



# **A Critical Reflection: A Critique of the Sustainability Management Plan Developed for The Children's Place.**

Assessment 3

**Student Name: Suzanna Greaves**

**Student Number: 2113614**

**Module: Embedding Sustainability  
within Organizations**

**Module Code: BMSP7003**

**Lecturer: Dr Roisin Mullins**

**University of Wales Trinity Saint David**  
MBA in Sustainability Leadership

## Table of Contents

|                   |   |
|-------------------|---|
| Introduction..... | 2 |
|-------------------|---|

### Reflections

|                                                                                |    |
|--------------------------------------------------------------------------------|----|
| ➤ Applying Four Principles for Sustainability Success.....                     | 3  |
| ➤ Sustainability Planning- ABCD Model and the Triple Bottom Line Approach..... | 7  |
| ➤ A Look at The Children’s Place Organizational Culture.....                   | 11 |
| ➤ Paving the Way in Sustainability Leadership.....                             | 14 |
| ➤ References.....                                                              | 17 |

## **Introduction**

The purpose of this essay is to reflect on the recommendations identified and discussed from the Sustainability Management Plan for The Children's Place (Assessment 2). The plan that was suggested for the firm outlined several recommendations along with the benefits that those ideas would bring to the company and its various stakeholders. The plan was established with the objective of developing a sustainable business framework for the different organisational functions, and in the end, it received a significant amount of support from senior management at The Children's Place. As a result, this paper will address any shortcomings in the strategy and provide a critique that is rooted on relevant theory and concepts.

This reflection would initially present the company's current sustainability strategies and would employ Magnin's four principles to evaluate the conditions for success in the sustainability game. After this is accomplished, a criticism of the proposed strategy may be conducted, using both the 'ABCD' model and the 'Triple Bottom Line' method. This essay will then examine The Children's Place's organisational culture and its readiness to support the plan's sustainability objectives. Furthermore, this paper will investigate the conventional stakeholder and include nature as a stakeholder while discussing The Children's Place's awareness and value for the natural environment and support for sustainability in its industry.

## **Reflecting on The Current Levels of Sustainability at The Children's Place**

Alexandre Magnin's 2014 short film identifies and explains the 4 principles to win the sustainability 'game' to become successful sustainability leaders. The following are Magnin's four principles to achieve a sustainable society. First, cease extracting resources from the earth's crust and use renewable resources in a manner that allows them to regenerate for future use. Second, explore alternate solutions to harmful compounds created by society that erode the ozone layer and help to ensure that suitable waste disposal management policies are in place to lessen pollution. Third, engage in innovative sustainable techniques that result in the preservation of the planet's natural resources. Finally, focus on providing equity and justice for all members of society by offering decent working conditions, wages, benefits, training, etc. that enable them to fulfil their needs.

The Children's Place 2021 Environment, Social, and Governance Report details the company's environmental performance, product accountability and commitment to workers wellbeing. Their report enabled a review of their current levels of sustainability (Assessment 1), which highlighted and discussed the company's implemented industry best practices, regulations, and strategies to address environmental and social issues such as climate and energy, raw materials, water conservation, chemical management, waste disposal management, working conditions, benefits, training, promotions, and unconscious bias in the workplace etc.

The Children's Place can be assessed using the four sustainability concepts. From its Environment, Social, and Governance 2021 report, the following data shows the company's 2021 performance.

 **Principle 1- Utilize Renewable Resources in a Manner to Regenerate for Future Use**

- ✓ 67% of the company's cotton for apparel was sourced sustainably via the Better Cottons Initiative. BCI is a vendor dedicated to making a difference on the ground by improving soil health, addressing climate change, and fostering educational training to aid in poverty reduction in developing nations where cotton is cultivated.
- ✓ 66% of all paper materials, like price tags, wrap bands, and other accessories, come from forests that are monitored by the Forest Stewardship Council, an international group that supervises over the world's forests.

 **Principle 2- Explore Alternative Solutions to Harmful Chemicals and Employ Proper Waste Disposal Management Policies to Reduce Pollution**

- ✓ Shifting away from the usage of polyester, the company's second major raw material input that is produced from petroleum, and toward recycled polyester. This method helps to preserve energy, minimize greenhouse gas emissions, and redirect plastic from landfills. Unfortunately, the corporation only registered a 2% utilisation of recycled polyester for 2021.
- ✓ 95% of metal zippers and 44% of metal hardware were switched from electroplating, which covers the material with a light coating of metal (may be hazardous to workers' health and is resource demanding) to employing the material's base colour.

- ✓ From 2020 to 2021, suppliers' sustainable chemical management systems increased by 34%. The AFIRM group is used by the organisation to guarantee safe chemical management across the supply chain.
- ✓ The firm also uses the ZDHC Manufacturing Restricted Substance List (MRSL) to prevent prohibited chemicals during manufacturing.

 **Principle 3- Engage in Innovative Sustainable Techniques to Preserve the Planet's Natural Resources.**

- ✓ 12% decrease in global greenhouse gas emissions from 2020 to 2021, including energy-efficient operations. The firm installed 2700 LED lights at its primary distribution centre in Alabama, coupled with a smart thermostat pilot programme to assist with temperature settings, which succeeded in mitigating the effects of climate change and enhancing energy efficiency.
- ✓ Managing water resources and reusing water in manufacturing processes, especially washing activities, reduced water conservation by 11% from 2020 to 2021. Annually, the firm measures its vendors' water intensity using the Sustainable Apparel Coalition's Higg Facility Environmental Module (FEM).
- ✓ Participated in GiveBackBox's circular economy programme. This endeavour contributes to the reduction of waste. Therefore, customers can give clothing in good condition to families in need. Furthermore, this circularity effort ensures the recycling and reuse of cardboard boxes and plastic bags.

 **Principle 4- Provide Equity and Justice for All Members of Society Via Decent Working Conditions to Fulfil Their Needs.**



**87%** OF OUR ASSOCIATES ARE WOMEN

- Our CEO is a woman
- 60% of our Board of Directors are women\*
- 50% of our Senior Leaders are women
- 57% of our corporate leadership team are women
- 91% of our store management are women
- Over 60% of workers in our supply chain are women
- 93% of all promotions in FY21 were women
- 89% of new hires in FY21 were women

✓



**67%** OF OUR ASSOCIATES IDENTIFY AS RACIALLY/ETHNICALLY DIVERSE

- 39% of our corporate leadership team identifies as racially/ethnically diverse
- 48% of our store management team identifies as racially/ethnically diverse
- 67% of all promotions in FY21 were racially/ethnically diverse
- 72% of new hires in FY21 identify as racially/ethnically diverse

✓

Unquestionably, the organisation is succeeding in becoming a leader in sustainability, or at the very least is on the correct track to become so. The Children's Place extensive sustainable activities, which align with Magnin's four principles, portrays the organisation's pledge to sustainability and its strategies are highly effective. Moreover, it is a clear indication to businesses, governments, and society that the company pushes beyond the “simple transparency, ethical behaviours and stakeholder engagement” and have adopted a more responsible approach in creating an innovative, sustainable business to include Corporate Social Responsibility, Camilleri 2017 and initiatives to creating a Circular Economy, MacArthur 2013.

## **Reflecting on the Sustainability Management Plan ‘Better Living for Everyone’**

Considering the company's current sustainability levels, it is now possible to evaluate the Sustainability Management Plan (Assessment 2). Taking these recommendations into account, it can be inferred whether such activities would have a greater influence on the organisation, the environment, and society. The following are the recommendations that were meticulously identified as opportunities for further development across The Children's Place's business functions to fill gaps in the organization's present sustainability levels.

### **1) Marketing Function:**

- I. Increase Sustainability Marketing efforts for the existing "Give Back Box" initiative to support a circular economy.

### **2) Supply Chain Function:**

- I. Increase factory audits in ALL locations where the company conducts business from 83% (2021) to 100%.

### **3) Human Resource Function:**

- I. Maintain an industry leading level of at least 85% female representation and at minimum 55 % female presence in Corp. leadership roles,
- II. Significantly increase the Black Ethnicity representation from 3% to at least 20% within the Corp. leadership roles and
- III. Implement Learning and Development E-learning courses to promote Environmental Sustainability Awareness.

### **4) Operations Function:**

- I. Reduce energy consumption for stores, warehouses, and offices in the USA by investing and installing solar technologies for efficient operations.

Broman & Robert, 2015 discussed the "ABCD" approach, which includes four steps to creatively develop strategic transformations, a system that facilitates sustainability planning and redesign. Alexandre Magnin's 2014 Sustainability Strategy: Planning in Four Steps (ABCD) video helps explain the methodology as well.

- **Awareness**
- **B- Baseline**
- **C- Compelling Vision**
- **D- Deciding on Priorities**

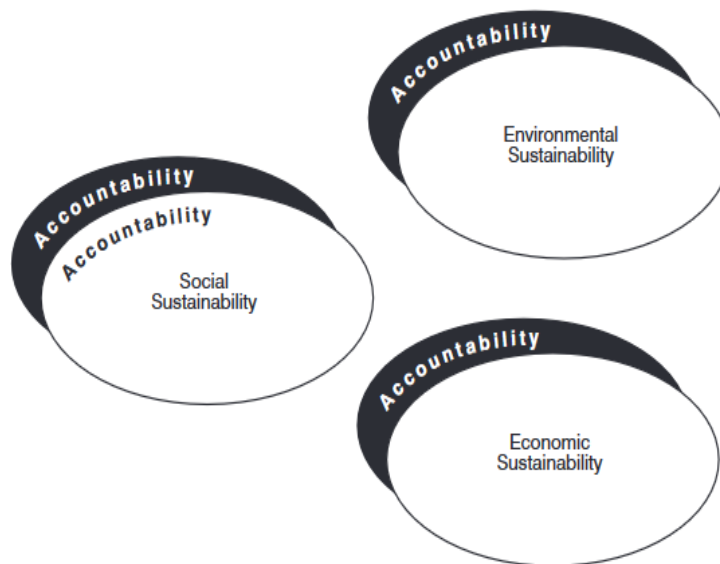
**Awareness:** The Sustainability Management Plan (Assessment 2) and its recommendations were developed with the support of The Children Place's senior management, including Vice President of Environment & Social Responsibility Adrian Sherman. According to the company's ESG 2021 report, Mr. Sherman and his team had previously done research on circular business models in the retail and apparel industries, and he disclosed that the company prioritises circularity by manufacturing products with renewable material inputs that are durable and easily recyclable. The Sustainability Management Plan emphasised the usage of such common language.

**Baseline-** Assessment 1, which was based on the company's ESG 2021 report, critically analysed the existing reality. In addition, utilising the four concepts outlined by Magnin 2015, there is a clear understanding of the current state of the business. As a result, the identified gaps included poor and unsustainable marketing strategies to promote the company's circular efforts, incomplete factory audits, low black ethnicity representation, lack of sustainable environmental awareness among all staff, and absence of alternative energy consumption solutions. However, the Sustainability Management Plan did not include an asset inventory, but it did evaluate stakeholder relationships and the advantages of these ideas for all stakeholders.

**Compelling Vision:** Consequently, the Sustainability Management Plan was able to incorporate such recommendations based on a vision that would aid in the development of potential solutions to the difficulties identified in the baseline assessment. The plan's proposals provide not just remedies to current difficulties, but also solutions to future concerns such as greenhouse gas emissions, compliance, workplace equality, etc.

**Decide on Priorities:** All the plan's initiatives embody the 'Triple Bottom Line' strategy for integrating sustainability within the organisation, Magnin 2014. The diagram below, presented by Henriques & Richardson 2004 illustrates accountability, which is the ethical aspect of business transactions on all three fronts, including economic, environmental, and social. Furthermore, when all plan ideas are carefully evaluated, there are benefits that cascade from one to the next.

CSR, SUSTAINABILITY AND THE TRIPLE BOTTOM LINE: 29



The following table provides a critical reflection of the six identified recommendations using the ‘Triple Bottom Line’ approach to determine the wider impacts of the plan.

| Plan's Recommendations                                                                                                                               | Triple Bottom Line                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Increase Sustainability Marketing efforts for the existing "Give Back Box" initiative to support a circular economy.                              | <ul style="list-style-type: none"> <li>• <i>Society:</i> Low-income customers, needy families &amp; children.</li> <li>• <i>Environment:</i> Stimulates a Circular Economy (reduce, reuse, and recycle initiative).</li> <li>• <i>Business:</i> Creates brand loyalty, boosts company's reputation, may increase sales and profits from CSR efforts, and employees motivated to work for a company that is charitable and environmentally conscience.</li> </ul>                                                                                                                                                                                          |
| 2. Increase factory audits in ALL locations where the company conducts business from 83% (2021) to 100%.                                             | <ul style="list-style-type: none"> <li>• <i>Society:</i> Safer products for children, safe and decent working environment for garment workers.</li> <li>• <i>Environment:</i> Regulatory Compliance Standards to ensure toxic chemicals not used, water recycling and conservation for washing activities and garment standards are maintained, which leads to a reduction in carbon emissions and reduce pollution.</li> <li>• <i>Business:</i> Saves money to safeguard against penalties for breaches in regulatory compliance standards. Helps determine corrective measures &amp; guidance for shortfalls. Maintains positive reputation.</li> </ul> |
| 3. Maintain an industry leading level of at least 85% female representation and at minimum 55 % female presence in Corporate leadership roles.       | <ul style="list-style-type: none"> <li>• <i>Society:</i> Builds stronger connection and sense of community with mothers and females in society.</li> <li>• <i>Environment:</i> N/A</li> <li>• <i>Business:</i> May increase or help maintain sales and profits. Company reputation is favourable with its customers (mother/women). Female employees are motivated to work for a company with their best interest at hand.</li> </ul>                                                                                                                                                                                                                     |
| 4. Significantly increase the Black Ethnicity representation from 3% to at least 20% within the Corporate leadership roles.                          | <ul style="list-style-type: none"> <li>• <i>Society:</i> Promotes stronger connection with Black ethnicity.</li> <li>• <i>Environment:</i> N/A</li> <li>• <i>Business:</i> Increase black ethnicity representation among employees. May increase sales/profits as company publicity grows among Black communities &amp; families. Black ethnicity employees are motivated as there is now a pathway for representation in leadership roles.</li> </ul>                                                                                                                                                                                                    |
| 5. Implement Learning and Development E-learning courses to promote Environmental Sustainability Awareness.                                          | <ul style="list-style-type: none"> <li>• <i>Society:</i> Inspired to purchase products from company that is mindful of the environment.</li> <li>• <i>Environment:</i> Decisions made by management takes nature into consideration with regards to the effects of the business activities on the environment and the planet's resources. Promotes Circular Economy activities.</li> <li>• <i>Business:</i> Employees become educated about environmental sustainability and are motivated to work for a company that is mindful of their activities.</li> </ul>                                                                                          |
| 6. Reduce energy consumption for stores, warehouses, and offices in the USA by investing and installing solar technologies for efficient operations. | <ul style="list-style-type: none"> <li>• <i>Society:</i> Promotes strong relationships with governments, and customers.</li> <li>• <i>Environment:</i> Reduced carbon emissions and energy efficiency.</li> <li>• <i>Business:</i> Cost effective as it reduces future spending on electricity. This leads to increased financial savings/profits in the long run. Maintain employee motivation to work for a sustainable company.</li> </ul>                                                                                                                                                                                                             |

## **A Look at The Children's Place Organizational Culture**

Wolf 2013 highlights the significance of incorporating the perspectives of all stakeholders, but especially employees, into sustainability management plans. According to Wolf, it is important to understand that employees are the only ones who can vocalise their sustainability expectations within the company and they have a distinctive understanding of the company, allowing them to assist in identifying and embracing corresponding institutional culture. This is because employees would be more motivated if their ideas were acknowledged by the organisation. Thus, it is crucial that businesses actively seek to involve and work collaboratively with employees at all levels in order to incorporate their concerns into the search for solutions to environmental, societal, and business challenges.

The Sustainability Management Plan (Assessment 2) presents The Children's Place's most recent sustainability initiatives, which were designed to help fulfil the demands of the business, the environment, and society, often known as the "Triple Bottom Line" as discussed by Henriques & Richardson, 2004 and Magnin, 2014. As such, the company's employees played a crucial factor in the planning and decision-making stages of the proposed strategy. According to the Social Initiatives section of The Children's Place's website, the company is committed to investing in its employees, assisting those who manufacture its merchandise, and providing help to those in need. Thus, the organisation has developed a culture where employees feel safe, valued, respected, and accepted.

Reflecting closely on Assessment 1 and the current levels of sustainability at The Children's Place in terms of authorities and responsibilities and engagement, it was determined that the company had made progress toward achieving its vision of empowering women, which is also

the fifth Sustainable Development Goal (SDG) of the United Nations Development Programme, 2015. According to the firm's Environmental, Social, and Governance 2022 report, 87 percent of the company's workforce are female. Furthermore, all employees have access to online training modules on topics such as racial identity, racial discrimination, diversity and inclusion, unconscious bias, and prejudice in the workplace. As a result, such programmes are highly praiseworthy for contributing to the achievement of the eight SDG.

To determine The Children's Place's organisational culture, it is more suitable to analyse employee feedback. Consequently, the following are a few comments from front-end employees across the organization about their experiences and the company's work culture.



**BRANDY BOWEN**

**Years at TCP:** 13 years

**Role:** Ecom Operations Manager

"I enjoy working at The Children's Place because of the opportunities for personal development and advancement within the company. I love being able to mentor people and see them develop and grow, to become better at what they do. The only way to do great work is to love what you do."



**JASMINE WILLIAMS**

**Years at TCP:** 4 years

**Role:** Retail Lead

"I enjoy working at The Children's Place because of the amazing opportunities this company offers. Over the past four years, I have developed many new skills. Being a part of this growing company motivated me daily to achieve my goals. I really enjoy working with like-minded people with a strong work ethic."



**AMY BURT**

**Years at TCP:** 14 years

**Role:** Amazon Operations Supervisor

"Working at The Children's Place has offered me fantastic opportunities! I began as an hourly associate and was promoted to the DC Lead role. As a Lead I worked in various different departments within the DC before becoming an Operations Supervisor. This role has challenged me in many ways. It is a new process, and I am excited to be a part of the growth at the DC. Being a member of this growing company makes me proud!"



**MARIA ASTRAIN**

**Years at TCP:** 9 years

**Role:** Receiving Lead

"Working at The Children's Place has enabled me to learn many different jobs throughout the building. I enjoy learning and improving myself for the company."



**MIGUEL GARCIA**

**Years at TCP:** 6 years

**Role:** Ecom Operations Supervisor

"Working at The Children's Place has allowed me to grow as a person and a professional. I love being able to work with such a diverse group of people!"

After reading the above responses, it's clear that most people working for The Children's Place love going to their jobs each day. Many respondents noted feeling inspired in their work and appreciative of the prospects offered by their employer. Moreover, workers reported a sense of worth since they were given opportunities to advance their careers and learn new skills. Consequently, this form of organisational culture correlates to the fourth type of organisational culture, Brand Congruent, as explained by Carmazzi in his TEDx talk titled "Creating Sustainable Organizational Change in 80 Days."

Arthur Carmazzi as one of the world's top ten most prominent thought leaders in leadership and organisational culture. He has identified five types of organizational culture to help companies create an organization where “employees are excited and innovative to work for a company that supports a greater purpose”. Carmazzi identifies five distinct types of corporate cultures: the Blame Culture, the Multidirectional Culture, the Live and Let Live Culture, the Brand Congruent Culture, and the Leadership-Enriched Culture. Accordingly, the Brand Congruent Culture is characterised as a work environment in which people are highly driven to work because they believe in the firm's mission and there is continual innovation since employees are always considering new ideas and improving the brand.

However, Kucharska & Kowalczyk 2018 found that people working in higher positions at big companies cared about organizational culture and about corporate social responsibility (CSR) activities more than other workers from small or medium enterprises (SMEs). The study results were noted to be ‘quite confusing’ since it is essential to note that many global organizations are considered SMEs. Consequently, the fact that The Children's Place today employs over 11,000 associates internationally and operates over 672 locations in the United States and Canada may be consistent with the findings of the 2018 study by Kucharska and Kowalczyk.

Nevertheless, the annual Environmental, Social, and Governance report demonstrates that the Children's Place culture supports sustainability. Therefore, the company's organisational culture would be favourable to the recommended strategy in Assessment 2, and no adjustments to the culture would be necessary for the implementation of the plan since the organisational culture would be regarded as a "Brand Congruent Culture."

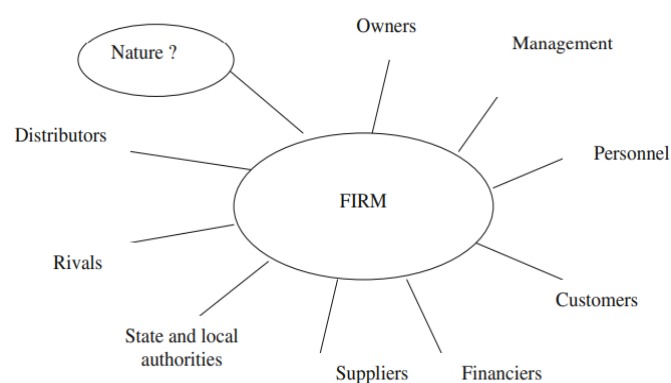
### **Paving the Way in Sustainability Leadership**

In this section, the emphasis would be placed on positioning nature as a key stakeholder and ought to be regarded as a component of business operations for the purpose of planning and decision-making by enterprises in the clothing industry as well as supply chains. This discussion would also assist in directing The Children's Place organisation toward being a pioneer in environmentally responsible practises and a leader in sustainability within the apparel industry.

According to Schumacher et al., 2020, the garment and clothing sector ranks among the globe's top polluting industries. Lang & Armstrong 2018 states that more clothing is being discarded prematurely and there is greater clothing wastage now than ever due to the problem of excessive consumption and a culture of disposability. In addition, according to figures published by Earth Organization Limited 2022, around 1.92 million tonnes of textiles waste are produced annually, and roughly 92 million tonnes are disposed of in landfills. Due to this, a trash truck's worth of clothes is discarded in landfills every second the Earth Organization Limited revealed. Consequently, assuming the current trend continues, garment waste is anticipated to reach 134 million tonnes annually by 2030.

The Children's Place has a significant presence in about three industries, including Children's and Infants' Clothing Stores, Online Baby and Infant Apparel Sales, Online Baby Product Sales, and Online Baby Product Sales. According to IBIS World 2022, The Children's Place has one of the greatest market shares in the business of online sales of baby and infant apparel. The source further revealed that The Children's Place accounts for an estimated 22.6 percent of the total income generated by the industry. Consequently, since it is one of biggest children's specialised retailers in the United States, the company strives to fulfil the needs of all its stakeholders who are deeply conscious about the company's contribution to the world beyond its clothing and accessories.

Laine, 2011 references Freeman, 1984 definition of the term 'stakeholder' of an organization as "any group or individual who can affect or is affected by the achievement of the organization's objectives". Laine 2011 presents a comprehensive overview of the argument in the literature on stakeholders over whether nature or the natural environment should be incorporated into the notion of stakeholders for an organisation. However, it is not the purpose of this essay to focus on such a dispute; rather, we will only mention that it exists among researchers and academics, with several arguments based on the natural environment being regarded a stakeholder. One argument by Fassin 2009 suggests that nature ought to be regarded as a non-social stakeholder. Hence, a non-social stakeholder such as nature or the natural environment cannot interact directly with organisations and must rely on human intermediaries.



According to its Environment, Social, and Governance 2021 report, The Children's Place recognises the significance of environmental appreciation and comprehends the importance of nature to its consumers. As a result, the organisation is committed to making ongoing efforts towards sustainability, as described below.

“Sustainability is on the minds of the moms who love our brands and is increasingly important to our new GenZ Sugar & Jade customer who cares deeply about the health of our planet. We believe our ESG efforts have the potential to unlock value and new opportunities for our business as the next generation of parents shifts to brands with more robust sustainability credentials.”

(Environment, Social and Governance Report, 2021)

The Children's Place clearly understands that this road to sustainable leadership would make a significant contribution to a clean and healthy environment, a fair and just society for the benefit of both current and upcoming generations and would favourably influence the company's future financial performance for investors. The Children's Place is working toward a circular economy by combating climate change, fostering a diverse and inclusive workplace, and reducing the negative environmental and social implications of its supply chain. Last but not least, the Sustainable Management Plan (Assessment 2) provides the business with strategies to enhance sustainability integration throughout all of its operations.

## References

- 4 Principles to Win the Sustainability 'Game'*. 2014. [Film] Directed by Alexandre Magnin. Canada: Sustainability Illustrated.
- Broman, G. I. & Robert, K.-H., 2015. A Framework for Strategic Sustainable Development. *Journal of Cleaner Production*, 17(31), pp. 17-31.
- Camilleri, M. A., 2017. Corporate Sustainability and Responsibility: Creating Value for Business, Society and the Environment.. *Asian Journal of Sustainability and Social Responsibility*, Volume 2, pp. 59-74.
- Creating Sustainable Organizational Change in 80 Days*. 2019. [Film] Directed by Arthur Carmazzi. United States of America: TEDx Talks.
- Earth Org. Ltd, 2022. *Earth Org. Statistics*. [Online]  
Available at: <https://earth.org/statistics-about-fast-fashion-waste/#:~:text=92%20Million%20Tonnes%20of%20Textiles,on%20landfill%20sites%20every%20second.>  
[Accessed 28 January 2023].
- Fassin, Y., 2009. The Stakeholder Model Refined. *Journal of Business Ethics*, Volume 84, pp. 113-135.
- Freeman, R. E., 1984. *Strategic Managment: A Stakeholder Approach*, Boston: Pitman Publishing .
- Henriques, A. & Richardson, J., 2004. Chapter 3: CSR, Sustainability and the Triple Bottom Line . In: *The Triple Bottom Line. Does It All Add Up?*. s.l.:s.n., pp. 26-33.
- IBIS World , 2022. *IBIS World: Where Knowledge is Power*. [Online]  
Available at: <https://www.ibisworld.com/us/company/childrens-place-inc/8889/#:~:text=Their%20largest%20market%20share%20is,22.6%25%20of%20total%20industry%20revenue.>  
[Accessed 4 February 2023].
- Kucharska, W. & Kowalczyk, R., 2018. How To Achieve Sustainability?- Employees Point of View on Company's Culture and CSR Practice. *Corporate Social Responsibility and Environmental Management*, Volume 26, pp. 453-467.
- Laine, M., 2011. The Nature of Nature as a Stakeholder. *Journal of Business Ethics*, Volume 96, pp. 73-78.
- Lang, C. & Armstrong, C. M. J., 2018. Fashion Leadership and Intention Toward Clothing Product-Service Retail Models. *Journal of Fashion Marketing and Management*, 22(4), pp. 571-587.
- MacArthur, E., 2013. Towards the Circular Economy. *Journal of Industrial Ecology*, Volume 2, pp. 23-44.
- Schumacher, A. G. D. S., Pequito, S. & Pazour, J., 2020. Industrial Hemp Fibre: A Sustainable and Economical Alternative to Cotton. *Journal of Cleaner Production*, Volume 268, pp. 1-19.
- Sustainability Strategy: Planning in Four Steps (ABCD)*. 2014. [Film] Directed by Alexandre Magnin. s.l.: Sustainability Illustrated.

*Sustainability: definition with simple natural science*. 2015. [Film] Directed by Alexandre Magnin. Canada: Sustainability Illustrated.

The Children's Place, 2021. *Environment, Social and Governance Report*, New Jersey: The Children's Place.

The Children's Place, 2022. *Corporate Children's Place*. [Online]  
Available at: <https://corporate.childrensplace.com/social/>  
[Accessed 28 January 2023].

*Triple Bottom Line (3 Pillars): Sustainability in Business*. 2014. [Film] Directed by Alexandre Magnin. Canada: Sustainability Illustrated.

United Nations Development Programme, 2015. *The SDGs in Action*, s.l.: United Nations Official Press.

United Nations, 2021. *The Sustainable Development Goals Report*, s.l.: United Nations.

Wolf, J., 2013. Improving the Sustainable Development of Firms: The Role of Employees. *Business Strategy and the Environment*, Volume 22, pp. 92-108.