

GCA PLAYBOOK

STRATEGY & ROADMAP OVERVIEW



Global Change Award

An innovation challenge
by H&M Foundation

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01. GLOBAL CHANGE AWARD – INTRODUCTION

THE GLOBAL CHANGE AWARD
PROPELS THE TEXTILE INDUSTRY
TOWARDS NET-ZERO EMISSIONS
BY ACCELERATING INNOVATION
THAT BENEFITS BOTH PEOPLE AND
THE PLANET.



THE GLOBAL CHANGE AWARD

The Global Change Award (GCA) was initiated by H&M Foundation in 2015 to spark significant, industry-wide transformation towards a socially inclusive and planet positive future.

GCA accelerates innovation to support the textile industry in halving its greenhouse gas emissions every decade, reaching net-zero by 2050. By supporting changemakers on their unique journeys, we empower them to turn their brilliant ideas into impactful innovations.

Each year, ten winners share a €2 million grant and get access to the yearlong Changemaker Programme, provided by the H&M Foundation in collaboration with our strategic partners Accenture and KTH Royal Institute of Technology. We aim to equip our winners with a holistic mindset – promoting solutions that will benefit both people and the planet.

Neither H&M Foundation, nor our partners, take any equity or intellectual property rights in the innovations. The idea is to find the changemakers and innovations that have the potential to drive meaningful change for the entire industry. The winners are free to collaborate with whomever they want.

HOW WE WORK WITH SYSTEMS CHANGE TO TRANSFORM THE INDUSTRY

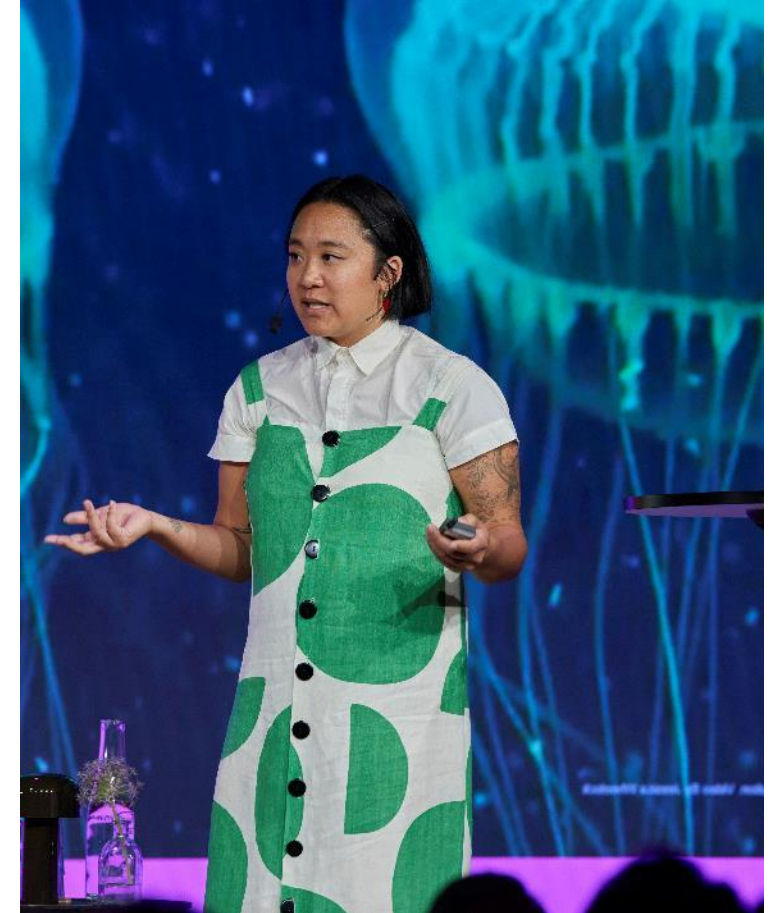
The textile industry is a global complex ecosystem with countless interconnected parts. To accelerate towards a socially inclusive and planet positive future the GCA takes on a pioneering approach that combines systems thinking, innovation and collaboration.

Rather than just addressing isolated issues such as water usage, unsustainable materials, social structures, or over-production, GCA prepares changemakers and industry stakeholders to consider the entire textile ecosystem and its interconnected parts. By zooming out to examine the system in its broader context, we can identify key leverage points for maximum impact.

Here's how:

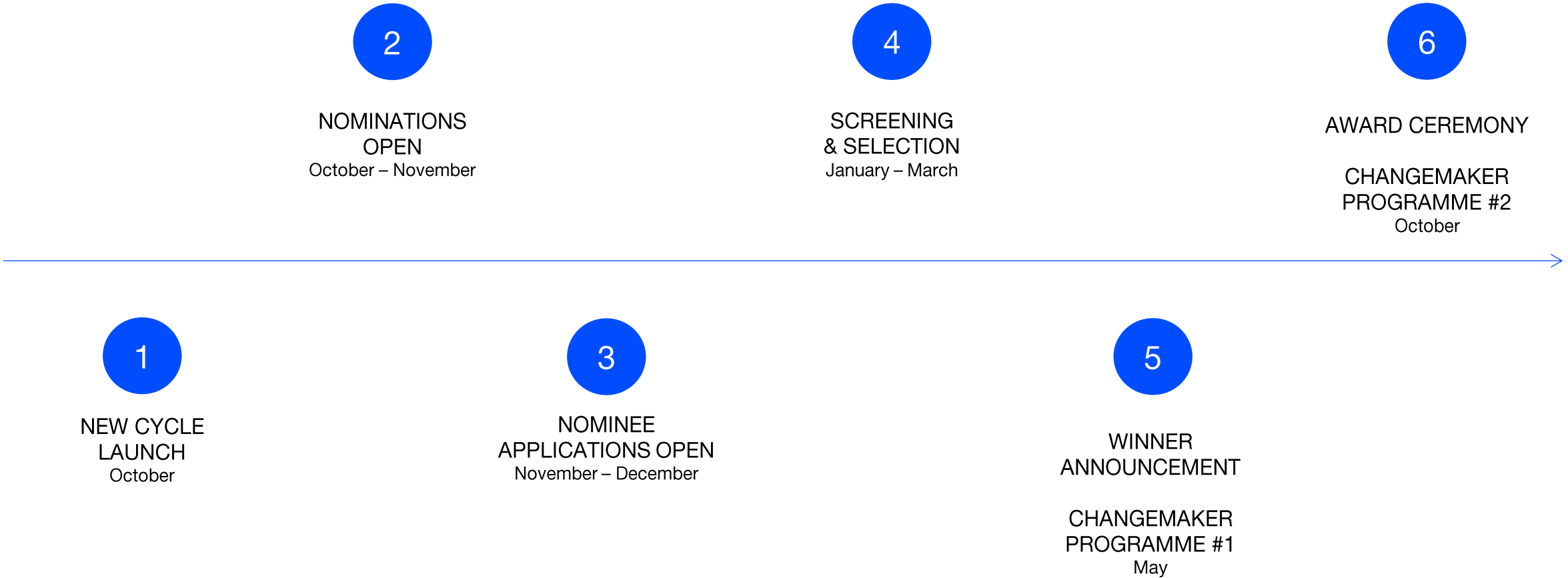
- 1. We promote systems thinking** – we actively promote a holistic approach, including the perspectives of people and the planet and we strive to equip changemakers as well as industry stakeholders with knowledge about how to drive systems change.
- 2. We bring people together** – we actively seek to connect the right people at the right point in time. We aim to leverage our connection to the textile industry and we also look beyond the “usual suspects”.

- 3. We share learnings and insights** – we strive to increase knowledge within the industry and the innovation ecosystem by encouraging knowledge sharing around challenges and possible solutions, systems change, collaboration and innovation.
- 4. We catalyse diversity of people and ideas** – as transformative change requires action and shifts on multiple levels and across many areas, we strive to support a wide range of changemakers and build a diverse network of actors that can contribute to transformation.



Chui Lian Lee pitching her startup Werewool at the GCA Summit 2023.

GCA TIMELINE



02. CHANGEMAKERS – OUR HEROES



SUPPORTING CHANGEMAKERS ON THEIR JOURNEY

Innovation is needed – and wanted – to transform the textile industry, but there is yet little focus on advancing the very early-stage innovations. As a philanthropy, we can absorb risk and support refining, testing, packaging and prototyping of ideas even before proof of concept.

We support innovation in its earliest days by empowering changemakers on their unique journeys.

We are looking for a wide range of changemakers including, but not limited to, researchers, systems thinkers, non-profits, policy advocates, storytellers, as well as those who identify themselves as innovators and entrepreneurs.

The common denominator is that our changemakers are early-stage and have the commitment, capacity and drive to solve for a net-zero textile industry.

WHAT IS A CHANGEMAKER?

A changemaker is an individual with the commitment, capacity and initiative to solve problems.

1. **Commitment** – Commitment to solve for a problem and a strong will to make a difference.
2. **Capacity** – Innovative, resilient, visionary outlook, curious and collaborative spirit.
3. **Initiative** – Translate intentions into actions and make things happen.



Foresight - seeing the future

- The best way to foresee the future is to invent it
- Drivers & Signals can help us see others
- Sources of info: Podcasts, fund notes, social media, thought leaders
- Example: Collaborative Intelligence, Humans + Machine = Super-power
- Pay attention + have a good network

Skill-building

- Centric design
- Remember what they experience → PASTA!
- Core Statement: who are we helping with our solution?
- Using the buzz to create customer story to test the product → Build a tribe
- Less model convos
- Viability
- Feasibility

GLOBAL CHANGE AWARD NEW YORK WEEK

What's the purpose of a retailer in the Amazon era?

Retail insights with Jill Standish

- Diversity & Inclusion in Retail
- Things go viral when retailers mess-up
- We all have biases → Pretty Women → Now you can tweet
- People are already shopping their values
- Silence is not a strategy
- It's what you do, not what you say
- Products + Advertising + Touchpoints
- Social Currency
- Put inclusion first!
- Pretty women learning
- Not caring about L&D can be a big \$ mistake
- Amazon will take over

- Retail
- People
- Change
- Trust
- Defi

KTH

THE INNOVATION JOURNEY

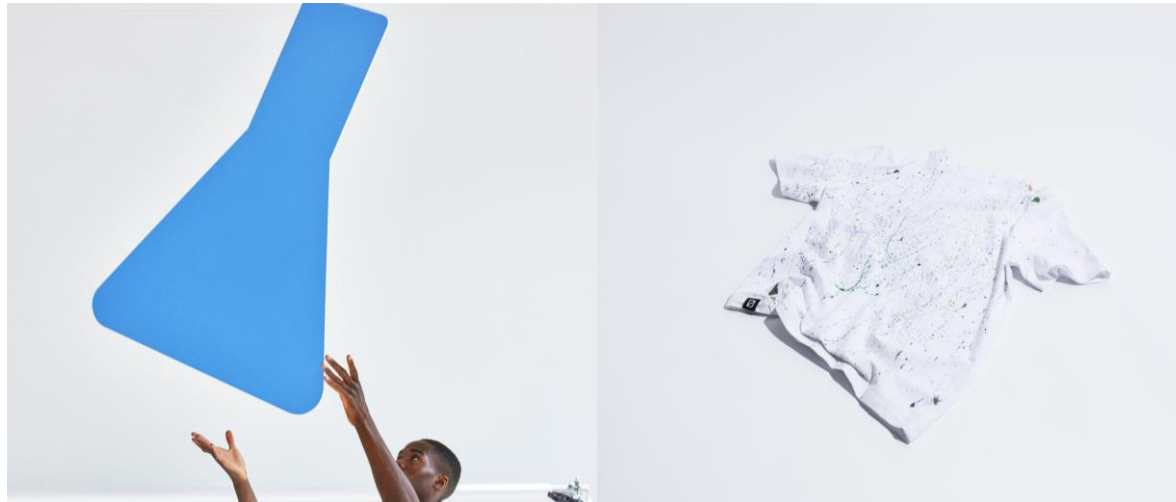
Whilst every journey is different, there are a few common milestones. Global Change Award has been designed to find and support changemakers within the *tinker window*.



03. IDEAS WE LOOK FOR

AREAS OF TRANSFORMATION – THE IDEAS WE’RE LOOKING FOR

To transform and decarbonise the textile industry, we are looking for changemakers with ideas that fall into one of these overarching areas. These areas of transformation have been derived from our research on greenhouse gas emissions within the textile value chain, combined with insights from systems thinking, which highlights the unpredictability and interconnectedness of tackling complex problems.



SUSTAINABLE MATERIALS & PROCESSES

Such as low energy materials and new and recycled fibres, sustainable energy practices, alternative wet processes, treatments and finishes and new construction techniques.



RESPONSIBLE PRODUCTION

Such as solutions within renewable energy, energy efficiency, prediction modelling, traceability, on-demand, waste management and zero-waste.



MINDFUL CONSUMPTION

Such as solutions on how to reshape current consumption habits and demand, garment care, extending garment life cycles, recycling solutions, and circular business models.



WILDCARDS

What are the unexpected impactful solutions and drivers we haven't we even thought of yet? Or what solutions can amplify transformation within multiple areas?

04. CHANGEMAKER SUPPORT

OVERVIEW

Winning the GCA means becoming part of the GCA family, a label coined by our alumni winners.

Each year we select 10 winners. They receive a grant of \$200,000 and access to the Changemaker Programme, which provides them with means to focus on developing their ideas for the duration of their winning year.

In addition to this, the winners can tailor-make parts of their Changemaker Programme in line with their specific needs.

Our aim is to provide comprehensive support and industry connections to leapfrog their development and speed up the transformation of the industry.



WHAT OUR WINNERS GET



CHANGEMAKER PROGRAMME

Enrolment in our yearlong Changemaker Programme with both core and tailormade modules.

Consists of three main tracks:

1. Personal growth
2. Idea development
3. Systems understanding



GRANT AND RECOGNITION

A grant of 200,000 euro, which is handed out at an Award Ceremony in the iconic Stockholm City Hall, the home of the Nobel Prize, where they are also connected to the wider industry.



INDUSTRY AND ECOSYSTEM ACCESS

Access to our ever-growing vibrant ecosystem of changemakers, GCA alumni, experts, brands and retailers, funders, suppliers and more – within and beyond the textile industry.

ACCESS TO SUMMITS AND SPEAKING OPPORTUNITIES

In addition to the €200,000 grant and year-long Changemaker Programme, GCA winners benefit from key events hosted by H&M Foundation that enhance their networking and growth within the textile industry.

Our flagship event, the **Award Ceremony at Stockholm's City Hall**, is a spectacular gala where our new winners are celebrated. This unforgettable evening not only honours their achievements but also provides a unique platform to network with industry leaders and influencers.

In conjunction with the award ceremony, we host a **summit that gathers stakeholders** from across the textile industry. This event facilitates meaningful discussions on pressing issues and fosters collaboration among participants.

Throughout the year, we also organise **global events in various locations** that bring together industry stakeholders. Winners and alumni are often invited to showcase their innovations, engage in discussions, and share their insights with a broader audience. These gatherings serve as vital touchpoints for forging connections, granting access to potential partners and opportunities for collaboration.



05. NOMINATION & SELECTION

NOMINATORS

GCA employs a nomination system to effectively identify and support innovative changemakers from a wide range of backgrounds. This approach broadens our search, allowing us to discover talented individuals who may not be visible through traditional application methods.

Our nominators are a diverse group of experts, including representatives from universities, research institutes, governmental organisations, non-profits, brands, suppliers, and GCA alumni. Notable nominators include Ashoka, the Ellen MacArthur Foundation, Textile Exchange, Catalyst 2030, and Fashion for Good.

Each nominator can select between 1 to 10 early-stage changemakers based on predefined criteria and their potential to contribute to the transformation of the textile industry.

By leveraging the expertise and networks of our nominators, we can connect with individuals who possess the commitment and initiative necessary for driving meaningful change. Once nominated, changemakers are invited to participate in an application process where the H&M Foundation and a panel of experts in technology, business, fashion, and sustainability, assess their ideas.

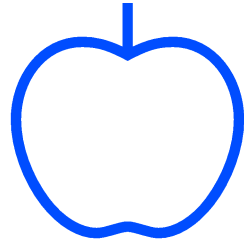
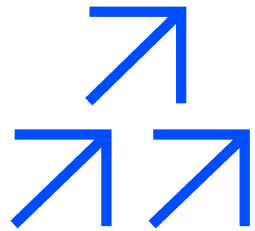
Additionally, we provide an opportunity for applicants to submit their proposals through one of our official nominators, The Mills Fabrica. Changemakers can send in their ideas and have the chance to be nominated through this platform.

Through this nomination system, we aim to build a supportive ecosystem of changemakers, fostering innovation that drives the textile industry toward a sustainable future.



WINNER SELECTION CRITERIA

These are the criteria on which we and our panel of experts evaluate the applicants.



AREAS OF TRANSFORMATION

In our commitment to reducing CO2 emissions in the textile industry, we support initiatives that tackle key challenges within this space. Our nominating partners are tasked with identifying candidates and ideas that align with our broad areas of change, fostering a diverse range of innovative solutions.

CANDIDATE MINDSET

We seek individuals who understand and embrace the complexity of systemic change. Ideal candidates are passionate about addressing core issues, prioritising the problem space over specific ideas, and are committed to driving change, regardless of the journey's twists and turns.

CANDIDATE CAPACITY

We value potential over perfection. Our winners don't need to be fully polished; we're interested in their capacity for innovation, initiative, and resourcefulness. Candidates who can identify their future needs – both in skills and external support – and anticipate challenges and opportunities will receive additional merit.

IDEA DNA

The goal of our award is to advance promising ideas toward concept validation. We are looking for scale-ready minimum viable products (MVPs) with evidence of solution development. While final applications and business models do not need to be fully defined, we value originality and recognize that innovation extends beyond new technologies. We aim to support a diverse array of innovative ideas.

WINNER SELECTION PROCESS

NOMINATIONS

Nominations are submitted through our online platform by our nominators.

APPLICATION SCREENING

The reference group will review the applications within their designated areas of transformation and score them according to our nomination framework. Based on these scores, they will select their top five candidates.

FINALIST SELECTION

All applications identified as top five by the reference group will be presented to our strategic partners for review and discussion.

FINALIST INTERVIEWS

The top 20 finalists will be interviewed by the H&M Foundation team. The Expert Panel will then assess the finalists and provide feedback.

WINNER SELECTION

The H&M Foundation team will select the final winners based on recommendations from the Expert Panel and GCA Strategy partners. The final selections will be presented for approval by the H&M Foundation Board.



06. PARTNERS & FRIENDS



PARTNERS

GCA wouldn't be the success it is today without its partners, who contribute with their expertise, network and strategic work.

We have three layers of partnership:

- 1. Strategic partners**
Strategically ensuring the GCA delivers on the winner experience and Changemaker programme.

- 2. Contributing partners**
Contributing to specific programme modules.

- 3. Friends of GCA**
Provider of specific expertise, mentorship or tailored support.

07. ALUMNI

OUR COMMITMENT TO CHANGEMAKERS

We believe that the journey doesn't end with graduation.

Our winners continue to grow and thrive as part of a vibrant ecosystem that fuels innovation and drives decarbonisation in the textile industry.

By maintaining close ties with our past winners – whom we call our alumni – we foster a community of motivated changemakers who inspire and support one another. Their ongoing success is integral to our mission, showcasing the impact of nurturing transformative ideas.

We also recognise the mutual benefits of having alumni contribute to our Changemaker Program, enriching the experience for all involved.



ALUMNI SUPPORT: A TWO-WAY RELATIONSHIP

H&M FOUNDATION SUPPORT FOR ALUMNI

While our primary focus is on supporting current winners, we actively facilitate introductions for alumni seeking connections. We also provide support sessions to enhance their growth.

Their stories are showcased at our industry summit and across our online platforms, where we promote their ongoing progress.

ALUMNI AS PART OF THE GCA NETWORK

Our “buddy system” pairs alumni with current winners, fostering peer-to-peer exchange and enriching the learning experience for both.

Alumni and winners meet during our summits, strengthening connections.

Some alumni contribute to our Changemaker Programme by sharing their insights and expertise.

We also invite alumni to become nominators, helping to expand our nomination network by recommending other organisations.

Thank you!





**LET'S DECARBONISE
FASHION**