時達飲用水質素					●

KEY ASPECTS
主要領域

Carbon Footprint, Water Usage, Social Fairness, Material Health, Material Reutilization
碳足跡、用水、社會平等、物料安全、物料再用性

PRINCIPLE
發展宗旨

Circular Economy
循環經濟

PARTICIPATING
COMPANIES
參與公司

C&A,
G-Star Raw, Puma

While most impact measurement programs evaluate the impact of a business, Cradle to Cradle's program measures the impact of a product. The institute awards all submitted products an achievement level (Basic, Bronze, Silver, Gold or Platinum) based on their carbon footprint, water usage, social fairness, material health and reutilization. With the belief that products meeting their standards have a positive impact on the market, the institute also considers a product's re-marketing and risk management strategy during the assessment process. The tier system provides private or commercial consumers a clear indicator enabling them to select products that fit their lifestyle choices or manufacturing standards. Cradle to Cradle has also compiled an online registry listing out all products meeting its certification requirements, making the information transparent, accessible and reducing the risk of fraudulent certifications.

As the certification expires every two years, companies who wish to retain a valid certification standard need to demonstrate efforts to maintain the quality of their products through submission of up-to-date data to the institute. Products awarded the Basic level at the renewal assessment might not be recertified; therefore, this program is not only for consumers to understand the quality of a product, but also encourages companies to optimize their manufacturing processes through employing innovative solutions.

大多數的機構都是評核整體事業的影響，相反，Cradle to Cradle 的計劃則是量度產品的影響力。他們為遞交申請的產品提供認證，當中包括基本、銅、銀、金、白金五個等級；他們基於碳排放、水資源管理、社會平等、物料安全和物料再用性五大準則進行評核。此外，他們相信好的產品應同時帶來正面的市場價值，因此，他們評核時也會考慮產品的再行銷及危機策略。他們的等級系統，為消費者和商業機構提供清晰的指引，幫助他們選擇適合他們生活方式或製造標準的產品。Cradle to Cradle 的線上資料庫列出所有獲得認證的產品，除了提升評核的透明度，亦避免偽造認證的問題。

由於認證只為期兩年，公司想在兩年後繼續使用認證，便需要遞交新的數據，證明他們維持產品品質的工作。如果產品在從新認證後只得到「基本」等級，Cradle to Cradle 有可能不再向產品發出認證。因此，這個計劃不只是讓消費者了解產品的質素，更鼓勵公司不斷透過創新的方案，改善製造過程的可持續性。

B CORPORATION
IMPACT ASSESSMENT
COMPARING YOUR IMPACT
WITH OTHERS

B CORPORATION 影响力評核
互相比併影响力



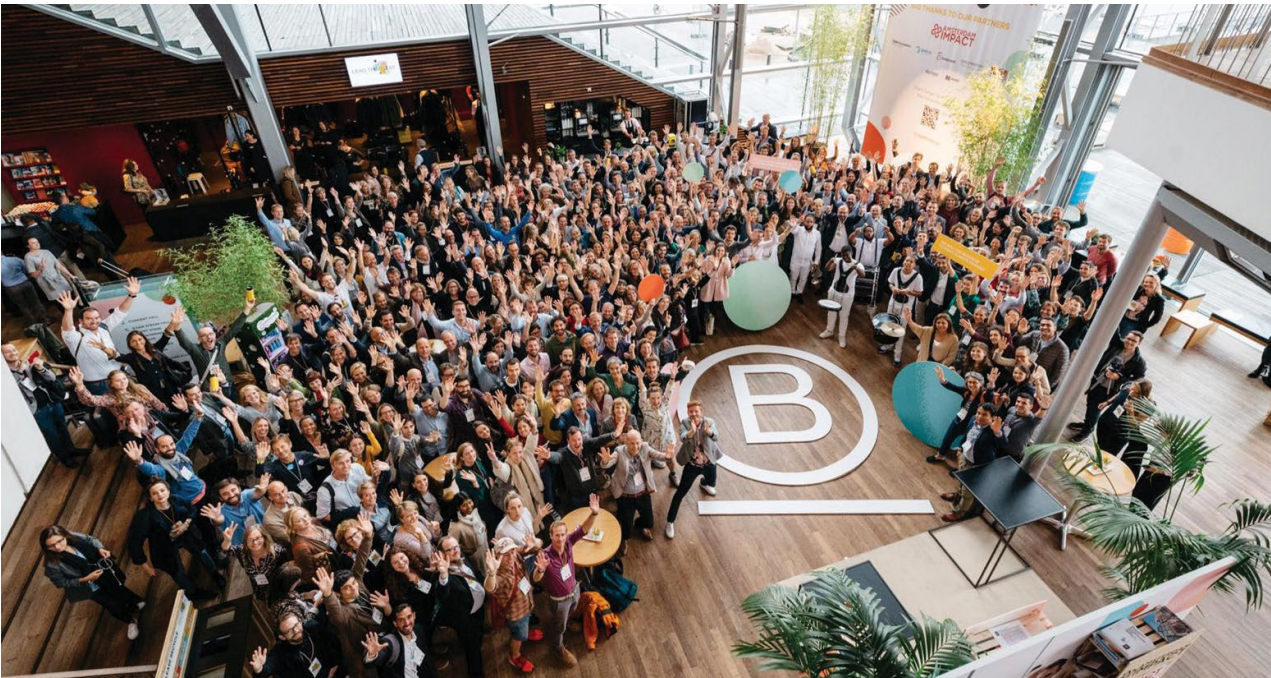
B Corporation certifies companies that find a good balance between social purpose and profit making, encouraging them to make changes through establishing responsible businesses. The organization has already certified over 3,000 companies spanning various sectors including apparel, healthcare and renewable energy.

B Corporation 向能夠平衡社會使命和盈利的公司發出認證，鼓勵他們透過建立責任事業改變世界。他們已經認證全球超過 3,000 家公司，當中涵蓋服裝、醫療衛生、再生能源等範疇。

BCORPORATION.NET

EXAMPLE – ASSESSMENT QUESTIONS
例子 — 評審問題

COMMUNITY 社群	What % of management is from under-represented populations? 百分之幾的公司管理層來自代表性不足的社群？
ENVIRONMENT 環境	Which is the broadest community with whom your environmental reviews/audits are formally shared? 哪一個社群對你公司的正式環境審核作出最大貢獻？
GOVERNANCE 管治	Has the company worked within its industry to develop social and environmental standards for your industry? 你的公司有沒有與行業共同訂立社會和環境準則？
WORKERS 工人	What % of full-time workers were reimbursed for continuing education opportunities in the last fiscal year? 上一個財政年度，百分之幾的全職員工有報銷持續教育？



As a first step, companies need to complete its online tool “B Impact Assessment”, which is a free test that takes less than a day. The questions in this online assessment are developed by an advisory board formed by a group of experts and leaders from the private sector and academia, evaluating a company's governance as well as its impact on workers, environment and the community. B Corporation will then perform a background check to finalize a score on a scale of 0 to 200, with companies scoring over 80 qualifying for a certification.

With thousands of companies having already completed the assessment, the system is able to locate your score against others on the same scale, helping companies optimize their impact by comparing their performance with other businesses. The assessment reports are transparent to the public, and accessible on B Corporate's website. This online assessment is free of charge but companies need to pay an annual fee for using the B Corp certification mark. As a side note, since “B Corp” is an existing legal entity in countries like Italy and the US, companies may need to meet the legal requirements for getting the certification in these countries and are advised to consult their local authorities before submitting an application.

希望獲得憑證的公司，先要透過他們的線上工具「B Impact Assessment」進行初步評核，整個過程只需一天之內便能完成。所有標準和問題，都是由來自商業和學術機構專家和行業領袖組成的諮詢委員會訂定，評核公司的管治架構，以及他們對工人、環境和社群的影響力。然後，他們會向公司進行詳細的背景評估，而在 0 至 200 分中達到 80 分的公司，將符合得到認證的資格。

過千公司已經得到 B Corporation 的認證，除了公司本身的評核分數，報告也會同時列出系統中最高和平均分數，讓公司能透過互相比較而改進他們的影響力表現。此外，公眾能夠在網上查閱評核報告。大家需留意，由於「共益企業」在美國和意大利等國家已經是法律實體，如果公司想得到 B Corporation 的認證，需符合當地的法律要求，也建議公司在遞交申請前，先向當地政府機關查詢有關法例。

B
CORPORATION

SUSTAINABLE APPAREL COALITION'S HIGG INDEX: AN IMPACT MEASUREMENT TOOL DEDICATED TO THE APPAREL INDUSTRY

可持續成衣聯盟 HIGG INDEX 為成衣行業而設的影響力量度工具



Based in San Francisco, the Sustainable Apparel Coalition (SAC) has over 200 member companies from around the globe. SAC propels sustainable production through forging collaborations across brands, manufacturers, NGOs, policy makers and other industry leaders in the apparel industry. In addition, the NGO has developed the Higg Index which enables fashion brands, textile and apparel manufacturers to identify overlooked issues in their companies and measure related impact on the retail experience, production and manufacturing processes. Amina Razvi, the Executive Director of SAC, tells us more about SAC's work and the mechanism of the Higg Index in this interview.

來自三藩市的 Sustainable Apparel Coalition（可持續成衣聯盟，簡稱 SAC）擁有來自全球的 200 家會員公司，透過推動品牌、製造商、非牟利機構、政策推行者和其他行業領袖的合作，鼓勵成衣行業實行可持續生產。此外，他們建立的「Higg Index」支援時裝品牌、紡織及成衣生產商探索公司內被忽略的問題外，也幫助他們量度零售體驗、生產過程及製造設施的影響力。我們訪問了 SAC 的執行總監 Amina Razvi，跟大家分享 Higg Index 到底是如何運作。



KEY ASPECTS 主要領域	Product, Facility, Brand and Retail 產品，設施，品牌和零售
PRINCIPLE 發展宗旨	Sustainable Apparel Industry 成衣行業可持續發展
MEMBER COMPANIES 會員公司	ASOS, Columbia, FjällRäven, Zalando

APPARELCOALITION.
ORG

WHO FOUNDED AND DEVELOPED THE HIGG INDEX? WHAT IS THE MECHANISM BEHIND IT?

The SAC was founded ten years ago through an initial collaboration between Patagonia and Walmart. The companies banded together to create a standardized system of measurement for the industry with the purpose of driving collective action at global scale, inviting brands, retailers, and manufacturers to join them. This led to the creation of the Higg Index, a suite of tools that holistically measures social and environmental sustainability performance across the value chain.

The Higg Index consists of five tools, divided into three categories: Higg Facility Tools, Higg Brand & Retail Tools, and Higg Product Tools. Manufacturers measure the environmental impact and risk areas of their facilities using the Higg Facility Environmental Module. They evaluate their own social and labor risks and impact with the Higg Facility Social & Labor Module. On the brand side, retailers can assess the social and environmental risks and impacts of their entire operations — from design to a product's end of use — using the Higg Brand & Retail Module.

Brands, retailers, manufacturers and facilities can all use Higg Product Tools to measure the environmental impact of their material portfolios, product designs, and finished products. The Higg Materials Sustainability Index is the industry's leading materials library for assessing the environmental impact of materials. Currently in development, the Higg Product Module will complete the Higg Index suite of tools, enabling companies to assess the environmental impact of a finished product, including consumer use and end of use.

It is absolutely possible for a company in the apparel industry to use all of the Higg tools. The Higg Index is a holistic assessment intended to measure sustainability impact across the entire apparel, footwear, and textile value chain, from materials selection to a product's end of use. Brooks Running, The North Face, Patagonia, Salomon, Sympatex, Toray, and VF Corporation are some SAC members using all the tools currently available to inform action and make improvements on their businesses.

WHAT ARE THE BENEFITS OF ADOPTING THE HIGG INDEX?

The Higg Index helps gather science-based industry data in a standardized way, and as a result helps the industry — and ultimately consumers — gain clear insight into the company's true impact and actions on how to improve. By using the Higg Index tools, brands, retailers, manufacturers and facilities can proactively commit to making sustainability improvements and protecting people and the planet.

The Higg Index also offers companies significant cost-savings. It eliminates the need for do-it-yourself approaches, individual initiatives or costly external consultants and helps companies gain executive buy-in for sustainability efforts through trusted metrics and proven results that can be integrated across businesses to inform strategic decisions.

Companies can also reduce auditing costs and proprietary program costs by focusing resources on driving improvements instead of compliance and leveraging industry standard tools to do so. Companies will be able to save time by quickly and easily sharing this data with value chain partners, anonymously benchmarking their performance against industry peers, and thus making informed sourcing decisions.

是誰建立 HIGG INDEX？背後又是如何運作的呢？

SAC 在 10 年前與 Patagonia 和沃爾瑪合作成立，他們邀請了品牌、零售商和製造商與他們一起建立一套量度標準，幫助行業推動全球性的行動。而這個項目促成 Higg Index 的誕生，這是一套全面的量度工具，審視價值鏈對社會與環境作出的可持續性。

Higg Index 中的五項工具能夠分成三大類別：Higg 設施工具、Higg 品牌及零售工具，以及 Higg 產品工具。其中，製造商和獨立設施能夠透過利用「Higg 設施工具模組」量度環境影響力和箇中危機。此外，「Higg 設施社會及勞工模組」幫助他們審視其社會及勞工危機和影響力。而品牌和零售商亦可借助「Higg 品牌及零售模組」，審核產品由設計到完結使用的整個生命週期中，所產生的社會及環境危機和影響力。

品牌、零售商、製造商和設施擁有者可以使用所有 Higg 產品工具，藉此審核他們的物料、產品設計以及製成品的環境影響力。而「Higg 物料可持續指數」，是行業中具代表性的物料資料庫，能夠審視不同物料引伸出對環境的影響。而「Higg 產品模組」現在正建立當中，這模組的推出將能夠使整套 Higg Index 產品變得完整，公司也可用來審視製成品被消費者使用時和使用後，對環境所產生的影響。

成衣公司能同時使用以上所有工具。Higg Index 擁有全面的審核方式，量度價值鏈內由挑選物料到完成使用（當中包括成衣、鞋履、紡織）中每一環節的可持續影響力。SAC 會員公司包括 Brooks Running、The North Face、Patagonia、Salomon、Sympatex、Toray 和 VF Corporation，他們都已採用 SAC 的所有工具促進改善和訂定相關行動。

利用 HIGG INDEX 的好處是甚麼？

Higg Index 透過標準化的方式，收集科學化的行業數據，為行業和顧客提供清晰的意見，幫助他們訂立影響力目標和行動，繼而作出改善。透過使用 Higg Index 的工具，品牌、零售商、製造商和設施擁有者能夠主動承諾作出可持續的改進，從而保護人類和地球發展。

Higg Index 也為公司提供一個具成本效益的方式量度影響力，讓您不用摸著石頭過河或向昂貴的諮詢服務公司求助。公司可採用全面、可信賴的準則和被實證的結果協助決策，提升可持續發展的行政支援。

公司還可以透過集中資源，而非借助合規和行業標準工具推動公司改進，從而降低審核和參與專有計劃的成本。他們還可以輕易跟價值鏈夥伴分享相關數據，不僅可以節省時間，還可以匿名地與同行比較表現，用作決定採購策略。



AMINA RAZVI

Executive Director of SAC

SAC 執行總監

SAC

“NO COMPANY CAN OVERCOME THE CHALLENGES OF CLIMATE CHANGE ALONE — WE MUST ALL WORK TOGETHER AND USE COMPARABLE DATA TO MAKE A DIFFERENCE.”

SAC HAS A MEMBERSHIP PROGRAM FOR RETAILERS, BRANDS, MANUFACTURERS AND OTHER INDUSTRY PLAYERS — HOW DO THEY SUPPORT EACH OTHER TO IMPROVE THEIR ENVIRONMENTAL AND SOCIETAL IMPACT DURING THIS CHALLENGING TIME?

No company can overcome the challenges of climate change alone — we must all work together and use comparable data to make a difference. By using the Higg Index at global scale, the industry can leverage science-based, trusted data that reflects an accurate picture of the industry’s sustainability performance. Higg Index data reveals where individual and collective hotspots are and where improvements can be made. The SAC brings the industry together in a remarkable example of pre-competitive collaboration. Through the SAC, members connect with one another, collaborate, and learn from the work other global companies are doing to deepen sustainability efforts. New partnerships and projects emerge as a result of connections made through the SAC, and members have a built-in support system. This year, the coronavirus pandemic has deeply impacted the apparel industry, including SAC members. The SAC has developed resources to support our members during this very difficult time. We are connecting members to one another and sharing resources with stakeholders looking to support the industry during this time of hardship.



WHAT OTHER SUPPORT DOES SAC PROVIDE TO ITS MEMBERS?

A related example of member support is the SAC’s collaboration with the Social & Labor Convergence Program (SLCP), which has led the way in uniting the industry to standardize how it measures social and labor impact. We have seen that audits and redundant compliance-driven approaches do not lead to industry improvements; instead, they lead to duplicative efforts that are expensive and time intensive. Through the SLCP, SAC member brands, retailers, manufacturers and other industry stakeholders have developed a converged assessment framework to measure social impact in a standardized way.

The SAC’s verified Higg Facility Social & Labor Module incorporates this converged assessment framework, which, when used at global scale, will help the industry drive performance improvements. This new standard frees up resources, allowing companies to focus on making improvements instead of managing compliance. Now, more than ever, we see how crucial this work is to support the well-being of the millions of vulnerable garment workers that make up the backbone of our industry around the world in alignment with our value of equal partnership.

Communicating sustainability impact to consumers to help them make more informed decisions is another way the SAC supports its members. Consumers increasingly want to know more about where and how their apparel and footwear is made and how they can shop more sustainably in ways that align with their values. One of the SAC’s goals is to make it easier for consumers to make better choices.

We are developing communications toolkits for each of the Higg Index tools that support Higg Index users in communicating to their business partners and to consumers. We launched a market test earlier this year that is exploring how to best communicate Higg Index data to consumers and will have more information to share very soon.

沒有公司能夠獨自克服氣候改變帶來的挑戰。我們需要共同合作、利用具可比較性的數據改變世界。

SAC 的會員計劃包括零售商、品牌和製造商的行業成員，他們如何在這艱難時期互相扶助，提升對環境與社會的影響力？

沒有公司能夠獨自克服氣候改變帶來的挑戰。我們需要共同合作、利用具可比較性的數據改變世界。透過 Higg Index，行業可參考科學為基礎、值得信賴、準確反映行業可持續表現的數據；此外，有關數據顯示個人和群眾所在地，幫助公司針對這些群體改善表現。透過我們，會員能夠互相認識、合作，也可以從跨公司中學習深化可持續工作的竅門。SAC 的會員網絡促成新的合作和項目，會員之間已經建立了一套互相支援的系統。今年，新型冠狀病毒的疫情嚴重影響成衣行業，當然包括 SAC 的會員公司。因此我們建立了一系列資源支援我們的會員渡過難關。我們正聯繫各會員公司，特別是希望支援行業渡過逆境的持份者分享有關資源。

SAC 還為會員提供甚麼支援呢？

其中一個例子是 SAC 與「社會與勞工融合計劃」(Social & Labor Convergence Program，簡稱 SLCP) 的合作，促使行業團結以及標準化量度社會和勞工影響力的準則。我們發現審核過程與多餘的合規性模式不會讓行業進步，他們只會讓公司浪費時間和金錢。透過與 SLCP 的合作，SAC 的會員品牌、零售商、製造商和其他行業持份者，能夠建立一個融合性的審核框架，標準化量度社會影響力的表現。

而被 SAC 實證的「Higg 設施及勞工模組」，結合了上述提到的評審框架，能用作全球性的審核，幫助行業改進影響力表現。這標準不但為行業節省資源，還幫助公司集中精力進行優化工作，而非浪費時間處理公司的合規性。如今，這項合作的關鍵性比起任何時候更加顯而易見——支援過百萬弱勢成衣勞工的福祉，成為全球行業的骨幹，與我們平等夥伴的價值互相呼應。

此外，與顧客傳達可持續影響力的訊息，幫助他們作出更明智的選擇，是 SAC 另一個幫助會員公司的方式。消費者越來越想知道服裝和鞋履在哪裏、如何製造，他們又能怎樣在購物時，體現與價值觀相符的可持續生活方式；幫助消費者購買更好的產品，正是 SAC 其中一個目標。

我們正為每個 Higg Index 工具建立「傳播工具包」，讓 Higg Index 的用戶與商業夥伴和顧客有效溝通。我們在上個月發布了測試版，探索甚麼方法能更好地把 Higg Index 的數據傳播到顧客手中。我們在今年稍後時間，將會發布這項功能的更多詳情。

“TO START AN IMPACT BUSINESS ROOTED IN VALUES, SUSTAINABILITY CANNOT BE AN AFTERTHOUGHT.”

TO THOSE SMES/STARTUPS WHO WANT TO START AN IMPACT BUSINESS, HOW SHOULD THEY SET UP THE IMPACT MEASUREMENT FRAMEWORK WITHIN THEIR ORGANIZATION?

To build an impact-oriented business, leaders should holistically integrate sustainability into every aspect of a company — from design, to manufacturing, logistics, headquarters, sales, and even a product’s end of use. To start an impact business rooted in values, sustainability cannot be an afterthought. Sustainability goals and metrics should be part of the organization’s broader goals, as well as every employee’s individual goals. As companies grapple with the challenges related to the coronavirus, we are seeing the importance of this magnified. Those that have been dedicated to social sustainability efforts are better positioned to navigate the crisis. These values have been integrated into how they operate, and they offer a trusted framework for making responsible decisions during this most difficult time.

For companies that are just starting out, sustainability may not be at the forefront of their priorities, but they have an opportunity to rethink the system and do things differently. This includes everything from how they set up their business and supply chain operations to how they integrate sustainability throughout the entire organization. They can take a close look at the companies they are working with to understand what and from whom they are sourcing, how they operate, and what their end to end product life cycle looks like. While this isn’t easy to do if the information is not readily accessible or available, the Higg Index helps organizations gather this data and identify areas for improvement. Over the past ten years, SAC member companies have worked collaboratively to determine what and how to measure key impact areas across the value chain, and smaller companies can benefit from this body of work as they look to set up what they make and how they make it.

For companies that are resource-strapped, the Higg Index offers an opportunity for large and small organizations to understand what their social and environmental impact is and where they can make sustainability improvements without having to build or leverage proprietary systems. For example, as companies start to look at the materials they are using and sourcing, they can compare different options in the Higg Materials Sustainability Index that already exist. Using the Higg Facility Environmental Module, startups can assess the environmental impacts of the facilities that are already in the system which they are partnering with and uncover how they can work with those facilities on initiatives to lower water consumption or reduce energy.

Startups often have smaller supply chains than larger companies do. And even though they might occupy a smaller percentage of orders at a facility, they often have deeper relationships with value chain partners, which they can work with to implement changes more quickly and effectively than larger organizations. While scale might not be on their side, strong partnerships can help organizations work together toward common goals that can make a big difference.

AFTER MEASURING THE IMPACT, DOES SAC PROVIDE ANY FURTHER SUPPORT TO HELP ITS USERS OPTIMIZE THE PERFORMANCE BASED ON THE DATA RECORDED?

The Higg Index allows users to establish performance improvement plans. After completing the Higg Index assessments, brands, retailers, and manufacturers can develop plans based on their Higg results that help them set goals and drive future social and environmental impact improvements. Currently, the SAC offers performance improvement guidance for the critical issues that the assessments identify. We will continue building out performance improvement support this year.

Through the Apparel Impact Institute (Aii), one of three partner organizations in the SAC family, brands, retailers, and manufacturers can collaborate to drive collective action at scale. Leveraging Higg data, Aii identifies, funds and scales the best solutions within the industry to reduce environmental impacts. Value chain partners can collectively fund these projects for a fraction of their typical cost and mutually benefit from the success of reducing environmental impacts together.

建立一門植根價值的影響力事業——實踐可持續發展不應存有事後孔明的心態。

對希望成立影響力事業的中小企和初企來說，他們該如何建立量度影響力的框架？

如果想要建立一門影響力為本事業，領袖應該全面涵蓋可持續發展到公司的每一環：設計、製造、物流、總部規劃、銷售，甚至是產品使用後的處理方法。建立一門植根價值的影響力事業——實踐可持續發展不應存有事後孔明的心態，可持續發展的目標和準則，更應成為公司和每一位員工的整體目標。不少公司對抗新冠肺炎帶來的挑戰時，突顯了這策略的重要性。致力推動社會可持續發展的公司，應該有更好的定位渡過這場難關。他們的價值影響營運的方式，也提供了一個可信的框架，在艱難時期作出負責任的決定。

對於才剛開始發展影響力事業的公司來說，可持續發展可能不是他們的首要工作，但不妨留意他們現有的系統，深思未來能如何改變處事方法，例如：怎樣建立一門事業、管理供應鏈營運，到如何把可持續發展結合整家公司中。他們也可細心留意夥伴公司，了解他們的所在地、採購原料的方式、如何運作，以及他們的點對點的產品週期。當然，你並不會那麼容易得到以上的資訊，而 Higg Index 正正幫助公司收集這些數據，幫你釐清改進的空間。過去十年，SAC 的會員公司已經過種種合作，得知哪些是價值鏈內需要量度的影響力範疇；而規模較小的公司，也可以在建立產品時有所得益。

至於資源緊絀的公司，Higg Index 提供一個機會，讓不同規模的公司了解對社會和環境的影響，也讓他們認識在沒有使用專有系統的情況下，如何作出可持續性的改善。假設公司想審視他們所使用和採購的物料，可透過「Higg 物料可持續性指標」比較多個選項。而利用「Higg 設施環境模組」的初企，可以透過系統中的設施，審視夥伴的環境影響力，並藉此思考如何促進這些設施減少使用能源和用水。

初企的供應鏈比大型公司的小，而他們的訂單佔比也較低。不過，他們跟價值鏈中的夥伴關係較密切，比起大型企業，他們可以經常跟夥伴合作，能夠更快、更有效率低推動變革。雖然擴張未必跟他們有很大的關係，但緊密的關係促使公司之間向共同目標進發，作出具影響力的改變。

在量度影響力後，SAC 會根據所得數據為用戶提供支援和改善表現嗎？

Higg Index 允許用戶建立表現改善計劃。完成 Higg Index 的審核後，品牌，零售商、製造商能夠根據他們的結果建立相關計劃，幫助他們訂立推動社會及環境影響力的目標。現在 SAC 能根據評審中發現的關鍵問題，向用戶提供表現改善指引。未來這一年，我們會繼續建立改善表現的支援服務。

透過與我們其中一家的夥伴機構 Apparel Impact Institute (成衣影響力機構，簡稱 Aii) 合作，讓品牌、零售商和製造商有機會推動具規模的集體行動。而 Aii 也利用了 Higg Index 的數據，幫助他們釐清行業中有助減低環境污染的創新科技。Aii 不但向他們注資，也幫助這些項目進行擴張。而價值鏈的夥伴也可向這些項目提供財政支援，不僅幫助他們負擔一部分的基本開支，雙方也可因環境負面影響減少而共同得益。

SUSTAINABLE APPAREL COALITION

4 ENTERPRISE SOLUTIONS FOR HASSLE-FREE IMPACT MANAGEMENT

More NGOs and industry associations are adopting impact investment, inspiring a growing number of companies to build up an impact measurement framework within the organization. However, setting up an impact measurement department calls for a considerable amount of resources which may not be the most cost-effective option for cash-strapped startups or SMEs. Hence, these startups have developed data-driven solutions that enable businesses of different sizes and sectors to manage and monitor their environmental and societal impact more efficiently.

PLAN A

PLAN A

HEADQUARTER 總部	Berlin, Germany 德國柏林
METRICS 準則	Oceans, Forests, Wildlife, Energy, Sustainable Living, Waste Management 海洋、森林、野外生態、能源、可持續生活、廢物管理

With the mission of facilitating companies to become carbon neutral, Plan A developed a set of tools for enterprises to measure their carbon emissions. Its proprietary algorithm analyzes more than 300,000 data points collected from science institutions or non-governmental organizations from around the world, resulting in an integrated index

highlighting the most challenging environmental threats. The startup also created an enterprise software for users to predict and keep track of the company's carbon emissions. As a result, it helps them comply with environmental regulations and create action plans for offsetting a company's carbon footprint.

Plan A 以幫助公司成為「碳中和」為使命，建立了一套工具讓企業量度他們的碳排放量。他們自我研發的演算法分析全球超過 30 萬個科研機構和非政府組織的數據點，得出一個綜合的指數，

讓用戶能參考現在最具挑戰性的環境議題。他們也為企業建立了一個幫助他們預測和追蹤公司碳排放量的軟件，幫助他們符合環境條例，以及建立抵銷碳排放的行動計劃。

PLANA.EARTH



Image Courtesy: Plan A

4 個讓你無縫管理影響力事業的企業方案

➤

越來越多非牟利機構和行業組織推廣影響力投資，啟發不少公司自發建立量度影響力表現的框架。但是，要建立相關團隊需要相當數目的資源，對資源緊拙的初企或中小企來說，未必是最符合成本效益的方法。而在這個專題中介紹的初企建立了數據為本的模式，讓不同規模和領域的公司，都可以有效率地管理和監察他們對社會和環境的影響。

SOPACT

sopact

HEADQUARTER 總部	San Francisco, US 美國三藩市
METRICS 準則	17 UN's Sustainable Development Goals 17 項聯合國可持續發展目標

Unlike Plan A, which has a strong focus on climate change, Sopact's tools work around the United Nations' Sustainable Development Goals, which covers broader topics such as the gender gap, labour rights and fair trade. While most impact measurement solutions are designed for enterprises, Sopact primarily supports investors, incubators or

grantmakers to keep track of a portfolio's impact goals at a glance. In order to strengthen the investor/ investee relationships, Sopact developed a tool for investees to manage impact data, providing seamless workflow processes to compile information into data-driven and visualized reports which help them perform due diligence.

不像 Plan A 主力對抗氣候改變，Sopact 的工具主要圍繞多個聯合國可持續發展目標，當中涵蓋較廣的議題，例如：性別差距、勞工權益和公平交易等。當大多數影響力量度工具為企業設計，Sopact 的工具主要支援投資者、初企孵化器和發放補

助的機構，一覽無遺地監察旗下公司的影響力表現。為了強化投資者與組合公司之間的關係，Sopact 也建立了一套工具讓組合公司管理影響力數據，其無縫的工作流程允許他們將所有資料匯合成數據化和視覺化的報告，有效幫助他們進行盡職調查。

SOPACT.COM



Image Courtesy: Sopact

HASSLE-FREE IMPACT MANAGEMENT

SINZER

Sinzer

HEADQUARTER 總部	Amsterdam, the Netherlands 荷蘭阿姆斯特丹
METRICS 準則	17 UN's Sustainable Development Goals 17 項聯合國可持續發展目標

Sinzer is another company that has created a tool for measuring companies' impact in line with the UN's Sustainable Development Goals. While Sopact's tools are designed for investors/ investees, Sinzer's solutions focus on users who are NGOs, social enterprises and corporates. Users can choose either Social Return on Investment (a framework that measures the extra-

financial value a company creates for society) or Social Impact Measurement (a framework that measures how much change a company creates for society) to analyze their impact data. Its tool also supports the creation and analysis of stakeholder surveys, facilitating their users throughout the entire evaluation life cycle by probing into their partners' feedback.

Sinzer 是另外一家利用聯合國可持續發展目標發展影響力量度工具的初企。Sopact 主要為投資者和被投資者而設，但 Sinzer 的主要客戶為幫助非牟利機構、社會企業和企業。用戶可選擇「社會投資回報模式」（量度公司

為社會製造金錢以外的價值）或「社會影響力量度模式」（量度公司為社會所作出改變的數量）分析他們的影響力數據。Sinzer 的工具同時支援用戶建立和分析持份者調查，讓他們能夠透過分析夥伴的回饋完成整個評核週期。

EN.SINZER.ORG



Image Courtesy: Sinzer

QUANTIS

Quantis

HEADQUARTER 總部	Lausanne, Switzerland 瑞士琉森
METRICS 準則	Carbon Footprint, Water Footprint, Ecosystems Quality, Natural Resources, Human Health 碳足跡、水足跡、生態系統質素、天然資源、人類健康

Quantis is a Swiss consultancy that customizes web-based tools for its clients through employing its expertise in UX and UI design. Its customized solution has been widely used by various sectors like FMCG, Transportation, Sports, Energy and Finance. Inspired by the cradle-to-grave approach, its solution adopts the Life Cycle framework to evaluate the impact of products or

corporates. This end-to-end approach empowers its users to collect, monitor and analyze data from production, manufacturing distribution and after-sales efforts. The company is also tackling plastic waste - in collaboration with 35 scientific organizations, Quantis offers a standardized methodology for corporates to measure their plastic waste footprint.

來自瑞士的諮詢顧問公司 Quantis，借助他們用戶體驗（UX）和用戶介面（UI）的經驗，為客戶制定網頁版的影響力工具。他們的方案已經被快消品、運輸、體育、能源和金融等多個行業採用。他們受到「cradle-to-grave」（從搖籃到墳墓）的思考影響，採納了

「生命週期」框架評估公司或產品的影響力。這點對點的模式讓用戶能夠收集、監察、分析生產、製造、分銷和售後服務個環節的數據。此外，他們致力對抗塑膠垃圾，連同 35 家科研機構共同訂立出的標準化方法，讓企業有效量度塑膠足跡。

QUANTIS-INTL.COM



Image Courtesy: Quantis



Finalists of Techstyle for Social Good 2019
Techstyle for Social Good 全球比賽 2019 參賽者合照

TECHSTYLE FOR SOCIAL GOOD INTERNATIONAL ONLINE COMPETITION 2020 OPEN CALL FOR APPLICANTS

DEADLINE 報名截止日期

31 July 2020
2020年7月31日

RESULT ANNOUNCEMENT 結果公布日期

31 August 2020
2020年8月31日

ELIGIBILITY 資格

At least one member must be an active full-time student or graduated within the past two years - of any level, discipline and field

團隊內有至少一名全職學生或畢業兩年之內之畢業生，不限級別、範疇和領域

TEAM SIZE 團隊人數

Individual or maximum of 5 people
個人或最多5人

WEBSITE 網站

www.themillsfabrica.com/tfsg2020

ENQUIRY 查詢

contact@themillsfabrica.com

The Mills Fabrica is proud to present the “Techstyle For Social Good” international online competition 2020, in support of innovations merging technology and lifestyle that are making a positive impact on society and creating solutions for the greater good. This year, we cover a broader scope of lifestyle tech to include the field of food-related technology, in addition to fashion/textiles designs.

Fashion/textiles designs are innovations revolutionizing the value chain of the fashion industry, including: 1) new materials & supply chain innovations, 2) wearables & lifestyle brands, and 3) new retail experiences.

While food-related technology can be categorized into three areas: 1) supply chain innovations including agritech, transparency, logistics, distribution and packaging, 2) alternative foods and emerging food brands e.g. plant-based meat and dairy substitutes, and 3) new food retail - food apps, innovative kitchen and retail solutions.

If you are a university student or a young innovator who has graduated within the past 2 years with a groundbreaking idea that falls into any of the categories mentioned above, please check out the judging criteria and submit an online application through the official website www.themillsfabrica.com/tfsg2020 before July 31. A judging panel formed by world-renowned industry leaders from fashion and food industries will review the submissions based on creativity, sustainability, innovation and impact to society and select four winners who will receive cash and in-kind prizes valued at over HKD320,000.

「TECHSTYLE
FOR SOCIAL GOOD」
全球網上比賽 2020
公開招募參賽者



南豐作坊很高興宣布舉行「Techstyle For Social Good」全球網上比賽 2020，支援揉合科技和生活時尚的創新科技，透過更好的服務和產品為社會製造正向影響。除了時裝和紡織設計，我們今年涵蓋了領域更廣的生活時尚科技，並引進了糧食相關的科技。

時裝和紡織設計是改革時裝行業價值鏈的創新方案，當中包括：1) 新物料及供應鏈創新；2) 可穿戴科技和生活時尚品牌，及 3) 新零售體驗。

而糧食相關的科技則可分為三大領域：1) 包括農業科技、透明度、物流、分銷和包裝等供應鏈創新範疇；2) 替代食品和嶄新食物品牌，例如：植物性肉類和替代奶製品，及 3) 新興食物零售，當中包括：飲食手機軟件、創新廚房和零售方案。

如果你是大學生或者是畢業兩年之內之年輕創新者，又擁有符合以上條件的創新構思，請在 7 月 31 日前到比賽的官網 www.themillsfabrica.com/tfsg2020 瀏覽評審準則和遞交申請。大會邀請了來自時裝和食品行業的知名人士為評審，將根據創意、可持續性、創新和社會影響力四大範疇進行評選，四位勝出者將獲得總值 32 萬港元的獎金和獎品。

TECHSTYLE FOR SOCIAL GOOD

COMBATING COVID-19 WEBINAR SERIES WALKING THROUGH CHALLENGING TIMES WITH ENTREPRENEURS

「對抗新冠肺炎疫情」網絡研討會
與創業家共同渡過難關

As COVID-19 continues to affect industries around the world, the global supply chain has been experiencing a reluctant shutdown since earlier this year, creating uncertainties and disrupting the expansion plans of many businesses. Much of the survival of businesses amid this crisis has and will continue to depend on key decisions made and the technologies implemented to hedge the risks.

In order to weather the storm with companies through this challenging time, The Mills Fabrica has been organizing the 'Combating COVID-19' webinar series, which began in March. Our team invites experts and industry leaders from different sectors to shed light on topics encompassing inventory management, supply chain management, retail tech and employee upskilling.

If you have missed our previous sessions, you can listen back to the full recordings on Fabrica's YouTube channel so you can learn and get inspired anytime, anywhere. You can also check out our website for the details of upcoming webinars.

新冠肺炎疫情肆虐各行各業，全球供應鏈自今年初受到前所未有的重創，更為各行業產生許多不穩定性，窒礙不少公司的擴張大計。能夠在逆境中生存的公司，或多或少因為他們作出關鍵的決策和善用科技避險。

為了與公司共同渡過難關，南豐作坊在 3 月起開始舉行「對抗新冠肺炎疫情」網絡研討會，邀請不同領域的專家和行業領袖，分享庫存管理、供應量管理、零售科技和員工培訓等話題。

如果你錯過了之前的研討會，可以隨時到南豐作坊的 YouTube 頻道，重溫過去的內容。你也可以瀏覽南豐作坊的網站，查詢有關網絡研討會的最新資訊。

COMBATING COVID-19 WEBINAR SERIES

TOPIC 題目	SPEAKERS 講者	DESCRIPTION 內容
RETAIL TECH TO MANAGE INVENTORY IN UNCERTAIN TIMES 利用零售科技管理不穩定時期的庫存	AJ Mak, Founder and CEO of Chain of Demand Felix Winckler, Co-founder and COO of Reflaunt Chain of Demand 創辦人及行政總裁AJ Mak Reflaunt共同創辦人及商務總監Felix Winckler	Minimize supply chain disruptions through data forecasting and manage unsold inventory through post-consumer tech 利用售後科技預測數據和管理未售出的庫存，減低疫情對供應鏈的衝擊
MANAGING SUPPLY CHAIN IN CHALLENGING TIMES 在艱難時期管理供應鏈	Edwin Keh, CEO of HKRITA 香港紡織及成衣研發中心行政總裁葛儀文	React to minimize disruptions to business operations and capture new opportunities under the COVID-19 outbreak 如何應對當前情況，以減低疫情的破壞力，並藉此抓緊當中的機遇
LEADING AND LEARNING THROUGH UNCERTAINTY 在不穩定時期領導與學習	Janice Wang, CEO of Alvanon Catherine Cole, CEO of MOTIF Alvanon 行政總裁Janice Wang MOTIF行政總裁 Catherine Cole	Preserve and enhance workforce capabilities to pull through tumultuous times while continuing to innovate 認識在動盪時代保持和提升員工能力的重要性，讓公司能持續創新
RETAIL TECH TO DRIVE SALES DIGITALLY 借助數碼化零售科技帶動銷售量	Juliette Gimenez, Co-founder and CEO of Goxip Karoline Gross, Founder and CEO of Smartzer Goxip共同創辦人及行政總裁Juliette Gimenez Smartzer 創辦人及行政總裁Karoline Gross	Tap into tech-savvy consumer groups through social commerce platforms and curate creative content through interactive video experiences 借助社交平台及策劃創意互動影片內容，緊扣善於科技的消費者群組



THEMILLSFABRICA.
COM



WWW.YOUTUBE.COM/
CHANNEL/UCUZCELHI9ESLJ_
KEMVONJ4G



Image Courtesy: Unsplash

UPSKILLING FOR IMPACT IN THE APPAREL INDUSTRY

裝備技能 提升服裝業的影響力

By Elisabeth Souquet, Marketing Director at Motif
撰文：Motif 市場總監 Elisabeth Souquet



The Apparel industry has been under intense scrutiny over the extent of its negative environmental impact, ever since the disputed allegation that fashion was the second most polluting industry in the world. Meanwhile, the industry has hardly fared better from an ethical standpoint, with regular scandals highlighting its failing ability to mitigate against the risks of forced labour, child labour, hazardous working conditions and general exploitation in its supply chains. Articles about brands' sustainability initiatives, commitments or pledges have been flooding the news daily over the past 3 years, yet the prevalent business model of fast fashion remains lightly questioned, making traceability, transparency and accountability deeply rooted issues within the industry.

自從時裝行業被指是全球製造第二多污染的行業後，服裝行業對環境所作出的負面影響一直被嚴密監察。從道德層面看，服裝業供應鏈對也似乎對作出改善有心無力：強逼勞動、童工、危險工作環境等剝削勞工的負面消息一直出現。過去三年，關於可持續項目和相關承諾的文章，鋪天蓋地的在新聞中出現，讓我們反思快速時裝模式盛行下的追縱性、透明度、責任性等存在已久的問題。

“THE INDUSTRY NEEDS TO CLEAN UP ITS ACT, UPSKILL AND RESKILL THE MILLIONS IT EMPLOYS NOW. THE TIME FOR TEPID MOVES IS GONE.”

UPSKILLING YOUR EMPLOYEES TO COMBAT THE CRISIS

The current management of the COVID-19 crisis is yet another illustration of the ambivalence of the industry: lauded for its undeniable effort of solidarity to produce masks, alcohol gel and medical equipment while some major brands are being named and shamed for cancelling and delaying orders, including orders already in production or that were ready for shipment, de facto putting millions of workers, in Asia and Bangladesh in particular, out of a livelihood. There are also reports across the industry of sustainability programmes being placed on the back burner as brands and retailers navigate the crisis in survival across-the-board cost-cutting mode. The temptation is high to pause or delay transformational initiatives or new technology investment, which in many cases are key enablers of more sustainable practices.

An assessment of impact invariably comes to consider the scope, durability, irreversibility, and scalability of the desired outcome; in effect how pervasively, deeply and quickly the object of influence is changed. If sustainability is to make an impactful stride in the fashion industry, which is heavily people-reliant, it cannot do so without a massive and continued investment in education, skills and innovation in a broad sense, from a technology, process and practices perspective. The industry simply cannot afford to wait for a next generation of workers to come to the market readily equipped with these skills. It needs to clean up its act, upskill and reskill the millions it employs now. The time for tepid moves is gone.

MOTIF was born almost 3 years ago from the realization that the apparel industry was ill-equipped to address an increasing and alarming skills gap affecting its current workforce. On the one hand, it was at risk of losing fundamental technical skills, notably due to its failing in capturing and transferring the knowledge and skills of a whole generation of workers on the verge of retirement. On the other hand, it wasn't upskilling its workforce fast enough with the new digital and transformational skills needed to cope with the challenges of Industry 4.0 and the sustainability imperative. Combining industry content expertise with the flexibility and scalability of online learning, MOTIF embarked on its ambitious mission to bridge this skills gap.

MOTIF'S ONLINE COURSES BRIDGE THE GAP IN THE APPAREL INDUSTRY

It was thus no coincidence that among the first courses offered on its learning platform featured a Sustainability in Fashion introductory online course by the BF+DA and Pratt Institute. As 60-80% of the product impact on sustainability lies in decisions made at the design and development stage, empowering individual designers and product development teams alike so they can drive innovation and change is essential. With sustainability being a vast and complex field, multidisciplinary and constantly evolving, choices that need to be made are anything but binary. The Sustainability in Fashion course introduces the various sustainable strategies that can be considered at each stage of the product lifecycle and the trade-offs to be made.

A course allying the fundamentals of fit for the booming Plus Sizes segment, as well as a unique course to help kickstart the move from 2D to 3D apparel product development confidently, are among the latest releases on the MOTIF e-learning platform. The latter is especially well suited for learning as a team. It supports teams in identifying their own compelling reason for adopting 3D and building their business case through to laying the foundations for a successful implementation of 3D into business-as-usual processes. Team members get equipped with best practices in project and change management, learning at a pace that fits their agenda and workloads.

Impact for MOTIF also means keeping abreast of the latest developments in learning science and methodologies, as well as the new technologies that can support the integration of these advances into the design of our online and blended courses. We aim at constantly improving our learning experience, so it remains highly engaging and effective. We focus on ensuring a tangible return of investment at the individual learner, the team, and up to the enterprise level. Skills gained need to be applied in context to make a difference in the day to day job, to increase the productivity and sense of purpose and achievement of staff. Continuous thinking on embedding a highly social and collaborative approach in learning, knowledge retention mechanisms, blending online and offline interactions as well as personalised and incremental learning paths, are driving the evolution of our learning experience. We believe they are key to effectively support lateral and vertical career development and the empowerment of teams, with a combination of technical industry skills and soft skills such as critical thinking and virtual team collaboration.

「歲月不饒人，行業急需更新、提升和重新裝備他們現在過百萬員工的技能。」

對抗逆境 提升員工技能

最近的肺炎疫情，凸顯行業的矛盾所在：一邊廂，行業因為團結生產口罩、消毒洗手液和醫療用品，受到不可置疑的讚賞；與此同時，一些大型品牌因取消和延遲訂單，甚至中斷正在製造中的貨品訂單，導致上百萬在亞洲（特別是孟加拉）的工人生計受損而飽受批評。也有報導指出，不少品牌和零售商在危機中採取全面節流措施，導致不少可持續發展項目遭煞停。現在，叫停轉型項目和暫停投資新科技的誘因十分大，但這些投資往往幫助行業實踐可持續發展。

評核企業影響力的準則，總離不開審視其規模、耐用度、不可逆轉度、擴張度和預計結果。但實際上，各種影響的廣泛度、深度和速度都已經悄悄地改變。時裝行業的龐大影響力，很大程度是以人為本；因此，行業很難排除從科技、流程和實踐入手，不斷大量地投放資源在教育、技能和創新上。不過，歲月不饒人——行業已經沒有本錢等待裝備好的新生代勞工進入市場。行業急需更新、提升和重新裝備他們現在過百萬員工的技能。

MOTIF的成立源於三年前發現服裝行業響起技術斷層的警號，但業界還沒準備好回應這個問題：一方面，行業面對日漸流失的基礎技能；特別是因為退休潮，導致公司不能被掌控和轉移這些技能；另一邊廂，行業不能敏捷地為員工提供數碼化和轉型技能的培訓，幫助他們面對工業 4.0 和可持續發展的急切需要。MOTIF 雄心壯志，希望透過行業專家提供的內容，以及具靈活性及擴張性的網上課程，縮減行業中的技能斷層。

MOTIF 網上課程 解決成衣業技術斷層問題

恰巧，我們在首批課程中挑選了 BF+DA 和 Pratt Institute 舉辦的可持續時裝入門網上課程：60 至 80% 的產品的可持續影響力，建基於設計和研發階段的決策，讓獨立設計師和產品研發團隊可藉機推動創新和改變。不過，可持續發展是一個廣泛而複雜、跨界別以及不斷演進的領域，箇中決策充滿可能性而非非黑即白。因此，可持續時裝入門網上課程介紹了眾多可持續策略，讓大家在產品週期中的各個階段採納，以作出適當的取捨。

MOTIF 也開發了其他課程，迎合近日不斷增長的加大碼市場，以及幫助業內人士由平面設計轉為使用立體技術研發產品；後者幫助團隊釐清使用 3D 技術的原因，以及透過學習基礎知識建立案例，從而將 3D 技術引進公司的日常流程之中。團隊成員能藉此認識項目管理和轉型管理的實踐方式，他們也可根據的工作時間和工作量安排學習進度。

對 MOTIF 來說，「影響力」也代表著緊貼認識科學和方法論的最新發展，並同時了解甚麼科技能夠使這些前沿知識，有效地將網上和融合課程互為結合。我們致力改進平台上的學習體驗，因此一直活躍、有效率地參與這些項目。我們集中資源，確保個人學員和企業用戶的得到實質回報；也希望他們學到的技能，能夠改變他們每天的日常工作，提升員工的生產力和成就感。其實，不斷思考學習過程中的高社會性和協作性模式、知識保留機制（knowledge retention mechanisms），結合線上線下互動、以及個人化和不斷增長的學習方式，都有助推動學習過程的演化。我們相信結合技術、批判思考和虛擬團隊合作等軟技術，是有效從旁垂直支持團隊生涯規劃的方法。

“COMPANIES WITH A STRONG LEARNING MINDSET AND INNOVATION CULTURE THAT STAY COMMITTED TO THEIR PEOPLE IN TIMES OF ECONOMIC HARDSHIP ARE THE FIRST TO BENEFIT FROM RECOVERY.”

「擅於學習和推動創新文化

的公司，往往能在經濟

低迷時期對各界許下承諾；

而他們也是最先從經濟

復甦中受惠的一群。」

CALLOUT TO INDUSTRY EXPERTS: SHARE PROFESSIONAL KNOWLEDGE WITH YOUNG TALENTS

Important sustainability foundational work has begun throughout the industry, progress has been made by many actors and is starting to pay off. Putting a halt to investment in people training and transformational programs in this time of crisis and uncertainty may very well backfire. An increased focus on pivotal innovations is necessary to shape the future of the industry and emerge stronger in the longer term. The level of sophistication and flexibility brought by online learning has proven its effectiveness to address the need for continuous development for professionals, and its advantages and power are all the more obvious at a time when staff are working remotely at an unprecedented scale, across all actors of the supply chain. Past research has shown that companies with a strong learning mindset and innovation culture that stay committed to their people in times of economic hardship are the first to benefit from recovery. This is also important in terms of employer branding as millennials, who are now the largest working generation, rank having a strong sense of purpose and making an impact, among the top reasons that would make them join or stay with a company.

Finally, in our quest of impact, an essential piece of the equation is industry-wide knowledge sharing and collaboration. At MOTIF, we are all about providing tools and resources for companies and individuals to identify, share and obtain knowledge, all in a digital environment. Our vision is to be the hub for shared knowledge, for individuals, companies and passionate communities setting out for industry change.

A lot of knowledge resides in the heads of experienced practitioners. Other industries have fared much better in coming together to share knowledge and fostering a pipeline of new talent with that knowledge - in a way that benefits the industry as a whole. It is high time for our industry to do the same. So, this is our callout: if you have expertise, as an experienced professional or community, as an industry body or faculty, or as a corporation willing to share best practices or champion the development of professional education material, we need you! We're on the lookout for broad strategic expertise as well as very niche technical expertise. If you hold dear the betterment of the industry like we do, reach out and let's collaborate for even greater impact!

尋找行業專家 向年輕人才分享知識

可持續的基礎工作已經在整個行業中推展，我們也看到很多從業人員不斷進步，從學習中得到回報。在這個充滿危機和不穩定性的時期，停止投放資源培訓員工轉型，可能會適得其反。我們需要不斷成長的重大創新改變行業的未來，讓行業變得更加強大。網上學習的成熟度和靈活性，證明網上學習能有效率地回應專業人士持續進修的需求。現在供應鏈內的從業員都需要遙距工作，網上學習的箇中好處，便在這非常時期更為明顯。過往有研究指出，擅於學習和推動創新文化的公司，往往能在經濟低迷時期許下承諾，而他們也是最先從經濟復甦中受惠的一群——這是建立員工品牌價值的重要一環：千禧世代是現在最大的勞動群組，公司的使命和影響力意識，正正是左右他們加入或留守一家公司的首要原因。

最後，在探索影響力的過程中，最重要還是達成行業性的知識交流與合作。MOTIF 致力為公司和個人用戶提供工具和資源，幫助他們在數碼環境中摸索、分享和獲得知識。我們希望成為個人、公司和熱心社群分享知識的樞紐，並藉此推動行業變革。

許多時候，只有具備經驗的從業人員擁有豐富知識。而其他行業在分享知識的層面，已經走得比服裝行業更遠。他們開創了不少新的渠道，讓新生代人才掌握知識，讓整個行業受惠。現在是整個行業邁向新里程的巔峰時刻。因此我們呼籲：不論您是業內人士、學者還是企業，如果您是擁有技能和豐富經驗的專業人士和群體，又願意分享您的最佳實踐方式或開發專業教材——我們需要您！我們正在尋找不同領域的策略性知識和專門技能。如果您跟我們一樣，希望不斷改進行業發展，請與我們聯繫，一起為這個行業發光發亮！

The Mills Fabrica's incubatee, unspun, launched its collaboration with the Belgian innovative startup Resortecs last year, using Resortecs' dissolvable stitching threads to sew jeans crafted specifically for each customer using unspun's proprietary 3D digital fit technology. The collaboration between these two startups combines two cutting-edge technologies and introduces an option for buying jeans that is one step closer to closing the loop. But how does this contribute to the circular economy? We interviewed the founders to talk us through the impact of this disruptive collaboration.

南豐作坊的培育公司 unspun 利用其專有 3D 數碼合身科技，為顧客客製化牛仔褲。去年，他們跟比利時創新初企 Resortecs 展開合作，借助對方研發的熱融縫線縫製牛仔褲。這次合作將兩家初企的前沿科技合而為一，所製成的牛仔褲有助顧客實行循環經濟的生活方式。但這次合作的緣起是甚麼？我們訪問了兩家初企的創辦人，跟我們分享這次合作的點滴。

Image Courtesy: Resortecs and unspun

WHEN DISSOLVABLE THREAD MEETS CUSTOMIZED JEANS:

ONE STEP CLOSER TO CLOSING THE LOOP

當熱融縫線遇上客製化牛仔褲
大步邁向循環時裝



“RUNNING A SUSTAINABLE FASHION BUSINESS IS NOT ONLY ABOUT ENVIRONMENTAL IMPACT - WE ALSO NEED TO DESIGN FLATTERING PRODUCTS TO PLEASE OUR CUSTOMERS.”

「做可持續時裝不單要對環境起正面影響，我們還要設計賞心悅目的產品取悅顧客。」



C: CÉDRIC VANHOECK

Founder of Resortecs
Resortecs 創辦人



W: WALDEN LAM 林凱銘

Co-founder of unspun
unspun 共同創辦人

WHAT MADE RESORTECS AND UNSPUN COLLABORATE WITH EACH OTHER?

C: Resortecs saw that the most difficult part of disassembling jeans is removing the seams, buttons, or labels from garments for reuse. Removing seams from garments must be done manually. This is time and cost consuming, a big bump in the road when trying to remake garments so that materials aren’t wasted. Resortecs solves this problem with a remarkable innovation: a sewing thread that can be sewn on with traditional machinery but dissolves at 200 degrees Celsius. Unspun is in business to flip the fashion paradigm through automated and intentional manufacturing. With Resortecs’ dissolvable stitching thread, unspun is one step closer to closing the fashion gap.

W: We do not want to produce products that end up in landfills. Instead, we both tend to intentionally produce on-demand products, and this has always been the strategy of unspun. We realized that our customers would ask us about the post-consumption treatment every time we launch a new product, making us contemplate the recycling process. We cannot recycle fabrics and garment accessories without extra steps to break them down. Therefore, we adopted Resortecs’ threads in our jeans.

WHAT IS THE IMPACT OF THIS COLLABORATION ON THE ENVIRONMENT?

W: Normally, we need to put jeans through a chemical recycling process before shredding them into small pieces and turning them into new yarn. However, by using Resortecs’ dissolvable threads, we can leave out the chemical recycling process and do not need to consume water and chemicals during the entire course of recycling. We can simply use the entire piece of recycled fabric to produce new products. As a startup, we have very limited resources to measure environmental impact. Resortecs is based in Europe, where environmental regulation is far more progressive than in Hong Kong. The talent pool for sustainability in Europe is deeper as well. This collaboration made us reflect and assess how our product’s lifecycle creates a positive impact on the environment.

C: The dissolvable stitching thread will help reduce water consumption, land transformation, use of fertilizer and the release of hazardous waste by simply saving more raw material sourced from recycled clothing. When adopted at a larger scale and in cooperation with recycling companies, this solution will have an even bigger positive socio-economic impact on local communities worldwide - especially those affected by overproduction. The production and disposal of a pair of jeans can emit 28 kg of CO₂. With unspun’s 3D weaving technology and on-demand production, paired with Resortecs’ dissolvable stitching thread, we can reduce that number to 13 kg of CO₂. Cyclical production that considers the entire lifecycle of a garment is the way of the future. For a more detailed report on the environmental impact achieved together with unspun, I invite you to check our white paper available at <https://resortecs.com/lca-rebirth/>.

是甚麼促成 RESORTECS 和 UNSPUN 的合作？

C：Resortecs 發現回收牛仔褲，困難在於移除縫線、鈕扣和標籤。而移除縫線必須透過人手處理，過程十分費時失事，是重新製造衣物、使它們不被廢棄的一大阻礙。Resortecs 透過卓越的創新解決這個問題——我們的熱融縫線能夠配合傳統衣車使用，並可在攝氏 200 度高溫下溶解。而 unspun 則透過自動化及意向（intention）製造，扭轉時裝行業的常規。借助我們的可溶解縫線，unspun 往收窄時裝業的差距邁進一大步。

W：我們雙方都不希望做一些最後只會變成垃圾的產品，而是有意向地看見市場有需求才生產，這一直以來都是 unspun 的策略。不過，我們發現每當有新產品推出時，客人會詢問如何處理先前買下的產品，逼使我們思考循環再造的問題。因為布料和配件不能同時循環再造，需要額外工序將它們分開，因此我們採用他們的熱融縫線。

這次合作對環境有甚麼正面影響？

W：正常來說，牛仔褲需要先經過化學物循環再造（Chemical Recycling）過程，才可以把布料切碎並生產成纖維，繼而再造成紗線。但利用 Resortecs 的熱融縫線，我們可以省卻化學物循環再造，過程中也不需要用水和化學物，便可直接使用完整的布片製造新的產品。作為一家初企，我們沒有有充足的資源量度環境效益。Resortecs 來自歐洲，當地的環境保護條例較先進，人才也比較多。這次合作，讓我們反思產品的生命週期如何對環境起積極的作用。

C：熱融縫線能夠減少使用水資源、土地轉移，以及使用釋放有毒廢料的肥料，更有效透過回收衣服節省原材料。當我們與更多回收公司合作，熱融縫線被廣泛使用後，這個創新方案將對社會經濟帶來更多的正面影響，讓全球性的本地社群——特別是因過度製造而受影響的群體受惠。每生產一條牛仔褲，會產生 28 公斤的二氧化碳，但利用 unspun 的 3D 織造科技、按需生產原則，加上 Resortecs 的熱融縫線，我們可以把排放量減少到 13 公斤。週期生產考慮整個服裝的生命週期，而這也應該是我們未來的生產方式。如果你想了解更多關於我們和 unspun 合作所帶來的環境效益，請閱讀我們的白皮書：resortecs.com/lca-rebirth/



WHAT ARE THE CHALLENGES IF AN INNOVATIVE STARTUP WANTS TO COMMERCIALIZE ITS SOLUTIONS?

C: The challenge for an innovative startup to commercialize its solutions is two-fold: the production and the sales. It can be quite challenging to manage production quality issues during scaling and to organize your business around minimum order/production quantities while still closing the first sales.

With regards to brands and manufacturers, there is still a lot of education required in order to prove the potential of a circular supply chain model. We also need to manage our own and customers' expectations. We are only able to solve part of the problem; we are not recyclers and our threads are not compatible with all production processes, materials and/or applications. Nevertheless, the goal is still to work towards full industrial adoption and to build a long-term relationship with our customers. By only setting up a small capsule collection with new technology, we will not be able to unlock the full potential of the method and process. Medium and long-term visions are required to go beyond the fascination of the newness of our offering.

“MEDIUM AND LONG-TERM VISIONS ARE REQUIRED TO GO BEYOND THE FASCINATION OF THE NEWNESS OF OUR OFFERING.”

「我們需要訂下中長期目標，帶領大家衝破對新穎產品的三分鐘熱度。」

創新初企商業化產品時的挑戰在於哪裏？
C：創新初企商業化產品的挑戰有兩方面：生產和銷售。在擴張時期管理生產品質是一大課題；在落實第一張訂單前管理最低訂單和製造量，又是另一經營事業的難題。

對於品牌和製造商，還需要很多培訓去完善循環供應鏈模式；此外，我們需要管理客戶的期望。我們只能夠解決部分問題；特別是我們不是回收商，我們的縫線也不能夠配合所有生產過程、物料和 / 或應用方法。不過，我們的目標仍然是將熱融縫線推廣到整個行業，建立長遠的顧客關係。只靠一個小型的期間系列，並不足以開發新科技的流程和潛能。我們需要訂下中長期目標，帶領大家衝破對新穎產品的三分鐘熱度。



“THIS COLLABORATION MADE US REFLECT AND ASSESS HOW OUR PRODUCT’S LIFECYCLE CREATES A POSITIVE IMPACT ON THE ENVIRONMENT.”

ABOUT RESORTECS 關於 RESORTECS

Resortecs produces a dissolvable stitching thread for easy repair and recycling of garments. Used in attaching trimmings, such as zippers, buttons and fasteners, the threads are aimed at garment repair, recycling and reusing materials from unsold stock and dissolve when exposed to heat.

Resortecs 生產遇熱可溶的縫線，讓用戶可以輕易修理或回收服裝。此外，熱溶縫線也可以用作縫合服裝配件，如：拉鍊、鈕扣和腰帶。縫線遇熱即溶，可用於修改、回收和循環再用未售出的庫存。

RESORTECS.COM



Whitepaper of
Resortecs
Resortecs 白皮書

ABOUT UNSPUN 關於 UNSPUN

Unspun is an on-demand apparel company that uses 3D scanning and fit algorithms to generate digital consumer sizing. Using the 3D information, they create a pair of customised jeans that fit perfectly through 3D weaving.

Unspun 採用 3D 掃描科技和合身演算法衍生數碼化的顧客尺寸，並藉此按需生產服裝。他們透過 3D 數據和 3D 織造技術，創造完全符合顧客體型的客製化牛仔褲。

UNSPUN.IO



Book your appointment
for customizing a pair
of unspun jeans
預約訂製 unspun 牛仔褲

這次合作讓我們有機會

反思產品的生命週期如何

對環境起積極的作用。

HOW ABOUT THIS COLLABORATION? WHAT PROBLEMS HAVE RESORTECS AND UNSPUN SOLVED TOGETHER?

W: Most of the time, we tested the usability of the products, ensuring the threads do not come off after stitching. Other than that, we also needed to make sure that the jeans will still be durable after our customers wash them repeatedly. Additionally, we need to consider the aesthetics of the jeans. We found that the threads untwisted when we produced the sample, but it did not stop us from testing it iteratively. We also made sure that the product was ready to sell by the launch date, while considering whether our supply chain would be overwhelmed by the iterative prototyping.

When two startups collaborate, it is important to compromise and accommodate each other. Since Resortecs only produces white threads, we needed to match the right color fabric for it to look appealing to our customers. Running a sustainable fashion business is not only about environmental impact - we also need to design flattering products to please our customers.

WHAT DID YOU LEARN FROM THE COLLABORATION?

C: Collaborating with small innovative brands with a shared vision help us to validate the potential and relevance of our offering. Moreover, it helps bigger companies devise possible ways of implementing, communicating and valorizing the innovative Resortecs process of assembly and disassembly.

W: In the collaboration, we do not only see customers of unspun but also those of our partners who we can apply the user-centric approach to. For instance, our customers can see their scanned avatar when they use our 3D scanning technology. Some people are more confident about their body figure, while a few of our partners told us that others do not feel comfortable when they see their body shape. It makes us realize that our business proposition only covers a part of our prospective customer-base.



那麼這次合作呢？你們共同解決了甚麼問題？

W：我們在合作過程中，花了很多時間測試產品的使用性，確保縫線在牛仔褲上不會鬆脫，另外要確定客人多次清洗牛仔褲後，牛仔褲仍然非常耐穿。此外，我們也考慮到牛仔褲的美觀性。我們在測試樣板時，發現縫線線會鬆脫。但這並沒有令我們卻步，反而逼使我們在產品推出前反覆測試，並確保不會為我們的供應鏈帶來壓力。

當兩家初企合作，我們需要互相遷就。因為 Resortecs 只提供白色的線，我們要配合適當的布料顏色，讓產品的外觀吸引顧客。做可持續時裝不單要對環境起正面影響，我們還要設計賞心悅目的產品取悅顧客。

你們這次合作學習到甚麼呢？

C：跟志同道合的創新品牌合作，幫助我們認清產品的潛力和關聯性。此外，這也幫助大型企業採用、傳播和改進 Resortecs 的組裝和分解衣物的創新流程。

W：在合作過程中，不僅是顧客，我們也視夥伴為我們的用家，將「用戶為本」的思考放在他們身上。比如說，顧客使用我們的 3D 掃描技術時，會看到反映他們身形的掃描頭像。有些人對自己的體型比較有自信；但也有合作夥伴反映，原來有些人覺得頭像太真實而覺得不自在。這令我們發現原來我們只是照顧到一小部分的顧客群。

If innovators want to create change that will last, support from corporates and brands is required to bring innovations to the mass market. In this feature, we introduce four innovators who have successfully commercialized their solutions through spurring collaborations across brands.

Image Courtesy: Evrnu, Ræburn, Tencel, Econyl, Prada, Piñatex and Hugo Boss

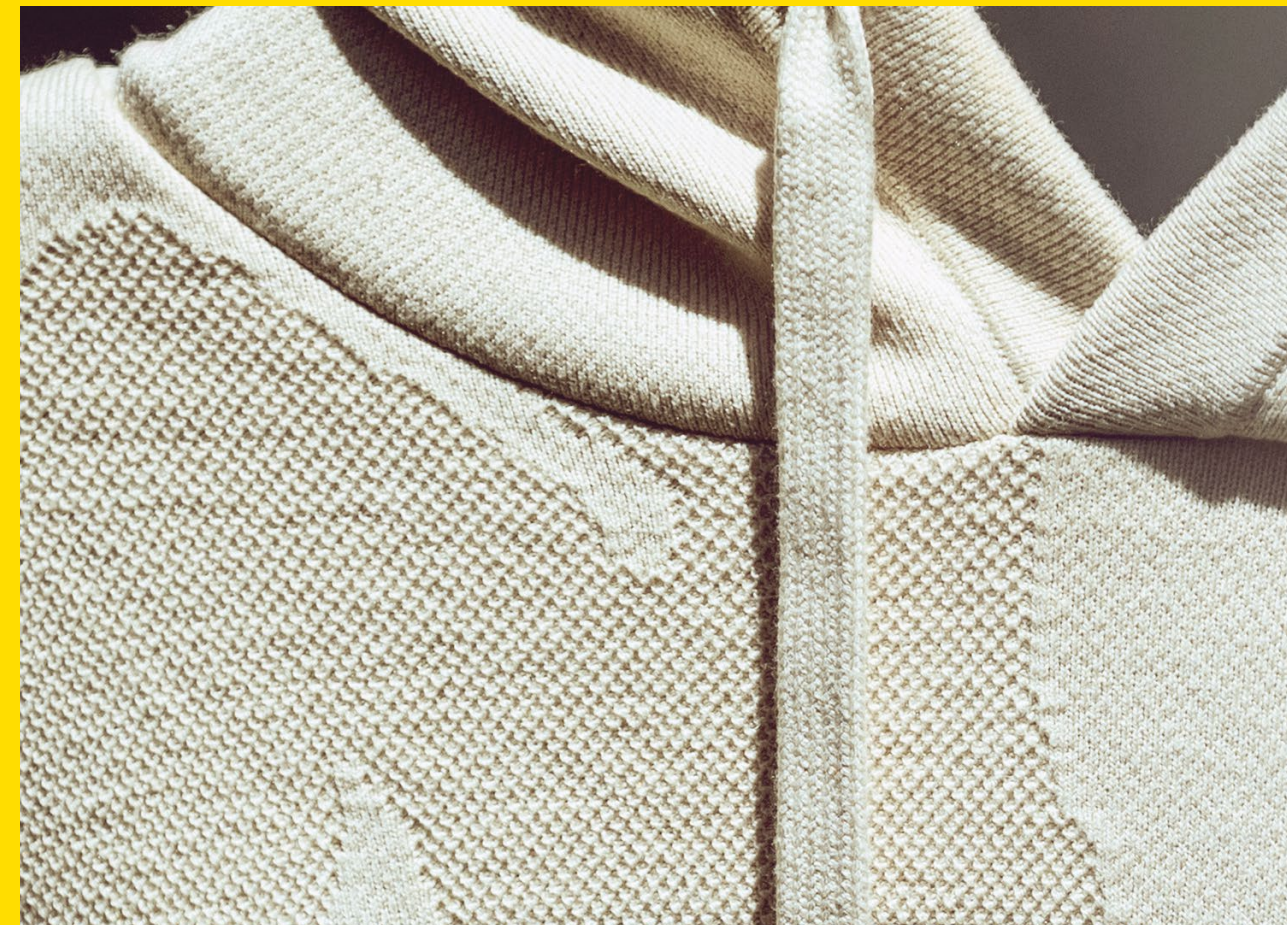
創新想要經得起時間的考驗，便不少得企業和品牌的幫助，將有關科技帶到大眾市場。我們在這個專題，為您介紹 4 個成功透過聯乘，將創新構思商品化的品牌。



FROM INNOVATION TO COMMERCIALIZATION:

COLLABORATIONS BETWEEN INNOVATORS AND BRANDS

品牌創新者合作 推進創新商品化



The collaboration between Adidas by Stella McCartney and Evrnu, a portfolio company of Fabrica's investment fund.


Adidas by Stella McCartney 及南豐作坊投資基金旗下組合公司 Evrnu 之合作項目。

REUSING IS THE NEW FASHION
重用即時尚

RÆBURN

Image Courtesy: Ræburn



COMPANY 公司	
Ræburn	
HEADQUARTER 總部	
London, UK 英國倫敦	

RAEBURNDESIGN.CO.UK

BRAND COLLABORATIONS 合作品牌
MCM, Porter, The North Face, Timberland, etc.
MCM、Porter、The North Face、Timberland 等

The British designer Christopher Raeburn founded his eponymous upcycling fashion house Ræburn to mitigate the serious waste issue in the fashion industry. Apart from garments’ wearability and accessibility, Ræburn’s products are produced around the “3Rs” - Remade, Reduced, Recycled. The designer collects surplus materials like used tents, parachutes and army gear, and turns them into functional fashion items ranging from jackets,

英國設計師 Christopher Raeburn 透過成立同名工作室 Ræburn，生產升級再造時裝，減輕時裝業內嚴重的廢棄問題。除了服裝的穿著度和可用度，產品生產均圍繞著「3R」宗旨：再造（Remade）、減少（Reduced）和回收（Recycled）。設計師回收帳篷、降落傘

sneakers watches and suitcases. Reusing alone is not enough to create a closed-loop business, and as a result, Ræburn pledges to keep carbon emissions of production as low as possible. Ræburn describes itself as “a collaborative spirit” and often partners up with mainstream fashion brands, to make their sustainable designs accessible to more customers in the mass market.

和軍備，並把他們轉化成外套、球鞋、手錶和行李箱等時尚單品。單靠再用並不足以創造閉環經濟，因此，Ræburn 承諾將生產線的碳排放盡可能減至最低。他形容品牌擁有「合作性精神」，經常與主流時裝品牌合作，讓更多顧客買得到可持續設計。

MAKING PLANT-BASED BECOME TRULY ECO-FRIENDLY
讓植物性產品更環保

TENCEL

Image Courtesy: Tencel



COMPANY 公司	
Tencel by Lenzing	
HEADQUARTER 總部	
Lenzing, Austria 奧地利倫青	

TENCEL.COM

BRAND COLLABORATIONS 合作品牌
H&M, Levi's, J. Crew, Victoria's Secret, etc.
H&M、Levi's、J. Crew、Victoria's Secret 等

“Plant-based” fibers are not necessarily eco-friendly. According to the study conducted by the NGO Canopy, over 150 million trees are logged annually for producing cellulose fibers to address the increasing demand for Viscose and Rayon from the fashion industry. The traditional cellular fiber supply chain causes irreversible deforestation and chemical pollution during the production of wood pulp, which has been jeopardizing biodiversity and

「植物性纖維」不一定代表環保。根據非牟利機構 Canopy 的研究發現，為了滿足時裝業日漸增加的需求，每年有超過 1.5 億棵樹木被砍伐，用作生產嫆縈面料和合成纖維。傳統的合成纖維供應鏈，在生產木漿時帶來不可逆轉的過度森林開墾和化學物污染，影響動物多樣性和惡化全球氣候變化。因此，澳洲

deteriorating climate change. Hence, the Austrian fiber innovator Tencel ensures that the wood they use for producing fibers are sustainably sourced. The innovator combines cotton scraps with wood pulp using its REFIBRA™ technology, not only reducing the usage of wood but also giving post-consumer waste a second life. Its fiber products are widely used by a multitude of fashion, sports and home textile brands.

纖維創新初企 Tencel 確保他們用作生產面料的木材，都是經過可持續採購，並透過 REFIBRA™ 科技把回收得來的棉絮混合木漿成全新纖維。此舉有效減低木材消耗量，並讓消費後廢物得到新生。他們生產的纖維已被多個時裝、體育和傢俱品牌廣泛採用。

GIVING PLASTIC A SECOND LIFE
讓塑膠重生

ECONYL

Image Courtesy: Econyl



COMPANY 公司	
Econyl©	
HEADQUARTER 總部	
Arco, Italy 意大利阿爾科	

ECONYL.COM

BRAND COLLABORATIONS 合作品牌
Adidas, Arket, Mulberry, Prada, etc.
Adidas、Arket、Mulberry、Prada 等

Developed by the pioneering Italian fibers innovator Aquafil, Econyl© is a nylon product regenerated from rescued materials including fabric scraps, carpet floorings, and plastic waste collected from oceans and landfills. All collected materials go through a purification process, resulting in raw nylon materials which are slightly better than virgin nylon used by more than 300 fashion and

Econyl© 是領導業界的意大利創新纖維公司 Aquafil 所研發的尼龍產品。他們回收布碎和地毯，又從海洋和堆填區收集塑膠廢料，並將它們轉化成全新的尼龍原料。收集得來的材料經過淨化後，會被生產成品質比原生尼龍更佳的材料。Econyl© 已經被超過 300 個時裝

interior design brands. The company claims that for every 10,000 tons of nylon, there will be a reduction of 57,100 tons of CO2, a seemingly more sustainable option than using crude oil. As Aquafil has perfected the nylon regeneration technology, the next step in its playbook will be to recycle nylon from consumers, making Econyl© a self-sufficient product and producing zero waste within the supply chain.

和室內設計品牌採用。據 Aquafil 指，每轉化 1 萬噸尼龍便可節省 57.1 萬噸二氧化碳，是比原油更具可持續性的選項。Aquafil 已經掌握再生尼龍的生產方式，他們下一步將研究如何直接從消費者回收尼龍，讓 Econyl© 成為供應鏈內自給自足、產生零廢棄的產品。

GETTING THE MOST OUT OF BY-PRODUCTS
盡用副產品

PIÑATEX

Image Courtesy: Piñatex



COMPANY 公司	
Piñatex	
HEADQUARTER 總部	
London, UK 英國倫敦	

ANANAS-ANAM.COM

BRAND COLLABORATIONS 合作品牌
Hugo Boss, Trussardi, Bourgeois Boheme, etc.
Hugo Boss、Trussardi、Bourgeois Boheme 等

Founded by the materials science expert Dr. Carmen Hijosa, Piñatex's vegan leathers are made from the fibers of pineapple leaves. Compared to conventional leather products, Piñatex does not use any chemicals during the leather tanning process, avoiding abusive use of water and toxic materials for workers. Since most of the early-stage production processes like decortivating, washing

植物皮革 Piñatex 由物料科學專家 Carmen Hijosa 博士研發，利用菠蘿葉纖維製成。跟傳統皮革產品相比，Piñatex 在皮革鞣製過程中不用任何化學物質，防止有毒物質侵害水資源和危害工人健康。由於去皮、洗滌和

and drying take place at local pineapple farms, it is not just the environment that benefits but it also creates positive societal impacts on the farming community in the Philippines. As Piñatex leathers are highly durable, various fashion brands have used them to replace exotic leathers for creating sneakers’ uppers and other parts that require high-performance materials.

晾乾等早期工序，都是就地在菠蘿田間舉行，因此不止對環境帶來益處，更對菲律賓當地的農業群體帶來正面的社會影響。Piñatex 皮革非常耐用，多個時裝品牌都用來取代動物皮革，生產球鞋鞋面和其他需要高性能材料的部件。



ABOUT THE MILLS

The Mills is a landmark revitalization project from Nan Fung Group, a celebration of shared industrial legacy with Hong Kong, and a step towards a future of applied creativity and innovation.

The Mills is composed of 3 main pillars: Fabrica, Shopfloor and the Centre for Heritage, Arts and Textile (CHAT). Building on a foundation of legacy and heritage, visitors can explore the continuity of an authentic Hong Kong story, where themes of textile and industry are woven into experiences of innovation, culture, and learning.

關於南豐紗廠

南豐紗廠是南豐集團策劃的地標式保育項目，見證香港紡織工業的承傳，並帶領本地應用創意及創新產業邁進新里程。

南豐紗廠由南豐作坊、南豐店堂及六廠紡織文化藝術館三大支柱組成。建基於集團的承傳與歷史，並以紡織和工業為根基，交織出創新、文化及學習體驗，讓訪客從中探索不斷延續而真實的香港故事。

Contact Us

聯絡我們

Email Address 電郵

contact@themillsfabrica.com

Official Website 網站

themills.com.hk
themillsfabrica.com

Facebook/Instagram

themillsfabrica

Media Partner

媒體夥伴



THEMILLSFABRICA.COM/SIGNUP

SUBSCRIBE now for the FABRICA.WEAVE!

立刻登記 FABRICA.WEAVE!



SIMPLE PIECES x INITIAL D POP-UP STORE
SIMPLE PIECES x 頭文字 D 期間商店

DATE 日期

26 April to 31 August, 2020
2020年4月26日至8月31日

ADDRESS 地址

Techstyle X, Shop 108, The Mills,
45 Pak Tin Par Street, Tsuen Wan
荃灣白田壩街45號南豐紗廠108號店 Techstyle X

WWW.THEMILLSFABRICA.COM/WORKSPACE/STORE

