



Global Compact
Network Pakistan

***Artistic Milliners' Sustainable
Approach: Automation,
Innovation, People, and Planet***



Artistic Milliners

CASESTUDY

Artistic Milliners' Sustainable Approach: Automation, Innovation, People, and Planet

"It is our collective and individual responsibility to preserve and tend to the world in which we all live."

– Dalai Lama

1. Introduction

In the last 40 years, the term, 'Sustainability' has passed from definition to resolution and then discussion to facilitation. In 1987, the Brundtland Commission defined sustainability as *"meeting the needs of the present without compromising the ability of future generations to meet their own needs"*¹. The UN General Assembly (UNGA) resolved in 2015 by setting 17 goals and 169 targets for sustainable development to be achieved by 2030. By this time, SDGs set by the UNGA have already been discussed and well understood at the local and international forums. The deadline for achieving the SDGs is just five years from now. The question is what specific actions we have taken so far, to achieve the targets as a global citizen, as an organization, and as a nation? One of the answers to the question is, at all levels, sustainable activities have been initiated in parts of the world including Pakistan. Besides, the United Nations Global Compact (UNGC) and Global Compact Network (GCN) are facilitating industries and organizations in contributing to the SDGs in the respective countries.

This case in hand is also one of the initiatives undertaken by the GCNP to propagate and promote sustainable practices of Pakistani businesses by recording and showcasing them at different forums through various media for national and international audiences.

Artistic Milliners, one of the member organizations of GCNP, has been chosen as a part of the project for case writing. For this purpose, the author of this case, while surfing the website, found that the company is *"a global denim and jeans powerhouse with a legacy of more than 70 years"*. Further, the website informs us that Artistic Milliners is a multi-faceted, vertically integrated denim and garment manufacturer with an annual production capacity of 144 million meters of fabric and 45.5 million garments respectively². With time, it has diversified its portfolio with a strong focus on automation, innovation, research, people, planet, and renewable energy with a current capacity of 100 MW of Wind Energy generation. It has a growing interest in Solar and Hydro plants.

1.1. Growth and Milestones at a Glance

Artistic Milliners has roots in a small retail store established in Karachi in 1949 and, in the 1960s, when it entered apparel manufacturing and exporting. The company shifted to denim manufacturing and exporting in the 1990s. Since then, the company has grown into a global leader

¹ UNGA. (2015). Seventieth session, Agenda items 15 and 116, "70/1, Transforming our world: the 2030 Agenda for Sustainable Development".

² <https://artisticmilliners.com/>

in the textile industry and a top denim fabric manufacturer in Pakistan. The growth and milestones achieved by this ever-growing company are shown below in Figure 1.1.

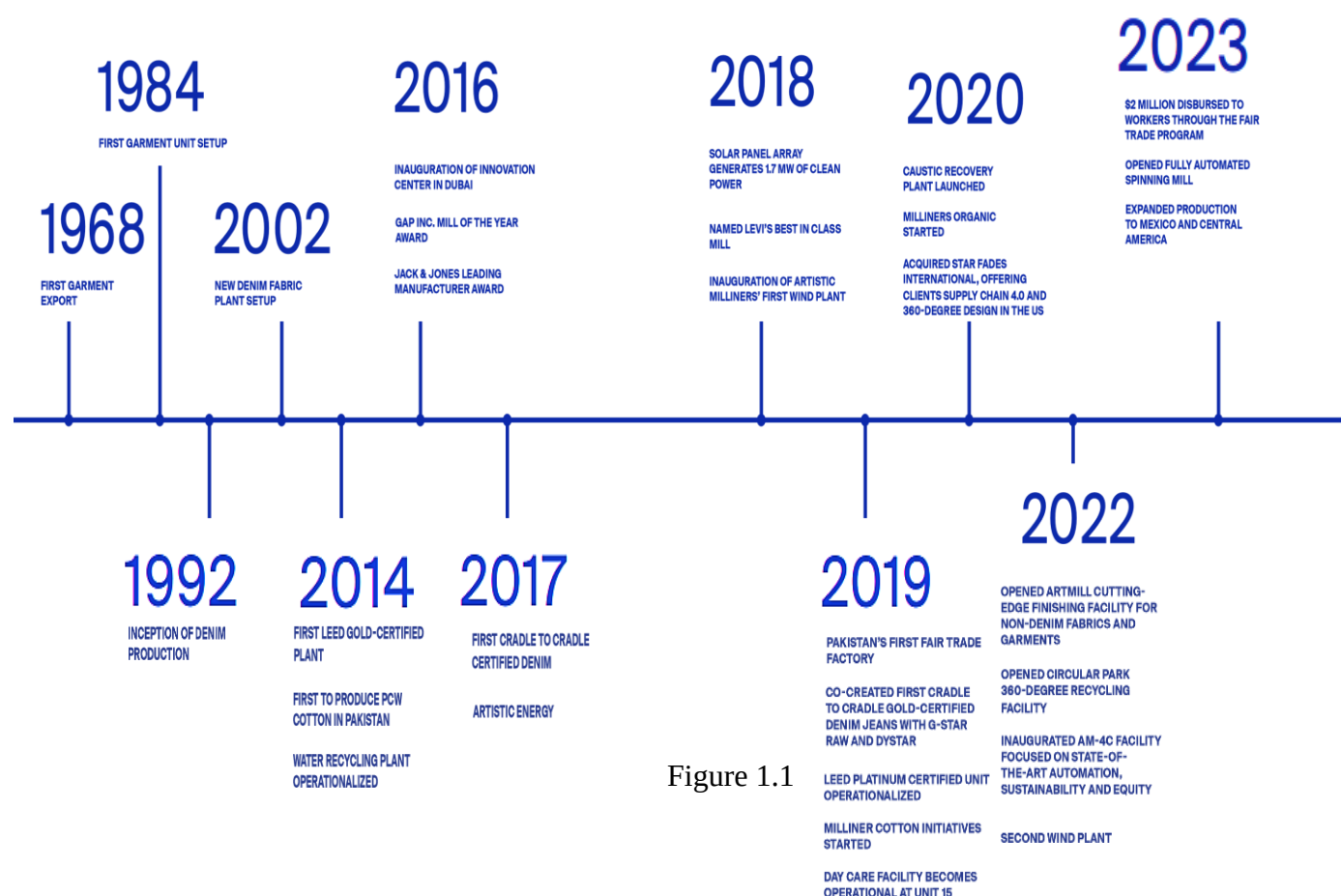


Figure 1.1

2. Company's Commitment

Artistic Milliners' commitment to sustainable business and society is multi-pronged i.e. by the compliance of national and international industrial provisions, by resolve for sustainability at the next level, and by actions for creativity, planet protection, and caring for people.

The company has a robust accounting system comprised of 17 local and global applicable standards and codes³. The loud and clear resolution of the Chairman Mr. Yaqoob Ahmed and the board of Artistic Milliner mention in their message in the sustainability report 2024 in the following words:

".....we are fully committed to sustainability. It is central to everything we do, and we are proud to align our efforts with the United Nations' Sustainable Development Goals".

³ OSHA, NFPA, BSCI, SMETA, FT-USA, WRAP, ILO, Better Work, SLCP, ISO-14001, ISO-45001, LEED, NIOSH and EN, OEKO TEX-100, GOTS and GRS.

Artistic Milliners' commitment to sustainability is reflected by its action of investing \$100 million into renewable energy generation and its contribution of 100 MW wind power to the national grid. From any standard, the company's growth and expansion, in the last 70 years with a legacy of people and environment-focused investments, warranted a visit of the author to see these commitments and activities at Artistic Milliner's factory and other facilities. A fruitful meeting of the author of this case was held with the General Manager Sustainability & ESG, Mr. Mustafa Ahmed, and Assistant Manager Sustainability and ESG ⁴, Ms. Mehwish Ansari, in the former's office. While introducing Artistic Milliners, Mr. Ahmed remarked:

“Our vision of a successful future is being responsible equitable, and sustainable for people, for planet, and for our business”. He further added, “Over the years, we have been putting in place practices and policies that upgrade these efforts”.

On my query about what Artistic Milliner is specifically doing to help the planet and people flourish, Ms. Ansari responded:

“Artistic Milliners has redefined how a denim mill and garment factory can be so much more than just a manufacturing facility developed into a social and environmentally responsible commercial entity”.

The expressions and actions of the board and management on the common theme ‘sustainability with responsibility’, fueled the eagerness of the author to observe their actions and how they are performed.

3. What They Do: Peeping Into the Practice

Artistic Milliners believe that commercial success is half success, while holistic success is becoming a model that pursues responsible and equitable business emanating from a sustainable planet. The company believes staying true to the values, outlined by it, can build a sustainable and successful business that benefits the customers, people, and planet. Artistic Milliners is revolutionizing the business and the actions that can be summed up under the three highlighted areas of operations: *planet protection, people care, and automation & innovation* as discussed below.

3.1. Planet Protection

Artistic Milliners has a holistic approach to planet and ecosystem protection by encompassing the entire value chain – from field to fabric, as well as harnessing wind and solar energy to power operations, and a circular approach to the materials used. More particularly, these actions include responsible water management, energy consumption, waste heat recovery, de-carbonization, health, safety and environment, and cotton initiative.

3.2. Responsible Water Management

At Artistic Milliners, water management is seen from the perspective of water usage and its environmental impact. The water management team of the company, proactively, collaborates with local communities and stakeholders to assess the impact of its operations on the water resources shared by the community. In collaboration with WWF, the company is investing more than \$

⁴ ESG goals articulate company vision, direct strategy and hold the company accountable.

100,000 in its catchment areas on water stewardship and community development. The company's advanced wastewater treatment technology ensures that all discharge meets stringent environmental standards. By minimizing water discharge-related impacts, Artistic Milliners is safeguarding water quality and ecosystems. Further, they prioritize water-use efficiency by adopting innovative water recycling and rainwater harvesting techniques. The company is working actively to minimize its water withdrawal footprint, contributing to the overall conservation of water resources in its operations. As a result of water recycling and reuse efforts, reduced water discharge volumes and help meet rigorous quality standards yet the discharged water poses no harm to the environment or downstream users. Tables 3.1 gives water consumption and recycling data of the company.

Year	Recycled Water (cubic meters)	Water Consumption (cubic meter)	Recycling efficiency %
2022	1.1 million	2.9 million	80%
2023	1.2 million	3.0 million	85%

Table 3.1

3.3. Energy Consumption

Artistic Milliners aims to balance business growth and ecological preservation harmoniously by aligning its core values to internationally recognized sustainability standards. Accordingly, the company establishes three key components - efficient resource management, supply chain collaboration, and continuous improvement - to address energy consumption. More, particularly, the company has implemented cutting-edge technologies and best practices to optimize energy usage within the operation's facility. Since sustainability is a collective effort, the company works closely with suppliers and partners to encourage transparent and responsible energy practices across the supply chain. In light of the assessment of energy consumption performance, targets are set to reduce the carbon footprint further. Table 3.3 presents the five-year non-fossilized / green energy mix consumption of the company.

Energy Consumptions in Operations

Year	Non-renewable Fossils	Renewable Solar
2020	1,612,572 GJ	25 GJ
2021	2,012,492 GJ	1,663 GJ,
2022	3,324,474 GJ	4575 GJ
2023	2,646,629 GJ	9,962 GJ

Table 3.3.

3.4. Waste Heat Recovery

At Artistic Milliners, waste heat recovery (WHR) boilers generate free steam which is positively impacting the environment. The innovative cogeneration system operations in the company are giving an impressive result in reducing greenhouse gas emissions. In the year 2022, the co-generation system accounted for approximately 25% of total steam generation, significantly

reducing the carbon footprint of the company. By harnessing the power of waste heat recovery and maximizing the efficiency of operations, the company is actively contributing to a greener future. Artistic Milliners' greenhouse gas emissions are generated in line with the regulatory limits set by the Sindh Environmental Protection Agency (SEPA) and other applicable international protocols. By implementing efficient processes, adopting cleaner technologies, and improving environmental management systems, the company is continuously reducing greenhouse gas emissions and contributing to a cleaner and greener future. Table 3.4 presents the last four years' targeted emissions.

Through a robust emissions reduction strategy, Artistic Milliners aims to further minimize its carbon footprint by enhancing energy efficiency, investing in green technology, and implementing renewable energy solutions throughout its manufacturing facilities. Their approach involves measurable targets that contribute to a low-carbon future, ultimately supporting global efforts to limit temperature rise and combat climate change.

Artistic Milliners is proud to reinforce its commitment to sustainability by aligning with the 1.5°C pathway set by the Paris Agreement. As part of its near and long-term sustainability goals, significantly reduce greenhouse gas (GHG) emissions across the company's operations and expand the use of renewable energy sources.

Scope Inventory CO _{2e} Emission (Tons CO _{2e})		
Year	Scope 1	Scope 2
2020	371,970	17,962
2021	211,611	7,710
2022	203,939	23,525

Table 3.4.

3.5. Health, Safety and Environment

Artistic Milliners' safety program is based on the concept that every employee acts as a safety manager — for themselves and their co-workers with the Safety Leading Indicator Index in place to help measure and improve hazard prevention activities. The company's employees and teams, working in different parts of the organization, follow the safety protocols which reduce confusion and promotes a unified safety culture. For their support, the Health, Safety, and Environment (HSE) key performance indicators (KPI) dashboard is in place to track leading and lagging safety indicators. For building, electrical & fire safety (BEFS) systems, the company has invested \$5 million. All buildings are equipped with state-of-the-art fire protection, detection, and separation systems following NFPA 10, NFPA 13, NFPA 14, NFPA 20, NFPA 70, NFPA 80, and NFPA 101 codes with NFPA 1901-compliant fire tender vehicles with capacities of 12,000 liters of water. These fire tender trucks are also available for use by the neighboring community and industrial units at the time of need. All buildings are designed to sustain seismic forces and follow American Concrete Institute Standards (ACI-318 and UBC97) building codes, as well as other international building safety standards.

3.6. Milliners Cotton Initiative

Artistic Milliners' Farm-to-Fashion Sustainable Cotton program was launched in 2019, under the title 'Milliners Cotton Initiatives' (MCI), for the first time to offer branded cotton from Pakistan in collaboration with WWF Pakistan. The cotton under this program was verified by the Control Union Pakistan (CUP). The initiative leverages smart farming and climate-conscious practices, with reduced inputs. The goal of MCI is also to provide alternative livelihoods to farm families as well as life skills training for local women.

3.7. People Care

People care at Artistic Milliners involves care for the internal community (employees) and care for the external community (people in the surroundings) and is explained separately as follows:

3.7.1. Internal Community and Inclusiveness

Along with planet care, Artistic Milliners is committed to employee wellness, retention, and success in order to build a diverse, inclusive, engaged, and sustainability sensitized workforce. Gender balance and inclusivity are ensured at all levels of the company in recruitment, training, and promotions. There are 4533 employees on Artistic Milliners' payroll which constitutes 27.3% of the total workforce while 50% of women hold leadership positions. Management is further aiming to improve the percentage of women in the workforce and in leadership positions. The inclusive approach at the company speaks for itself through the example of Mujahid, a transgender, who entered the company as a manual worker two years back and became an important team member of the quality control department. Staff, irrespective of gender and their functional associations, are encouraged to identify their areas of improvement and hone their skills with a sensitivity to the environment and the lives on the earth.

The employees' well-being at Artistic Milliners is ensured by using a people-centric sustainability approach involving safety, fair compensation, inclusive culture, performance recognitions and celebrations, capacity building, diversity, equity with ethical labor practices.

3.7.2. External Community Care

Artistic Milliners strongly believes that a diverse, inclusive, and engaged workforce can only be available to the company if there is a thriving community living in the surroundings. Be it health and education provision to the community or sustainable supply chain management, a focus on the community is a priority. Some of Artistic Milliners' CSR activities are discussed below.

- **Flood Relief Efforts**

In the wake of the devastating rains and floods in Sindh and Baluchistan in 2022, Artistic Milliners in collaboration with WWF-Pakistan and the Department of Agriculture, Government of Baluchistan, provided rations and other sustenance items to 1600 farmers and the community associated with the Milliners Organic cotton project in Kohlu. Additionally, \$200,000 were donated for the rehabilitation of flood victims.

- **Health Camps & Education**

Artistic Milliner's team surveyed the villages of Jhimpir, Sindh to identify opportunities where people can be provided support by health services for women, children, and elderly people. This support initiative was partnered with Jinnah Post-Graduate Medical Center (JPMC) by organizing

medical camps staffed by health professionals, such as eye specialists, oncologists, gynecologists, and pediatricians for health interventions. Artistic Milliners' field team also conducts regular visits to the community living in the surrounding and provides educational sessions on the importance of literacy health, hygiene, and nutrition.

- Seed-bags Distributions

The company distributed 9,500 seed bags among 1600 farmers associated with the Milliner Organic project in Kohlu in 2023. This helped farmers maximize the production of organic cotton and seed multiplication for the upcoming harvest.

- Organic Crop2X devices installation

Seven automatic weather stations were installed in July 2023 at Artistic Milliners' Organic Farms in Kohlu. These stations monitor climate changes and record weather-changing patterns. The stations also use probe sensors that measure barometric pressure, temperature, humidity, rainfall, wind speed, irrigation time, crop health, and fertilizer use, and the stations generate pest attack alerts. This also provides advice to farmers on soil management and crop production. Farmers are updated with the change in weather with the help of the attached phone app with the stations.

- Earth Day Celebration and fertilizer distribution

In collaboration with Artistic Milliners' clients, an Earth Day celebration was held in July 2023 to recognize the efforts of the best-performing farmers in the Artistic Milliners' Organic Farms in Kohlu. In continuation of the celebration, in August 2023, 20 tons of bio-fertilizer were given to the farmers in Kohlu as part of CSR initiatives.

3.8. Automation & Innovation

Artistic Milliners keeps a focused approach to meaningful automation in the denim and garment industry. Investments in technology, that is redefining the processes for zero defects, better designs, and consistency in quality in cognizance of environmental impacts, have been made. The machineries that help save energy and water up to 70% are installed. The production facilities at Artistic Milliners are automated with integrated solutions for greater visibility, optimal product design, and accurate decision-making.

The passion for innovation and creativity allows the company to cultivate curiosity and inspire new ways of collaboration with clients and thought leaders worldwide. Soho Incubator Centre in New York City (NYC) has been created for innovation, co-creation and connection. This collaborative space encourages the clients and incumbents to generate new ideas, conversations and sharing their experiences. The idea behind this initiative is to inspire the creative mindset, cultivate curiosity and provoke new ways of thinking. Similarly, NYC Studio has been designed on the 360° pattern. It provides denim brands and designers with the innovative tools they need to tackle the unique challenges faced in making jeans by using the most sustainable methods and technologies. In collaboration with VIZOO X AM for using its platform⁵, the company is able to accurately and efficiently capture the distinctive qualities of its fabrics through this technology and

⁵ Vizoo's xTex™ and physX™ provide the fastest and easiest material digitization solutions available to enable scaling and mass production

this further helps the company to produce more environment-friendly and effectively designed products.

4. Support to SDGs

Artistic Milliners' contributed to 10 SDGs covering 13 thematic overlapping areas, as follows: Climate change & De-carbonization, Energy Transition & Efficiency, Water Stewardship, Circularity & Zero Waste, Sustainable Materials, Green Chemistry, Biodiversity, Employee well-being, Community well-being, Sustainable Supply Chain, Partnerships & Relationship Building with Stakeholders, Sustainable Economic Governance Model, Reporting & Disclosure.

- **SDG 1, No Poverty**, is supported by the Artistic Milleners' flood relief works by providing food and rehabilitation to thousands affected, in the last few years, at the cost of \$ 200,000. This activity was carried out in collaboration with WWF-Pakistan and the Department of Agriculture, Government of Baluchistan. Additionally, seed bags and Bio-Fertilizer were given to the farmers associated with Artistic Milliner Organic project in Kohlu in 2023 as part of CSR activities. The automatic weather stations installed by the Company help the farmers in making them aware of the climate changes in advance. As a result, the crop yields increased by 25% and farmers realized a cost savings of 34% from the reduction in pesticide use and 53% reduction in fertilizer use.
- **SDG 3, Good Health and Wellbeing**, is supported by the company's commitment to employee wellness, retention, and success and support to the community living surrounded by health services for women, children, and the elderly people. This support initiative was partnered with Jinnah Post-Graduate Medical Center (JPMC) by organizing medical camps, staffed by health professionals. Artistic Milliners' field team also visits the community to give educational sessions on health literacy and nutrition.
- **SDG 5, Gender Equality**, is contributed to by following a gender-balanced and inclusivity approach in its recruitment, training, and promotions at all levels of the company. Presently, women constitute more than a quarter of the total workforce and 50% of leadership positions, which are higher than the industry employment average in the country.
- **SDG 6, Clean Water and Sanitation** is contributed to by the company's advanced wastewater treatment technology that ensures the water discharge meets stringent environmental standards. Artistic Milliners enhances water-use efficiency by adopting innovative water recycling and rainwater harvesting techniques and by minimizing water withdrawal footprint contributing to the overall conservation of water resources in its operations. Crop2x's irrigation application in organic cotton farming also reduced water usage by 40 percent.
- **SDG 7, Affordable and Clean Energy** is contributed to by efficient resource management, supply chain collaborations, and continuous improvement in denim processing. More particularly, the company has implemented cutting-edge technologies and best practices to optimize energy usage within the operations' facility in collaboration

with the suppliers and partners to encourage transparent and responsible energy practices across the supply chain.

- **SDG 8, Decent Work and Economic Growth** is contributed to by Fairtrade and Better Work at Artistic Milliners. Under the program, a percentage of the product cost is given to a worker fund and disbursed to them on the recommendation of the workers' body. Up till now, \$ 2 million has been disbursed to workers. The company collaborated with 'Better Work' in 2023 and is presently working on the pilot project for building respectful, safe & healthy factory floors. Artistic Milliners' safety program is based on the concept that every employee acts as a safety manager — for themselves and for their co-workers with the Safety Leading Indicator Index in place to help measure and improve hazard prevention activities.
- **SDG 9, Industry Innovation and Infrastructure**, is contributed to by the innovation and creativity in the thoughts and actions at Artistic Milliners. The company has created Soho Incubator Centre and NYC Studio in New York City for innovation, co-creation, and connections. The idea behind these initiatives is to inspire creative mindsets, cultivate curiosity and provoke new ways of thinking to help denim brands and designers tackle the unique challenges faced in making jeans by using sustainable methods and technologies. The company buildings are constructed by following American Concrete Institute Standards' ACI-318 and UBC97 building codes, as well as other international building safety standards to absorb seismic forces.
- **SDG 13, Climate Action**, is contributed to by the company having waste heat recovery (WHR) boilers that generate free steam in line with the regulatory limits set by the Sindh Environmental Protection Agency (SEPA) and other applicable international protocols. This impacts the environment positively. By harnessing the power of waste heat recovery and maximizing the efficiency of operations, the company is actively contributing to a greener future. Additionally, Artistic Milliners' farm-to-fashion sustainable cotton program, launched in 2019, uses organic cotton to reduce air pollution.
- **SDG 15, Life on Land**, is being contributed to by having a circular economy approach at Artistic Milliners. It uses organic and recycled materials, recycling post-consumer and post-industrial denim wastes for making new products, reducing water and energy consumption, and ensuring zero discharge of hazardous chemicals in denim processing.
- **SDG 17, Partnership for the Goals**, is contributed to by having more than 30 national and international networks and partners for the company's sustainability initiatives, such as WWF, SEPA, JPMC, UNGC, GCNP, NETZERO, IFC, Sustainable Apparel Coalition, and more.



5. Way Forward

In future, building upon its existing good works, Artistic Milliners will ensure achievement of the sustainability-related targets of climate action, waste management, water stewardship, diversity, equity and inclusion, and workers' well-being. A brief descriptions of the mentioned thematic areas of future interventions are presented below.

Climate Action

- Emission Reductions: Set Science-Based Targets aligned with the 1.5°C pathway, aiming for net-zero emissions by 2040.
- Renewable Energy: Maximize renewable electrical energy across all facilities by 2030.
- Energy Efficiency: Maximize energy efficiency by implementing advanced energy-saving technologies.

Waste Management

- Zero Waste to Landfill: Achieve zero waste to landfill by 2030 by enhancing recycling, reusing materials, and utilizing waste-to-energy options.
- Waste Reduction: Reduce total waste generation by 30% by 2025 through optimized production processes and sustainable material choices.
- Circularity: Incorporate more circular economy practices, such as recycling textile waste into new products.

Water Stewardship

- Water Usage Reduction: Reduce water consumption per unit by 30% by 2025 through water-efficient technologies and practices.
- Wastewater Treatment: Ensure that 100% of wastewater is treated to meet or exceed local and international standards before release.
- Water Recycling: Increase water recycling and reuse within operations, with a target of recycling at least 80% of process water by 2030.

Diversity, Equity, and Inclusion (DE&I)

- Gender Equality: Increase representation of women in leadership roles to 30% by 2025.

- **Inclusive Hiring:** Implement inclusive hiring practices to boost diversity across all levels of the organization.
- **Equity Training:** Provide mandatory DE&I training for all employees to foster a culture of respect and inclusivity.

Worker Well-being

- **Living Wages:** Ensure all workers receive a fair, living wage that meets or exceeds local standards.
- **Health and Safety:** Achieve zero workplace injuries through enhanced safety protocols and regular training.
- **Employee Support Programs:** Offer mental health support, wellness programs, and flexible working conditions to promote holistic well-being.

6. Artistic Milliners' Achievements

The achievements of Artistic Milliners are:

- self-satisfaction for the contributions in developing a sustainable society and aiming to be known as an ethical organization,
- endorsements and acknowledgments by leading national and international certification bodies, being among the top denim exporters of Pakistan, leadership award, Sustainability Award by the GCNP, and more accolades from various international business bodies,
- being one of Pakistan's biggest employers and contributors to the exchequer through taxes,
- continuous horizontal and vertical growth, and
- contribution to environmental protection and societal sustainability through innovative methods and technologies.

7. A Case In Point and Learning

A sustainability-focused business realizes economic success through an ethically designed business model – caring for people and the planet. Such a business can be characterized by its contributions to the solution of societal and environmental problems and earning not at the cost of present and future lives on Earth. An examination of the Artistic Milliners' business model reveals that this business has grown in size and volumes of transactions as well as earnings, in the last 70+ years, without compromising the interest of future generations.

The point to note is that, even though the company is spending millions on working-heads, which are neither dictated by local or international laws, nor do they directly contribute to profit, the Company still flourishes.

This case provides the learning for students of sustainability, entrepreneurs, and policymakers, that a healthy society is an arsenal of trained human resources, green raw materials, clean air to breathe, and sweet water to drink. Hence, the learning needs to be converted to practice without loss of time.

8. Conclusion

The consequences of climate change are becoming apparent as it is wreaking havoc on the planet by increasing temperature levels, melting glaciers, triggering cyclones, and disrupting lives on Earth. Responsibility, for the happening and looming catastrophe, is on us – the human race. So, we must act fast. The need of the hour is to inculcate sustainability in our commercial as well as non-commercial activities (productions and consumptions) to protect our planet and preserve natural resources, like forests, water and air.

Artistic Milliners, has been studied and found that from Company Chairman to CEO and Managers to workers all are determined to save the earth from the unavoidable adverse effects of the industries. The company, under the leadership of the CEO Mr Murtaza Ahmed, and Managing Director, Mr Omer Ahmed, is progressing by holding hands with people working in the factory and living in the surroundings, protecting the planet with a vision of having a sustainable business and society for present and for future generations. The company is in the forefront of the struggle for waste management, recycling, cleaning of air, and the production of green energy.

Declaration

This descriptive and mono-dimensional case, on the sustainability initiatives of Artistic Milliners, has been written by Prof. Dr. Mustaghis ur Rahman and sponsored by the GCNP under its ‘SDGs Support’ project. The purpose of this project is to showcase the contributions of Pakistani corporate organizations to the SDGs set by the UN.

This case has been developed based on the information retrieved from Artistic Milliner's published periodic reports, content available on its website, interviews conducted of Artistic Milliners’ ‘Sustainability Program’ related persons, and based on the author’s observations during the visit of Artistic Milliners head office and projects.

This document has been uploaded on the website of the GCNP, or presented at the appropriate forum with the permission of Artistic Milliners to inform the good work to the larger national and international audiences.

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