

SHIFTING



**Textile
Exchange
Conference**
2025

EVENT OVERVIEW

October
13–17, 2025

Lisbon Congress Centre
Lisbon, Portugal

landscapes

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In numbers

1,481
In-person attendees

301
Online attendees

79
Exhibitors

74
Industry expert speakers

ABOUT THE EVENT

ABOUT THE EVENT

THREE DAYS OF *curated, collective learning*, BRINGING TOGETHER MORE THAN 1,700 *changemakers* FROM ACROSS THE FASHION, TEXTILE, AND APPAREL INDUSTRY.

From October 13 to 17, we welcomed brands and retailers, supply system partners, innovators, farmers, non-profit organizations, and academics to gather at Lisbon Congress Centre in Lisbon, Portugal for the 2025 Textile Exchange Conference.

Attendees came from all around the globe, united in a desire to accelerate action and see the industry transform to meet our shared climate and nature goals.



ABOUT THE EVENT

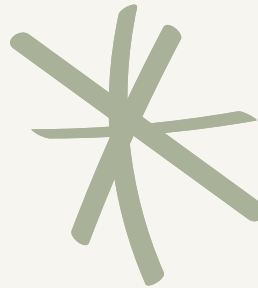
DRIVING HOME *the urgency* FOR
OUR INDUSTRY TO *rapidly adapt*
TO CHANGING ENVIRONMENTS
TO *unlock opportunities* FOR
SYSTEMS TRANSFORMATION.



Themed around **Shifting Landscapes**, the 2025 Textile Exchange Conference recognized that disruption and uncertainty can also be catalysts for systems-level change. Incorporating perspectives from across the supply system, sessions unpacked place-based insights and local approaches and explored how they can be effectively integrated into global strategies for climate and nature.



ABOUT THE EVENT

AN AGENDA THAT *sparked conversation*
AND *connection*, ON TACKLING
ECONOMIC BARRIERS, BUILDING
THE INFRASTRUCTURE NEEDED 
FOR CHANGE, HARNESSING DATA
FOR IMPACT, AND MUCH MORE.

The 2025 agenda focused on how adaptation and systems transformation can be more intentionally connected. Throughout the week, we heard from 74 speakers from across the supply chain and around the world. Six plenary sessions gave energy and impetus to each day, complemented by 23 breakout sessions and additional side meetings and lunchtime spotlights that delved into the detail. For the first time, the program included collective action workshops, which saw high levels of engagement and offered valuable new perspectives.

WHAT PEOPLE SAID

“OUR COLLEAGUES JOINED THE
TEXTILE EXCHANGE CONFERENCE IN LISBON
WHERE *energy, collaboration AND systems thinking*
FILLED EVERY CONVERSATION.”

– H&M FOUNDATION

More words from our community



CottonConnect
Reimagining the future for supply chains

What an incredible week of connection and collaboration at hashtag#TextileExchange2025 in Lisbon!

Our team was proud to be on the ground, engaging with global partners, brands, and innovators who are committed to driving systemic change. The energy around “Shifting Landscapes” was amazing—and the need for practical, farm-level solutions is clearer than ever.

Posted on LinkedIn



Christine Goulay
Advisor | NED | Consultant | Sustainability and Innovation | Luxury | Fashion

Thank you to the **Textile Exchange** team for organizing such a fabulous week! Our landscape may be shifting, but this is making us stronger - we are more focused on the business fundamentals, more determined to make sure our work is understood, and more certain that we can turn our idealism into reality together.

Posted on LinkedIn



Nina Marenzi
The Sustainable Angle, Founder & CEO Future Fabrics Expo.

Wonderful to be at the **Textile Exchange** Conference in Lisbon, connecting with the agents of change all working to accelerate transformation across the global textile system.

Posted on LinkedIn



Better Cotton Initiative
Better Cotton is helping cotton communities survive and thrive, while protecting and restoring the environment.

After a week away at the **Textile Exchange** Conference 2025, our team are back in the office, but we’re still unpacking all the insights from this great event.

One of the highlights in Lisbon was the workshop on ‘Natural Hotspots’, where our Regenerative Agriculture Manager **Fakhar Zaman** shared his expertise in biodiversity in his home country of Pakistan

From the majestic mountain ecosystems of the north to the unique plain regions in the south, nature in Pakistan is under increasing pressure from climate impacts.

Fakhar discussed the pressing challenges faced by farmers, whilst highlighting opportunities to promote biodiversity and the local ecological richness. He focused on how collective, industry-wide collaboration can drive regenerative approaches, protect natural habitats, and support the communities whose livelihoods depend on them.

For the BCI team, it was inspiring to connect with textile suppliers, sustainability leaders, and changemakers working toward the same vision: a textile industry that values and restores nature.

Posted on LinkedIn



Circ®
Earthshot Prize Finalist + FastCo Most Innovative + Certified B Corp Protecting the planet from the cost of clothing

At this year’s **Textile Exchange** Conference, our CEO, Peter Majeranowski, joined **Patrik Frisk**, CEO of **Reju**, on stage for the opening plenary, “Recycling as Catalyst,” to discuss how large-scale textile-to-textile recycling can accelerate landscape-level change across fashion’s global value chain.

For Circ®, collaboration is our model for progress. Thank you to Textile Exchange for bringing the industry together and to **Patrik Frisk** and **Chris Denson** for such an inspiring conversation about how collaboration, transparency, and systems thinking are redefining what’s possible.

Posted on LinkedIn



Megan Doyle
Sustainable Fashion Journalist & Consultant

Another **Textile Exchange** conference done! Last week, I hosted the Impact Data Series which included three sessions - on cropping (cotton), animal materials like wool and cashmere, and recycled materials - speaking to expert NGO founders, textile recyclers and producers, and brand LCA specialists. Thank you Textile Exchange and all the panelists.

Posted on LinkedIn



Lindsay Humphreys
Global Strategy & Partnerships Lead at SPIN360

Feeling It Differently This Year: After seven years of attending ... this **Textile Exchange** conference held in Lisbon, hit different.

The conversations were more grounded, the need for solutions more urgent but realistic and I was reminded that we are all part of the same journey and, ultimately, the same team.

Posted on LinkedIn

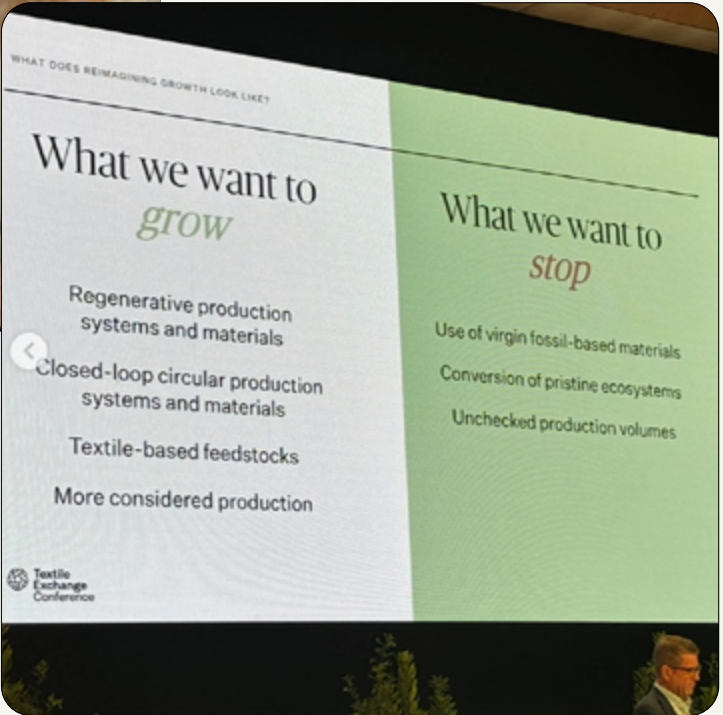
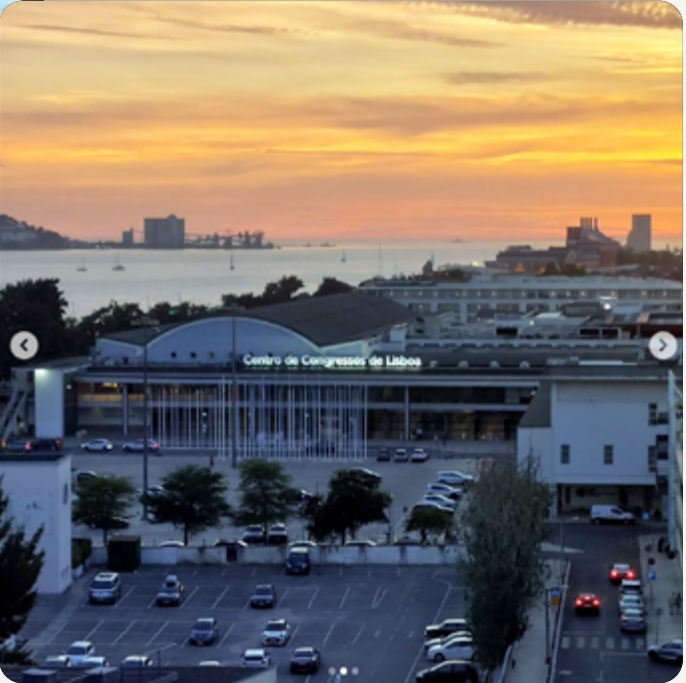
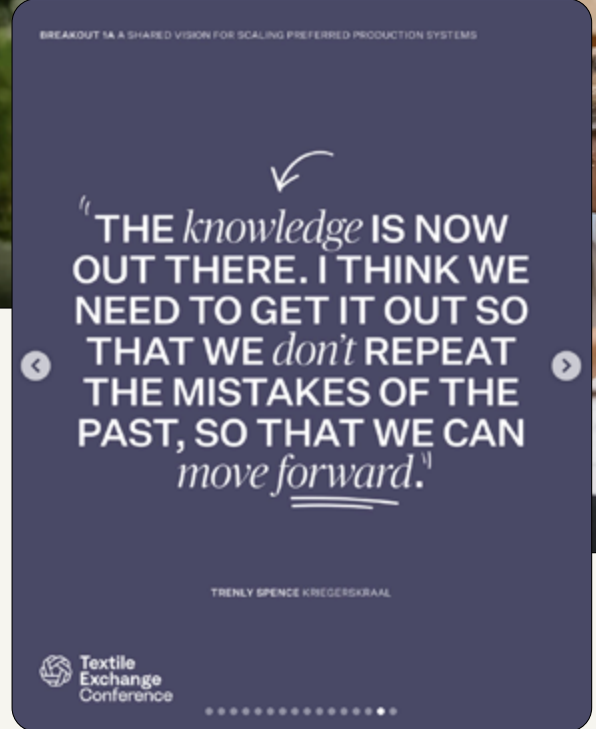
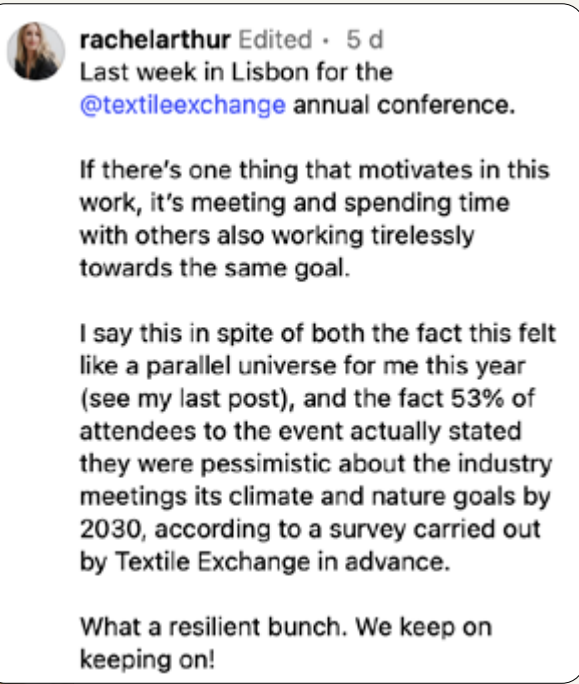
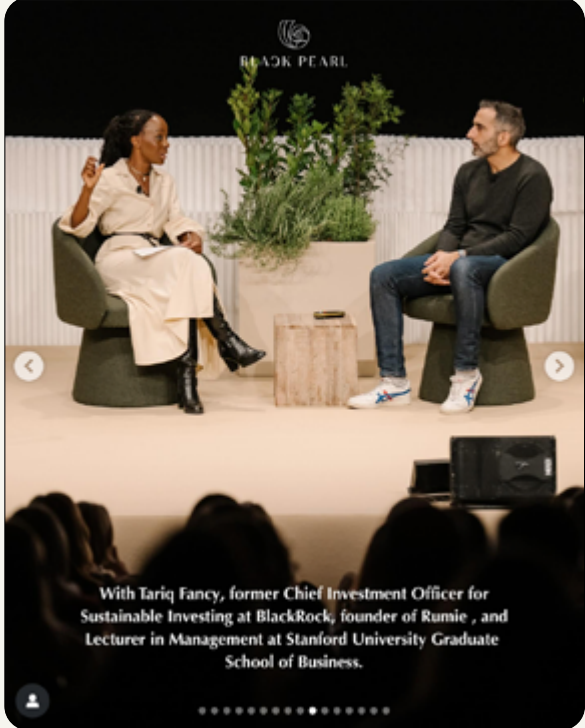
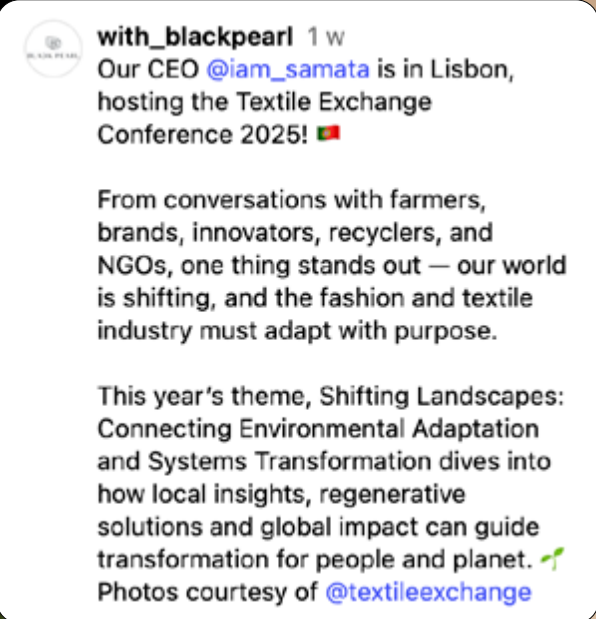
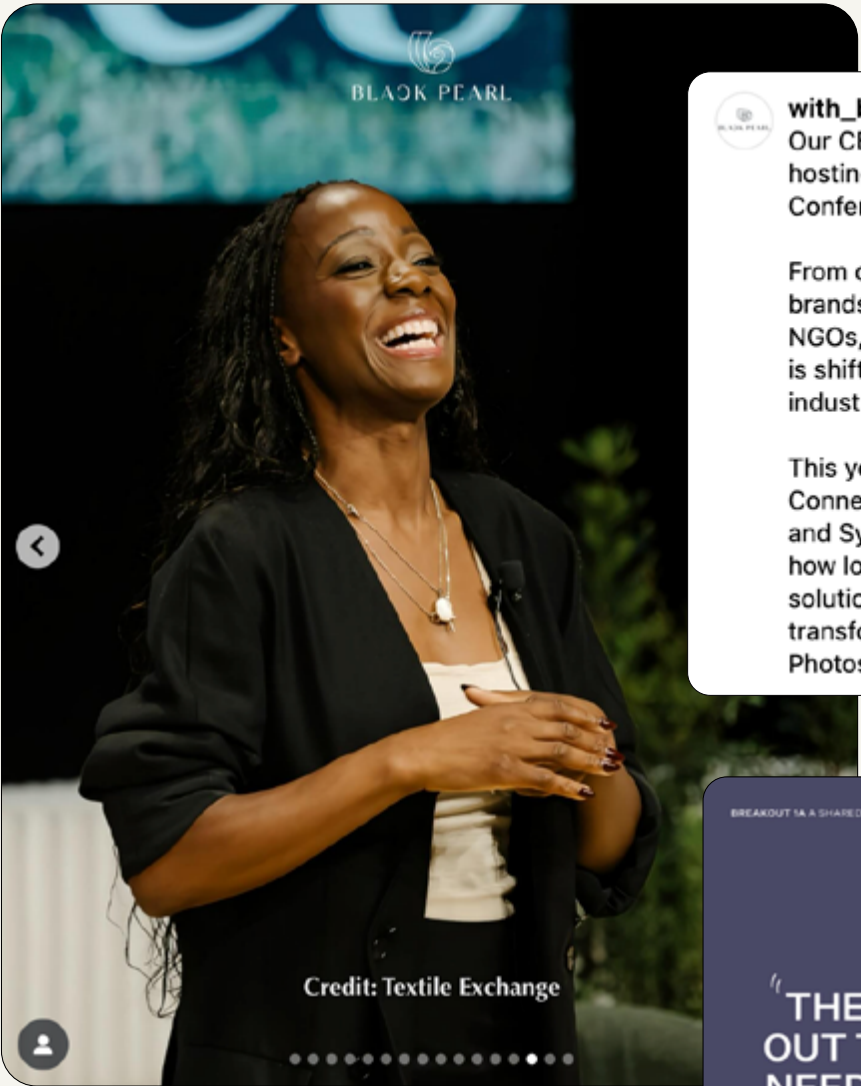
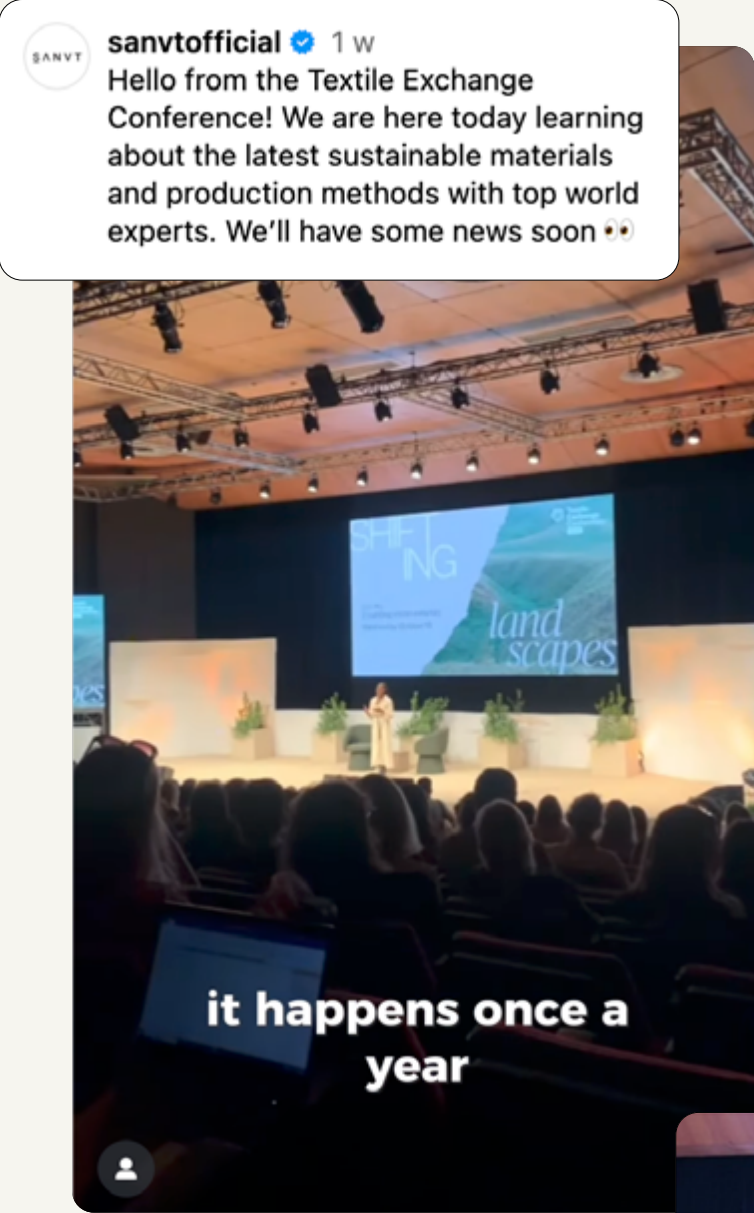


Gabrielle Bastien
Consultant, Regenerative Systems | Senior Advisor, BIOSPHERES

Energized and inspired after an incredible week at the 2025 **Textile Exchange** Conference in Lisbon! The level of collaboration, the diversity of voices, and the quality of production made this one of the most impressive events I’ve attended. Tip of the hat to the Textile Exchange team for bringing together such a vibrant, solutions-driven community.

Posted on LinkedIn

Social media highlights



ON THE STAGE

HOST

Samata



Our host at this year’s conference was Samata, CEO of **BLACK PEARL**. A British-born Ghanaian entrepreneur, producer, and sustainability leader, Samata is shaping the future of fashion and entertainment. She leads BLACK PEARL’s work as the sustainable fashion partner to the Academy of Motion Picture Arts and Sciences, bringing environmental consciousness to the Oscars and beyond.

A key voice at the intersection of fashion and climate, Samata authored *The Sustainable Style Guide for Everyone* and produced simplified guides for the 95th and 96th Academy Awards. In 2024, she was named a Champion of Change by VOGUE Business. Her work extends to lecturing globally, playing an active role in climate advocacy, and holding board and advisory roles with several key institutions. Samata continues to drive innovation in cultural sustainability through storytelling, education, and industry change.

“WE’RE DEALING WITH A LOT OF UNCERTAINTY, BUT WE’RE ALSO SEEING A LOT OF *resilience* IN THAT UNCERTAINTY. WE’RE SEEING *optimism* THAT IS TRULY *grounded in the work* THAT IS HAPPENING ON THE GROUND, IN THE *farms*, IN THE *facilities*, IN THE *communities* THAT DRIVE THIS *change* AND DEAL WITH THESE REALITIES DAY IN AND DAY OUT.”

CLAIRE BERGKAMP
CEO, TEXTILE EXCHANGE

“IT’S *not enough* TO HAVE A VISION OR A GOAL OR EVEN TO HAVE BUY-IN ACROSS MANAGEMENT TEAMS. WE NEED TO HAVE THE *infrastructure* THAT FACILITATES THAT *action*.”

SAMATA
CEO, BLACK PEARL

OPENING

Claire Bergkamp



Textile Exchange’s CEO, Claire Bergkamp, opened the event, addressing more than 1,600 attendees gathered at the Lisbon Congress Centre and online. She set the tone for the days ahead, acknowledging the industry’s challenges while emphasizing the growing momentum that continues to move the sector forward with purpose.

VOGUE
BUSINESS

Sustainable fashion reckons with “the era of disruption”

The recent political backlash against sustainability has left the industry questioning its methods. At the latest Textile Exchange conference, stakeholders across fashion contemplated what comes next.

[Read the full article](#)

PLENARY SPEAKERS

Claire Bergkamp and Jonathan Hall on orienting in times of uncertainty

In the opening session, Claire Bergkamp, Textile Exchange CEO, and Jonathan Hall, Managing Partner at Kantar’s Sustainable Transformation Practice, acknowledged both the progress made and the scale of the transformation still needed, offering two complementary perspectives: the urgency of the climate and nature agenda, and the broader market forces influencing how businesses adapt.

Jonathan highlighted that data gives us reasons to be positive, and that when we dig beneath the noise, it’s clear that consumers still care. He said 67% of people still believe environmentalism is extremely important because of the increasing frequency, intensity, and, critically, proximity of climate change impacts. If anything, he said, opinions are hardening. The session framed the challenges ahead while emphasizing the importance of collaborative, forward-looking action.

“CLIMATE AND ENVIRONMENTAL ISSUES REMAIN THE *number one concern* OF PEOPLE AROUND THE WORLD.”

JONATHAN HALL
MANAGING PARTNER, SUSTAINABLE
TRANSFORMATION PRACTICE, KANTAR





Jonathan Hall
Managing Partner, Sustainable
Transformation Practice at Kantar

We are living in an Era of Disruption, not a moment of uncertainty. This changing reality demands we rethink our businesses and the structures, systems and processes we have used for decades.

[Read more on LinkedIn](#)

PLENARY SPEAKERS

Ashley Gill and Dr. Deb Chachra on the architecture of transformation



Day one’s closing plenary explored what it will take to drive meaningful change over the next five years. Deb Chachra, author of *How Infrastructure Works*, offered powerful insights into the often-invisible systems that shape our world, and the structural levers needed to unlock large-scale transformation.

Ashley Gill, Chief Standards and Strategy Officer at Textile Exchange, presented our theory of change and five-year strategy, emphasizing how a shift toward preferred production systems can deliver measurable impact across the fashion sector.

“THE REAL *systems-change perspective* FOR ME WAS *seeing AND acknowledging* THE HARMS THAT WERE BEING DONE.”

DR. DEB CHACHRA
PROFESSOR OF ENGINEERING, OLIN COLLEGE
AUTHOR OF HOW INFRASTRUCTURE WORKS:
INSIDE THE SYSTEMS THAT SHAPE OUR WORLD

“WHEN YOU HAVE A *systemic problem*, YOU GENERALLY NEED A SYSTEMIC SOLUTION.”

TARIQ FANCY
FINANCIAL ANALYST AND AUTHOR,
STANFORD GRADUATE SCHOOL OF BUSINESS



Tariq Fancy
Fixing capitalism (the non-kumbaya way)

When the hype, marketing narratives, and grifters disappear, you’re left with the builders, the ones rolling up their sleeves and staying focused on the longer term.

[Read more on LinkedIn](#)

PLENARY SPEAKERS

Tariq Fancy on unlocking positive tipping points for change



In the day two morning plenary, Tariq Fancy, Lecturer in Management at Stanford University Graduate School of Business, and former Chief Investment Officer for Sustainable Investing at BlackRock, asked the audience to consider how unlocking positive tipping points for change can drive true systemic impact.

Drawing on his unique experience at the intersection of global finance and social innovation, Tariq spoke about the industry being in a moment at the beginning of a “mega trend” that is only going in one direction. But to really make progress toward more sustainable systems, we must think long term and look for the “boring but brilliant” ideas that can increase efficiency in areas like supply chain logistics, resource capacity, and the reduction of waste. Crucially, the arguments for adaptation must lean into the numbers and make business sense, repackaged in a way which speaks to the operations and finance teams in their own language.

Tariq challenged us to rethink the structures, mindsets, and policies that currently shape our systems—and have the courage to redesign them for lasting change.

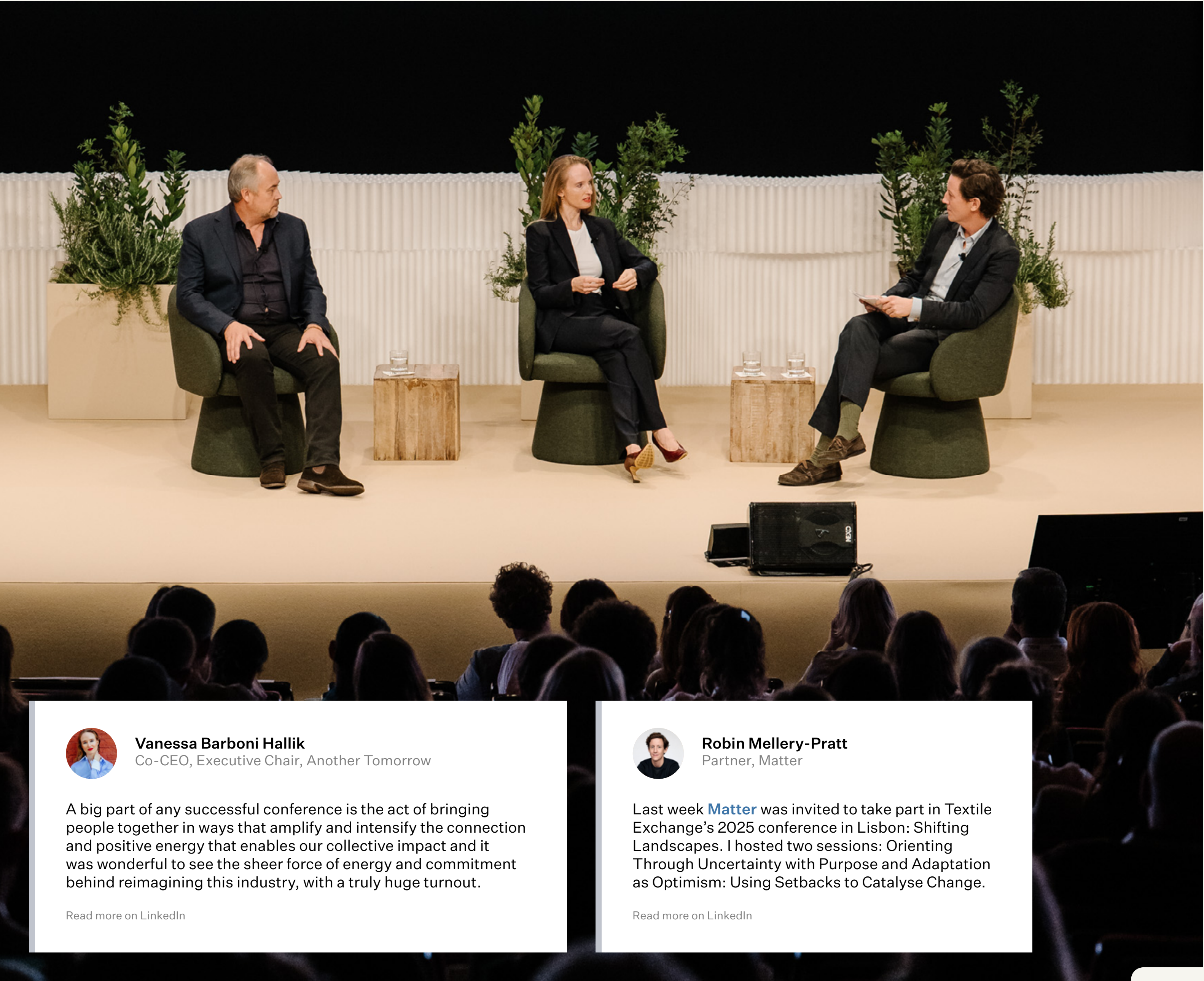
PLENARY SPEAKERS

Robin Mellery-Pratt, John Roberts,
and Vanessa Barboni Hallik
on supply system resilience

In the afternoon plenary, Robin Mellery-Pratt, Founding Partner of Matter, moderated a conversation with John Roberts, CEO of Australian Wool Innovation, and Vanessa Barboni Hallik, CEO of Another Tomorrow. Their insights reinforced a clear message: resilience requires systemic transformation and shared responsibility across the value chain. As the session closed, speakers also reflected on the personal side of resilience, drawing inspiration from the commitment and adaptability of wool growers, and underscoring the importance of caring for ourselves so that we can continue to show up for one another and drive this transformation together.

“WE’VE GOT TO GET PEOPLE
TO THINK ABOUT *wool* AS A
fiber of the future, EVEN IF IT’S
THOUSANDS OF YEARS OLD.”

JOHN ROBERTS
CHIEF EXECUTIVE OFFICER,
AUSTRALIAN WOOL INNOVATION/THE WOOLMARK COMPANY



Vanessa Barboni Hallik
Co-CEO, Executive Chair, Another Tomorrow

A big part of any successful conference is the act of bringing people together in ways that amplify and intensify the connection and positive energy that enables our collective impact and it was wonderful to see the sheer force of energy and commitment behind reimagining this industry, with a truly huge turnout.

[Read more on LinkedIn](#)



Robin Mellery-Pratt
Partner, Matter

Last week **Matter** was invited to take part in Textile Exchange’s 2025 conference in Lisbon: Shifting Landscapes. I hosted two sessions: Orienting Through Uncertainty with Purpose and Adaptation as Optimism: Using Setbacks to Catalyse Change.

[Read more on LinkedIn](#)

PLENARY SPEAKERS

Chris Denson, Patrik Frisk, and Peter Majeranowski on the potential of textile-to-textile recycling

During the third morning’s plenary, Chris Denson, founder of Visionology, spoke to Patrik Frisk, CEO of Reju, and Peter Majeranowski, CEO of Circ, who explored how we’re at a watershed moment for innovation in textile-to-textile recycling.

Attendees heard how new large-scale recycling plants across Europe can mine waste instead of natural resources and reintegrate it back into the supply chain. But the message was clear: technological innovation alone isn’t enough. To fully unlock its potential, it needs to be paired with upstream innovation and the right policies while creating an ecosystem that can efficiently collect and sort textiles.

Because of the scale of the waste, scaling the system is inevitable as more people understand the potential of turning waste into economic value. But both Patrik and Peter stressed that for real systemic change to happen, you have to step out of your comfort zone, create new ways of working, and embrace new business models, while celebrating the small wins—both within your business and those of fellow innovators—every step of the way.

“WE’RE TAKING WASTE AND TURNING IT INTO *value*. WE CAN *mine our waste* INSTEAD OF OUR *natural resources* AND PUT THAT RIGHT BACK TO THE BEGINNING OF THE SUPPLY CHAIN.”

PETER MAJERANOWSKI
CEO, CIRC



Peter Majeranowski
CEO, Circ. FastCo Most Innovative +
Certified B Corp + Earthshot Prize Finalist

Huge thanks to [Claire Bergkamp](#) and the incredible [Textile Exchange](#) team for a first-class event driving circularity forward. Good people working with good people. That’s the culture that gets this built.

[Read more on LinkedIn](#)



Patrik Frisk
Working to create a circular economy for
textile-to-textile polyester regeneration

Bringing the industry together in one place and having all the necessary and valuable information being communicated and discussed is very powerful and needed. What struck me most was how the dialogue has matured. We’re no longer asking if circularity can scale, but how fast and how far we’re willing to go. I’m glad to see we are making this shift.

[Read more on LinkedIn](#)

PLENARY SPEAKERS

Claire Bergkamp, Ashley Gill,
Beth Jensen, and Sarah Needham
on the pathways forward

In the final plenary, our leadership team reflected on recurring themes, including the need for systemic change that makes economic sense—without losing sight of the science or the human element.

In what has been a challenging year for many, we also heard from others that they felt energized—a sentiment shared by our team, who spoke of the many positive conversations and a growing sense of momentum. The tremendous progress made in the last year, especially in areas such as improved data quality around nature impacts and innovations in textile-to-textile recycling, was evidence that change is not only possible but already happening.

The team concluded that they felt inspired by the magic that happens when voices from across the sector come together, with a tangible difference being felt this year around the strong desire for collective action. The conference was a much-needed chance to reconnect with each other, to learn that our problems are not unique to us, and to remember that we can find the solutions together.

“IF WE WANT TO *achieve* THE GOALS,
AND SCALE *preferred production*
SYSTEMS, IT’S FUNDAMENTAL FOR US
TO ADDRESS ECONOMIC BARRIERS—
AND WE KNOW THAT WORK IS GOING
TO BE GROUNDED IN *collective action*.”

ASHLEY GILL
CHIEF STANDARDS AND STRATEGY OFFICER,
TEXTILE EXCHANGE



WHAT WE LEARNED

Lessons from day one

Alongside the plenary sessions, the Textile Exchange conference brings together leaders into interactive breakout groups focusing on key subjects. Here are some of the key takeaways from each day.

“YOU NEED *brave farmers* TO *push* EXPECTATIONS, CERTIFICATES AND STANDARDS TO SET BOUNDARIES, AND NGOS TO *define* THE SYSTEM FOR *change* TO REALLY HAPPEN.”

– Kristina Kölling, Head of Environment and Circularity, Tchibo GmbH

“STANDARDS ARE *essential* IN THE RECYCLING SPACE. THEY ARE A MUST. THEY ARE THE GLUE ACROSS ALL THE PLAYERS, STARTING FROM THE BRAND DOWN TO TIER 4. STANDARDS BRING *transparency* AND *trust*.”

– Marouane Zenaidi, Marketing Director, Fujian Cyclone New Material Science & Technology Co., Ltd.

Explore key moments from day one →



From preferred materials to preferred systems

In line with our theory of change, we discussed with a panel representing farmers and material producers how the focus on preferred materials needs to shift to preferred production systems, enabling a more outcomes-driven, holistic approach. This shift will allow the industry to set a clear vision and pathways toward resilient, regenerative, and circular production practices, without relying on rigid material classifications.

Both impact data and the way it’s collected must be context-specific and accessible

A number of day one’s sessions considered how high-quality, transparent, and region-specific data is critical for setting realistic goals and enabling systemic change. Tools like Life Cycle Assessment (LCA) must be applied thoughtfully, with awareness of limitations, within a holistic approach that includes impacts such as biodiversity, soil health, and livelihoods. Making this data accessible to all stakeholders, from farmers through to brands, is critical to driving change we can measure.

Progress demands collaboration and systems thinking

Achieving goals requires shared investment, cross-supply-chain collaboration, and aligned sourcing decisions. One of the recurring themes of day one sessions was how organizations must view themselves as part of interdependent networks, recognizing partners, not just transactions, across the whole supply chain.

Economic and environmental models must align, and textile-to-textile recycling offers one clear unlock

By combining economic and impact modeling, we can map out tangible pathways toward regeneration-led growth, where business objectives support, rather than compete with, sustainability goals. Textile-to-textile recycling presents one clear opportunity to get there, reducing reliance on virgin resources and unlocking the value in knowing where our waste ends up and the ways we can repurpose it.

Standards and outcome measurement drive accountability and progress

Standards are not just verification tools, they’re frameworks for strategy, collaboration, and shared learning. Panelists discussed how measuring outcomes must be relevant, transparent, and integrated into continuous improvement cycles. While misalignments still exist (for example, between brand expectations and what farmers can actually measure), it was stressed that it’s important not to feel intimidated by complexity and to start implementing outcome measurement methods, as collective action and clear metrics are essential to scaling preferred production systems.

Lessons from day two

Alongside the plenary sessions, the Textile Exchange conference brings together leaders in interactive breakout groups focusing on key subjects. Here are some of the key takeaways from each day.

“**EVERY FORM OF *verification* HAS ITS *value*. EACH ONE CAN BE APPLIED TO DIFFERENT TERRITORIES OR METHODOLOGIES, BUT THE KEY IS THESE *place-based approaches*.**”

– Samara Pereira Dos Santos, Project Coordinator, Esplar

“**THERE’S A NEW KIND OF WORLD STRUCTURE THAT WE COULD *reimagine*, BUT IN ORDER TO DRIVE THAT CHANGE, IT WILL TAKE A *significant shift* IN POWER. WE NEED TO SEE HOW WE CAN *take power*, AND *encourage* THAT POWER TO BE *shared*.**”

– Kaye Carmichael, Sustainability Marketing Consultant

Explore key moments from day two →



Addressing economic barriers is essential to scaling preferred production systems

Multiple sessions discussed how economic barriers like high upfront costs, uneven risk, and limited access to finance for producers are slowing the transition needed to close the supply–demand gap, meet climate and nature goals, and safeguard livelihoods. Collective financial responsibility, through long-term contracts, blended finance, and shared investment models, is vital to ease pressure on producers and ensure an equitable shift, particularly at Tier 4 of the supply chain. A shared investment in data collection was also highlighted as critical to provide crucial evidence to peers, brands, investors, and customers that the shift to preferred production systems is a beneficial long-term strategy.

Regulation is rising—industry must engage, adapt, and lead

The textile sector is increasingly subject to tighter regulation, particularly within the EU. Attendees heard that while the EU’s simplification efforts aim to reduce administrative burdens, they also introduce new layers of uncertainty for businesses. In this rapidly changing landscape, proactive policy engagement, close monitoring of legislative developments, and advocacy for standards that enable circular systems are becoming essential business strategies. Panelists discussed how recycled content is critical, but it must be combined with sustainably sourced materials to reduce pressures from textile production and consumption. Textile Exchange is actively involved in informing EU policy, particularly through the Policy Hub, on initiatives affecting fiber content targets, certification schemes, and Tier 4 supply chain dynamics.



Landscape-level action requires context-specific insight and collaboration

Delivering impact for climate, nature, people, and animals starts with identifying which materials offer the most potential, and where. Speakers promoted the need to screen material origins, understand regional dependencies, and assess conservation value as critical first steps. Collaboration with local stakeholders is essential to design effective, landscape-level interventions. These actions help prioritize efforts within each organization’s sphere of influence to support preferred production systems and achieve meaningful outcomes at scale.

Best practices gain power when they’re verified

Verification is essential for scaling preferred production systems. Attendees heard how it strengthens trust and transparency throughout the supply chain, supports credible sustainability claims, and helps stakeholders meet evolving legislative requirements. However, verification must be adaptable, and not take a one-size-fits-all approach. It must be tailored to context, scale, and purpose.

To accelerate transition, we must reach the decision-makers

In a session from the Internal Enablers series, attendees explored how bridging the gap between sustainability goals and actual progress requires more effective engagement with decision-makers across businesses. This involves identifying internal champions to drive ideas forward and tailoring communication to resonate with different stakeholders. A successful approach also requires cross-departmental collaboration and an understanding of the unique priorities and KPIs of teams like legal, finance, and marketing. Panelists discussed how strategy should be twofold: looking at both what’s inside a supply chain and the external factors that influence it.

Lessons from day three

Alongside the plenary sessions, the Textile Exchange conference brings together leaders into interactive breakout groups focusing on key subjects. Here are some of the key takeaways from each day.

“THE PEOPLE WHO *care* THE MOST ABOUT THE LANDSCAPE ARE THE PEOPLE WHO HAVE THE *least influence* ON IT. THE PEOPLE WHO HAVE THE *most influence* ON THE LANDSCAPE ARE THE PEOPLE WHO HAVE THE *least incentive* TO DO ANYTHING ABOUT IT. SO WE’RE TRYING TO CHANGE THAT.”

– Nick Keppel-Palmer, Founder, Good Growth

“DATA SHOULD, WHEN USED WELL, *incite action*.”

– Vivien Luk, Executive Director, First Mile

Explore key moments from day three →



Hotspot analysis is the entry point for landscape-level action

Panelists spoke of the need to identify environmental and social “hotspots” within supply chains as a crucial first step toward implementing landscape-level solutions—enabling nature-positive outcomes on a larger scale. Attendees heard how this approach enables companies to see where fashion’s footprint overlaps with the world’s most critical ecosystems, so efforts can be prioritized where they are most needed and most likely to drive measurable impact. By integrating science into decision-making and pinpointing these areas early, businesses can align sustainability strategies with real-world conditions, setting the stage for context-specific, collaborative interventions that support both nature and communities.

Collaboration is essential for scalable, context-specific solutions

Effective landscape-level action depends on inclusive, participatory approaches. Attendees heard how having the right stakeholders in the room and identifying their roles can help enable effective projects that reflect local realities and deliver tangible outcomes. When it comes to recycling, this includes the collectors and sorters on the ground, who could offer fresh insights from their perspective of interacting with the materials on a daily basis. These methods move beyond one-size-fits-all models, ensuring interventions are both contextually relevant and impact-driven. Panelists discussed how successful partnerships make landscape-level collaboration not only meaningful, but more feasible, and more likely to succeed in the long term.

Equitable economic models at Tier 4 are vital for long-term supply chain resilience

A running theme of the conference was how we can effectively confront and distribute the up-front cost of transitioning to preferred material production systems, ensuring premiums reach those at Tier 4. Attendees heard how equitable models must account for everyone who is needed to make that system possible, from the livelihoods of farmers changing their practices to the waste collectors fueling the potential future of textile-to-textile recycling. Embedding equity at the raw material level helps build resilient landscapes and supply chains. It also ensures that those most connected to the realities on the ground are central to decision-making and benefit-sharing, simultaneously helping to foresee and prevent any unintended consequences that could come with changing the status quo.

Data breakthroughs have been made—now it’s time to scale

Real progress has been made in the awareness of data’s importance and the collection of both reliable traceability and impact data. However, attendees heard how the industry continues to face traceability challenges such as fragmented systems, inconsistent data quality, and limited supplier capacity to meet new demands. We now need harmonized frameworks and clearly defined roles for tech providers, regulators, and standards bodies to scale effective data solutions across the supply chain. However, panelists shared that meaningful breakthroughs don’t wait on perfect data conditions—they start with people willing to act despite the gaps.

Coverage

Just Style

Textile Exchange conference finds systemic transformation, shared responsibility key to resilience

On the second day of the Textile Exchange Conference in Lisbon, ideas were floated on how the industry could truly shift the needle on sustainability.

[Read the full article](#)

FASHIONUNITED

Textile Exchange Conference highlights need for collaboration, conservation and a holistic approach

The annual Textile Exchange Conference in Lisbon, Portugal, brought together the leading brands and players in the global fashion and textile industry.

[Read the full article](#)



Why Tackling Textile Waste is a ‘Generational Effort’ That Must Start Now

Peter Majeranowski, CEO of textile-to-textile recycling innovator Circ, said he was leaving Textile Exchange’s conference in Lisbon more optimistic than before he arrived.

[Read the full article](#)



Textile Exchange conference opens with call for collaboration

1,400 industry stakeholders converge on Lisbon for industry event where CEO Claire Bergkamp gives stark assessment of sector’s challenges.

[Read the full article](#)



Sustainable fashion reckons with “the era of disruption”

The recent political backlash against sustainability has left the industry questioning its methods. At the latest Textile Exchange conference, stakeholders across fashion contemplated what comes next.

[Read the full article](#)



Key takeaways from the Textile Exchange Conference

Sustainability is emerging as the structural axis of the global economy. This was one of the key ideas that arose from the annual conference held by Textile Exchange.

[Read the full article](#)



OTHER KEY MOMENTS

Celebrating the Climate and Nature Impact Award winners

On Wednesday evening, we announced the 2025 Climate and Nature Impact Award winners. All the winners excelled in their field, showing an impact-focused mindset that is helping the fashion, textile, and apparel industry move forward in alignment with Textile Exchange’s 2030 Climate+ strategy goals.

Textile-to-Textile Recycling Partnership Award

Winner: *Recover and Intradeco*

This collaboration was highlighted as a standout example of localized textile-to-textile recycling systems, showcasing effective infrastructure development and a strong solutions-driven partnership.

Ryan Young Climate Leader Award

Winner: *Pablo Roberto Borrelli, Co-Founder, Ovis 21*

The selection committee was impressed by the winner’s measurable achievements, particularly their contributions to educational programs, farmer support services, and their pivotal role in developing the standard for grassland regeneration.

Regenerative Land Leadership Award

Winner: *James Brodie*

James won this award because of his deep commitment to regenerative practices and dedication to supporting other farmers to adopt similar approaches. His efforts have been key to driving change at scale and creating true landscape-level ecosystem impact.

Collaboration in Action Award

Winner: *Victoria’s Secret and Alabama farm partners*

The selection committee was incredibly impressed by the application and leadership shown in building one of the first scaled, fully traceable US cotton programs connected directly to named growers. They especially commended the co-design approach with farmers, which reflects a genuine partnership where both the producer and brand share equal responsibilities.



Ovis 21 We’re also proud to share that **Pablo Borrelli** received the Ryan Young Climate Leader Award a recognition for those showing outstanding leadership in reducing emissions within the raw materials sector.

Here’s what **Claire Bergkamp**, CEO of **Textile Exchange**, said: “Pablo and his organization’s commitment to educating and empowering producers and technicians in regenerative ranching and his focus on defining a regenerative producer by their outcomes, not just their practices — led to the development of the GRASS and EOV Standards for measuring ecological results. My visit to Ovis 21 producers in Patagonia has been a true inspiration for the work we do at Textile Exchange.”

Posted on LinkedIn

Read more in the media →



Banyeres-based Recover is developing a plant in Central America to generate 12,500 metric tons of fiber per year.

[Read the full article](#)

Curating a thriving exhibit hall of 79 innovators

Each year, the exhibit hall at the Textile Exchange Conference features leading organizations and changemakers from across the industry, showcasing solutions designed to drive sustainability forward. At the 2025 conference, booths demonstrated practical approaches to tackling the climate crisis and advancing systems change at scale—from innovative recycling methods to traceability tools. Attendees had the opportunity to engage directly with the latest technologies and initiatives, whether exploring regenerative practices, understanding advancements in recycled fibers, or diving into data-driven decision-making tools. The hall also made space for collaboration, and was a hub for making connections, exchanging ideas, and shaping partnerships. Hosting informative coffee breaks with the Textile Exchange team at The Hub Live and lunchtime spotlight sessions on designers and producers, it was a dynamic space to see innovation in action.



Getting attendees out into the field

On Friday October 17, conference attendees had the chance to get out into the field and visit material production sites. Field trips are an integral part of our conference agenda, because we believe that learning can’t happen solely within the walls of our plenary rooms—there’s no substitute for getting out on the ground and seeing innovation and challenges in action. These trips are an integral part of the conference, helping to reconnect the industry with the people and processes behind the fashion supply system.

The trips selected for 2025 were designed to provide firsthand insights into what more sustainable materials production and processing might look like. From learning with pioneering regenerative farmers to exploring cutting-edge recycling innovations, these on-the-ground experiences offered attendees the chance to engage directly with those driving change in the industry.

PEFC-certified forest tour

On a journey into the forests of Talhadas, Portugal, participants discovered how local forest management has a positive impact on the area’s ecosystem. As well as a guided tour of a PEFC-certified forest, they participated in interactive workshops on sustainable forest management and the responsible sourcing of forest-positive fibers. They also met local organizations who explained how the community’s history and culture are shaped by the rich natural environment.

An inside look at sustainable next-gen fibers

This curated collaboration event was designed for brands ready to incorporate next-gen fibers into their future collections. Attendees were taken on a guided tour of a yarn-spinning facility in Barcelos, Portugal, to see how innovative fibers can be transformed into yarn in a scaled production setup, and visited a dye house, where they witnessed various dyeing methods, including innovative bacteria dyes and other dye alternatives.

Europe’s first Regenerative Organic Certified large-scale farm

Participants were taken on a guided tour of Monte Silveira Farm in Castelo Branco, Portugal—a pioneering farm putting regenerative agriculture and Montado agroforestry into practice across 700 hectares. They explored the farm’s Montado silvopastoral system, where cork and holm oaks thrive alongside rotationally grazed pastures, and discovered how the farm utilizes no-till, cover cropping, composting, and the integration of livestock at scale across their regenerative croplands.



Getting attendees out into the field

Fabric innovation in apparel or home textiles

This trip offered an inside look at the mills integrating TENCEL™ and LENZING™ ECOVERO™ fibers into their production processes, where collaborations are driving innovation, sustainability, and meaningful partnerships. In and around Porto, Portugal, attendees could choose from two carefully curated industry tracks depending on their professional interests: apparel, with trips to Riopelle and Impetus, or home textiles, with tours of Lameirinhos and Allcost.

The circular future of wool and cashmere

Giving participants inside access to the production facilities of Manteco®, this guided tour explored the circularity of wool and cashmere in Tuscany, Italy. Attendees discovered how post-consumer garments and pre-consumer leftovers are transformed into premium MWOOL® textiles through pioneering closed-loop, low-impact mechanical processes. The tour also highlighted Manteco® zero-waste virgin wool, ReviWool®, and included a Q&A session with members of the Manteco® team.

Wool as a force for good

This two-day tour in Yorkshire, England, took participants on a journey of wool from farm to finished component, showcasing British wool production and providing ecological insights into land restoration. At Salts Mill, a UNESCO World Heritage Site, attendees saw a demonstration of hand grading and explored its importance in matching wool to product. Sheep farmers and regenerative practitioners offered insights on wool as a natural, renewable solution for the textile industry.

Portugal’s first automated textile sorting line

Attendees saw cutting-edge textile sorting in action in this guided tour of Portugal’s first automated waste sorting line, in Bagium do Monte. They heard about the latest sorting innovations, took part in interactive workshops comparing human and machine identification, and met the Lipor and PICVISA teams who created and work with this groundbreaking technology, before getting the opportunity to watch it in operation.

Textile-to-textile recycling in action

During this field trip, attendees went behind the scenes at Valérius 360’s recycling facilities near Porto, Portugal, to see firsthand how post-consumer and pre-consumer textile waste is transformed into new raw materials. The guided tour offered a rare opportunity to witness the full circular process, from the collection and sorting of discarded garments to mechanical and chemical recycling, and finally to the creation of new yarns and fabrics.

The resale and upcycling economy of Kantamanto

This four-day trip with The Or Foundation explored the many stories of Kantamanto, a vibrant bustling market in Accra, Ghana, where 30,000 people work to resell and upcycle millions of garments every week. Attendees met the retailers, tailors, and upcyclers who are putting circular principles into action to tackle fashion’s waste crisis. The trip offered the chance to hear firsthand the challenges these communities are facing and witness the solutions underway.



PROJECTS AND PUBLICATIONS

An immersive photo exhibition

Every year, Textile Exchange teams up with world-renowned photography agency Magnum Photos to run an annual competition for emerging visual storytellers. The initiative aims to look behind finished garments and inspire a deeper connection with the people and places at their source.

The photo exhibition at the 2025 Textile Exchange Conference displayed the standout entries from this year’s competition, reframing raw materials in their local settings to contextualize their impact on people, places, and nature.

The chosen entries depicted people and landscapes from around the world, from nomadic wool production in Morocco to agroecological farming in Northeast Brazil. As well as being visually appealing, the images offered conference attendees a fresh perspective on a range of both traditional practices and progressive approaches shaping material production today.



A magazine spotlighting material production

The 2025 Textile Exchange Conference saw the release of the third annual edition of our magazine, *Unwoven*. An editorial project by Textile Exchange, the publication aims to pull apart and reconstruct perceptions of clothing and textiles today by deepening our understanding of the materials that make them, and the stories, questions, and concepts behind them.

This third edition explores the theme Local & Global, looking at how place-based knowledge and lived experience can inform and reshape global sustainability frameworks in the fashion, textile, and apparel industry. It spotlights material producers and local projects around the world, alongside commentaries on how local insights and reconnection to place might influence broader systems change. It unpacks the idea of adaptation to environments, policy, and markets, as well as resilience, and how places have shaped solutions to pressing sustainability challenges. Issue 3 also features the top entries in our 2025 photo competition in collaboration with Magnum Photos, which spotlight some of the more unusual or progressive ways materials are being produced around the world.



ATTENDING COMPANIES

2b Policy	Armstrong Spinning Mills (P) Ltd.	British Fashion Council	Cofaco Industries S.A.C.	Doornplaats Farm - Land Resources Int’l	FAIRLY MADE	GHCL Ltd.	INCCert	KE’KEN Textile Testing & Certification Center	ME AND EM LIMITED
4imprint	Artistic Milliners	British Pasture Leather	Collateral Good Management Ag	Downforce Technologies	Fairtrade Foundation	Gina Tricot AB	Indigo Ag	KenDor Textiles Limited	Meshki
5 Loc Cotton, LLC	Asi - Assurance Services International	Brodie Farming	Columbia Sportswear Company	Dries Van Noten	Fanatics Apparel LLC	Global Fashion Agenda	Indorama Polyester Industries PCL	Kering	MF BRANDS GROUP INTERNATIONAL
Aalto University	Asmara International	Burberry	Common Share Inc	Earth Protex	Far Eastern New Century Corporation	Global Organic Textile Standard	Industria de Diseno Textil, S.A. (INDITEX)	KIABI	Mile One
AB Lindex	ASOS.com	Bureau Veritas Consumer Products Services, Inc.	Condé Nast	Eastman	Farfarm Consultoria LTDA	Global Textile Scheme GmbH	Industria Textil de Desarrollo Sostenible SAC	KID ASA	Milkywire Ab
Abercrombie & Fitch	Association CETI	Bureo Inc	Confindustria Toscana Nord	Eco Age	Farm Animal Welfare Consulting Ltd.	Goldwin Inc.	Inheriting Earth Limited	Kipas Mensucat Isletmeleri AS	Moda Lisboa
ABOUT YOU SE & Co. KG	Association Ea Ecco	C&A Mode GmbH & Co. KG	Conservation Exposure Education And Training/ fleece Naturally Africa	ECOCERT Greenlife SAS	Farmers Association for Rural Management	Good Earth Cotton	Inhouse Cotton Consulting Ltd.	Kmart Australia Limited	Modaes
Accelerating Circularity	Atmos	C. A. Galiakotwala and Company Private Limited	Conservation International Foundation	ecofashionCORP (METAwear/RESET)	Fashion for Good	Good Growth	Inno Knits LLC	Kob GmbH	Modiano Ltd.
Acne Studios	Australiano Wool Innovation / The Woolmark Company	Calida	Control Union	ECOM Agroindustrial Corp. Ltd.	Fashion Makes Change	Goodwill Industries Of Northwest North Carolina	InResST Co., Ltd.	Komatsu Matere Co., Ltd.	Mohair South Africa NPC
Action for Social Advancement	Avalo Inc	Cana Collective	Control Union Certifications B.V.	Ecotextile News	Fashion Takes Action	Green Story	Inspectorio	Kriegerskraal (Pty) Ltd.	Moncler Group
adidas AG	Avant-Green	Canada Goose Toronto	Control Union Gozetim Ve Belgelendirme Ltd. Stl.	Eeden GmbH	FashionUnited	Green Worms	Instituto Superior Técnico	L.L.Bean, Inc.	Mondetta Clothing Inc
Aditya Birla Fashion and Retail Limited	Avery Dennison Corporation	Canopy Planet	Control Union Services SAC	Egedeniz Tekstil A.S.	Fast Retailing Co., Ltd.	Greenstitch	International Cotton Advisory Committee	La Rhea Pepper Consulting	Moose Knuckles
Aeoniq Holding Ag	Avient	Cape Wools SA	Cooperativa De Pequeños Productores De Zapala	Eileen Fisher, Inc.	Fenix Outdoor AB	Greywool Srl	International Cotton Association	Lacoste Operations	Mr Price Group
AGS Group, Inc.	Axita Cotton Limited	Carbon Trail, Inc.	Cotton Australia	Ekman & Co	Fibre52	Groupe Beaumanoir	Intertek Testing Services NA, Inc.	Lanas Trinidad S.A.	Muji
Aid by Trade Foundation/ Cotton made in Africa	ba&sh	Cargill Corporation	Cotton Council International (USCTP)	Elevate Textiles, Inc.	FibreTrace Technologies	Growing Grass	Iowa Corn Growers Association	Landmark Group	Natur Tec
Aksa Akrilik Kimya Sanayii A.S.	Balenciaga	Carhartt WIP	Cotton Diaries	Elisabeth Ruschmann	Filippa K Group AB	Groz-Beckert Kg	Leadership & Sustainability Karin Ekberg GmbH	Laudes Foundation	Ndless: The New Normal
Alante Capital	Bamboo Tech Pty Ltd.	Carhartt, Inc.	Cotton Incorporated	Elk Accessories Pty Ltd.	Finisterre	Grs Pro Textile	Leather Working Group	Landmark Group	Nest
Alexander McQueen	BCOME CERTIFIED SL	Carlotta Cat Visual Harvesting	Cotton On Group	Entente	Finnish Textile & Fashion Association	GSCS International Ltd.	Lee	Laurel Foundation	Neutral.com ApS
Alivest / Invest For Better	Beeline GmbH	Cascale	Cotton Research & Development Corporation	Enviu BV	First Mile	G-Star Raw	Lestari Capital	Leadership & Sustainability Karin Ekberg GmbH	New Balance Athletic Shoe
All Saints Retail Ltd.	Beirholm Væverier A/s	Catherine Sinclair Williams	CottonConnect	Eon Group	Fizz - Faserinnovationszentrum Zerkall (Fizz) E.v.	Gucci	Levi Strauss & Co.	Leadership & Sustainability Karin Ekberg GmbH	Next Retail Ltd.
Alliance Fibres Pvt Ltd.	Belstaff International Ltd.	CCPB SRL	Cradle to Cradle NGO	Epoch Biodesign Ltd.	Forest Stewardship Council	GUESS INC.	Li & Fung	Leadership & Sustainability Karin Ekberg GmbH	Nicholas School Of The Environment At Duke University
Alliance for European Flax-Linen and Hemp	Bemberg	Centre Testing International Group Co., Ltd.	Cradle to Cradle Products Innovation Institute	eqwools	FOUR PAWS International	H&M Foundation	Linnaeus University	Leadership & Sustainability Karin Ekberg GmbH	Nicky Bunce Consulting
Almatia Consulting	Bergman/Rivera SAC	Cerofy Inc	Crystal International Group Limited	Eralda Industries Ltd.	Fresh Coast Climate Solutions	H&M Group	Liz Alessi Consulting	Leadership & Sustainability Karin Ekberg GmbH	Nike, Inc.
Almaxtex Tekstil Sanayi alsico NV	Bestseller A/S	Certificacao de Texteis e de Vestuario	CTC Recycolor	Erema	Frg / Studio MM04	Haelixa	Logistik Unicorp	Leadership & Sustainability Karin Ekberg GmbH	Nilit
Alu Al	Better Cotton	Chalmer	CU Inspections & Certifications India Pvt. Ltd.	Esplar	Frontier.cool	HAKSA IPLIK SAN.TIC.AS	Lofas Renner	Leadership & Sustainability Karin Ekberg GmbH	Nishi Senkoh Co., Ltd.
Amaggi	Bhalala Industries Limited	CHANEL	Daniel Thylmann Sustainability Consulting	Esri	Fujian Cyclone New Material Science & Technology Co., Ltd.	HALLOTEX SL	Louis Dreyfus Company	Leadership & Sustainability Karin Ekberg GmbH	Nordstrom
AMAZON	Big Blue Dot AB	Chargeurs - NATIVA	Dassys Europe	Essentiel Antwerp	Fujian Highsun Green Technologies Co., Ltd.	Hangzhou Benma Chemfibre And Spinning Co., Ltd.	Lucerne University of Applied Sciences and Arts	Leadership & Sustainability Karin Ekberg GmbH	Norrone Sport AS
Ambercycle, Inc.	Bisley Workwear	Charles Komar & Sons, Inc.	David Jones	Esstee Exports India Private Limited	Fundacion Global Nature	Harvard Graduate School Of Design	Manchester Metropolitan University	Leadership & Sustainability Karin Ekberg GmbH	Northumbria University
Ami	BKB Ltd.	Chemforward / Libby Sommer Co.	Debrand Services Inc	Etag	Future Fabrics Expo & The Sustainable Angle	Harnest Label Industries Limited	Nottingham Trent University	Leadership & Sustainability Karin Ekberg GmbH	Novi
Anab	Black Pearl	Chemforward / Libby Sommer Co.	DECATHLON	Eton Group	Fybre	Hess Natur-Textilien GmbH & Co. KG	Oecd Centre For Responsible Business Conduct	Leadership & Sustainability Karin Ekberg GmbH	Oecd Centre For Responsible Business Conduct
Anea	BlockTexx	Chempolis Oy/ Fortum Bio2x	Delta Galil Industries Ltd.	Euratex	Gainline Ventures	Hilaturas Ferre S.A.	Organic Cotton Accelerator	Leadership & Sustainability Karin Ekberg GmbH	Organic Cotton Accelerator
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Anne Gillespie	Bobo Choses	Circ, Inc.	Desigual	European Branded Clothing Association	Gap Inc.	Hohenstein Textile Testing Institute GmbH & Co. KG	ORIENTA di Paolo Foglia	Leadership & Sustainability Karin Ekberg GmbH	ORIENTA di Paolo Foglia
Another Tomorrow	Boll & Branch	Circle Economy	Deutsch Quality Systems (India) Private Limited	European Cotton Alliance	Garnet Hill, Inc.	Hugo Boss Ag	Oritain UK	Leadership & Sustainability Karin Ekberg GmbH	Oritain UK
Antex	Bonprix Handelsgesellschaft mbH	Circle-8 Textile Ecosystems	Didriksons	European Environment Agency	GCL International Ltd.	Humana Portugal	Ortovox	Leadership & Sustainability Karin Ekberg GmbH	Ortovox
Anthesis	Boston Consulting Group	Circular.fashion GmbH	Diesel	Everlane	Gemell Technology Ltd.	Hyosung TNC Corporation	Other Half Processing, SBC	Leadership & Sustainability Karin Ekberg GmbH	Other Half Processing, SBC
APCER - Associação Portuguesa de Certificação	Bottega Veneta	Circulose AB	DK Company A/S	EZ Service srl	Generation Phoenix Ltd. (Bevan Centre)	IDFL Laboratory and Institute	OTTO	Leadership & Sustainability Karin Ekberg GmbH	OTTO
Apparel Impact Institute	Brand Addition Ltd.	Citeve - Technological Centre For The Textile And Clothing Industry Of Portugal	Dôen	Fabletics	Geno(matica)	IDH	Otto Group	Leadership & Sustainability Karin Ekberg GmbH	Otto Group
Aquafil S.p.A.	Brandart S.p.a.	Closed Loop Fashion		Faherty Brand	Geomergence	Idline AB		Leadership & Sustainability Karin Ekberg GmbH	
Arche Advisors	Brazilian Cotton Growers Association (ABRAPA)	Coats Group Plc		Fair Labor Association	GG International Manufacturing Co., Ltd.	IFC Global Sertifikasyon Muayene Ve Egitim Hizmetleri Anonim Sirketi		Leadership & Sustainability Karin Ekberg GmbH	
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Textile4ever B.V.
TextileGenesis BV
Thai Acrylic Fibre Co., Ltd.
The Cotton Board
The Cotton Group SA/NV
The Fashion Pact
The House of LR&C
The ID Factory Srl Societa
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The Industrial Commons
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The Lab | Biotech
Fashion Care
The LYCRA Company
The Microfibre Consortium
The Movement B.V.
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The New Zealand
Merino Company
The North Face, A Division
of VF Outdoor, LLC.
The Or Foundation
The Partnership Collective

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The Schneider Group
The TJX Companies Inc.
The White Company
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Yehyehyeh
YKK Corporation
YOOX NET-A-PORTER
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Z Kopytem Sp. Z O.o.
Zalando SE
Zhejiang Jiaren New
Materials Co., Ltd.
Zhongyuan International
Trading (Shanghai) Co., Ltd.

Exhibiting companies



Abrapa
Armstrong Spinning Mills (P)
Ltd.
ASAHI KASEI CORPORATION
Avery Dennison
Aware™
Better Cotton Initiative
Bluesign Technologies
bluesign technologies
Bureo Inc
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Circulose
Coats Group plc
Control Union Certifications
BV
Cotton Incorporated
CottonConnect
ECOCERT Greenlife
ECOM Agroindustrial Corp.
Ltd.
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Elevate Textiles
eqwools
Esstee Exports
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Fairly Made
Far Eastern New Century
Corporation

FibreTrace
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GG International
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GSCS
Haelixa AG
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JIANGSU GUOWANG HIGH-
TECH FIBER CO.
Jiaren Chemical Recycling
Lenzing Group
Lucky Core Industries
Naia™ from Eastman
NATIVA
OnceMore/ Södra
Organic Cotton Accelerator
Oritain
Punarbhavaa Sustainable
Products
**Qingdao Amino Materials
Technology Co., Ltd.**
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Recover
Regenagri CiC

Regenerative Organic Alliance
Reju
REO-ECO
Retraced
Reverse Resources
S A Y A
Saentis Textiles Pte Ltd.
Samsara Eco
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SCS Global Services
Selenis
STYLEM
Sudwolle Group GmbH
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Textile Genesis
Thai Acrylic Fibre Co.
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