
Governance for Tomorrow
Stewardship Board Call Out

October 2024

Governance for Tomorrow



How can the leaders of today realise a fashion industry for tomorrow?

“We will strive for the ideals and sacred things of the city, both alone and with many, we will transmit this city not less but greater, better and more beautiful than it was transmitted to us.”

– Oath of the Athenians to the city in 500 BCE

The fashion system stands at a crossroads.

Achieving fairness and regeneration for both humans and the planet's ecosystems (otherwise known as "Earth Systems Justice"¹) requires transformation in the values and principles that guide the fashion system.

To truly honour our collective responsibility and protect our shared future, we must embrace governance frameworks that deeply respect and care for nature, society, economies for wellbeing, and cultures.

It's time for a major shift—one that brings together perspectives across different species, generations, and communities, and integrates them into the core of how we do business. This transition requires:

- **Justice** for all species and maintaining the balance of Earth's natural systems
- **Fairness** across generations, ensuring we leave a flourishing world for future generations
- **Equity** between countries, communities and individuals

Governance for Tomorrow is a programme designed to bring together bold leaders, transformational ideas and creative thinking to fundamentally shift and re-shape fashion's governance systems for today and tomorrow. The programme is managed by Centre for Sustainable Fashion (CSF) and is supported by CSF's long-term partnership with leading luxury group, Kering.

¹ Rockström, J., Gupta, J., Qin, D. et al. (2023). Safe and just Earth system boundaries. *Nature* 619(7968), 102–111.

The Stewardship Board

Governance for Tomorrow is calling on visionary changemakers to model a non-executive governance board. The Stewardship Board is designed to lead the creation of new and alternative governance models within luxury fashion.

The Stewardship Board is a six-month transformation programme, bringing changemakers together to co-create bold solutions that address the fashion system's complex challenges. The model board members will undertake an online curriculum that includes workshops, mentorship, and self-guided learning.



The role

As a Stewardship Board member, you'll work collectively to rethink, develop, and test out innovative governance practices that can solve the industry's toughest problems. You'll consider diverse perspectives from across and within generations and global regions.

You'll collaborate with experts from different fields to find new ways of leading fashion towards sustainability and stewardship of our Earth. You'll model a non-executive board that embodies Earth Systems Justice, using governance as a key lever for change. 10 Stewardship Board members will be selected in total. Five of the members will represent a listed company and five will represent an unlisted company.

Do you have a vision for how fashion can operate within boundaries that are both safe for the planet and fair for all? If you're ready to be part of this shift, we encourage you to apply to become a member of the Stewardship Board to help shape the future of luxury fashion governance.

Who are we looking for?

We seek a diverse mix of age groups, including students, early-career professionals, and seasoned professionals from around the world. You do not need to have experience in fashion, we invite applicants from all industries. We are looking for key skills including:

- **Collaborative and learning mindset:** Strong communication and interpersonal skills, with the ability to work effectively in a team, and an appetite for learning.
- **Leadership:** Comfort in challenging existing systems and leading with intention and care.
- **Relevant experience:** Strong commitment to, interest in and/or experience in sustainability or governance, within the fashion sector is a plus, but is not required. Applicants from diverse industries and backgrounds are encouraged to apply.
- **Creativity:** Using imagination and speculative design thinking to disrupt and re-shape the fashion system. Willingness to employ alternative creative practices and to reconceptualise and re-envision fashion.



This programme is delivered in English. You don't have to be fluent in English to participate, but you will need to be able to express yourself, engage in learning activities, and understand others.

Why apply?

- **Shape the future:** Contribute to the development of radical governance models that can lead the luxury fashion industry towards a more sustainable and just future.
- **Collaborate across and within generations:** Engage with other dynamic and committed professionals from different age groups, locations, and backgrounds.
- **Professional development:** Gain valuable experience in governance, sustainability, and interdisciplinary collaboration, positioning yourself as a leader and changemaker in the industry. You'll learn from world-leading experts, and have the opportunity to network extensively.
- **Make a meaningful impact:** Be part of a pioneering initiative that addresses critical global challenges and sets bold new standards for business governance.
- **Engage with the sustainable fashion community:** Network with global leaders at a fully-funded trip to the Global Fashion Summit in Copenhagen, Denmark in June 2025, including travel and accommodation costs.



Commitment and key dates

- **Application deadline:** 23:59 GMT on 27th November 2024
 - **Interviews:** week commencing 2nd December 2024
 - **Time commitment:** 3-4 hours per week, spent in online workshops, meetings or independent/group study
 - **Workshops:** 1-2 online workshops per month, led by CSF, January – July 2025
 - **Meetings:** 1-2 online meetings per month, self-run by participants, January – July 2025
 - **Global Fashion Summit:** In-person attendance at Global Fashion Summit, Copenhagen, Denmark, 3rd – 5th June 2025
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How to apply

To apply, simply complete the application form available [here](#). The application form asks you to provide the following information:

- Personal details
 - Your interest in Governance for Tomorrow's Stewardship Board
 - Your relevant skills and experience
 - A CV
 - A 1-minute video response to a provocation
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Who you'll be working with

Through your involvement in Governance for Tomorrow, you'll have access to leading researchers, industry experts and civil society stakeholders, supporting the development and implementation of transformative fashion governance.

Centre for Sustainable Fashion

Centre for Sustainable Fashion (CSF) is a University of the Arts London research, education and knowledge exchange centre, based at London College of Fashion.

CSF provokes, challenges, and questions the status quo in fashion to contribute to a system that recognises its ecological context and honours equity. The Centre's work shapes and contributes to Fashion Design for Sustainability as a field of study, industry practices and educational models.

By exploring and cross-referencing fashion's relational ecological, social, economic, and cultural agendas, CSF engages in transformational design practices. CSF takes a pluralistic, systemic approach, collaborating across its network of universities, businesses and other organisations from all around the world. All of CSF's work is underpinned by its Declaration.

Kering

A global Luxury group, Kering manages the development of a series of renowned Houses in Fashion, Leather Goods and Jewelry: Gucci, Saint Laurent, Bottega Veneta, Balenciaga, Alexander McQueen, Brioni, Boucheron, Pomellato, DoDo, Qeelin, Ginori 1735 as well as Kering Eyewear and Kering Beauté.

By placing creativity at the heart of its strategy, Kering enables its Houses to set new limits in terms of their creative expression while crafting tomorrow's Luxury in a sustainable and responsible way. Kering captures these beliefs in its signature: "Empowering Imagination". In 2023, Kering had 49,000 employees and revenue of €19.6 billion.

Middlesex University

A world-class centre for education and research with a 130 year heritage, Middlesex prepares its students to succeed in the competitive global job market. The university's academics keep close to industry, and are committed to preparing you for career success,

Who you'll be working with

which is why Middlesex is ranked among the top UK universities for graduate salaries. The state-of-the-art campus in London, is one of the biggest in the capital so you'll have everything you need in one place. The campus also has a real community feel as you join talented and ambitious students from all corners of the globe.

Governance for Tomorrow Advisory Board

The Governance for Tomorrow Advisory Board supports the programme team in its aims to investigate models for interspecies, intergenerational and intragenerational models of governance in luxury fashion. The Advisory Board is a key stakeholder in the programme, engaging with the Research team and Stewardship Board members to share expertise and provide feedback on proposals for alternative governance frameworks and practices. The Advisory Board comprises members from academia, industry and civil society, representing a breadth of expertise and lived experience. The Advisory Board members are:

- **Cameron Saul**, Co-Founder & Creative Director, #TOGETHERBAND
- **Claire Bergkamp**, CEO, Textile Exchange
- **Hakan Karaosman**, Associate Professor, Cardiff University and Chair, Union of Concerned Researchers in Fashion
- **Hannah Gilbert**, Director of Sustainability, British Business Bank
- **Helen Crowley**, Independent (previously Kering, Pollination)
- **Lee Risby**, Director of Effective Philanthropy, Laudes Foundation
- **Pedro Patrique Ferreira da Silva**, Next Gen Assembly member 2023, Slow Fashion Brazil
- **Quinn Manson Buchwald**, Director, Indigenous and Traditional Peoples Programme, Conservation International
- **Sanjana Pimoli**, Next Gen Assembly member 2023, Master's student at Yale School of the Environment
- **Xiao Wei**, Country Coordinator, Fashion Revolution China & Co-founder, VESHIN



“We are glad to celebrate our longstanding partnership with Centre for Sustainable Fashion through the launch of the Governance for Tomorrow program. This innovative program marks a key milestone in our commitment to redefining governance practices in the luxury sector, placing sustainability, equity, and social justice at its heart. At Kering, we believe that integrating sustainability at the highest level of governance models is essential to addressing the environmental and social challenges facing the fashion industry, while ensuring a more responsible future for generations to come.”

Marie-Claire Daveu, Chief Sustainability and Institutional Affairs Officer, Kering



“In the words of Amitav Ghosh, the climate crisis is...a crisis of culture, and thus of the imagination. Through convening imaginative and curious minds, we will prototype frameworks and practices based on the true rules of prosperity, and thus shift from the rules we invented that missed out nature and the commitment to living better, as the basis of a thriving luxury fashion sector.”

Dilys Williams, Director, Centre for Sustainable Fashion

Governance for Tomorrow

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ual: centre for
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K E R I N G


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