



**SCIRT**

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# SCIRT.

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## Report on the value chain stakeholder mapping

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## Summary

This document is the Deliverable D5.1 "Report on the value chain stakeholder mapping". It is part of SCIRT Work Package 5 "Stakeholder Engagement". The objective of this work package is to implement a wide range of participatory processes. The aim of Deliverable D5.1 is to identify key actors along the value chain that should be engaged within the User Boards (Task 5.2). In Task 5.1 Prospex Institute (PI) collaborated with other partners of the consortium in conducting an extensive mapping of stakeholders along the value chain. The stakeholder engagement process and the mapping exercise was based on the well-established Prospex Criteria, Quotas, Individuals (CQI) methodology developed by Prospex Institute researchers (Gramerger et al., 2014). The present deliverable describes the Prospex-CQI methodology in the context of the SCIRT project, offering a comprehensive description of the stakeholder mapping process, highlighting the importance of this exercise to the successful outcome of the project. The main output of the stakeholder mapping exercise, conducted as a co-designed process involving other SCIRT project partners, is a comprehensive database which includes 228 relevant stakeholders, as presented below.

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## Approval

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## **D5.1 Report on the value chain stakeholder mapping**

## Document information

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## Executive Summary

This document is the Deliverable D5.1 "Report on the value chain stakeholder mapping". It is part of SCIRT Work Package 5 "Stakeholder Engagement".

The objective of this work package is to implement a wide range of participatory processes. The aim of Deliverable D5.1 is to identify key actors along the value chain that should be engaged within the User Boards (Task 5.2).

In Task 5.1 Prospex Institute (PI) collaborated with other partners of the consortium in conducting an extensive mapping of stakeholders along the value chain. The stakeholder engagement process and the mapping exercise was based on the well-established Prospex Criteria, Quotas, Individuals (CQI) methodology developed by Prospex Institute researchers (Gramberger et al., 2014).

The present deliverable describes the Prospex-CQI methodology in the context of the SCIRT project, offering a comprehensive description of the stakeholder mapping process, highlighting the importance of this exercise to the successful outcome of the project. The main output of the stakeholder mapping exercise, conducted as a co-designed process involving other SCIRT project partners, is a comprehensive database which includes 228 relevant stakeholders, as presented below.

## Keywords

Stakeholders, stakeholder engagement, stakeholder activities, textiles-to-textiles value chain, stakeholder mapping, engagement activities

## Abbreviations and acronyms

Acronym	Description
B2B	Business to Business
C2C	Customer to Customer
CQI	Criteria, Quotas, Individuals
D	Deliverable
EPR	Extended Producer Responsibility
GA	General Assembly
GDPR	General Data Protection Regulation
LCA	Life Cycle Assessment
M	Month
MS	Milestone
NGO	Non-Governmental Organisation



WP	Work Package
PI	Prospex Institute
STIR	Stakeholder Integrated Research
VITO	Vlaamse Instelling voor Technologisch Onderzoek



# 1 Introduction

Textiles and clothing have been identified by the European Commission as priority products for a circular economy (EC, 2019). Despite their great relevance in terms of economic revenues and employment generation (EC, 2019), these sectors also have a significant social and environmental footprint in all phases of the value chain. For example, less than 1% of textile waste is being recycled into new fabrics for clothing (EURATEX, 2020), and low wages and poor working conditions remain pervasive issues, to name only a few. Due to the impacts of this industry, it is only logical that it is one of the focus sectors of the Circular Economy Action Plan (CEAP) (EC, 2019).

The “System Circularity and Innovative Recycling of Textiles” ([SCIRT](#)) project was launched in June 2021. Bringing together academic and industry frontrunners, SCIRT seeks to explore new pathways towards a circular fashion sector. The SCIRT project aims to demonstrate a complete textiles-to-textiles recycling system for discarded clothing – or post-consumer textiles – involving stakeholders throughout the value chain and focusing on the recycling of natural fibres, synthetic fibres and fibre blends. To accomplish this goal, the project has set four specific objectives:

- Demonstrate the use of post-consumer recycled fibres in a cost-effective way by developing, prototyping, and producing at least five different representative types of apparel.
- Develop and produce yarn to be used in these demonstrators, composed of the highest amount of post-consumer recycled fibres possible (target is at least 50%) without compromising on functionality or quality.
- Develop and build an intelligent and advanced sorting and dismantling system, which identifies the reuse or recycling potential of discarded clothes and lowers sorting costs by 50% and increases the speed and accuracy by 25% compared to business-as-usual sorting techniques.
- Develop a model to quantify the cost of environmental and social externalities in such a way that it can be integrated in an interactive tool to enable designers and industry actors to make substantiated decisions on different design alternatives. Furthermore, the model will be built in such a way that it could serve as an enabler for the development of an eco-modulated Extended Producer Responsibility (EPR) scheme for textiles and used to communicate complex information on a piece of clothing’s environmental, social and circularity performance. Moreover, this should be done in an easy and comprehensible way, enabling consumers to make more sustainable decisions at the moment of purchase.

The SCIRT project plans to deliver economic and social impacts by ensuring that its solution is accepted by value chain stakeholders and end-users. To this end, Prospex Institute has joined the SCIRT consortium and leads WP5 to engage the whole textiles-to-textiles value chain in discussions about needs, challenges, and barriers around circularity in the fashion system.

As a foundation, Prospex Institute has carried out a multifaceted mapping of the textiles value chain, using different criteria (see Section 2.2) in order to identify actors with whom SCIRT could engage to exchange know-how and to better understand the stakeholders’ motivation and obstacles on the path towards fashion circularity.





This report D5.1, "Report on the value chain stakeholder mapping", presents results of the textiles-to-textiles value chain mapping conducted in June 2021-January 2022 (M0-M8), laying the foundations for the SCIRT engagement activities that will be carried out throughout the project lifetime.



## 2 Setting the scene: stakeholder mapping in SCIRT

Within the context of Task 5.1, “Value chain stakeholder mapping”, a systematic mapping was carried out to identify key actors along the textiles-to-textiles value chain. These actors should be engaged within the SCIRT User Boards (Task 5.2). The task was implemented following the below methodology.

### 2.1 SCIRT stakeholders of the textiles-to-textiles value chain

As a general definition, ‘stakeholder’ refers to those actors (individual, groups, etc.) which are either affected by or can affect the project’s outcome or impact. In the context of SCIRT, a stakeholder is hence defined as any actor that can either be affected by or can influence the solutions that are being developed within the SCIRT project.

In addition to the consortium partners, the SCIRT project considers a broad range of actors when designing and demonstrating the discussed textile-to-textile recycling system. This broad approach, that considers not only industry frontrunners but also end-consumers, experts, and other actors at different scales, allows the inclusion of perceptions, requirements and concerns of different stakeholders, capturing their needs across and beyond the entire value chain.

### 2.2 Prospex-CQI methodology

The SCIRT project uses the Prospex-CQI methodology designed to identify and map stakeholders to be engaged in stakeholder engagement activities. Prospex-CQI is part of the stakeholder integrated research (STIR) approach, to stakeholder engagement in research projects. This method ensures that all relevant stakeholder categories are covered by the mapping. The method has been tested and published in a peer-reviewed journal (Gramberger, Zellmer, Kok & Metzger, 2014), and has been applied in various research projects engaging stakeholders. The CQI abbreviation stands for:

- **C- Criteria:**

Defining a set of criteria and categories for stakeholder groups that are or could either be affecting the topic, be affected by it (or both), in order to map all relevant stakeholders,

- **Q- Quotas:**

Setting specific minimum quotas for all categories for each engagement activity;

- **I- Individuals:**

Identifying individuals that fit the categories, with the overall selection fitting the quotas set for each engagement activity.

Prospex-CQI Stakeholder Mapping is a comprehensive methodology aiming to identify a group of individuals able to make the best contribution to the project or a specific engagement event. As such, the mapping activity is typically performed at an early stage of a project, in close collaboration with project partners. Importantly, the Prospex-CQI methodology facilitates the selection of stakeholders who will be committed to participate



in the project throughout its lifetime (Gramberger, Zellmer, Kok & Metzger, 2014), which allows for continuous feedback between stakeholders and the project findings.

Within the SCIRT project, this method is being used to identify stakeholders in the mapping exercise, as well as to select specific stakeholders to be engaged with at regular intervals through the SCIRT User Boards (T5.2).



### 3 Stakeholder mapping implementation

The stakeholder mapping task has been conducted as a participatory and iterative process with SCIRT project partners and based on the Prospex-CQI methodology.

The stakeholder mapping commenced during the SCIRT kick-off meeting, and the stakeholder database set-up was completed in January 2022. The database, which currently includes 228 entries, is a living document and will be updated and enlarged over the course of the project, based on input from project partners, mapped stakeholders and members of the SCIRT Advisory Board. This database is a primary source of stakeholders to be invited to subsequent SCIRT engagement activities, following the Prospex-CQI methodology.

#### 3.1 Prospex-CQI methodology in practice

As a first step in the mapping, Prospex Institute - with the support of other project partners - identified key groups that could either affect or be affected by the activities addressed within the SCIRT project. This was done during the kick-off meeting of SCIRT in June 2021. On this basis, a vision of a SCIRT value chain, with topical, demographic as well as geographical criteria (as categories and subcategories) of key stakeholders, was created. Subsequently, Prospex Institute supported by all SCIRT project partners provided details of their contacts in the sector and assigned them to the defined categories and subcategories. This led to the creation of the initial stakeholder database.

Secondly, in preparation of SCIRT User Boards, Prospex Institute set minimum quotas for the categories and subcategories of the topical, demographic, as well as geographical criteria and on that basis identified individuals to be invited to these events.

The application of the criteria setting for the future engagement of stakeholders in the framework of the SCIRT project is described in detail below.

#### 3.2 Applying C - Criteria

To cover the whole textiles-to-textiles value chain, Prospex Institute conducted research on the textiles industry and consulted all SCIRT project partners to take advantage of their in-depth knowledge of the sector. The contributions of project partners were key for the identification of the relevant categories of the topical criteria for the mapping. The iterative process of defining the criteria of the mapping initially started with Prospex Institute harvesting intelligence from other SCIRT partners during the project's kick-off meeting, and then analysing their input. The process and outcomes of this workshop are described below.

For the project to be able to consider the needs of industry and develop a circular value chain which will be taken up in practise, it is imperative to understand the needs and challenges of value chain actors. To launch the stakeholder mapping of these actors, Prospex Institute organised an online 1.5-hour virtual workshop in the form of a dedicated brainstorming session, during the kick-off of the SCIRT-project on 11 June 2021. To co-create with the partners, Prospex Institute used a general overview of the textiles-to-textiles value chain provided by the project coordinator, Vlaamse Instelling voor Technologisch Onderzoek (VITO). This general value chain was used as the starting point for defining the underlying categories of the topical criteria of stakeholders in the value chain of SCIRT, and consisted of the following parts:



- Production and sourcing of fibres
- Production of textile products
- Distribution and retail
- Use and reuse of textiles
- Collection, sorting and recycling
- Waste management
- Product design
- Business models
- Policy (overarching for the whole value chain)

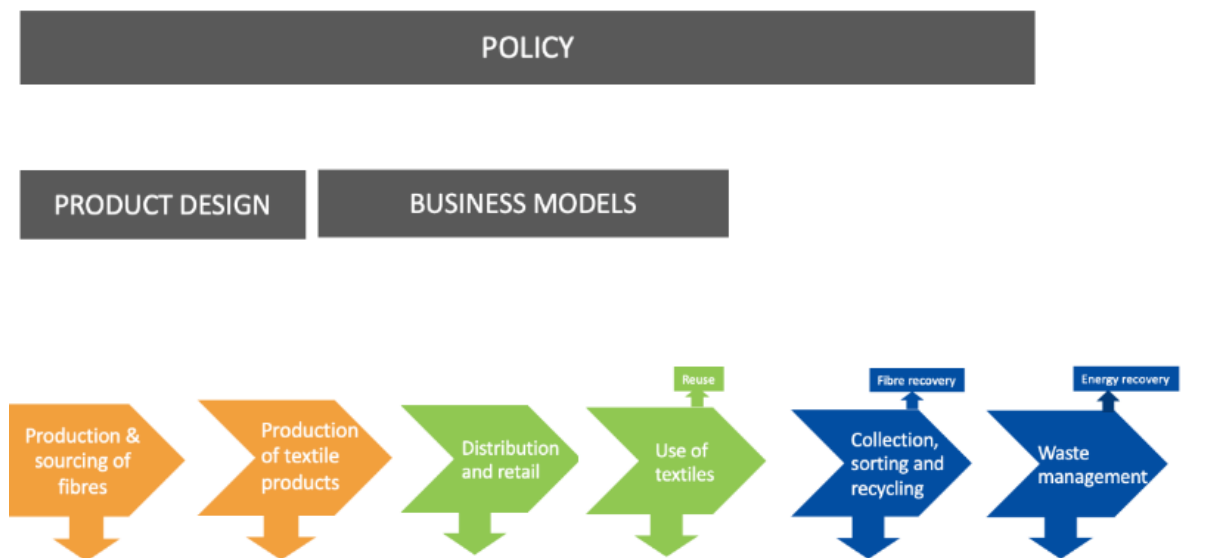


Figure 1. General textiles-to-textiles value chain

During the online workshop, project partners - based on the value chain shown above (figure 1) - collectively identified specific stakeholder groups.

The input collected during the brainstorming session was used to define categories and subcategories for the topical criteria which set the basis for the stakeholder mapping. The process of defining these categories was iterative, with partners given the opportunity to comment and suggest changes throughout the process.

The process was started shortly after the brainstorming session, giving Prospex Institute sufficient time to complete the mapping before the first engagement activity.

The initial categories had been analysed by Prospex Institute, defined and cross-checked with project partners, resulting in the final set of categories and sub-categories as shown in the table below.

**Topical criteria:**

Categories	Sub-Categories
Product design	Design department
	Fashion designers
	LCA database providers
	Full garment suppliers

Business models/innovation actors	Business consultants in circular economy models
	Digital technology providers
	Platforms helping with the recirculation
	Social innovation actors
	C2C & B2B platforms helping with recirculation
	Inhouse departments
	Funding providers
Production and sourcing of fibres (and raw materials)	Producers of raw materials
	Partnering industries
	Producers of fibres markers
Production of textiles (Tier 1&2)	Tier 2 manufacturing companies
	Tier 2 textile finishing companies
	Tier 1 manufacturing suppliers
	Water treatment plants
	Individual tailors
Distribution, branding and retails of textiles	Fashion Fairs
	Mixed retailers (first and second-hand)
	Traders of first and second-hand clothing
	Logistics
Alternative and complementary services	Clothing
	Non-clothing
End users and consumers	Corporate consumers
	Individual consumers
Collection and sorting	Collection actors, sorters and sorting facilities
Recyclers, waste management and reuse	Traders (import-export) in post-consumers waste streams
	Public and private waste facilities
	Clothes producers dealing with developing countries receiving the imports of EU cheap end-of-life clothes.
	Charities
	Dismantling actors
Policy makers	Local authorities and municipalities
	National authorities & ministers of relevant fields
	EU decision makers in relevant fields and other supra-national organisations
	Certification, Audit and Compliance bodies
	Influencers: EPR organisations or lobbyists
Civil society and social actors	NGOs pressing on better socio-environmental conditions
	Fashion Councils
	Umbrella organisations of consumers, unions, employers and industry federations with lobby and advocacy capacity
Media, communication and marketing	Print, online (social) and mixed media (such as: fashion magazines, journalists)
	Influencers, marketing and advertising agencies
	Knowledge & communication platforms
Education and research	Education
	Research Institutions

Finance	Investors and shareholders
	Banks
	Alternative financing platforms (crowdsourcing, etc.)

Table 1. Categories and subcategories of the topical criteria

## Product design

Product design is a crucial category withing the SCIRT project. Nowadays, most products are designed for linear production, which means they often end up being incinerated or in landfill. Actors within this category could have an advisory role for the SCIRT Work Package 4 working on circular design principles.

## Business models/innovation actors

SCIRT will work on new, circular business models for the clothing brands (Bel & Bo, Decathlon, HNST, Xandres and Petit Bateau) participating in the project. Input from experts in this category will be necessary to give advice and feedback on the new innovative business models of the brands and to ensure that the solutions developed in SCIRT have a chance to be more broadly adopted within the industry.

## Production and sourcing of fibres (and raw materials)

Working on a circular business model also means working on circular production and implementing circularity in the sourcing of fibres. This category encompasses different stakeholders who can shed light on this part of the new value chain, including producers of raw materials and of fibres markers, as well as partnering industries.

## Production of textiles (Tier 1&2)

This category serves multiple purposes. Nowadays, the production of textiles often takes place outside the EU, while SCIRT aims to produce textiles more locally (EU based). In addition, the project will need to study various production technologies to attain better quality recycled fibres and yarns. Consulting stakeholders of this category will facilitate the transition to more locally oriented production of textiles and provide insights into the potential impacts of such a shift.

## Distribution, branding and retails of textiles

Attracting retailers and involving fashion fairs will be important to screen their needs concerning recycled fibres. Stakeholders in this category are also important because the project will need buy-in of these actors to ensure the effective uptake of the innovative technologies and recycling techniques. Finally, the distribution on textiles plays a key role in understanding how textiles are currently transported from producers to retailers and how it might change in the future, when the fashion system becomes more circular.

## Alternative and complementary services

With the circular fashion movement, clothing services might change, or some services might become more popular or needed. For example, the following questions could be addressed to stakeholders of this category: how can leasing clothes fit in a circular fashion system? Knowing that our clothes can be recycled, will this have an influence on repair services, etc.

### **End-users and consumers**

For any real changes to take place in the fashion industry, consumers are absolutely central. Consumers can evaluate the price of the new garments, share their purchase decisions and explain what they do with clothes at the end of their life cycle. Information from end-users can feed into, among other things, the work within SCIRT on innovative business models. Furthermore, it is paramount to involve end-users as they remain highly affected by future developments leading towards a more circular fashion system, including solutions to be developed in the framework of SCIRT. Their needs, concerns and opinions will be addressed in SCIRT's Citizen Labs (T5.3).

### **Collection and sorting**

Stakeholders in the collection and sorting category are very relevant contributors to the discussions since the outcomes of the project could change the way facilities are currently collecting and sorting textiles. They could give input in terms of collecting and sorting possibilities, needs and current obstacles.

### **Recyclers, waste management and reuse**

SCIRT needs to take the view of recyclers, waste management facilities and reuse actors into account when designing the different business models. In addition, since SCIRT also wants to make the value chain more transparent in terms of understanding where used textiles end up, there is an opportunity to better understand their needs and barriers. Finally, requirements for recycling and reusing textiles need to be analysed taking into consideration inputs from this category of stakeholders.

### **Policy makers**

This category includes actors such as local authorities and municipalities, national authorities, EU decision makers in relevant fields, certification, audit and compliance bodies, as well as EPR organisations and lobbyists. Policy makers have both influence over relevant policy developments and knowledge about policy innovations, such as EPR schemes, and can hence bring added value to the project. By developing policy tools, they can have a substantial influence on all categories of stakeholders across the textiles-to-textiles value chain.

### **Civil society and social actors**

This category includes NGOs pressing for better socio-environmental conditions, fashion councils and umbrella organisations of consumers and unions as well as employer and industry associations. Due to the social and environmental issues associated with traditional textile production and consumption, civil society and social actors have a legitimate interest in the project and its findings.

### **Media communication and marketing**

This category includes subcategories such as print, online and mixed media, influencers, marketing and advertising agencies, as well as knowledge and communication platforms. All these actors can spread information effectively, and as such are imperative for large-scale adoption of novel fashion technologies and systems. As such, they could be very important communicators and disseminators of the SCIRT solutions to the general public and to the industry actors, via specialised media outlets.





## **Education and Research**

This category includes the subcategories of education and research institutions. The educational sector could play a key role in educating the future workforce on the opportunities that circular business models have to offer as well as raising awareness of the importance of textile recycling among consumers. Similarly, it is key to include research institutions. Such research organisations, developing e.g., new textile materials and recycling technologies, can be very useful for the SCIRT project due to their knowledge of the latest innovation developments within this rapidly evolving field.

## **Finance**

This category is related to those stakeholders that can impact the economic feasibility of the SCIRT solutions. The category encompasses the subcategories of investors and shareholders, banks, and alternative financing platforms, such as crowdsourcing. All these actors are important for the long-term sustainability of the solutions and have hence been included in the mapping.

## **Demographic criteria and geographical scope**

Concerning the demographic criteria, characteristics such as gender were included, as it is important to capture views and engage with a representative set of stakeholders, to ensure that their specific needs, opinions and challenges are considered. In addition, the database also comprises geographical criteria, including stakeholders' country of residence and the geographical scope of their organisation (i.e., whether they might have an impact at the EU/cross-country, national, regional or local level). The stakeholder engagement activities in SCIRT will hence aim at ensuring a balanced representation in terms of gender and geography, though with a particular focus on stakeholders with potential to exert influence at the EU/international level.

Once the above database structure and key stakeholder categories were finalised, the partners provided relevant contacts for the stakeholder database. After combining the partners' contributions and simultaneously complementing the mapping with additional identification of stakeholders via desk research, Prospex Institute ended up with a database including 228 stakeholders (see Section 4). The process was executed in accordance with the General Data Protection Regulation (GDPR). It constitutes a primary source for selecting participants to be invited to SCIRT engagement activities such as User Boards (T.5.2).

## 4 Stakeholder database

The stakeholder database, resulting from inputs by SCIRT project partners and Prospex Institute desk research, is stored according to GDPR regulations and remains open for additions and changes throughout the project. The database of 228 entries, features stakeholders from across the entire textiles-to-textiles value chain, from Product Design and Producers to Civil Society actors, who identify with a wide range of affiliations, from industry to academia and research and NGOs, as shown below.

Categories	Stakeholders		Gender		Geographical scope			
	N°	%	Female	Male	Local	Regional	National	EU/Cross-borders
Product design	27	11,00	14	13	0	0	3	24
Business Models/Innovation actors	39	18,18	28	11	1	1	7	30
Production & sourcing of fibres (& raw materials)	14	5,74	9	5	0	0	2	12
Production of textiles (Tier 1 & 2)	19	9,09	10	9	0	0	6	13
Distribution, branding and retailers of textiles	21	8,13	13	8	1	3	4	13
Alternative & complementary services	6	2,87	5	1	0	0	2	4
End users & consumers	2	0,96	1	1	0	0	0	2
Collection & sorting	6	2,87	2	4	0	0	2	4
Recyclers, waste management & reuse	9	3,83	4	5	0	0	1	8
Policy makers	22	10,05	12	10	0	5	1	16
Civil society & Social actors	27	11,00	20	7	0	2	5	20
Media communication & marketing	8	3,83	5	3	0	0	8	0
Education & research	23	10,05	16	7	0	2	4	17
Finance	4	1,91	1	3	0	1	1	2
Others	1	0,48	0	1	0	0	0	1
<b>Total N° of stakeholders</b>	<b>228</b>	<b>100,00</b>	140	88	2	14	46	166
			<b>Total: 228</b>		<b>Total: 228</b>			

Table 2. Overview of the stakeholder mapping outcome

The data collected covers a broad selection of stakeholders from different countries across the European Union and beyond. Figure 8 shows the exact distribution of stakeholders per country based on their current residency. The difference between Belgium and other European countries is prominent and can be tentatively explained by the number of international organizations and associations that have headquarters or offices in Brussels.



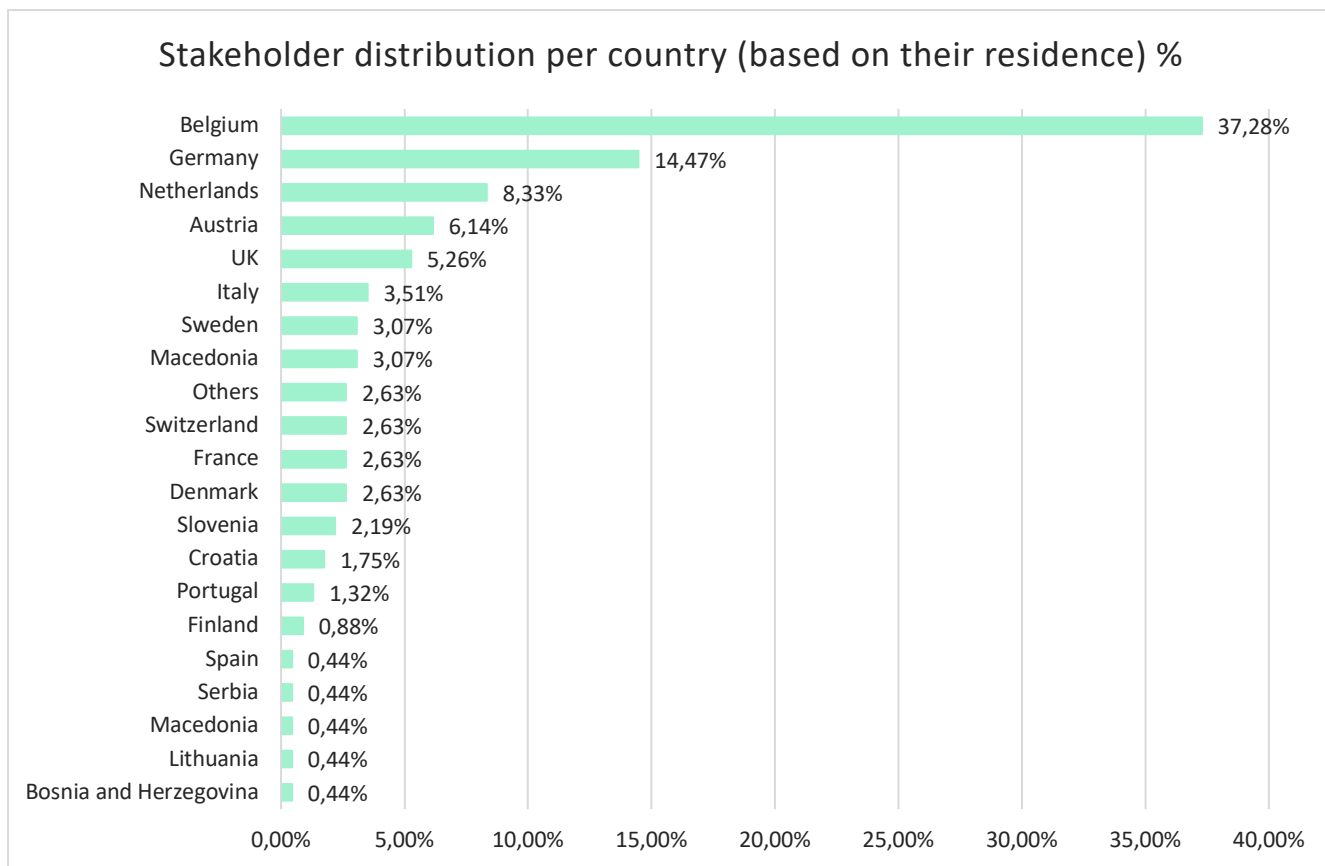


Figure 2. Stakeholder distribution per country

The gender ratio is 61% women to 39% men (see figure 9). This reflects the gender ratio present in the European textile industry at large: According to the European Apparel and Textile Confederation, women dominate the industry and represent around 70% of all employees in the sector (EURATEX, 2020).

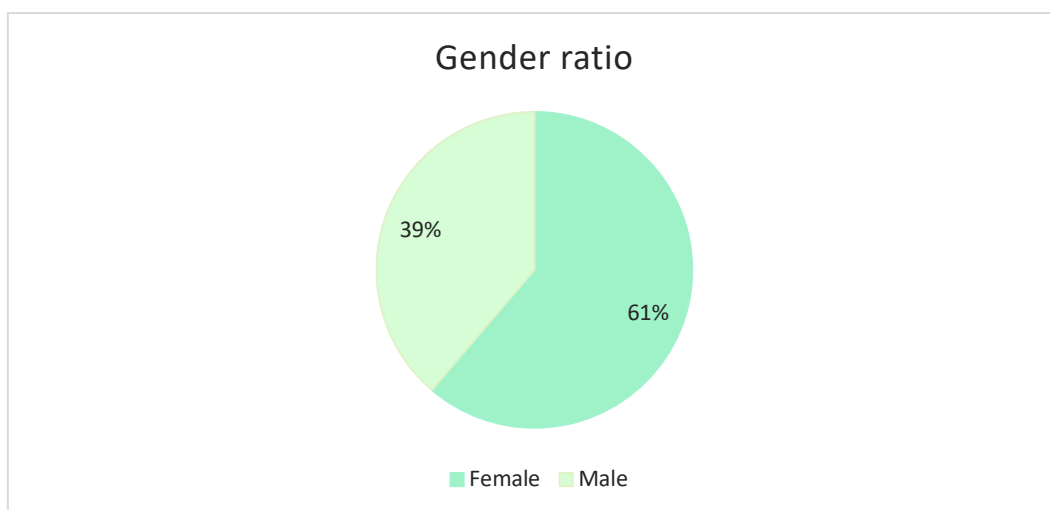


Figure 3. Gender ratio in the stakeholder mapping

Regarding geographical scope (see Figure 4), most stakeholders (73%) belong to organisations that have an outreach or influence at a European and cross-border level. In practice, this means that these organisations' activities focus on the international textile market and might have an impact on the textiles-to-textiles value chain stakeholders elsewhere in Europe or beyond.

In addition, 20% of mapped stakeholders belong to organisations focusing on the national level. The rest of mapped stakeholders, 6% and 1% respectively, operate on a regional or local level.

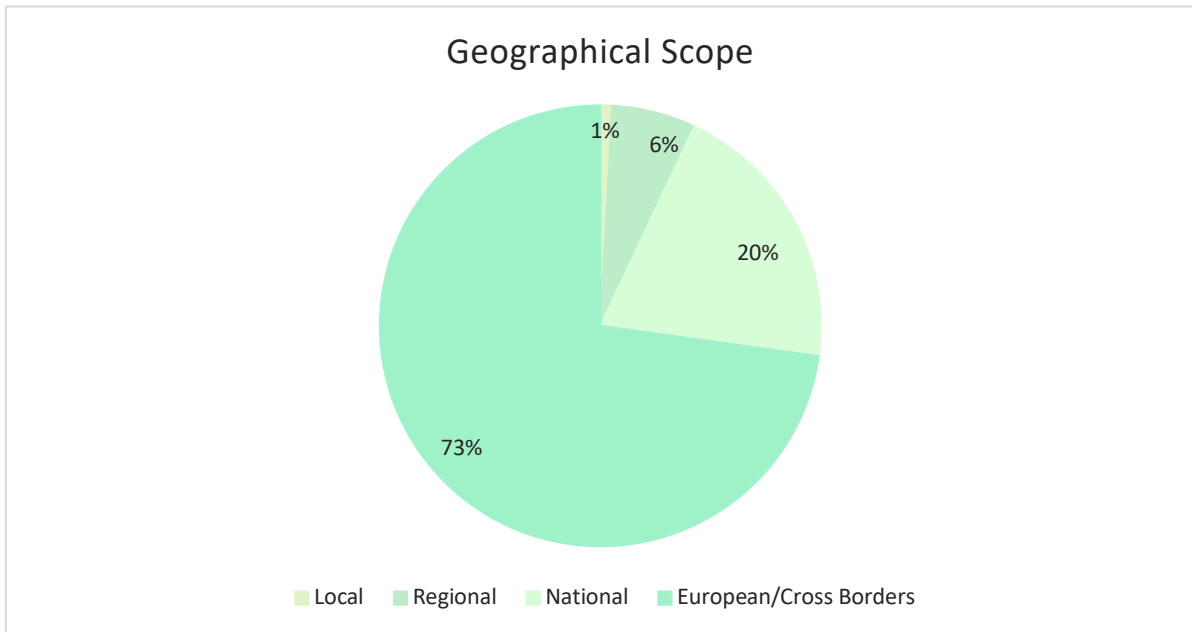


Figure 4. Geographical scope of the stakeholders

The stakeholder mapping exercise succeeded in identifying stakeholders for all categories covering the textiles-to-textiles value chain. As can be seen, categories such as "Product design", "Business models" or "Civil society" are more strongly represented than for example the categories "Finance" or "End user and consumers". This reflects the focus for the first engagement activity (User Boards in Task 5.2) as the categories that are currently better represented, are more strongly connected to the issues addressed in the User Boards. In contrast, for instance, the category of "End users and consumers" will be specifically targeted in the SCIRT Citizen Labs (Task 5.3), and the number of end users in the stakeholder database will be significantly expanded.

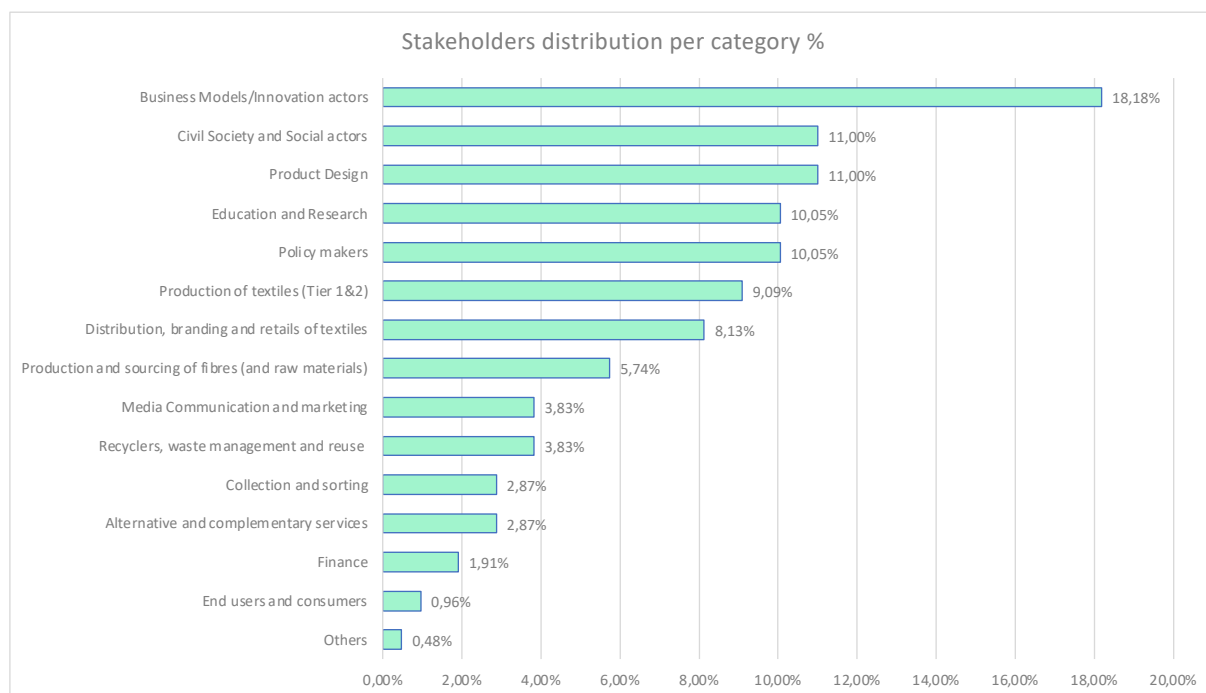


Figure 5. Distribution of stakeholders per category

Finally, in regard to the data privacy and safety, all personal data gathered through the stakeholder mapping has been collected, stored, protected, and retained in compliance with [Regulation \(EU\) 2016/679](#) of the European Parliament and of the Council of 27 April 2016 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data.

## 5 Conclusions and next steps

In conclusion, the mapping of stakeholders along the textiles-to-textiles value chain is a first step towards implementing engagement activities in SCIRT, such as User Boards and Citizen Labs, and refining the project's understanding of the business models, barriers, needs and opportunities for the value chain actors in order to move towards a more circular fashion system. In this way, the Prospex-CQI methodology, along with an in-depth mapping, contributes to the engagement of a representative and balanced group of stakeholders. The stakeholder database will be continuously expanded during the course of the project.

Following the mapping exercise, the first introductory online User Board took place on 18 January 2022 to present the SCIRT User Boards' concept to stakeholders identified in the mapping exercise and carefully selected for the event using the Prospex-CQI method (including setting quotas (Q) per category and identifying most relevant individuals (I)). The event served to assess their willingness to participate in cyclical User Board meetings throughout the course of the SCIRT project. Among 31 stakeholders who attended this introductory meeting, 27 expressed their willingness to participate in future User Boards and get involved in one or more of SCIRT's four thematic sub-groups: Business Models, Regulations, Circular Design, and Waste Collection & Sorting.

As a next step, Prospex Institute will organise a first in-person User Board to hold a targeted discussion with stakeholders on the circularity of the fashion industry. The event is planned to take place on 11 and 12 May 2022 in Vienna, provided the COVID-19 pandemics will not thwart the plan. After the event, the User Board participants will continue to bring their insights into the four thematic sub-groups, meeting regularly online.

The feedback from SCIRT User Boards will be an opportunity to develop SCIRT's understanding of challenges faced by stakeholders across the textiles-to-textiles value chain to ensure that the solutions developed in the framework of SCIRT can be adopted by them in the future.



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