



# Responsible Purchasing Practices Training

## Summary of training available

This document is a summary of training that is available to companies on the topic of Responsible Purchasing Practices (RPP). The list has been collated by the MSI Working Group on Responsible Purchasing Practices, which includes representatives from ETI, Ethical Trade Norway, Fair Wear, the German Partnership for Sustainable Textiles (PST) and the Dutch Agreement for Sustainable Garments (AGT/NGA). For more information about the Working Group, the Common Framework for Responsible Purchasing Practices (CFRPP) and the 'Learning and Implementation Community' for companies wanting to work together to improve their purchasing practices, see the link [here](#).

## Foundations level training

### 1 PST/GIZ

- Foundational introduction to RPP, developed with Aldi South. Video training publicly available on youtube.  
[Video in English](#) / [Video in German](#)

### 2 ILO Better Work

The e-learning course comprises an online simulation game which tracks a garment from inception to delivery. It provides an overview of global supply chain dynamics, the apparel industry, sourcing modules and procurement; highlighting the impact of purchasing practices at each stage of the process.

- This interactive training is divided into 8 modules each consisting of an informational video together with an interactive quiz for participants to check their understanding.
- Each module takes approx. 10 mins.
- The course is suitable as a foundation training for anyone e.g., sustainability and commercial staff in a company and/or other stakeholders
- Currently available in English, French and Vietnamese with Bahasa coming in autumn 2022
- Available for a fee to any brand (with reduction for Better Work partners). Also available to other stakeholders (e.g. union or government staff etc).

More information, including a trailer video and fees details, can be found [here](#).

### 3 Better Buying Institute

Better Buying's first e-Learning course, based on their Principles of Responsible Purchasing, is now available. A short trailer with more details can be found [here](#).

This is a good follow on training after the basic training from PST/GIZ or Better Work.

For more information contact Leonie Abraham ([leonie.abraham@betterbuying.org](mailto:leonie.abraham@betterbuying.org)).

The interactive e-Learning takes a whole company approach to responsible purchasing and is relevant to multiple job functions and departments within a brand or retailer company. The course enables participants to understand how their day-to-day decisions impact suppliers and workers in their supply chains, as well as empower them to identify the changes that are needed inside their companies to incorporate these responsible purchasing practices.

- It takes about 45 minutes to complete, and the interactive format includes videos, a COVID-19 case study, and knowledge checks.
- It covers Responsible Purchasing Practices in the following areas: Visibility, Stability, Time, Financials, and Shared Responsibility, and looks at both Tier-1 and Tier-2 impacts.
- The course is applicable beyond BBI subscribers.
- Companies can buy seat licenses, with a volume discount for between 5 and 1000+ users. Full course license is available, allowing companies to train via their own internal platform.



## More in-depth training & resources

### 1 Ethical Trading Initiative

'*Buying Responsibly*' is currently available as bespoke training, (online or in-person) at a fee for companies, not just for ETI members. [Watch ETI's Buying Responsibly video.](#)

For more information contact [training@eti.org.uk](mailto:training@eti.org.uk)

Developed from ETI's Guide to Buying Responsibly, this course explores best practice for buyers, whilst understanding the current challenges businesses face. [The guidance](#) was developed from the findings of a collaborative supplier survey run in partnership between the joint ethical trading initiatives and the ILO on purchasing practices, involving over 2,000 suppliers.

#### Course aims

Learn how to review your company's purchasing practices, and identify, prioritise and implement improvement measures, mindful of their impacts on your suppliers. By the end of this training you will:

- Understand the relationship between a company's purchasing practices and the impact on working conditions in its supply chains
- Understand the ethical trade risks and potential breaches of the ETI Base Code that may exist in your company's supply chain
- Be able to apply a risk-based approach to target resources
- Be able to review your company's purchasing practices and identify, prioritise and implement improvement measures

#### Who is this course for?

This course is designed for buyers, purchasing managers and people within commercial teams, such as technologists and merchandisers. Ethical trade managers and CSR professionals will also find this course useful, as it will enable you to understand and present the case for responsible buying practices to your colleagues.

### 2 Better Work

For more information contact Juliet on [edington@betterwork.org](mailto:edington@betterwork.org)

Better Work is focusing on purchasing practices through three initiatives being rolled out in parallel as follows:

- A suite of training consisting of an e-learning module and facilitated training.
- A factory level intervention to: highlight in Improvement Plans where buyer purchasing practices are part of the root cause of non-compliance and; to promote discussion of purchasing practices with factories.
- An annual review with buyer partners of the status of their efforts to address their own purchasing practices (based on recommendations from the Common Framework).

#### Facilitated Training (virtual or in-person)

Currently available for a fee for selected Better Work partner brands only.

Covers the impact of purchasing practices on working conditions, providing additional technical input, checking understanding and digging deeper into the areas touched on in the e-learning. Topics covered include:

- Different products and sourcing models
- Product development and forecasting
- Order placement & production lead-times
- Cost negotiations, costing and payments

Using real life case studies, participants work through scenarios together and are challenged to identify how this relates to their own company's practice and to explore solutions at the brand and individual level.

- Available as a one-day in person facilitated session or 3x2 hour virtually delivered sessions
- Participatory and action-oriented training which combines technical input with real case studies and group work





## More in-depth training & resources

### 3 AGT /SER (Agreement on Sustainable Garments & Textiles)

For more information contact SER via [secretariaatIMVO@ser.nl](mailto:secretariaatIMVO@ser.nl)

#### 3.1 RPP Resource based on supplier feedback

The Dutch Agreement on Sustainable Garments and Textile and the German Partnership for Sustainable Textiles report on Purchasing Practices with insights from buyer and supplier feedback. [Article here.](#) [Report here.](#)

#### 3.2 Due Diligence: How to contribute to improving purchasing practices in your company

AGT/SER has developed a training course for companies with interactive materials/case studies for discussion. At this stage this has just been offered to companies within the AGT Agreement and for Modint-members, the Dutch sector association, however for those interested please use above contact details.

- Detailed questionnaire is given before the course, to encourage attendees to understand their companies PP before they come, including the strengths and weaknesses in terms of RPP.
- In person training, for buying teams, covers:
  - How purchasing practices relate to due diligence
  - Interactive Assignment: Experiencing the effects of buying practices (Interactive discussions based on scenarios to identify poor PP, potential impacts, root causes of the PP, actions that could be taken in the short and long term)
  - Examples of tools available and learnings from ETI/ACT/Better Buying
  - Learnings from Modint and Solidaridad projects
  - Practical tips for improving RPP (forecasting, product development, sampling, price

quotation and negotiation, terms of payment, order placement changes and reorders, production and lead time, delivery)

- Interactive exercise focusing on ACT's 5 purchasing practice commitments

#### 3.3 Purchasing practices in times of Corona

- For CEOs and top management
- Presentation with interviews and speeches from experts including suppliers, Manufacturing Associations, garment companies, International Apparel Federation etc
- Concrete suggestions for actions

#### 3.4 Buying practices risk matrix

A webinar and matrix on how to set up and use a buying practices risk matrix based on the model of FNG. [Matrix here.](#) [Webinar here.](#)

### 4 PST/GIZ

#### 4.1 Publicly available resources and guidance

For more information contact [topsy.roedler@giz.de](mailto:topsy.roedler@giz.de)

- Guidance on living wages in [German](#) and [English](#) as of 2019.
- Guidelines for RPP in the context of Covid-19 as of April 2020 in [English](#) and [German](#).
- MSI Joint Statement: Responding responsibly to Covid-19 as of May 2020 in [English](#).



#### 4.2 Training series – for PST members and Fair Wear Brands

- 4 part training series developed in collaboration with the Thrive Collaboration, all in English
- Limited access – only for PST members and Fair Wear Brands

- **Purchasing Practices, Supply Chain Risks and Human Rights.** (For CSR managers) This session targets CSR managers seeking to develop a company-specific strategy for integrating responsible purchasing practices into their company's workflow. The workshop's focus is developing internal alignment and finding allies within your brand to foster progress.

- **Strategic Sourcing** in the Wake of COVID: Supply Chain Consolidation, Risk Bearing, and Responsible Exit. (For Buyers and key decision-makers in companies (CSR staff welcome)) Focuses on the impact that the COVID crisis is having on purchasing practices – and by extension, on workers. What steps need to be taken now to ensure your company is not responsible for significant harm to the workers who make your products?

- **Relationships with Suppliers:** The Groundwork 'Needed for Open Costing and Responsible Purchasing' (for Buyers and key decision-makers in companies (CSR staff welcome)) Typically, in the garment industry, purchasing departments are rewarded if they are able to procure quality products, on time, from manufacturers who are able to respond flexibly to changes, and at a low price. The relationships that emerge with suppliers can therefore take on a range of detrimental characteristics. How do these characteristics align with due diligence around costing and other human rights? How can these relationships be tweaked to set the groundwork for transparency in costing and other due diligence activities? If your company seeks to engage in 'open costing,' it is vital to have these relationship foundations in place.

- **Costing for Human Rights:** Tips and Tools for Open Costing (For buyers and CSR staff, separately) In these sessions, the concepts of 'labour minute costing' or 'open costing' are outlined and participants receive hands-on access to existing tools and knowhow required to engage in open costing with your company's suppliers. Two separate sessions will be on offer, with specialist trainers to support purchasing and CSR professionals, respectively.

### 5 Fair Wear

For more information contact Wilco on [vanbokhorst@fairwear.org](mailto:vanbokhorst@fairwear.org)

#### 5.1 New member webinar induction including RPP

Fair Wear provides 10 online sessions with new members focusing on what it entails to be a Fair Wear member. As part of their induction, they introduce topics related to purchasing practices such as production planning, cost-price transparency, human rights due diligence (at new suppliers) and the brand performance check.

#### 5.2 Living wage webinars

These four webinars build on FW's work and experience from the living wage incubator with member brands. This is provided to FW member brands and has also been made available to AGT and PST brands. The webinars aim to:

- Increase the understanding of brands on the relationship between prices and wages
- Create commitment to raising wages to living wages
- Provide a process-oriented approach, which includes workers and their representatives
- Introduce FW's way of working, policies and tools.

Includes case studies from several of FW's members. Includes tools such as living wage policy, wage benchmarks and labour minute costing calculators.

#### 5.3 One-off sessions that have been recorded

- [Introduction to brand guidance](#) on social dialogue
- Root causes of excessive overtime and its relationship with production planning
  - Introduction of FW's tool to assess root causes of excessive OT. Also provides various measures that brands can take to improve their purchasing practices.

### 6 ACT (Action Collaboration Transformation)

ACT provides training on the [Global ACT Purchasing Practices](#) commitments, including their implementation as well as monitoring. (Limited access – only for ACT members)

For more information contact [bea.ruoff@actonlivingwages.com](mailto:bea.ruoff@actonlivingwages.com)

