



Sustainable Apparel and Textiles Conference USA

Reclaiming sustainability and redefining good business:

How to reframe sustainability as opportunity, innovation and competitive edge

June 3-4th 2026 | New York City

This conference brings together brands, manufacturers, investors, policymakers, and innovators to define what credible, resilient sustainability looks like in today's volatile market. Over two days, we focus on the practical actions needed to strengthen supply chains, safeguard workers, finance net-zero pathways, and secure board-level commitment.

Held behind closed doors, the program centers on clear, solutions-driven discussion. Sessions explore shared risk with suppliers, the realities of decarbonization financing, the incentives driving overproduction, the viability of circular business models, and the regulatory and governance tools required for measurable progress.

This is a focused, action-oriented meeting designed to help leaders navigate uncertainty, benchmark approaches, and accelerate real impact across the apparel value chain.

For more information or to get involved, please contact Niamh Campbell at
niamh.campbell@innovationforum.co.uk

Speakers:

1. Adolfo Lopez del Castillo, senior director, quality, compliance, sustainability operations, Lacoste
2. Alejandro Castillo Nolte, chief sustainability officer, Nettalco
3. Alex Peters, social responsibility director, Princess Polly
4. Allie Glinski, senior manager, human rights and social sustainability, Target
5. Alicia Serrani, CEO and co-founder, T.W.I.N.
6. Akbar Ali, senior manager, responsible business projects, Artistic Milliners
7. Annie Agle, vice president of impact and sustainability, Cotopaxi
8. Ben Tomkins, regional vice president - Americas, Oritain
9. Brian La Plante, senior manager sustainability, YKK
10. Brittainy McFarland, senior director of materials innovation, Under Armour
11. Camille Tagle, co-founder, FABSCRAP
12. Carmen Gama, director of circular design, Eileen Fisher
13. Christina Castle, senior manager, impact and product, DÔEN
14. Courtney Culbreath, associate director of corporate social responsibility and ESG, GUESS? Inc.
15. Dinelle Salvador, brand and ecosystem partnerships, TextileGenesis
16. Elizabeth Spruell, owner, Spruell Farms
17. Evre Kaynak, global human rights due diligence leader, W.L. Gore
18. Hanna Reichel, director, sustainability, Centric Brands
19. Hannah Sherman, sustainability manager, Rothy's
20. Jamie Grassi, senior director fabric, Fabletics
21. Janine Rubino, principal of sustainability, Macy's
22. Jasmin Malik Chua, climate and labor editor, Sourcing Journal
23. Jason Judd, executive director, Global Labor Institute, Cornell University ILR School
24. Jeffrey Fitzpatrick, head of sustainability, Canada Goose
25. Jennifer Gootman, global head of sustainability and ESG strategy, Tory Burch
26. Jessie Wasser, senior manager, sustainability and climate strategy, Tapestry
27. Jimmy Summers, vice president - EHS and sustainability, Elevate Textiles
28. Julia Kirschner, impact and innovation director, ARMEDANGELS
29. John Mitchell, head of North America, Livinguard Technologies
30. Katie O'Hare, vice president, sustainability, J.Crew Group
31. Katy O'Brien, head of sustainable innovation, New Balance
32. Kehkeshan Usman, chief sustainability officer, MG Apparel
33. Lisa Diegel, director of sustainability and impact, Faherty Brand
34. Liz Hershfield, executive director, COTTON USA™ and U.S. Cotton Trust Protocol
35. Liz Lipton-McCombie, head of ESG and sustainability, Nordstrom
36. Lori Stamm, director, supplier assessment and improvement programs, Verité
37. Maithili Shenoy, regenerative retail strategist, formerly VP sourcing and manufacturing at Target and VP Sustainability at Nike
38. Matt Allen, head of North America, partnerships & growth, Reju.
39. Maurizio Catellani, CEO, Competitoor, a Deda Stealth Company
40. Meital Peleg Mizrachi, postdoctoral fellow, Yale University
41. Michelle Martin, deputy director, division of the circular economy, Calrecycle
42. Michelle Tarry, vice president - corporate responsibility, American Eagle Outfitters

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43. Milene Firbank, sustainability consultant, RSM Canada
44. Miranda Morrison, vice president of sustainable product design, Steve Madden
45. Mobeen Chughtai, group head – ESG, CSR and corporate communications, Soorty Enterprises
46. Naurin Muzaffar, independent supply chain advisor, CARE Impact Partners
47. Nicholas Brown, partnership and engagement lead, Retraced
48. Olivia Morgan, director of operations and sustainability, Subset
49. Pablo Hernandez, vice president of strategy, brand & manufacturing, SIERRA
50. Patrick Newsom, vice president, ESG, Delta Galil Industries
51. Peter Whitcomb, CEO, Tersus Solutions
52. Saqib Shahzad, general manager sustainability, Diamond Fabrics
53. Sarah Allibhoy, associate director of strategy and insights, Nuuly
54. Sarah Baker, principal advisor, CSR, La Vie En Rose
55. Sarah Boyd, chief strategy officer, AITrack Solutions, Bureau Veritas
56. Sarah Coulter, Americas program director, Accelerating Circularity
57. Sarah Moore, associate vice president, ESG strategy, Victoria's Secret & Co
58. Solange Vazquez, director, trade solutions sales, HSBC
59. Steven Bethell, co-founder, Bank & Vogue
60. Tara Gilson, CEO, North America, Veja
61. Tensie Whelan, founding director and senior advisor, NYU Stern Centre for Sustainable Business
62. Rachel Delacour, CEO and co-founder, Sweep
63. Raz Godelnik, associate professor of strategic design and management, Parsons School of Design
64. Randi Marshall, head of sustainability and public affairs, Americas, H&M
65. Yelena Mogelesky, senior vice president of sourcing and production, Komar

Day 0 – Tuesday, June 2nd

Afternoon visit: **RTV sorting facility and roundtables**

Join us for an exclusive on-site visit to Return to Vendor's New Jersey facility. We'll tour the site seeing how they sort through end-of-life recovery from brands, manufacturers and waste streams.

We'll then break into small groups for roundtable discussions on the barriers to scaling circularity – exploring the key obstacles and enablers, and what it will take to make the economics work. All roundtables are held under Chatham House rules, creating space for genuinely open, candid conversation.

This visit sets the tone for the conference, kicking things off with honest, pragmatic discussion and closing with networking drinks.

Pre-registration is required – please register your interest via the Microsoft form when booking or contact [Niamh Campbell](mailto:niamh.campbell@innovationforum.co.uk)

Day 1 – Wednesday, June 3rd – Sustainability under pressure

8.00–9.00 **Arrival and light breakfast**

9.00–9.05 **Opening remarks**

9.05–9.30 **Showing up in the short-term: What is our responsibility as individuals and corporations amid global turmoil?**

Geopolitical tension, tariffs, and political uncertainty have intensified pressure on the industry, and the pushback against sustainability reinforces a core truth: meaningful change has never aligned easily with today's systems. The absence of sustainability from the [State of Fashion Report 2026](#) shows how quickly priorities shift, underscoring the need to embed sustainability into top business concerns like supply chain volatility, circularity, operational efficiency, and reputational risk.

Despite the turbulence, businesses still have significant influence. Leaders can act with focus and in tandem, using their collective leverage across purchasing, innovation, policy, and culture to drive progress where it matters most.

In our opening keynote, we'll examine what credible leadership looks like under pressure and how industry leaders can continue to push for progress.

Speakers:

- Annie Agle, vice president of impact and sustainability, **Cotopaxi**

Moderated by: Tanya Richard, COO and head of stakeholder engagement, **Innovation Forum**

9.30–10.25 **Shared risk, shared resilience: What does real partnership look like amid cost pressure, traceability expectations, and tariff uncertainty?**

In 2025, average US duties on apparel and footwear jumped from 13 percent to 54 percent and still remain above historic norms ([Business of Fashion](#)). The impact was immediate: sudden cost spikes, disrupted planning, and stalled improvements to purchasing practices, as reflected in the [Better Buying 2025 Garment Industry Scorecard](#). In 2026, the Hormuz Strait crisis – disrupting oil and fertilizer flows – has added a further layer of cascading risk, compounding pressure on an already strained system.

The shock exposed how fragile dominant sourcing models are and underscored the need for a reset. Payment terms, price floors, volume commitments, and accurate forecasting are effectively climate and resilience policy because they determine whether suppliers across tiers can invest in efficiency, decarbonisation, and worker support. Resilience cannot be built on short-term contracts.

At the same time, increasing traceability expectations and forced labor enforcement pressures are accelerating demand for supplier data, origin verification, and chain-of-custody transparency. The challenge is ensuring these requests strengthen collaboration and risk management rather than creating duplicative systems and additional operational burden for suppliers.

Brands that collaborate closely with suppliers have weathered the disruption best. But what does real partnership look like?

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Our multi-stakeholder panel will explore:

- How brands and suppliers can navigate tariff-driven volatility and move from reactive decisions to shared, co-created sourcing strategies
- What credible partnership looks like in practice, including behaviors that improve stability and reduce risk across tiers
- Which changes would most strengthen resilience for 2026 and how both sides can align internally to deliver them

Speakers:

- Yelena Moglefsky, senior vice president of sourcing and production, **Komar**
- Mobeen Chughtai, group head – ESG, CSR and corporate communications, **Soorty Enterprises**
- Alex Peters, social responsibility director, **Princess Polly**
- Ben Tomkins, regional vice president – Americas, **Oritain**

Moderated by: Joleen Ong, senior director, brand and retailer membership, **Cascale**

10.25-11.05 **Break and speed networking**

11.05-11.45 **Achieving net-zero as an industry: Realigning ambition and investment for long-term decarbonization success**

Many industry climate targets were set in 2019 in a very different operating landscape to today. Companies have since faced global disruption, shifting political winds, and updated scientific guidance. The result is a widening gap between what organizations expected to achieve and where emissions actually stand with growing production volumes. Industry emissions rose 7.5 percent from 2022 to 2023 alone ([Aii](#)), underscoring how far the sector still has to go.

With climate impacts already disrupting manufacturing hubs and 2030 approaching fast, the question for 2026 is clear: what does ambitious yet achievable net-zero look like now?

One reality remains unchanged. No company can reach net-zero alone. Progress requires shared investment, aligned expectations, and pathways that can withstand economic and environmental volatility without losing ambition.

Our multi-stakeholder panel will discuss:

- How companies can decouple emissions from growth—setting ambitious targets that keep emissions falling even as the business scales
- Which stakeholders are essential for designing climate pathways and long-term delivery, and what meaningful engagement truly looks like
- Practical examples of supply chain mapping and where emissions hotspots can be jointly tackled
- The forecasting tools and financing models that ensure capital investment costs are shared fairly

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Speakers:

- Katie O'Hare, vice president, sustainability, **J.Crew Group**
- Jimmy Summers, vice president – EHS and sustainability, **Elevate Textiles**
- Solange Vazquez, director, trade solutions sales, **HSBC**

Moderated by: Bryant LaPres, senior director of industry engagement, **Apparel Impact Institute**

11.45-12.30 **Collapsing the E and S in ESG: Protecting workers' rights in the push to net-zero**

Suppliers are struggling under competing pressures: incoming human rights and forced labour regulation raising the bar on social performance, volatile tariff costs squeezing already-thin margins, and brand targets around net-zero action requiring investment that many suppliers are ill-equipped to absorb alone.

All the while, climate impacts are intensifying pressure in key manufacturing hubs. In Bangladesh alone, 36 percent of garment workers have been displaced by climate impacts, with women hit hardest ([Bangladesh Institute of Labour Studies](#)).

For sustainability teams, the challenge is how to make climate progress in a way that protects workers and supports suppliers in a warming world, while staying ahead of regulation. This means clearer shared planning, fairer responsibility, and multi-stakeholder partnerships that safeguard the workers at the heart of global value chains.

Our panel will explore:

- The latest research on climate impacts in key manufacturing regions
- What a just transition means in practice – and why it demands coordinated action across brands, suppliers, workers groups and governments
- What cross-industry mechanisms such as Better Work and the ACCORD model can offer to advance a just transition
- Case studies of initiatives that strengthen support for workers and their families that can be easily replicated and drive impact at scale

Speakers:

- Jason Judd, executive director, **Global Labor Institute, Cornell University ILR School**
- Jasmin Malik Chua, climate and labor editor, **Sourcing Journal**
- Michelle Tarry, vice president – corporate responsibility, **American Eagle Outfitters**

Moderated by: Tiffany Rogers, vice president of research and development, **Fair Labor Association**

12.30-1.00 **Brand values vs consumer value: Can sustainability drive business growth on the demand side?**

"Consumer is king" is proving true once again. While surveys Zalando's '[It takes many](#)' report shows that 74 percent of consumers want to shop more sustainability, record-breaking Black Friday sales in 2025 confirm that price, convenience, and emotional reward still dominate decision-making.

Behavioral change takes time, and consumers respond to incentives that reflect their real priorities. Sustainability can gain traction when it is reframed around [price-per-use](#), ease, cultural relevance, [meaningful stories](#) and product performance.

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This session examines how brands can meet consumers where they are and build loyalty in a crowded, skeptical marketplace. We will explore:

- The core values shaping consumer choices and how brands can authentically connect these to sustainability
- How sustainability and marketing teams can collaborate confidently without crossing into greenwashing
- The most compelling storytelling case studies and how to make sustainability genuinely exciting for consumers

Speakers:

- Tara Gilson, chief executive officer, North America, **Veja**
- Jennifer Gootman, global head of sustainability and ESG strategy, **Tory Burch**

Moderated by: Hanna Halmari, head of conferences, **Innovation Forum**

1.00-2.00 **Lunch**

2.00-2.45 Breakout sessions

* Join us in the 'This house believes' for high-energy debates where participants are randomly assigned a side to argue. Limited to 15 participants per room for more intimate, engaging discussion.

1. *Just transition* – **Due diligence fatigue: How do we shift from compliance checkbox to real impact for people and planet? (Room 215)**

- Evre Kaynak, global human rights due diligence (HRDD) leader, **W.L. Gore**
- Adolfo Lopez del Castillo, senior director – quality, compliance, sustainability operations, **Lacoste**
- Dinelle Salvador, brand and ecosystem partnerships, **TextileGenesis**

Moderated by: Alejandra Barajas Barbosa, data insights manager, **Social & Labor Convergence Programme**

2. *Hotspot analysis* – **Preferred materials: How to use LCA data and navigate trade-offs for impact? (Room 225)**

- Christina Castle, senior manager, impact and product, **DÔEN**
- Sarah Boyd, chief strategy officer, AITrack Solutions, **Bureau Veritas**
- Jeffrey Fitzpatrick, head of sustainability, **Canada Goose**

Moderated by: Katina Boutis, sustainability & ESG strategist

3. Regulatory readiness and opportunities – **How do we navigate fragmented textile EPR systems – and turn compliance into value? (Main room)**

- Randi Marshall, head of sustainability and public affairs, H&M Americas, **H&M**
- Milene Firbank, sustainability consultant, **RSM Canada**
- Michelle Martin, deputy director, division of the circular economy, **Calrecycle**

Moderated by: Danielle Holly, executive lead, North America, **Ellen MacArthur Foundation**

4. *This house believes** – **Circularity distracts the industry from achieving net-zero (Room 221)**

Moderated by: Liz Alessi, founder, **The Crisis of Stuff**

2.45-3.15 **Case study breakout sessions**

1. *Just transition* – **Workplace assessments: How do they translate from framework to factory-floor reality? (Room 215)**

- Naurin Muzaffar, independent supply chain advisor, **CARE Impact Partners**
- Allie Glinski, senior manager, human rights and social sustainability, **Target**

Moderated by: Alejandra Barajas Barbosa, data insights manager, **Social & Labor Convergence Programme**

2. *Hotspot analysis* – **Can carbon markets help to finance supply chain decarbonization? A deep dive into new financing models in apparel (Room 225)**

- Brian La Plante, senior manager sustainability, **YKK**
- Jessie Wasser, senior manager, sustainability and climate strategy, **Tapestry**

Moderated by: Karimah Hudda, founder and chief catalyst, **illumine.earth**

3. *Regulatory readiness and opportunities* – **DPP and brand loyalty: Data opportunities to drive resale intelligence and results (main room)**

- Maurizio Catellani, CEO, **Competitoor, a Deda Stealth Company**

Moderated by: Liz Alessi, founder, **Crisis of Stuff**

4. *This house believes** – **“From Allbirds to Remake to Everlane - sustainable fashion cannot survive capitalism” (Room 221)**

Moderated by: Niamh Campbell, senior project manager, **Innovation Forum**

3.15-3.45 **Networking break**

3.45-4.30 Breakout sessions

1. *Just transition* – Water stewardship: How can we identify and address blind spots in the value chain? (Room 215)

- Akbar Ali, senior manager, responsible business projects, **Artistic Milliners**
- Janine Rubino, principal of sustainability, **Macy's**

Moderated by: Tricia Carey, CCO, **Avalo**

2. *Hotspot analysis* – The change management challenge: How do you actually embed sustainability into business value creation? (Room 225)

- Liz Lipton-McCombie, head of ESG and sustainability, **Nordstrom**
- Pablo Hernandez, vice president of strategy, brand & manufacturing, **SIERRA**

Moderated by: Hanna Halmari, head of conferences, **Innovation Forum**

3. *Regulatory readiness and opportunities* – Supply chain disclosure and resilience: Are we overcomplicating traceability? (Main room)

- Kehkeshan Usman, chief sustainability officer, **MG Apparel**
- Jamie Grassi, senior director fabric, **Fabletics**
- Rachel Delacour, CEO and co-founder, **Sweep**

Moderated by: Karimah Hudda, founder and chief catalyst, **illumine.earth**

4. This house believes* – AI won't streamline sustainability, it'll just supercharge the pollution (Room 221)

Moderated by: Tanya Richard, COO and head of stakeholder engagement, **Innovation Forum**

4.30-5.15 **Breakout sessions**

1. *Just transition* – Dignified work: How can the apparel and textiles industry empower workers and uplift communities? (Room 215)

- Hannah Sherman, sustainability manager, **Rothy's**
- Saqib Shahzad, general manager sustainability, **Diamond Fabrics**
- Lisa Diegel, director of sustainability and impact, **Faherty Brand**

Moderated by: Dana Davis, brand strategist and consultant, **Dana Davis Consulting**

2. *Hotspot analysis* – Innovation opportunities: What are the small tweaks in our supply chain that can have big impact? (Room 225)

- Katy O'Brien, head of sustainable innovation, **New Balance**
- Alejandro Castillo Nolte, chief sustainability officer, **Nettalco**
- John Mitchell, head of North America, **Livinguard Technologies**

Moderated by: Tricia Carey, CCO, **Avalo**

3. *Regulatory readiness and opportunities* – Defining circular design: can ESPR set the standard for supply chains? (Main room)

- Miranda Morrison, VP of sustainable product design, **Steve Madden**
- Julia Kirschner, impact and innovation director, **ARMEDANGELS**

Moderated by: Liz Alessi, founder, **The Crisis of Stuff**

4. *This house believes* – Transaction certificates create paper trails, not supply chain accountability (Room 221)**

Moderated by: Hanna Reichel, director of sustainability, **Centric Brands**

5.15-6.15 **Networking drinks**

Day 2 – Thursday, June 4th – System transformation and critical engagement

8.00–9.00 **Arrival and light breakfast**

9.00–9.25 **Board room buy-in: How can we present the business case to the C-suite without selling sustainability short?**

Sustainability and the business case are often treated as competing narratives, yet both matter. Too often the moral argument dominates, while the commercial upside is underplayed. At the same time, many companies struggle to measure ROI in a way that reflects the full value sustainability delivers.

When assessed with the right metrics, sustainability drives clear financial returns: lower material and energy costs, greater supply-chain resilience, reduced exposure to volatility, and new avenues for growth and innovation. The challenge is presenting these benefits in a way that resonates with leaders who are under pressure to deliver short-term results.

In this session, we'll hear practical methods and real case studies that show how to quantify the value of sustainability in business terms that the C-suite cares about.

Speaker: Tensie Whelan, founding director and senior advisor, **NYU Stern Centre for Sustainable Business**

Moderated by: Chana Rosenthal, principal and founder, **reDesign Consulting**

9.25–10.05 **Overproduction: Where's the incentive (and solution) to slow the system down?**

Marginal product impact improvements are being outweighed by overall production growth, with ultra-fast fashion driving an industry-wide surge in volume. Yet even establishing the scale of the problem is difficult: only 9 percent of brands disclose their annual production volumes (Fashion Revolution's [What Fuels Fashion? Vol 2](#)).

What we do know is that between 15 and 45 billion garments go unsold every year ([WGSN](#)), reflecting deep inefficiencies in a planning model that asks buyers to product demand months ahead with minimal evidence. The financial risk of under-ordering encourages brands to overproduce, making surplus a built-in feature rather than an exception. At the same time, unused stock presents a clear opportunity to improve margins, increase efficiency, and reduce waste.

This session will explore:

- How greater transparency can help pinpoint where and why overproduction occurs
- The practical solutions available today, including AI-enabled forecasting, production efficiency, and more local, demand-led manufacturing
- How these improvements stack up in an industry still driven by high consumption and constant product refresh

Ultimately, we ask what it will take to build an industry where producing less is not only possible, but capable of sustaining long-term business success.

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Speakers:

- Alicia Serrani, CEO, co-founder, **T.W.I.N**
- Olivia Morgan, director of operations and sustainability, **Subset**
- Maithili Shenoy, regenerative retail strategist, formerly VP sourcing and manufacturing at Target and VP Sustainability at Nike

Moderated by: Tricia Carey, CCO, **Avalo**

10.05-11.00 **The reality of resale, repair, rental: Can circular business models actually scale to complete with the linear system?**

Circular business models promise a genuine shift in how the industry creates and captures value. They aim to extend product use, decouple revenue from resource consumption and move the sector away from the linear take-make-waste model. They've become mainstream in brand strategies and cultural norms have evolved, but when it comes to sustainability, what role do they actually play?

Research shows that secondhand and new purchases often rise together. Many take-back and resale programs depend on incentives that encourage additional buying. Some rental schemes carry high transport footprints. Repairs risk becoming niche services rather than drivers of reduced production. As of yet, no circular business model offers a commercially viable alternative to the linear system. In some cases, they enable a moral license to consume more.

In this session we'll hear from industry leaders on where circular models genuinely outperform linear approaches, where they fall short, and what it will take to scale beyond pilots for system-wide change.

Speakers:

- Peter Whitcomb, CEO, **Tersus Solutions**
- Meital Peleg Mizrachi, postdoctoral fellow, **Yale University**
- Sarah Allibhoy, associate director of strategy and insights, **Nuuly**
- Courtney Culbreath, associate director of corporate social responsibility and ESG, **GUESS? Inc.**

Moderated by: Danielle Holly, executive lead, North America, **Ellen MacArthur Foundation**

11.00-11.30 **Networking break**

11.30-12.10 **T2T targets: Would a fully recycled closed-loop textiles system truly benefit everyone?**

In 2017, the [Ellen MacArthur Foundation](#) found that less than 1% of material was recycled back into new clothing. The industry hasn't made sizeable improvements since ([Textile Exchange](#)). A major barrier is a long-standing supply and demand deadlock. Brands say they cannot access enough affordable recycled fibres, while recyclers say they cannot scale without stronger, more reliable demand. As a result, textile waste continues to build and reliance on virgin fossil-fuel fibres persists.

Momentum is building through long-term offtake agreements, new state-level disposal bans and the EU's Waste Framework Directive, and uncertainties around bottle-to-fibre that are pushing the sector toward true textile-to-textile (T2T) solutions.

With capabilities scaling, this is a key moment to consider how to build T2T systems that genuinely reduce environmental impact, avoid normalizing over-consumption, and prevent burdens from shifting to communities in the global south.

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We'll discuss:

- Practical examples already emerging from first movers. What do they reveal about real-world feasibility?
- What structural changes are required to unlock reliable demand and build a commercially viable T2T industry?
- The operational realities of overhauling textile waste systems, from collection to processing to end markets
- Unintended consequences: What are they, and how can we avoid them?

Speakers:

- Matt Allen, head of North America, partnerships & growth, **Reju**.
- Carmen Gama, director of circular design, **Eileen Fisher**
- Steven Bethell, co-founder, **Bank & Vogue**

Moderated by: Liz Alessi, founder, **The Crisis of Stuff**

12.10-12:45 **Regenerative cotton: If it really is a win-win for all, why is it not more widespread?**

Regenerative cotton is increasingly demonstrating practical benefits, from healthier soils and improved biodiversity to greater carbon sequestration and more resilient farming systems. Evidence from the field shows more stable yields for long-term fibre supply and new income opportunities for growers.

Yet despite this potential, adoption remains limited. Cost pressures and the rise of ultra-fast fashion continue to drive demand toward cheaper virgin polyester ([Textile Exchange](#)). At the same time, farmers face real risks when transitioning, including up-front investment costs, labor intensity, uncertain yields and increasing exposure to climate volatility. Without the right support, the shift can feel too financially and operationally uncertain to pursue.

In this session, we will hear from US cotton farmers about the realities of regenerative practice, and consider what brands, suppliers and other stakeholders must do to accelerate adoption. The central question is unavoidable: will the industry commit to building a fiber system that supports farmer livelihoods and long-term resilience, or continue relying on a model that leaves both people and supply chains increasingly exposed?

Speakers:

- Liz Hershfield, executive director, **COTTON USA™ and U.S. Cotton Trust Protocol**
- Sarah Moore, associate vice president, ESG strategy, **Victoria's Secret & Co**
- Elizabeth Spruell, owner, **Spruell Farms**

Moderated by: Tanya Richard, COO and head of stakeholder engagement, **Innovation Forum**

12.45-1.45pm **Lunch**

1.45-3.15pm **Roundtables**

These roundtable sessions are focused discussions for deeper engagement and learning. The sessions aim to drive collaborative problem-solving across some of the key issues we've been dissecting throughout the two days, sharing case studies and opening space for group discussion.

For more information or to get involved, please contact Niamh Campbell at

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We'll run 2 x 40-min rounds of each session on a first-come first-served basis.

Labor justice and visibility:

A. Corporate accountability: How do we make workers' rights a business norm, not a compliance exercise?

- Led by Patrick Newsom, vice president, ESG, **Delta Galil Industries**

B. HRDD in shifting supply chains: What does protecting workers look like as sourcing decisions change?

- Led by Lori Stamm, director, supplier assessment and improvement programs, **Verité**

Climate progress

C. Shared purchasing power agreements: How can collective action unlock renewable energy investment in supply chains?

- **Ralph Lauren**

D. SBTi implementation: How do we navigate SBTi services and integrate FLAG into our inventories?

- Led by Sarah Baker, principal advisor, corporate social responsibility, **La Vie En Rose**

Materials

E. Certified materials and AI: How far has the industry come on automating TC management?

- Led by Nicholas Brown, partnership and engagement lead, **Retraced**

F. Fiber shedding: Until our data sets improve, what assumptions should guide our material choices?

- Led by Brittainy McFarland, senior director of materials innovation, **Under Armour**

Circularity

G. T2T feedstock: How does 'design for disassembly' work in practice?

- Led by Sarah Coulter, Americas program director, **Accelerating Circularity**

H. FABSCRAP sorting station: A collective opportunity to recharge amid industry burnout

- Led by Camille Tagle, co-founder, **FABSCRAP**

3.15-3.45pm **Key takeaways and closing remarks**

Speaker: Raz Godelnik, associate professor of strategic design and management, **Parsons School of Design**

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