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# **Luxury brands and the pressures to end their use of animal skin and animal testing**

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## **Abstract**

Title: Luxury brands and the pressures to end their use of animal skin and animal testing

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Key words: Sustainability, Ethics, Luxury, Fashion, Cosmetics, Animal Testing, Animal Cruelty, Animal Welfare.

The recent sustainability and ethical trends arising in business have resulted in changes within companies operations. This research aims at investigating the strategies implemented by luxury brands when facing the pressure of sustainability and ethics specifically for their use of animal skin and testing. These practices are frequently employed in the fashion and cosmetics industries for the development, manufacturing and distribution of products. To answer the research question, I conducted a multiple case study on two fashion and two cosmetics luxury brands. The findings of my research indicate that despite consumers expressed concerns, companies acknowledge animal cruelty with 2 different strategies. Many implement support and promotion of animal welfare strategies, but others elude and superficially treat the topic understudy to avoid getting too involved.

## **Sumario**

As recentes tendências éticas e de sustentabilidade nos negócios resultou em mudanças nas operações das empresas. Esta investigação tem como objetivo estudar as estratégias implementadas pelas marcas de luxo frente às pressões da sustentabilidade e da ética especificamente para o uso de peles e testes de animais. Essas práticas são frequentemente utilizadas nas indústrias de moda e cosméticos para desenvolver, fabricar e distribuir produtos. Para responder à pergunta da investigação, realizei um estudo de caso múltiplo em duas marcas de moda e duas de cosméticos de luxo. Os resultados da minha investigação indicam que, apesar das preocupações dos consumidores, as empresas reconhecem a crueldade contra os animais com 2 estratégias diferentes. Muitos implementam estratégias de apoio e promoção de bem-estar animal, mas outros se esquivam e tratam superficialmente do tema em estudo para evitar se envolver muito.

## Introduction

*“If you really care about animals, then stop trying to figure out how to exploit them 'compassionately'. Just stop exploiting them.”*

Gary L. Francione<sup>1</sup> (2012, para. 1)

Sustainability and ethics are concerns that have been growing within businesses for several years (Amatulli et al., 2017; Athwal et al., 2019). Although the luxury fashion and cosmetics sectors have made advances to fulfill these requirements, they are lacking progress and many brands have still not adopted any clear strategy (Amatulli et al., 2020). Luxury is one of the slowest industries to adopt these practices and in some cases puts little to no effort to do so. Additionally, some authors support that a contradiction between luxury and sustainability exist, not allowing the possibility to implement sustainability and ethical practices within the luxury industry (Athwal et al., 2019; Amatulli et al., 2017; Kapferer & Michaut-Denizeau, 2014; Achabou & Dekhili, 2013).

The authors who defend that luxury brands can be sustainable and ethical focus on sustainability and ethics as a whole, paying little attention to animal cruelty and animal testing.. Animal welfare entails providing excellent conditions to animals to guarantee that they are healthy, feed, comfortable, safe and expressing innate behavior. In contrast, pain, fear and distress opposes characterize animal cruelty. (Planthin, 2016). Animal cruelty goes against animal rights, which, as human rights, are based on fundamental values and principles of justice to protect animals against society’s wrong doings. (NonHuman Rights Project, 2020).

The creation of non-profit organizations such as PETA and HSI have driven the movement for animal rights and welfare which in turn is affecting consumers’ perceptions and habits. More and more consumers demand transparency and cleaner products with no harm to the environment, animals and humans. Some products have been developed to answer these expectations. Cruelty-free products in fashion can be defined as brands that have banned animal skin to manufacture goods and for cosmetics are those that are do not tested in animals to guarantee safety (Liberty London, 2020). Alternatively, vegan products are characterized for not using any animal- derived ingredients (Liberty London, 2020).

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<sup>1</sup> Gary L. Francione: is a philosopher of animal rights law and ethical theory and is known for his criticism of animal welfare laws and regulations.

However, few studies have been conducted on animal use within the luxury segment. In this research, I propose to focus on sustainability and ethics within luxury brands in fashion and cosmetics.

I will answer the following research question : “How can luxury brands face the pressure of sustainability and ethics regarding the use of animals?”. My research will contribute to the literature on sustainability and ethics in luxury. From a managerial point of view, the answer reached will support managers to identify successful strategies to cope with pressures towards sustainability and ethics. Furthermore, it will provide with a better understanding on how luxury brands can benefit from embracing sustainability and ethics.

For the purpose of this research, I chose a qualitative methodology more specifically a multiple case study comparing the strategies applied by different luxury brands within the industries selected. The luxury brands examined were Stella McCartney, Hourglass Cosmetics, LVMH, and Chanel Beauty.

The structure of the thesis is the following. In the first chapter, I will be reviewing the existing literature on how luxury is defined and its consumption motivations, followed by an analysis of sustainability and ethics in luxury and finally the current use of animals within the industry. Then, I outline the research methodological process detailing the data selection, collection and analysis. Followed by the empirical setting providing an introduction on the cases studied. I reveal the findings for each case individually regarding their implemented strategies. I share discussions where I proceeded with a cross-analysis to identify similarities and differences between the cases. Finally, I present conclusions of my investigation contributing to the previous academic research.

# 1. Literature Review

The literature review shows that luxury is a multi-dimensional concept that has been very difficult to concretely define. It also highlights the evolution of the consumers expectations towards more authentic experiences. It reviews the debate in luxury about the role of sustainability and ethics. Finally, how luxury brands have used animals for their skin and testing, and regardless of their welfare they are used in the fashion and cosmetics luxury sectors.

This chapter is divided in the following sections. In the first section, I define luxury and the characteristics of luxury goods, followed by a comparison of traditional and current luxury consumption motivations. In the second section, I reveal the relationship between sustainability, ethics and luxury as well as consumers and luxury brands beliefs. In the third section, the use of animal skins in the fashion industry is analyzed, followed by animal testing in the cosmetics industry and the current pressures towards sustainability that are reshaping the industry and its practices.

## 1.1. Understanding the meaning of luxury: definition and consumption habits

Academics and researchers have proposed a range of definitions of luxury, due to the fact that it is multi-dimensional. Luxury is considered a subjective concept that can be interpreted differently according to individual's culture, perceptions, values and motivations as well as time frame in history (Amatulli et al., 2017; Kapferer & Michaut-Denizeau, 2014; Belk, 1999). They have described the main characteristics that constitute a luxury good to be able to identify them. Additionally, the new generation of luxury consumers have drastically changed the traditional motivations for their consumption, complicating even more the concept of luxury.

### 1.1.1. Luxury: a concept difficult to define

Luxury goods include clothing, accessories, cosmetics, wines, jewelry and home décor and luxury experiences like travel and restaurants (Pencarelli et al., 2019). De Bernier et al. (2012) have identified common characteristics exclusive to luxury. One of the most relevant is the association with exceptional quality in their materials and production and considered to be the reason for their high price and low accessibility. They are hedonic products with aesthetic beauty and pleasure which is not only related with the physical characteristics but the

purchasing and usage experience that the brand offers. These products have a very high price related with the value of the brands uniqueness and exclusivity. They are considered scarce, unique and rare since they use the finest natural raw materials and are assembled by highly skilled and expert artisans which in turn cannot be mass-produced making products highly exclusive. Ancestral heritage and history are common and are associated with authenticity, prestige and preservation of handmade traditions as well as the “Made in” trademark to emphasize the country of origin. Finally, luxury products are a fulfillment of dreams and disconnect people from reality to fulfill a want rather than a need. (Amatulli et al., 2017; De Barnier et al., 2012). With current sustainability and ethical trends arising, luxury goods have been associated with these terms specially since they share common characteristics such as excellent quality, finest raw materials, durability, skilled artisans and ancestral heritage, therefore customers are expecting their luxury goods to be sustainable (Amatulli et al., 2017; Kapferer & Michaut-Denizeau, 2014).

Luxury items are a way for consumers to demonstrate their status, power and wealth, but it has become more than that. It expresses unique experiences and positive emotions aligned with their lifestyles and personality. They desire authenticity and uniqueness which varies from person to person according to their own consumption motivations (Kapferer & Michaut-Denizeau, 2014).

#### 1.1.2. A new consumers generation of luxury products

Traditionally, luxury customers belonged to high social economic class from western cultures (Amatulli et al., 2017). The purchased of luxury goods was a desire to portrait to society high class, status, success and prestige and envy to lower classes. Luxury goods was a self-enhancement, self-interest and self-image consumption habit. Researchers have stated that one of the main reasons for its consumption, is not to satisfy a need but rather to flaunt the products and impress others with their status and wealth. (Pencarelli et al., 2019).

Today’s luxury consumers are located worldwide. They have evolved from their traditional roots and have different expectations. They have a broad range of socio-economic backgrounds and are digitally savvy, resulting in powerful and well-informed customers (Amatulli et al., 2017). Luxury goods must provide customers authentic experiences and when worn they must reflect their own personalities and lifestyle (Amatulli et al., 2020, 2017). They want to purchase products that represent a good value rather than high status or material possession (Amatulli et

al., 2017). They expect luxury brands to have a superior status, quality and performance which are associated with positive values like perfection and wealth. Since customers are paying for a price premium they are less forgiving and more demanding (Amatulli et al., 2020, 2017; Kapferer & Michaut-Denizeau, 2014).

However, the new generation of luxury consumers are setting new requirements for the industry. They are known for being more socially and environmentally conscious and show a high concern for sustainability and ethical issues (Amatulli et al., 2020; Altagamma, 2019; Pencarelli et al., 2019; Blasi et al., 2020; Davies et al., 2012). They are expecting luxury brands to respond to their new standards and needs.

## 1.2.Sustainability and ethics in luxury

Unsustainable and unethical actions within luxury brands have been criticized over the years since are implemented for the production of their goods (Athwal et al., 2019). Brands have started to recognize their responsibilities and are encouraging better business practices regarding their sourcing, manufacturing and marketing (Athwal et al., 2019). Even though, it is gaining importance within the industry and academic research, it is still not clear how can sustainability and ethics be implemented within luxury.

Authors have conflicting views on the relationship between sustainability and luxury (Athwal et al., 2019; Amatulli et al., 2017; Kapferer & Michaut-Denizeau, 2014; Achabou & Dekhili, 2013). Luxury is associated with terms as hedonism, superficiality and ostentation that contradicts sustainability (Amatulli et al., 2017; Kapferer & Michaut-Denizeau, 2014). Luxury goods are also associated with high quality, skilled artisans and durability, terms that define sustainable goods (Athwal et al., 2019; Amatulli et al., 2017; Kapferer & Michaut-Denizeau, 2014). “Sustainable luxury” is defined as “entailing the scope of design, production and consumption that is environmentally or ethically conscious (or both) and is oriented toward correcting various perceived wrongs within the luxury industry, including animal cruelty, environmental damage and human exploitation” (Athwal et al., 2019, p. 406). In the academic research, when referring to sustainable luxury, it includes the ethical dimension. Ethical businesses are defined as “actively doing something good and have a positive impact on the community by means of proactive social engagement and philanthropy,” or simply, “act in a socially responsible way” (Pinto et al., 2019, p. 1367). There is no studied distinction between

sustainability and ethics in the business context and in many cases are complementary and interchangeable terms.

Even though, consumers are demonstrating interest for sustainable products, researchers found that there is a gap between their concerns and purchasing and consumption behavior (Han et al., 2017; Kapferer & Michaut-Denizeau, 2014; Achabou & Dekhili, 2013). Consumers believe that unethical and unsustainable actions do not occur within the industry (Davies et al., 2012). They assume that luxury brands take into account social, economic and political aspects including their sustainability duty (Kapferer & Michaut-Denizeau, 2014). This allows for sustainability and ethics to be disregarded as a criteria in a luxury purchase (Kapferer & Michaut-Denizeau, 2014; Davies et al., 2012). Nonetheless, when consumers learn about disturbing news about luxury brands, negative emotions such as guilt, anger and disappointment appear which influences negative word of mouth (Amatulli et al., 2020; Kapferer & Michaut-Denizeau, 2014; Athwal et al., 2019). Researchers have discovered that consumers implicitly require luxury brands to have social and environmental commitments, but are not expressed in their luxury purchasing and consumption behavior (Han et al., 2017; Kapferer & Michaut-Denizeau, 2014).

In many occasions, luxury brands overlook sustainability responsibilities for pressing issues they consider affect their brand image, this has resulted for the industry to be one of the slowest to adopt change (Athwal et al., 2019). Luxury brands have discovered it affects their reputation which has led to their commitment and creation of CSR and sustainability divisions in order to centralize and manage their activities (Amatulli et al., 2017). Brands have to make necessary transformations within their supply chains to deliver an excellent product aligned with sustainability and ethical concerns (Athwal et al., 2019). They need to report on their initiatives and avoid lack of transparency by providing relevant information that will increase consumer awareness and the evaluation of the product (Athwal et al., 2019).

Further investigation is required to define clearer guidelines for luxury brands to develop their sustainability responsibilities (Amatulli et al., 2017; Athwal et al., 2019). It must further be studied the motives, behaviors and characteristics of sustainable luxury consumers as well as what is a sustainable luxury product, service and experience and how to market them, and understand the difference in luxury consumers across industries and culture (Athwal et al., 2019). Researchers are requesting more research in sustainability and ethics regarding animal

welfare and natural resources like animal skin and fur to determine if it disrupts the synergy with luxury (Athwal et al., 2019). In the following section, I will explore the current use of animals in fashion and cosmetics luxury sector to be able to identify the exploitation that animals undergo within these industries.

### 1.3. The use of animals in luxury

Through history, humans have depended on animals for some basic needs, like food and clothing. A significant amount of clothing and shoes are produced with animal skin and hair (DeMello, 2012). Personal care products like cosmetics, perfumes and hair products are tested on animals before launching them in the market (DeMello, 2012). In the following sections, I will expose how both industries are currently using animals for their benefit and how consumers are criticizing its use and demanding change. This section does not use academic research papers from top journals since there was no article published on this topic. The information presented is from key independent organizations that seek better conditions for animals.

#### 1.3.1. Using animal skin (leather, fur, wool) in fashion

Some scientists estimate that humans started wearing animal skin about 170,000 years ago (Plannthin, 2016, p. 54). It is a practice that started many years ago and it is still implemented. The most common use of animals in the fashion industry is fur, leather, exotic skins and wool that will be further explored in this section.

Leather originates from cow as well as sheep, goat, lamb, deer, pig, dog and cat (Animal Cruelty Exposure Fund, n.d.; Common Objective, 2018; ELI Africa, 2018; PETA, 2020c). According to the Food and Agriculture Organization, around 3.8 billion cows and other bovines are used for production each year (Common Objective, 2018), mostly sourced from China and India (PETA, 2020c; ELI Africa, 2018). What exactly happens for the production of your favorite leather purse? Animals endure extreme suffering living in crowded spaces, deprived, castrated, branded, tail-docked and skin ripped off while still alive (PETA, 2020c; ELI Africa, 2018). Other species like snake, alligator, crocodile, kangaroo and ostrich are used exclusively for luxury goods (Common Objective, 2018). The use of leather increased in the industry, when brands such as Hermès, Nina Ricci, and Yves Saint Laurent introduced the material in their

collections. Later, other brands followed and the technique has been perfected to create innovative leather goods. The material gained relevance and became a symbol of luxury. (Lo & Ha-Brookshire, 2018, p. 77).

Another luxury fabric is fur (Ramchandani & Coste-Maniere, 2017). Fur is obtained from hunting and trapping or fur farms of exotic and wild animals like mink, fox, lamb, raccoon, rabbit, dog, chinchilla, beaver and seal (HSI, 2020c; ELI Africa, 2018; Animal Cruelty Exposure Fund, n.d.). More than a 100 million species of animals and 1 billion rabbits are killed by gas, strangulation, neck breaking and electrocuted every year (HSI, 2020c; Cry of the Innocent, n.d.). The use of fur started back in the Stone Ages when men used fur to protect themselves against the cold, wind and injury (Wilcox, 2010). Later in Ancient Egypt, fur was used to display wealth and social status (Wilcox, 2010). In Medieval Europe, fur was the finest luxury item and was the representation of royalty (Wilcox, 2010) just as it is today.

Wool, (mohair, pashmina, shahtoosh or cashmere) are animal hair fibers used for their limited production and unique characteristics (Lakshmanan et al., 2016). Wool comes from sheep, goat, camel, llama, alpaca or Tibetan antelope (Lakshmanan et al., 2016; Animal Cruelty Exposure Fund, n.d.). It is estimated that 1.16 billion sheep are shorn from their hair every year (Common Objective, 2018c) and around 1 million die annually due to cold exposure and starvation (ELI Africa, 2018). Sheep live in terrible conditions where they are cramped together, with poor shelter, neglect, dehydration, injuries and exhaustion (PETA, 2020d; ELI Africa, 2018; Animal Cruelty Exposure Fund, n.d.) and are killed when are no longer profitable for business (ELI Africa, 2018).

This is not the only suffering that animals undergo. Other species are used for animal testing which is a required practice for developing products to test safety and effectiveness (Lo & Ha-Brookshire, 2018). It is still used in the cosmetics industry as well as the luxury category in which cruel experimentation is conducted on animals to test cosmetics and ingredients before their release in the market.

### 1.3.2. Animal testing in cosmetics

It is recorded that the first animal experimentation was around 300 B.C. with Aristotle and Erasistratus (Cohen & Loew, 1984) which was first introduced in cosmetic applications in the 1940s (ELI Africa, 2018; HSI, 2020b). More than 100 million animals are used worldwide on various sectors (PETA, 2020b; Cruelty Free International, 2018) and around 500,000 animals suffer and die for the cosmetic industry (HSI, 2020b; ELI Africa, 2018). Animals commonly used are mice, rats, rabbits, primates, cats, dogs and guinea pigs (HSI, 2020b; PETA, 2020b; The Human Society, 2020; ELI Africa, 2018) which chemicals are rubbed onto their skin and eyes, force feeding, given chemicals, and more. Once the experiments end, animals are killed by asphyxiation, neck-breaking or decapitation with no pain relief (The Human Society, 2020). In many countries, specially China, there is no legislation to protect animals and it is a legal mandatory requirement to perform animal tests (HSI, 2020b; The Human Society, 2020; Lo & Ha-Brookshire, 2018). Major luxury brands such as Chanel, Dior, Estée Lauder, YSL, still conduct animal testing and sell in Mainland China (Cruelty Free Kitty, 2020).

Both the luxury fashion and cosmetic industry are experiencing changes triggered by sustainability and ethical trends driven by customers, non-profit organizations, media, other companies and even legislation. Consumers are becoming more informed about the harm animals endure to produce the Hermès Birkin Bag, Chanel Rouge Lipstick, Bottega Veneta Leather Jacket, La Mer moisturizer, Estée Lauder foundation and other cult favorites.

### 1.3.3. How these traditional uses are now questioned

Consumers, non-profit organizations and investigators are questioning the traditional uses and how their actions have a social and environmental impact. The biggest international nonprofit charitable organization for animal welfare and promotion of kind treatment is The Humane Society (HSI) and People for Ethical Treatment of Animals (PETA). They operate under the principle that “animals are not ours to experiment on, eat, wear, use for entertainment, or abuse in any other way” (PETA, 2020a, para. 1). They focused in the protection of animals in laboratories, entertainment, factory farms and wildlife and educating people on how to treat animals and make better consumer choices (HSI, 2020a; PETA, 2020a). These organizations are leading the movement and publicly exposing the biggest brands to raise awareness about unethical behavior. PETA is recognized for its controversial and scandalous campaigns for animal defense with no restraint, going from celebrities, nudity to animal bloodshed to dark

humor about health, politics, history and society (Business Insider, 2019). Today, customers are more demanding and informed than ever. According to Bain & Company “True-Luxury Global Consumer Insight” Report 2019, the younger generations will reshape the industry since they are socially and environmentally conscious in which 80 percent of respondents confirmed are influenced by sustainability and prefer purchasing from brands that care. Due to technology, consumers are extremely informed, 56 percent of respondents confirmed they research a brand’s social responsibility before purchasing.

Previous research has studied the relationship between sustainability and the luxury industry (Amatulli et al., 2017; Kapferer & Michaut-Denizeau, 2014; Achabou & Dekhili, 2013) but failed to dive deeper into how the different dimensions of sustainability like fighting against animal cruelty, environmental damage, and worker exploitation (Lundblad & Davies, 2016) directly affect the brands’ operations. I propose to contribute to fill this gap by answering the following research question: “How can luxury brands face the pressure of sustainability and ethics regarding the use of animals?”.

## 2. Methodology

The objective of this chapter is to provide an explanation of the research process I followed to answer the research question: “How can luxury brands face the pressure of sustainability and ethics regarding the use of animals?”. In the first section, I will elaborate on the type of research implemented and the reasoning on how I selected the methodology, as well as the luxury brands, followed by the second section where I present the data collection, and finally in the third section I explain how I analyzed the data.

### 2.1. Methodologic choices

Due the exploratory nature of my research, I selected a qualitative approach (Rynes & Gephart, 2004), which is also appropriate to answer “why” and “how” research questions (Marshall, 1996). A qualitative research does not use statistical data collection rather it relies on observation, conversations and texts and it is mainly used when comprehending phenomena that is poorly understood and studied (Rynes & Gephart, 2004). Among the different qualitative methodologies, I conducted a multiple-case study. My objective was to analyze the different cases individually and proceed to cross-analyze within industries with the purpose to identify similar and contrasting results on how the luxury brands face the highlighted pressure.

To comply with the criteria, the brands I chose belong to the luxury industry. Further, I chose to select brands in the fashion and cosmetics industry since animals are commonly used for their skin and testing. I chose two companies for each industry indicated. Even though it was not possible to interview managers from the selected companies, there was enough secondary data available to explore and answer the research question. In the fashion sector, I selected Stella McCartney and LVMH. I selected Stella McCartney due to its innovative, modern and creative strategy to manufacture goods without the use of animal skin nor animal-derived products. Since LVMH is one of the few luxury houses that still uses animal skin to manufacture luxury fashion goods, it was important to understand their reasoning behind this decision. In cosmetics, I selected Hourglass Cosmetics and Chanel Beauty. I selected Hourglass Cosmetics since it is the first luxury vegan and cruelty free brand in the market. Finally, I chose Chanel Beauty due to its popularity in the Chinese market, resulting in the implementation of animal testing. Furthermore, I conducted interviews with relevant animal rights organizations to acquire additional knowledge on the industry and companies in question.

## 2.2.Data Collection

My data collection process was based on secondary data assembled with interviews, articles and blog posts available online produced by third-parties as well as press releases, documentation and annual reports published by the brands. To complement the information, I conducted 2 video interviews with Humane Society and email interviews with PETA with the fashion and cosmetics representatives.

The data collected is summarized in the appendices. In [Appendix 1](#), I summarized the primary data collected with Humane Society and PETA. The focus of the interviews was to understand sustainable farming, animal testing in China, benefits of a cruelty-free brand, customer education and companies that are still involved in these practices. I wanted to comprehend their influence and support to companies to stop animal cruelty. I also wanted to dive deeper into their role, contribution and initiatives to the animal rights movement. In [Appendix 2](#), I expose Stella McCartney data collection reporting 32 documents. In [Appendix 3](#), I exhibit Hourglass Cosmetics data collection cataloguing 17 documents and 1 YouTube video interview. In [Appendix 4](#), I present the secondary data from LVMH collecting 33 documents. In [Appendix 5](#), I present the data on Chanel Beauty registering 27 documents.

## 2.3.Data Analysis

Then, I proceeded to analyze the data previously collected by coding it. I determined from my research question an initial set of codes that had to be interconnected with the data collected. Codes such as “luxury brands”, “pressure”, “sustainability and ethics”, and “use of animals” were generated. Then, new codes emerged from the primary and secondary data resulting in the creation of a total of 21 codes . Once I felt satisfied with the codes established, I proceeded to connect them and organize them by categories and themes. The following graph (Graph 1) is a summary of the coding elaborated. Additionally, in [Appendix 6](#) the list of codes and example of quotes from each case can be consulted.

Graph 1: Coding Diagram



Source: the author

### **3. Empirical Setting**

In the following chapter, I will present the companies selected. This chapter is divided in the following sections in which I will provide a brief description, history and present day operations of the brands chosen. In the first section, I present Stella McCartney. In the second section, I explain Hourglass Cosmetics. In the third section, I present LVMH. In the final section, I explain Chanel Beauty.

#### **3.1. Stella McCartney**

In 2001, Stella McCartney launched her animal-free and vegan fashion brand in partnership with Kering<sup>2</sup>. From a young age, she shared with her mother her vegetarian and fashion lifestyle. When she was only 13 years old, she started designing and sewing her own clothing. Three years later, she started working with Christian Lacroix. She later attended Central Saint Martins, art school to obtain a fashion design degree. For her graduation, she produced a show featuring supermodel Naomi Campbell and Kate Moss and instantly became recognized. Then, she was appointed creative director of Chloé in Paris.

Through her brand she reflects her values and morals, revolutionizing the industry. Stella is a vegetarian and animal rights supporter which she incorporated in her brand becoming one of the few luxury fashion brands to be animal-free and vegan. It has never used any type of leather, feathers or fur and never will. She wanted a brand that satisfied real young women and is known for its simple yet modern and feminine tailoring and everyday wearable designs. In 2003, the first fragrance was launched. In 2004, a long-term joint venture with Adidas was established. In 2008, the lingerie collection was launched. In 2010, children fashion was launched. In 2011, eyewear was launched. In 2016, swimwear collection was launched. In 2017, menswear collection was launched. In 2018, it launched vegan Adidas Stan Smith and Stella McCartney Cares Foundation, a non-profit charity supporting sustainability and breast cancer. In 2018, Stella McCartney purchased the stake owned by Kering. In 2019, a joint venture with LVMH was signed where she remains with the majority share. Additionally, she was appointed as the sustainability advisor directly to the chairman of the group, Bernard Arnault.

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<sup>2</sup> Kering: luxury group owner of Gucci, Balenciaga, YSL and more

Now reaching almost 20 years of experience, Stella McCartney is an extraordinary example on sustainable and ethical business. It has 55 stores across the world, 863 specialty and department stores and online store. The brand's portfolio includes women, men and children fashion, accessories, swimwear, lingerie, Adidas collections, fragrances and more. There is no concrete data on the sales revenue of the brand since this information is not publicly disclosed by the brand. Thomas Chauvet, a Citigroup analyst, estimated that for 2017, Stella McCartney achieved sales revenues of 260 million euros corresponding to approximately 2 percent of Kering's luxury division (Paton & Friedman, 2019). In 2018, it reported revenues of 47 million euros for United Kingdom (Companies House, 2020).

### 3.2.Hourglass Cosmetics

In 2004, Carisa Jones launched Hourglass Cosmetics in Barneys New York<sup>3</sup>. She develop a passion for animals that she shared with her father due to equestrian lessons that he gave her for her eighth birthday and makeup with her mother which at the age of fifteen, went for a makeover to the Chanel counter. She studied at Parsons School of Design in New York and after her graduation she worked at Urban Decay<sup>4</sup>. Since the brand was still very small, she was part of several process giving her the possibility to acquire knowledge from different departments. Then, she became a consultant to start a cosmetics line. She finally decided to leave Urban Decay and founded her own consulting firm in which she developed and launched cosmetics brands for celebrities, fashion brands and wealthy clients.

When she founded Hourglass, she wanted to fill a void and reinvent luxury beauty brands since they were seen more suitable for older women. She sought to create a brand that appealed to a younger consumer where she did not have to compromise the cosmetic formulas for the price. She focused in advanced ingredients, modern design and exceptional functionality. She wanted Hourglass to be modern, luxurious, and great for the skin and represent feminine, strong and timeless. Hourglass has the rare combination of being cruelty-free, vegan and luxurious. In 2006, Hourglass launched in Sephora, multinational retailer specialized in beauty and personal care. The brand became a cult favorite for celebrities and makeup artists. In 2017, Hourglass was acquired by Unilever, but Carisa still remains CEO of the company.

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<sup>3</sup> Barneys New York: is an American luxury department store brand, that introduced major luxury brands to the US market.

<sup>4</sup> Urban Decay: cruelty-free and high-performance makeup brand.

Now, they have more than 15 years in the market headquartered in Venice, California. It has presence in United States, Europe, Australia and Middle East with over 1,000 stores in known retail stores. Additionally, it has 2 retail stores in Venice, California and New York City and online store. For 2019, Unilever Beauty and Personal Care division reported revenues of 21.9 billion euros (Collins et al., 2020). It was estimated that for their prestige division, including brands like Dermalogica, Hourglass and Living Proof, revenues were approximately 600 million euros and around 213 million euros corresponded to Hourglass sales (Collins et al., 2020).

### 3.3.LVMH: House of Fashion and Leather Goods

Bernard Arnault is the chairman and CEO of LVMH, the biggest luxury fashion conglomerate. It started in 1984, when he acquired Financière Agache which had control of Boussac, owner of Dior and other businesses. In 1989, he purchased 41.2 percent of LVMH which was formed in 1987 through a merger between Louis Vuitton and Moët Hennessy. In 1988, LVMH acquired Givenchy. In 1993, Berlutti and Kenzo were acquired. In 1994, Guerlain was acquired. Céline was previously acquired by Arnault but in 1996 it integrated the group and Loewe was acquired. In 1997, a majority stake of Marc Jacobs was acquired. In 1997, Sephora was acquired. In 1999, Thomas Pink, 50.1 percent of Tag Heuer and Benefit Cosmetics were acquired. In 2000, 67 percent of Emilio Pucci was acquired. In 2001, a minority of Rossimoda and 51 percent of Fendi were acquired. In 2003, it increased Fendi's stake to 84 percent. In 2010, 100 percent of La Samaritaine as well as Moynat were acquired. In 2011, Bulgari was acquired. In 2013, 80 percent of Loro Piana, 52 percent of Nicholas Kirkwood and a minority of J.W. Anderson were acquired. In 2016, 80 percent of Rimowa was acquired. In 2017, Dior previously owned by Arnault was acquired. In 2018, majority of Jean Patou was acquired. In 2019, 69 percent of Repossi was acquired. They launched a new label called Fenty as a joint venture with Rihanna, owning 50.01 percent. Stella McCartney and LVMH entered in a joint venture with the designer. In 2020, Tiffany & Co. was acquired.

The House is constituted by 17 brands. It has 2,002 stores around the world. In 2019, LVMH reported revenues of 22.2 billion euros in the category which represents 40 percent of the conglomerate total sales (LVMH, 2020).

### 3.4.Chanel Beauty

In 1910, Gabrielle Chanel opened her first boutique selling hats in Paris. Her childhood was nothing glamorous but rather melancholic. When she was 12 years old, her mother died, and her father left her in an orphanage. She was raised by nuns that taught her how to sew which was crucial for her big success. As a young adult, she made her living performing and due to her singing career she was nicknamed Coco as well as able to meet prominent fashion executives that will later finance her fashion career.

Her clothing was quite contrasting to the time. She was against the corset and crinoline<sup>5</sup>, so she offered clothing that identified more with who she was. Her brand was characterized for selling prêt-à-porter sports clothes for women defined as practical, suited for outdoor activities and comfortable as male clothing. Her beauty trajectory started in 1921, when she worked with Russian perfumer, Ernest Beaux to create the timeless Chanel No.5, the ultimate symbol of femininity. It was the first time a fashion house expanded to fragrances and it was a huge success. Finally in 1924, Chanel launched its first makeup collection with lip colors and face powders.

Chanel, one of the only privately owned luxury brands is known for fashion, fragrances, beauty, watches and fine jewelry. They maintain a differentiating position regarding their ecommerce presence where only eyewear, fragrance, makeup and skincare is available. Chanel has shared that their decision is based on the importance of human interaction and the relationship with the client in-store. They are present in 110 countries and thousands of wholesale distributors across America, Europe, and Asia. In 2018, the brand owned 108 freestanding Chanel beauty stores. Chanel is one of the few luxury brands that don't employ licensing model, but rather develop their own beauty products in house. For 2019, Chanel reported revenues of 12.3 billion dollars (Chanel, 2020) and according to specialists, Chanel's beauty category represents around a third of its revenues, approximately 4.1 billion dollars (Sherman, 2019).

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<sup>5</sup> Crinoline: is a stiff or structured petticoat designed to hold out a woman's skirt, popular at various times since the mid-19th century.

## 4. Findings

In the following chapter, I will present the answer to my research question, “How can luxury brands face the pressure of sustainability and ethics regarding the use of animals?”. The results of my research will be presented by luxury brand to provide a clear understanding of the individual actions executed by each brand. This chapter is divided in the following sections. In the first section, I explore Stella McCartney’s position against animal cruelty, the actions implemented to bring conscience and their innovative development of non-animal textiles. In the second section, I demonstrate Hourglass cruelty-free and vegan cosmetics manufacturing and the actions executed by the brand to support the animal rights movement. In the third section, I present LVMH current animal welfare policies, their use of sustainable farming and its development, and their response when pressured by non-profit organizations. In the final section, I examine Chanel Beauty exposing their lack of transparency regarding their animal testing policy and revealing their presence in the Chinese market which is a huge determinant for their animal testing policy.

### 4.1. Stella McCartney

Stella McCartney is known for working towards making a positive environmental and social impact even when sustainability and ethics was not an industry nor customer requirement. It is not a trend for the brand but part of their DNA. When the designer introduced a leather, fur and animal-free brand, she was ridiculed and not taken seriously for not doing things as they “were done” in the industry. Her contribution is not only within her business but becoming a spokeswoman of sustainability and animal rights in the luxury fashion industry.

#### 4.1.1. Supporting sustainability and animal rights by being an advocate and positive influencer

The designer is recognized as the “priestess of ethical fashion” for her passion and support for animal rights and the rejection of the use of animal products when manufacturing clothing and accessories. In an interview, the designer shared her belief when choosing an animal-free approach for her brand:

*“I’m not going to pretend that what I do is easy. If it was easy, I think more people would be doing it. But I personally do not see it as a constraint. I see it as a huge inspiration.”*  
Stella McCartney, Designer and Founder (2019, para. 3)

She has criticized the industry for abusing animals and converting it in the most used material within fashion collections. Across the years, she has expressed her principles and called out companies and the industry for their animal-cruelty doings. She is surprise why brands are still attracted on animal skin because for her it is old fashioned where she considers fashion about innovation and modernity. She has expressed that the industry is trying to convince people that fur products are by-products<sup>6</sup> when they are not. She has shared that in some cases the use of fur is due to the fur industry approaching young designers and compensating them for their use. She has pointed out that fur farms are nowhere sustainable since millions of animals live in poor conditions and there is environmental damage due to the use of toxic chemicals. Besides, she manifested that their main concern is not the well-being of the animals but profit. She has said that the industry is one of the slowest to make a change specially since it is one of the most harmful for the planet. She has expressed that it is time for luxury to embrace a cruelty-free fashion and there should be new laws imposed on designers to encourage them to have more sustainable practices within their businesses. For example, she is penalized financially by having to pay 30 percent tax to import nonleather to America. She has encouraged businesses to examine their supply chains and manufacture process and execute it differently. Stella has revealed that fashion houses have a strong power that they should use it to make a change and have a positive influence. Her efforts to change do not mean anything if she cannot prove that she has a successful and healthy business and for her that is the best way to demonstrate that ethical businesses matter.

In 2015, Stella McCartney published the first Environmental Profit and Loss (EP&L)<sup>7</sup> with Kering, to measure their impact and identify improvement opportunities. They created the Fur-Free-Fur Campaign which consisted on a movement to demonstrate that fashion can still be luxurious without using fur nor leather and promote a cruelty-free and ethical philosophy. She wanted to create a good quality faux fur to demonstrate that no animals have to be harmed for

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<sup>6</sup> Byproducts: is a substance or object, resulting from a production process, the primary aim of which is not the production of that item. (European Comission, 2020)

<sup>7</sup> The EP&L is a form of natural capital accounting that measures the company’s greenhouse gas emissions, water use, water pollution, land use, air pollution and waste across our entire global supply chain. Company’s impacts are translated into a monetary value, which allows to understand the hidden costs and benefits generated from their operation. (McCartney, 2020a)

fashion, but at the same time not to promote real fur. In 2018, McCartney joined Fashion for Good<sup>8</sup> to potentialize her commitment to becoming more sustainable and positively impact the industry. With this partnership, she can share her learnings and exchange ideas with stakeholders that just as her want to disrupt the industry. In 2019, She was appointed the personal advisor on sustainability to Arnault, LVMH chairman. She has manifested that this is an extremely challenging but huge privilege to be able to make an impact from within of one of the biggest fashion conglomerates which still uses animal skin. She is working to provide useful information to LVMH about manufacturing and sourcing sustainable alternatives by introducing the technologies and techniques that she has developed with her suppliers. She truly believes that this will be a chance to set the tone to impact the future of fashion.

She has used Fashion Week as a platform to stand against animal cruelty and send a message to the industry, designers, influencers and artists. During their spring 2020 runway show, they projected on the walls copulating animals, shared with the attendees information about sustainability and invited them to join. Prior to the autumn/winter 2020 show, they created a compelling Instagram campaign that reaffirmed their commitment to cruelty-free fashion. Between the posts shared, one said “No leather, feathers or fur since 2001”, another with a fox cartoon said “My coat looks better on me”, other with a cow illustration said “More pleasure, less leather”, and more eye-opening messages (Faye, 2020). On the eve of her show, she conducted a roundtable event to discuss climate change as well as how unsustainable and unnecessary it is to use animal skin and hair. Between the attendees of this event were fashion professionals, government officials, and animal protection organizations. During the brand’s show finale, models were dressed as animals such as cow, horses, rabbits, fox and crocodile while carrying cruelty-free and sustainable accessories such as vegan leather and second-life plastic handbags. It was an action to remind attendees that the most used material behind most fashion collections is animal skin.

She once said that leather and fur are the norm and what everyone turns to when designing their collections, but for her its nothing new nor appealing. In several occasions, she said that finding materials is very hard specially when leather has the perfect movement and wears good.

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<sup>8</sup> Fashion for Good: is the global initiative that is here to make all fashion good. It is a global platform for innovation, made possible through collaboration and community. With an open invitation to the entire apparel industry, Fashion for Good convenes brands, producers, retailers, suppliers, non-profit organizations, innovators and funders united in their shared ambition.

Due to this Stella McCartney sources and develops their own materials. In partnership with suppliers, she has developed innovative animal-free alternatives to manufacture look alike leather bags and fur coats without using animals.

#### 4.1.2. Developing non-animal textile alternatives

She is considered the pioneer in vegan luxury, but does not compromise her designs. She wants to inspire and demonstrate that sustainability, ethics and fashion can work together. She has developed and used cruelty-free, sustainable and eco-friendly materials for their luxury goods. She has prided her brand for being able to develop the best nonleather textiles to supply her company with nonanimal alternatives that the industry has lacked in developing. Sarah Barnes, PR manager, shared me a document about their vegetarian leather where they demonstrate their commitment and advances reached developing innovative textiles affirming:

*“Because of the scientific research that goes into creating these blended fibers and subsequently, their scarcity, innovative materials could be considered a true luxury, rather than leather, which has become a commodity.”*

Stella McCartney (2020b, para. 3)

Stella McCartney with Ecopel<sup>9</sup>, developed the first sustainable and vegetarian faux-fur called KOBA®, plant-based with recycled polyester with less energy consumption and greenhouse gas. It is recyclable with lower carbon footprint in comparison with conventional faux-fur. It claimed to be as luxurious as real fur. Also, created Eco Alter Nappa, a leather alternative for shoes and bags. It is made from polyester and polyurethane with a vegetable oil coating which is natural sourced. In partnership with Bolt Threads<sup>10</sup> developed Mylo™, a leather-like material from renewable ingredients with no animal use and greener for the environment. These products must be handcrafted by skilled artisans from specialized factories creating a true luxury product. Cashmere has a higher negative impact to the environment than wool. It requires more animals for the annual demand and leads to land degradation. McCartney only uses regenerated cashmere manufactured from waste. Also, the brand developed Microsilk™ with Bolt Threads, a vegan silk with higher strength, elasticity, durability, softness and

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<sup>9</sup> Ecopel: is a global faux fur textile and apparel manufacturer.

<sup>10</sup> Bolt Threads: specialized in biotechnological innovation to develop sustainable fashion biomaterials and fabrics for a better world.

producing less pollution to the environment. Additionally, they replaced conventional glue which is made from animal tissues for a 100 percent animal-free glue.

Moreover, they have developed other eco-friendly and sustainable textiles with less energy consumption and greenhouse gas emission. The production of viscose cuts down 150 million trees, releasing carbon dioxide and destroying the homes of animals. They use sustainable and traceable viscose from certified forests in Sweden. They do not use PVC<sup>11</sup> due to its environmental damage, toxicity for humans, and not recyclable and biodegradable properties. Instead use polyester, polyamide, and polyurethane from recycled sources. To replace PVC shoe soles they developed Apinat®, biodegradable and plant-based plastic. They developed bio-acetate, natural harvested wood pulp, renewable and biodegradable alternative to replace fossil fuel plastic used in eyewear due to its contamination. They use bio-lenses from natural and renewable materials. They developed ECONYL® and EVRNU®, due to the lack of material recycling and waste created by fashion. They use certified recycled elastane rather than firsthand. Brass creates high levels of water pollution causing the death of plant and animal life and health issues for workers and instead use aluminum and stainless steel which have lower environmental impact. Their packaging, paper and wood is sustainably sourced from Forest Stewardship Council (FSC) certified or from recycled sources.

They have researched into a variety of alternative materials to reach the desire texture. In an interview, the designer shared that has taken time, resources and technology to be able to develop them stating:

*“It has taken me my entire career to get the fabrics to the stage they are at now, where our animal-free leather is soft enough, and has enough luxury to it”.*

Stella McCartney, Designer and Founder (2020, para. 4)

Their approach is more demanding than conventional production since non-leather materials are more expensive. Nonetheless this strives her to seek for more responsible and mindful ways to apply in her business.

## 4.2.Hourglass Cosmetics

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<sup>11</sup> PVC: Polyvinyl chloride is the world's third-most widely produced synthetic plastic polymer.

Hourglass Cosmetics is cruelty-free, vegan and luxury makeup brand, a rare combination in the industry. Hourglass is PETA certified<sup>12</sup> meaning they do not perform animal tests during product development, production nor authorize third parties to do so. They are an example of sustainable and ethical practices even before people cared and there was demand. The stance against animal cruelty is not because its trending but it is truly who they are as a brand.

#### 4.2.1. Manufacturing cruelty-free and vegan cosmetics

Even though 75 percent of their products were already vegan, the brand had products that were not (Judge, 2019). In 2017, the brand announced they were becoming 100 percent vegan and by 2020 all of their products will be transitioned and replaced by a vegan alternative. In the words of the founder, this is what it meant for the brand their transition to veganism:

*"We believed it was the right thing for us as a brand, ultimately we're toting ourselves as cruelty-free and how can we be cruelty-free if we're using animal-derived ingredient? That was just a question I had to resolve, and we could not until we became vegan."*

Carisa Jones, CEO and Founder Hourglass (2020, para. 22)

Hourglass became the first vegan luxury beauty brand in the market. The brand expressed that their main challenge on their transition to veganism was replacing animal-derived ingredients such as lanolin, glycerin, collagen, beeswax and carmine by superior vegan alternatives that met their quality criteria. Since it is the industry standard, there are few manufacturers specializing on these products. The partnership with Unilever has been beneficial to reach the company's sustainability and ethical objectives. It gave Hourglass access to bio-tech innovators to create their own alternatives to replace animal-derived ingredients. Carisa revealed the process takes time and resources. They had to go through every product of their portfolio while examining every ingredient and determining what was vegan and what was not and reformulate. Not only the brand is committed to animal welfare but to the environment by researching and developing sustainable and refillable packaging for their products.

Several beauty brands have already pledged on becoming vegan, but this conversion is not very common for the luxury industry. Hourglass is setting the tone for an industry that still has not

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<sup>12</sup> Cruelty Free Peta: cruelty free certification conducted by PETA. Companies under this certification have committed to never conduct, commission, pay for, or allow tests on animals at any phase of development, for both ingredients and final products.

adopted a cruelty-free and vegan practice. Their public support and communication of animal rights and welfare might trigger other luxury brands to follow in the future.

#### 4.2.2. Supporting animal rights movement through communication and partnership

Hourglass has continuously manifested their social responsibility to protect animals and not harm them for the sake of beauty through their social media, outdoor press and in-store activations. When launching the biggest vegan advertising campaign, the company's marketing director reinforced their cruelty-free mission expressing:

*“We really want to empower this new generation of people and show that beauty and integrity can be synonymous and we can drive awareness to our mission by supporting innovators in the animal rights community as much as finding new formulations that still deliver unwavering performance.”*

Heather Duchowny, Marketing Director Hourglass (2019, para. 30)

Carisa has expressed she hopes her brand becomes a symbol and evidence to other beauty brands that it is possible to have high-performing, cruelty-free and vegan cosmetics. She has reinforced that she does not compromise the quality and performance of her products and the real proof is to reach a balance where her customer do not notice that the brand is vegan. In a previous interview, Carisa shared her view on the future of the beauty industry encouraging:

*“We do not have a good excuse to turn a blind eye to things like animal cruelty or environmental pollution. Collectively, we need to be doing better.”*

Carisa Janes, CEO and Founder Hourglass (2020, para. 7)

In 2019, it launched the biggest campaign on vegan products called “Eye to Eye”. It portrayed 4 different models posing next to horses. The campaign was meant to show the humanity in the eyes of the animal and to influence consumers to be more conscious on their purchase of animal- derived products. As part of the campaign, Hourglass and Chanel Temple<sup>13</sup> produced an educational video interviewing Steven Wise, founder and president of the Nonhuman Rights Project to know about the organization and the work they do. The project is the only civil rights organization dedicated on securing rights for nonhuman animals according to each species needs and fundamental interests. They have adopted the term “nonhuman rights” to remind

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<sup>13</sup> Chanel Temple: Global Makeup Artist for Hourglass. She is the key editorial makeup artist for photoshoots and product education videos.

people that human beings are also animals, but are the only ones with legally recognized and enforceable rights. Hourglass supports the organization by donating 1 percent of the total profits from hourglasscosmetics.com. Customers can be also join and support the campaign by posing eye to eye with their pets with the hashtag #hg\_eyetoeye and with each post Hourglass will donate €1.95. In their website, the brand shares as their mission:

*“We will continue working towards change because we believe in seeing eye to eye with animals. Like us, they are living beings that experience fear and sadness, pain and loneliness. We will stay true to our mission until they are protected in the beauty industry and beyond”*

Hourglass Cosmetics (2020, para. 5).

### 4.3.LVMH: House of Fashion and Leather Goods

LVMH is one of the few luxury houses that still uses animal skins in its collections. They still believe that luxury consumers behavior and attitudes are the same as years ago. They keep following tradition where the original definition of luxury was precious skins such as fur and leather. Consumers and the world have evolved and LVMH should do the same. LVMH has not released any information regarding banning fur, but rather reaffirmed luxury equals animal skin.

#### 4.3.1. Implementing animal welfare policies in their supply chain

As a response for sustainability trends arising, LVMH has published a yearly environmental report since 2001. In 2019, LVMH launched the Animal-Based Raw Materials Sourcing Charter, committing to responsible supply of animal skin. The standard is classified in three pillars: traceability of origin ensuring visibility; farming and trapping ensuring animal welfare; and respect for workers, environment and biodiversity throughout the supply chain. On the same year, due to the lack of standards in the exotic leather supply, LVMH developed the first standard for responsible crocodilian leather sourcing. For every animal-derived raw material, company owned tanneries and suppliers are been certified by the corresponding organization to ensure its responsible sourcing. For fur, they work exclusively with suppliers that are certified by Welfur. Regarding leather it requires the certification by Leather Working Group, Crocodile Standard LVMH and International Crocodilian Farmers’ Association for exotic leather, Responsible Wool Standard for merino wool, Responsible Cashmere RoundTable for cashmere, Responsible Mohair Standard for mohair, and Responsible Down Standard for

down. In 2019 environmental report, LVMH published their certified sourcing achieved which indicated for all fur 43 percent; fox, mink and raccoon fur 100 percent; leather 66 percent; and exotic leather 64 percent certified (LVMH, 2019a). By 2020, the brand has committed to reach a minimum of 70 percent of raw materials purchased from certified farmers or trappers and by 2025 achieve 100 percent certification with already existing or to be developed standards (LVMH, 2019b). In an interview, FENDI's CEO manifested:

*“When using a piece from an animal, we’re not doing something abnormal but continuing a tradition started by mankind in prehistoric times. What is new and bad is using petrol to make PVC and other materials, something that started 50 years ago and is polluting the planet in a big way. Using natural animal skin is not doing that. We buy certified fur and certification means protection of animal welfare and there’s no cruelty.”*

Serge Brunschwig, CEO FENDI<sup>14</sup> (2019, para. 9)

#### 4.3.2. Developing sustainable farming as a response to legal bans

LVMH is a consumer of sustainable farming. Sustainable farming was founded by the animal skins industry and is used by the associations as a way to communicate and market that there is a sustainable choice available when owning animal skin goods. Several certifications have been developed to give the customer transparency as well as ensuring animal welfare. Regarding fur, we can find FurMark the international mark of responsible fur. It was founded by the International Fur Federation<sup>15</sup> and is a global program responsible for overseeing the trade, covering sustainability, animal welfare and the dressing and dyeing of fur to ensure the highest standards. FurMark includes Welfur which is the organization recognized by LVMH. Regarding leather, LVMH recognize the Leather Working Group (LWG) as the responsible organization for the certification of its tanneries. It was created by recognized brands and key leather manufacturers. LWG is an international membership organization responsible for the largest leather sustainability program which focuses in assessing and certifying leather suppliers to have sustainable choices in their business. These organizations have been created by stakeholders that profit from the trade as a way to portrait it as more humane , but at the end

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<sup>14</sup> FENDI: Fashion brand that belongs to LVMH. Was founded by Adele and Edoardo Fendi in Rome in 1925. The brand is recognized for their “double F” logo that represents “Fun Fur” due to their significant use of fur in their collections.

<sup>15</sup> International Fur Federation: organization responsible for the international fur industry and regulate its practices and trade with certification and traceability programs on welfare and the environment. It is present across the world including farmers, trappers, dressers, manufacturers, brokers, auction houses, retailers and designers.

of the day that is impossible to achieve. In deed it was further confirmed in the interview conducted with the director of fashion policy of Humane Society where he shared:

*“Once you look at some of these supply chains, the exotic skin and the fur industry, you are going to realize it's impossible to humanely source those animals. So at that point, you are going to try to do PR and cover it up.”*

PJ Smith, Fashion Policy Director HSI (Interview)

LVMH recognizes this scheme as sustainable but it is evident that there are still some major animal welfare issues that are unable to be solved. Sustainable farming lacks basic needs such as sunlight, proper ventilation, open spaces and animals are unable to perform routine activities like running, digging, swimming and more. LVMH with their use of sustainable farming cannot provide a response against the handling and slaughtering and the emotional state of the species. Furthermore, these farms enable the possibility for diseases and infections to spread and modify when transmitted from one species to another.

No matter if it is sustainable farming or traditional, both maintain animals separated from their natural habitat and trapped in small cages. Not only they spend their lives trapped, but they live for the sole purpose of been killed to supply their skin. LVMH supports that these actions continue to occur. PETA has constantly pressured LVMH to make a change in their animal cruelty policies, especially since they dominate the luxury fashion industry.

#### 4.3.3. LVMH responding to PETA’s exposure on animal skin use

A few years back, PETA adopted a new tactic to expose companies. In 2015, PETA revealed they had acquired shares in Hermès and other luxury brands. In 2016, PETA acquired a single share of LVMH. The ownership of a share allows PETA to attend shareholder meetings. The organization expressed their decision by saying:

*“Gives PETA a new forum in which to present the research we have done to company executives, their shareholders and the public.”*

Ashley Byrne, campaign specialist PETA (2020, para. 10)

In April 2017, PETA claimed they were not allowed to enter a LVMH shareholder meeting and were denied the opportunity to speak with board members after they announced they will pressure the group for their use of crocodile and ostrich skins. In June 2020, PETA attended

LVMH annual meeting where the brand responded that animals like crocodiles and alligators remain a "precious commodity".

Due to the Covid-19 pandemic, non-profit organizations are insisting even more on stopping the use of animal skin. According to scientists, around 60 percent of human diseases and 75 percent of emerging infectious diseases originate from animals (Chua, 2020). Covid-19 specialist reinforced in an interview:

*“If somebody gave me a few hundred thousand bucks and free access to China to find the source of the virus, I would look in places where raccoon dogs are bred.”*

Christian Drosten, Covid-19 expert (2020, para. 10)

In May, the Netherlands, fourth largest fur producer reported that minks had been infected with Covid-19 by their human caretakers. In August, they announced the closure of fur farms by March 2021 to avoid further spreading and serve as cause of future outbreaks. In USA, the same situation was reported. China, origins of Covid-19 and the largest producer, importer, manufacturer and exporter of fur and fur products has closed live wildlife markets and some breeding operations, but still has not implemented measures against the fur trade which represents 75 percent of the captive wildlife breeding industry in the country (Lange, 2020). Continuing with the trade of fur and exotic leather, raises the risk for other dangerous diseases to humans just as Covid-19.

Even with the efforts implemented by PETA, LVMH has refused to stop its use of animal skins. PETA’s president has shared the organizations continuous actions against LVMH:

*“From demonstrating on the street to speaking up in the boardroom, PETA will push LVMH to stop selling any bag, watchband, or shoe made from a reptile’s skin”*

Ingrid Newkirk, President PETA (2020, para. 14).

#### 4.4.Chanel Beauty

Even though the animal rights movement is gaining power, some brands have still not adopted it and there is no proper legislation to commit brands to do so. Currently, Chanel Beauty is sold in Mainland China where it is mandatory by law to perform animal testing to access the market. Additionally, the brand has no recognized certification from the responsible organizations such

as Leaping Bunny<sup>16</sup> or Cruelty Free Peta. Finally, they do not disclose their animal testing policy in their channels. Based on this information, I can assume that Chanel Beauty is not cruelty-free.

#### 4.4.1. Lacking transparency by not disclosing their animal testing policy

For several years, Chanel has published Report to Society. Its objective is to share their commitments on their collaboration to society in sustainability issues. The report is based on three pillars: creation-driven, committed luxury leader and human-driven. They clearly demonstrated their climate strategy, which is dedicated in reducing their carbon footprint, transitioning to green power and compensating for their supply emission. As well as their implementation of a more sustainable retail experience by reducing their energy consumption and developing an eco-friendly design to minimize their impact. Additionally, there is no information about their efforts regarding animal welfare for both fashion and cosmetics. Furthermore, in Chanel's website no information is disclosed about their animal testing policy as well as their ingredients and raw materials suppliers. I communicated directly with the brand as a concerned customer and supporter of cruelty-free cosmetics. Customer service proceeded to respond the following statement:

*“Please be assured that we comply scrupulously with the European Union’s regulations which only authorize alternative methods to test cosmetic products and their ingredients.”*

Chanel, email customer service (email)

Even though the European Union banned animal testing for beauty products and ingredients, there are ambiguities. Products that have been tested in other countries can be sold in the European Union, if the animal testing data is not used to guarantee its safety. Moreover, some chemicals may undergo animal testing for safety reasons concerning the environment and workers. Finally, the “cruelty-free” or “not tested on animals” term is constantly used by cosmetics brands as part of their strategies. These terms are unregulated and have no legal definition, resulting in brands using it without breaking the law even when it is not truthful. The only way to completely know that a brand is cruelty-free is to be certificated by the

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<sup>16</sup> Leaping Bunny: is an international standard founded by eight national animal protection groups. It specializes in the certification of companies and they are recognized by the Leaping Bunny logo which indicates free of animal testing at all stages of product development.

mentioned organizations, even if they comply with European Union regulation is not a guaranteed.

#### 4.4.2. Chanel present in the Chinese beauty market

According to China's Top 100 Brand list, Chanel has been in the top of the list for three years. The brand is a cult favorite in China, reporting revenues in 2019 for Asia Pacific of 44 percent of their global sales. For Chanel and other brands, the Chinese market is a strong deterrent for their animal testing policy.

The Chinese market is a major consumer of luxury goods, resulting in a profitable market for brands. A report by Morgan Stanley<sup>17</sup> about the global beauty market, stated that China is the world's biggest beauty market and represents 19 percent of the total global beauty sales (2019). A McKinsey & Company report stated, Chinese customers are very digital and use digital channels for the discovery process of their customer journey. Currently, 92 percent of respondents prefer to purchase offline and are influenced by in-person experience in brand stores for their purchasing decision. This data highlights the importance for beauty brand to be present in the Chinese market with physical retail stores.

Even though China's great potential, there are some regulations that limit the sale of cruelty-free brands. China is one of the few countries that still requires animal testing for imported beauty products excluding products sold through cross border e-commerce. Since Chanel is manufactured in France and has physical retail stores, their cosmetics have to undergo animal testing as part of the requirements to guarantee customer safety. Besides the premarket animal testing, Chinese authorities can select products from physical retail stores and perform further post-market tests. In 2019, China announced a change in their cosmetic regulation that will be effective from January 2021 in which imported non-special<sup>18</sup> products will not require animal testing, but special<sup>19</sup> products have no regulation changes meaning they will still require it. Even though, China has made a positive step to end animal testing, brands will not be 100 percent cruelty-free since non-special products and post-marketing testing will still occur.

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<sup>17</sup> Morgan Stanley: is an American multinational investment bank and financial services company.

<sup>18</sup> Non-special products: Chinese classification of beauty products which include moisturizers, shampoos, make-up, body lotions and more.

<sup>19</sup> Special products: Chinese classification of beauty products which include products with functional claims like hair growth, sunscreen, hair dye, hair removal and whitening.

*“Although the concern does not go away entirely, the relative amount of progress if we look at the numbers we can calculate when this goes through and companies have an alternative to the mandatory pre-market testing, it is a significant step toward cosmetics in China....It is a big deal,”*

Troy Seidle, Vice-President Research and Toxicology HSI (2020, para. 8).

## 5. Discussion

The data demonstrates the different approaches the brands have implemented when faced with sustainability and ethical pressures regarding animal use. Brands such as Stella McCartney and Hourglass Cosmetics are supporters and part of the movement with monetary donations and speaking on behalf of it, but others such as LVMH and Chanel decide to elude and be neutral when getting involved in animal welfare policies.

Hourglass and Stella McCartney, both are vegan and cruelty-free, a sign of high commitment to animal rights and welfare. Both brands opted for innovating and disrupting by being the first in their industry to direct attention to how unsustainable and unethical it is to use animals for fashion and cosmetics. Since their foundation, both selected an unordinary trajectory and have been criticized or not understood for their actions. They never desisted on their philosophies and stood for what was right for them. They work in close cooperation with animal rights organizations providing their support to transform the world into a better one. Furthermore, both have called attention to current technological advances which have permitted that no longer is necessary to use raw materials like fur or leather in fashion as well as animal testing in cosmetics. Stella McCartney has developed the first ever vegan fur to replace animal fur and renewable materials to replace leather. They use responsible and traceable wool and no virgin cashmere. Hourglass Cosmetics has developed as well vegan alternatives and does not perform animal testing to manufacture their cosmetics which are completely vegan and cruelty-free. Additionally, they are also committed to the environment. Stella McCartney uses sustainable fabrics like recycled nylon, polyester, elastane, organic cotton, forest friendly viscose and replaced materials like PVC, brass, petroleum-based for more sustainable substitutes. Hourglass Cosmetics has developed sustainable and refillable packaging for their cosmetics. In an interview, the founder shared the importance for Hourglass to be cruelty-free and vegan:

*“We have an opportunity to make a positive impact, and that’s not something we take lightly. When major fashion players go fur-free, it has a ripple effect, inspiring other brands to do the same. It is exciting to see the progress being made, and it is important to us that we contribute to it.”*

Carisa Janes, CEO and Founder Hourglass (2019, para. 4)

LVMH and Chanel profit from animal cruelty and rather take a shallow and lack of transparency approach. Even with the efforts executed by organizations like PETA and HSI,

LVMH has not surrendered on their use of animal skin. Rather they have decided to use sustainable farming as a possibility to assure stakeholders, consumers and industry on animal welfare practices. They use certifications as a way to validate that their actions are correct and conducted the “right way”. The truth is there is no way to change the reality of animal farming in which animal’s rights and liberties are stripped away and are killed for their skin. Animal farming cannot assure to provide entirely the needs that animals required by nature. On the other hand, Chanel presents the same issues in their own industry. They expressed their animal testing policy complies with the laws of the European Union which has banned animal testing more than ten years ago. According to their statement they do not test on animals but sell their products in China, resulting in contradictory information. Even though they manufacture their products in the European Union and comply with regulations, the law allows animal tested products to be sold. Chanel does not publicly share their animal testing policy and it is yet not clear if they conduct the animal testing or pay a third party to test on their products, no matter the situation they do support animal testing by selling their products in mainland China.

In [Appendix 7](#), I present a table summarizing the findings from this chapter.

## **6. Conclusion**

Sustainability and ethics is one of the strongest trends developing across all industries, but still remains insufficiently studied in the luxury context and even less when exploring the use of animals. I conducted a multiple case qualitative study in which two fashion and two cosmetics luxury brands were analyzed to further understand their implemented strategies when facing the pressure by key stakeholders regarding their animal use.

The luxury industry is being redefined and what was previously validated to be a contradiction with sustainability and ethics is narrowing. Consumers are expressing concerns and getting informed before making a purchase. The companies under study are responding to these demands by adapting their supply chains as well as communicating their efforts to consumers since it is beneficial for business. Some are more proactive and transparent than others. Stella McCartney and Hourglass thrive on innovation and modernity becoming supporters and advocates of animal welfare and rights and it is part of their brand's identity to be cruelty-free and vegan. LVMH and Chanel have implemented general sustainable strategies but in animal welfare and rights tend to support tradition and continuing with established industry operations. Previous research has demonstrated that companies that do not adopt sustainability and ethics can be negatively impacted. Both, consumers and luxury brands have the power to drive change to the industry to protect animals against crime. Based on my investigation, I recommend brands to listen to their customers sustainability and ethical demands and understand what are their needs in these topics to be able to implement successful strategies. Additionally, it is important to be transparent and disclose information because avoiding to do so can affect negatively your brand if disturbing news reaches customers. It is evident that incentives and animal welfare policies should be instated not only to protect animals but to protect businesses that do in fact adopt sustainability and ethical strategies. This will drive brands to want to have better business practices and improve significantly the industry.

However there are some limitations in my research. First, I was not able to interview the companies mentioned in this study, resulting in a research based on secondary data. Second, there was lack of information disclosed by Chanel making it difficult to fully understand their position against animal testing. To conclude, future research must be conducted regarding animal welfare in the luxury context to further comprehend its relevance. It will be valuable to understand consumers attitude when acquiring products that use animal skin and testing. It will

be interesting to evaluate the monetary benefits for businesses when adopting animal welfare policies versus not. It will be interesting to expand the research into fashion and cosmetics industry as a whole as well as other industries such as food and entertainment where there is presence of animal use.

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## 8. Appendix

### 8.1. Appendix 1: Primary Data Collection Table

Type of data (interview or direct observation)	Name of the interviewee	Organization	Position in the organization	Date of the interview	Length of the interview
Interview	PJ Smith	Humane Society US	Director of Fashion Policy	October 29, 2020	30 min
Interview	Michelle Shaw	Humane Society US	Program Manager in Animal Testing	October 30, 2020	30 min
Email Interview	Sascha Camilli	PETA UK	Media & Special Projects Coordinator	November 10, 2020	
Email Interview	Julia Baines	PETA UK	Science Policy Manager	November 10, 2020	

Source: the author

## 8.2. Appendix 2: Stella McCartney Secondary Data Collection Table

#	Type of data (internal document, newspaper article, post of blog, podcast etc.)	Title of the document/ article/ podcast	Name of the author	Name of organization	Date of publication
1	Website	About Stella McCartney		Stella McCartney	
2	Article	Stella McCartney Biography	Biography	Biography	May, 2020
3	Article	Stella McCartney	Bibby Sowray	Vogue UK	January, 2012
4	Article	Stella McCartney	Bronwyn Cosgrave	Britannica	September, 2020
5	Blog Post	Stella McCartney	Companies House	Companies House	March, 2020
6	Article	Stella McCartney Teams Up With LVMH, in Plot Twist in Luxury Wars	Elizabeth Paton and Vanessa Friedman	New York Times	July, 2019
7	Article	Stella McCartney: Change Agent	Imram Amed	Business of Fashion	March, 2015
8	Article	Stella McCartney Steps Up as LVMH Sustainability Sherpa	Joelle Diderich	WWD	September, 2019
9	Article	Stella McCartney made a powerful animal rights statement at Paris Fashion Week	Lara Faye	Stylist	March, 2020
10	Article	Stella McCartney goes wild to drive home animal-free message		The Guardian	March, 2020
11	Article	Stella McCartney Talks Sustainability and Fashion's Animal-Free Future	Saskia	PETAUK	March, 2020
12	Article	Stella McCartney: Environmental Crusader	Bridget Foley	WWD	October, 2019
13	Article	Stella McCartney Hosts Sustainable Kering Talk at London College of Fashion	Lorelei Marfil	WWD	November, 2016

14	Article	Stella McCartney Visits Neiman's and Talks Sustainability	Holly Haber	WWD	April, 2016
15	Article	In Conversation: Stella McCartney Talks to Natalia Vodianova About Everything from Sustainability and Consumerism to Motherhood	Alexandra Marshall	W Magazine	May, 2017
16	Blog Post	Stella McCartney Criticizes Other Designers For (Still) Using Fur	Nick Levine	Refinery 29	July, 2016
17	Blog Post	How To Combat PETA When Your Faux Fur Looks REALLY Real	Connie Wang	Refinery 29	February, 2015
18	Blog post	Fur-Free-Fur	Stella McCartney	Stella McCartney	
19	Article	"Designers aren't taking responsibility" says Stella McCartney	Emily Wadsworth	Dezeen	July, 2018
20	Article	Stella McCartney has created the world's first faux fur that's *actually* sustainable and the fashion industry just breathed a big sigh of relief	Charlie Teather	Glamour	March, 2020
21	Article	Natalia Vodianova Steps Out in Stella McCartney's New Sustainable Faux Fur	Christian Allaire	Vogue	September, 2019
22	Blog Post	Stella McCartney Reveals Ground-Breaking KOBA® Fur-Free Fur — A Sustainable Bio-Based Faux Fur With Up To 100 percent DuPont™ Sorona® Plant-Based Fibers	Textile World	Textile World	October, 2019
23	Article	Stella McCartney Is Looking For Green-Minded Collaborators To	Alice Newbold	Vogue	April, 2019

		Radically Shake Things Up			
24	Blog Post	Stella McCartney Joins Fashion for Good	Fashion for Good	Fashion for Good	September, 2018
25	Article	Stella McCartney Might Not Recognize You Anymore “‘What is luxury?’ It’s certainly not a bloody crocodile handbag, I can tell you that much.”	Cathy Horyn	The Cut	September, 2020
26	Article	The Times They Are a Changin’ Says Stella McCartney From Milan	Samantha Conti	WWD	September, 2019
27	Internal document	Stella McCartney Sustainable Solutions	Stella McCartney	Stella McCartney	2020
28	Internal document	Vegetarian Leather	Stella McCartney	Stella McCartney	2020
29	Website	Measuring our impact	Stella McCartney	Stella McCartney	2020
30	Internal document	Eco-Impact Report 2020	Stella McCartney	Stella McCartney	2020
31	Website	The next chapter with BOLT Threads: Mylo material, rooted in nature	Stella McCartney	Stella McCartney	April, 2018
32	Website	Materials and Innovation	Stella McCartney	Stella McCartney	2020

Source: the author

### 8.3. Appendix 3: Hourglass Cosmetics Secondary Data Collection Table

#	Type of data (internal document, newspaper article, post of blog, podcast etc.)	Title of the document/ article/ podcast	Name of the author	Name of organization	Date of publication
1	Blog Post	How I made Beauty my Career: Carisa Janes, Founder and CEO of Hourglass	Zara Wong	MECCA	April, 2020
2	Article	Hourglass Founder Carisa Janes Talks International Growth as Beauty Brand Reaches the Middle East	Lindsay Judge	Aeworld	July, 2019
3	Article	#LifeGoals: How the Hourglass beauty founder built a makeup empire for acne-prone skin	Jeanette Settembre	Moneyish	November, 2018
4	Blog Post	HOURGLASS' CARISA JANES		Liberty London	n.d.
5	Article	Hourglass CEO Carisa Janes: 'Technology can make the consumer experience less luxurious'	Emma Sandler	Glossy	October, 2018
6	Article	Hourglass Cosmetics spotlights vegan products in biggest campaign to date	Katie Richards	Glossy	April, 2019
7	Article	Hourglass Cosmetics Is Supporting Animal Rights By Becoming All Vegan and Cruelty-Free	Sarah Spruch-Feiner	Allure	November, 2017
8	Article	Vegan beauty: How conscious consumers are driving innovation in ethical cosmetics	Ellen Hammett	Marketing week	May, 2019
9	Article	Hourglass Cosmetics On New Products, Going	Annie Simpson	Tatler Hong Kong	July, 2020

		Vegan And Partnering With Rosie Huntington-Whiteley			
10	Article	Carisa Janes Thinks Vegan Beauty Is About to Go Mainstream	Jane Larkworthy	The Cut	June, 2019
11	Blog Post	Beauty Heroes: Carisa Janes		Lane Crawford	October, 2019
12	Article	Madonna's makeup artist loves this cosmetics line – and soon it'll be 100 percent vegan too	Sammy Preston	Lifestyle	November, 2017
13	Article	Rosie Huntington-Whiteley Is Hourglass' First Brand Ambassador	Alexa Tietjen	WWD	January, 2020
14	Article	Top 10 Largest Beauty Manufacturers	Allison Collins and Jenny B. Fine and Alex Wynne	WWD	April, 2020
15	Article	Unilever Adds Hourglass to Portfolio	Allison Collins	WWD	June, 2017
16	Website	Our Mission		Hourglass Cosmetics	n.d.
17	Website	Non Human Rights Project		Non Human Rights Project	n.d.
18	Video Interview	Q&A WITH STEVEN WISE	Chanel Temple	Hourglass Cosmetics to Nonhuman Rights Project	May, 2019

Source: the author

#### 8.4. Appendix 4: LVMH Secondary Data Collection Table

#	Type of data (internal document, newspaper article, post of blog, podcast etc.)	Title of the document/ article/ podcast	Name of the author	Name of organization	Date of publication
1	Article	Bernard Arnault	Bloomberg	Bloomberg	
2	Article	LVMH: A Timeline Behind the Building of the World's Most Valuable Luxury Goods Conglomerate	The Fashion Law	The Fashion Law	October, 2020
3	Article	Bernard Arnault	Business of Fashion	Business of Fashion	
4	Website	Fashion & Leather Goods	LVMH	LVMH	
5	Internal Document	Annual Results 2019	LVMH	LVMH	January, 2020
6	Article	Fendi after Karl Lagerfeld: Italian label's CEO Serge Brunschwig relaxed about its future	Vincenzo La Torre	South China Morning Post	March, 2019
7	Article	Push to Drop Fur and Exotic Skins Heads to LVMH's Boardroom	PETA	PETA	June, 2020
8	Article	PETA Seeks to Pressure LVMH With Purchase of a Single Share	Jennifer Weil	WWD	January, 2017
9	Article	PETA Says it Will Take on LVMH Over Use of Animal Skins for Pricey Accessories	TFL	The Fashion Law	April, 2018
10	Article	PETA is Taking on the Fashion Industry ... By Way of the Stock Market	TFL	The Fashion Law	April, 2020
11	Blog post	PETA to LVMH: Prevent the Next Pandemic by Banning Exotic Skins, Fur Now!	Zachary Toliver	PETA	June, 2020

12	Article	'Exotic' Skins Trade for Luxury Goods Can Spark Future Epidemics, Conservationists Say	Jasmin Malik Chua	Sourcing Journal	April, 2020
13	Article	Are Exotic Skins Out of Fashion?	Jasmin Malik Chua	New York Times	September, 2020
14	Blog post	EXPOSED: Undercover investigation at fur farm shows the lives behind the label	Karen Lange	HSI	August, 2020
15	Article	LVMH launches the very first standard for responsible crocodilian leather sourcing and rolls it out in three pilot farms	LVMH	LVMH	February, 2019
16	Article	Will LVMH's new standards for crocodile farms provide sufficient answer to animal welfare and ethics?	Wang Fan	National Business Daily	February, 2019
17	Blog post	LVMH RELIES ON WELFUR FOR SOURCING FUR	Sustainable Fur	Sustainable Fur	October, 2019
18	Internal Document	Animal-based Raw Materials Sourcing Charter	LVMH	LVMH	September, 2019
19	Internal Document	Environment report 2019	LVMH	LVMH	2019
20	Article	Stella McCartney Steps Up as LVMH Sustainability Sherpa	Joelle Diderich	WWD	September, 2019
21	Blog post	WELFUR: THE BRIDGE BETWEEN RESPONSIBLE FARMING AND FASHION	Vladislava Gospodinova	Sustainable Fur	June, 2017
22	Internal Document	Furmark: The international mark of sustainable fur	Furmark	Furmark	n.d.
23	Blog post	Welfur	Fur Free Alliance	Fur Free Alliance	n.d.
24	Blog post	Public Opinion regarding Fur	Fur Free Alliance	Fur Free Alliance	n.d.

25	Blog post	Fur Bans	Fur Free Alliance	Fur Free Alliance	n.d.
26	Article	All the Fashion Brands That Have Banned Fur	Ana Colón	Glamour	October, 2019
27	Article	Every Fashion Brand that has banned fur: from Chanel to Burberry	Olivia Petter	Independent UK	February, 2019
28	Article	The fur industry is fighting back	Annachiara Biondi	Vogue Business	December, 2019
29	Article	Brands are phasing out fur. Could leather be next?	George Arnett	Vogue Business	November, 2019
30	Article	Former British Fur Trade Association CEO says fur is cruel and its sale should be banned, backs #FurFreeBritain campaign	HSI	HSI	September, 2020
31	Website	FENDI	LVMH	LVMH	n.d.
32	Website	About NSF	NSF	NSF	n.d.
33	Website	International Fur Federation	We are fur	We are fur	n.d.

Source: the author

## 8.5. Appendix 5: Chanel Beauty Secondary Data Collection Table

#	Type of data (internal document, newspaper article, post of blog, podcast etc.)	Title of the document/ article/ podcast	Name of the author	Name of organization	Date of publication
1	Article	Coco Chanel	Biography	Biography	Febraury, 2018
2	Article	Gabrielle Chanel: Get to Know the Story Behind the Iconic Designer	Letizia Redaelli	L'Officiel	February, 2020
3	Article	A Brief History of Chanel	Lu Mar	History of Yesterday	July, 2020
4	Blog post	Chanel	Wikipedia	Wikipedia	
5	Internal Document	CHANEL LIMITED FINANCIAL RESULTS FOR THE YEAR ENDED 31 DECEMBER 2019	Chanel	Chanel	June, 2020
6	Article	Chanel Surpasses \$11 Billion in Sales, Dismisses Rumours of Imminent Sale	Lauren Sherman	Business of Fashion	June, 2019
7	Article	Why Dior and Chanel Are Launching Direct Retail for Beauty	Laure Guilbault	Business of Fashion	July, 2019
8	Article	How Chanel's beauty products propel its continued growth	Emma Sandler	Glossy	July, 2019
9	Blog post	Is Chanel Cruelty Free or Not? [2020 Update]	Beauty + Kind	Beauty + Kind	September, 2020
10	Blog post	Chanel	Suzana Rose	Cruelty Free Kitty	June, 2020
11	Blog post	IS CHANEL CRUELTY-FREE AND VEGAN?	Prime Skin Care Resolutions	Prime Skin Care Resolutions	December, 2019
12	Website	China Cosmetics	Statista	Statista	
13	Article	How Will Changes To The Animal Testing Policy In China Influence Its Beauty Landscape?	Alexander Wei	Luxury Society	August, 2020

14	Article	China's Consumers Drive Global Beauty Demand	Morgan Stanley	Morgan Stanley	October, 2019
15	Article	China appears on track to end animal testing for imported 'ordinary' cosmetics	HSI	Humane Society International	July, 2020
16	Article	Animal Testing & China: The Road To Market For Cruelty Free Beauty Brands	Allie Rooke	Green Queen	January, 2020
17	Article	China animal testing: Limitations remain for companies seeking exemption from animal tests	Amanda Lim	Cosmetics Design Asia	September, 2020
18	Article	Animal Testing In Beauty May Finally Be Coming To An End	Kathleen Baird-Murray	VogueUK	May, 2020
19	Article	China Will No Longer Require Animal Testing On Cosmetic Products	Daniela Morosini	VogueUK	April, 2019
20	Blog post	China to end animal testing for imported 'ordinary' cosmetics	Mohsina Dodhiya	Totally Vegan Buzz	August, 2020
21	Blog post	Update: China's Animal Testing Laws Explained	Swetha Surapaneni	Beauty by Neha	August, 2020
22	Article	China Indicates End of Animal Testing for Imported Ordinary Cosmetics	Tiffany Ap	WWD	July, 2020
23	Website	China's Top 100 Brand List	Campaign	Campaign	2020
24	Internal Document	China Luxury Report 2019	McKinsey & Company	McKinsey & Company	April, 2019
25	Article	China's luxury market: from Chanel to Fendi, brand CEOs explain why Chinese consumers are the future of luxury	Vincenzo La Torre	South China Morning Post	December, 2019

26	Internal Document	Report to Society 2018	Chanel	Chanel	2018
27	Article	PETA's 'Global Beauty Without Bunnies' Program	PETA	PETA	October, 2020

Source: the author

## 8.6. Appendix 6: List of Codes and Examples

Code	Primary Data	LVMH	Stella McCartney	Chanel Cosmetics	Hourglass Cosmetics
Durability		“LVMH makes products that last. That means we minimize the number of objects that become obsolete or are thrown away.”	“We therefore encourage customers to care for their items and be responsible with their garments, never throwing them away. Luxury does not mean landfill – it means forever.”	“Focusing on the long term has also meant we can deliver products that are both desirable and sustainable for our customers.”	“They have encouraged us to invest in sustainable and refillable products.”
Power	“As more companies are going to go fur-free, more cities and states are going to ban fur sale and more countries are going to ban fur production.”	“We have to accentuate our leadership on environmental issues. We have the legitimacy to do so.”	- “Now, if more people do it, we can all have better business. We can have lower price points, everyone can flourish. There is no reason why not to.” - “Do I believe that other fashion houses have the power to make change and have an influence. Of course they do!”	“We can be a positive force for change in the world and contribute to transforming lives and societies.”	- “We have an opportunity to make a positive impact, and that’s not something we take lightly.” - “When major fashion players go fur-free, it has a ripple effect, inspiring other brands to do the same.”
Redefinition	“Some think consumers are going to come back to the original definition of luxury, which is precious skins and fur and exotics. But you see others that are thinking that the world is going to keep on going and is	“Fur is a non-essential luxury item.”	- “how ridiculous and old-fashioned I think the system is.” - “The new generation takes a mindful approach to consumerism” - “For me, fashion is about change. You have to break out of the trappings the	“By determining her world, she influenced the world, fundamentally changing perceptions of Style for everyone.”	“At the time it was really about wanting to create a luxury brand that was modern and luxury brands at that time tended to be your mother’s make-up or your grandmother’s make-up and I wanted

	will keep buying, analyzing and innovating.”		luxury world has caught itself in. They’re not modern.”		something very modern and luxurious.”
Skin farming	“There is simply no way to produce fur ethically. Sustainable fur farming exist for marketing purposes – they do absolutely nothing to help animals.”	“LVMH ensures that the animal welfare on its farms is respected (handling, veterinary intervention on site, quality of living space and feeding), on top of the 100 percent traceability of skins back to the farms which was already acquired.”	“There is no denying it, fur is cruel. 85% of the fur industry’s skins come from animals living in captivity in fur factory farms. These are farms that hold thousands of animals, in most often very poor conditions. Like most intensive-confinement animal farms, the welfare of the animals is not always the first thought, profit is.”	(does not apply)	(does not apply)
Animal testing	- “We urge companies to do their part by using humane, non-animal testing methods and to help fund the development of such methods.” - “Being animal test-free is an option for every company.”	(does not apply)	(does not apply)	Chanel satisfy one or more of the following statements: engages in animal testing, suppliers engage in animal testing, allow third-parties to test on animals on their behalf, test on animals where required by law, sell cosmetics in stores in mainland China, where animal testing	“Hourglass has a serious no-animal-testing policy”

				could be performed.	
Animal skin	<p>“I think there's this feeling within LVMH that they still think consumers are going to come back to the original definition of what luxury is, which is precious skins and fur and exotics”.</p>	<p>- “Animals like crocodiles and alligators remain a "precious commodity.”” - “LVMH describes fur as a "key resource””</p>	<p>The British designer explained how unsustainable and completely unnecessary it is to use animal skin or hair in fashion. Multiple studies highlight that the use of animal-derived materials is contributing to environmental degradation.</p>	(does not apply)	(does not apply)
Living beings	<p>“Farmers' priority is to keep the pelts intact, not spare animals further suffering – and they often use the cheapest methods available, such as poisoning, gassing, slitting the animals' throats, and electrocution.”</p>	<p>“it would follow the new criteria "developed and validated by a committee of technical experts" based on preservation of the species and respect for the local communities, animal welfare all along the life stages of the animals, working conditions of men and women on the farms as well as environment protection.</p>	<p>- “These animals are the ingredients of everyone else’s fashion shows. We are the only luxury fashion house in the world that isn’t killing animals on the runway. I wanted to make that point, but in a joyous way.” - “We do it like this because it’s better for the animals and better for the planet.”</p>	<p>“We assess and monitor the actual and potential risks and impacts on the welfare of humans, animals, and natural ecosystems.”</p>	<p>“We know we can make high-performing luxury beauty products without harming other living beings.”</p>

Vegan	<p>Their main focus is to end animal testing and use of fur and leather in the industry which in turn does not promote too much the term “vegan”. Nonetheless, the organizations share resources and information of companies that are vegan additional to their cruelty-free status.</p>	<p>There is no evidence to support they implement strategies related with this code.</p>	<p>For decades, the lifelong vegetarian and animal rights activist has been cheerleading for the environment, and for sustainable practices in fashion. She has refused to use fur, feathers, leather (and, of late, angora) in her collections.</p>	<p>There is no evidence to support they implement strategies related with this code.</p>	<p>"We believed it was the right thing for us as a brand, ultimately we're toting ourselves as cruelty-free and how can we be cruelty-free if we're using animal-derived ingredient? That was just a question I had to resolve and we couldn't until we became vegan"</p>
Cruelty free	<p>“More and more consumers want nothing to do with animal cruelty. And so brands and retailers are recognizing that and so that's why there are cruelty free policies and bans against animal skins”</p>	<p>There is no evidence to support they implement strategies related with this code.</p>	<p>“I think that 90 percent of the world looking at Stella McCartney has no idea that I'm a sustainable house or that my handbags are not made out of leather or I'm not using real fur or animal glues or PVC. They are [elements] that shouldn't be seen to the consumer. These are things that I should practice as a better way of doing business.”</p>	<p>Chanel is not a cruelty-free brand because they sell in mainland China where animal testing is required by law.</p>	<p>- “Hourglass has been cruelty-free since we launched in 2004, so we've never tested any of our products on animals.” - “Being cruelty-free is part of our DNA.”</p>
Indifference	<p>“Information is crucial – and it's more difficult than ever to not be informed about where your clothes came</p>	<p>Even with the pressures added by non-profit organizations, they still use animal skin and have not</p>	<p>McCartney is shifting her focus to the prevalence of fur in designer collections, arguing that it's neither</p>	<p>Chanel has published the Report to Society which is shares their commitments on how they collaborate to</p>	<p>- “I think with Hourglass setting this pace, will every brand follow? Probably not.”</p>

	from and how they were made.”	shared any information that this will change in the near future.	"modern" nor "sustainable" — regardless of whether a luxury house or individual believes in animal rights or not. "There are a lot of designers who are very '**** you' when it comes to using fur"	society regarding sustainability issues but no information is published about animal welfare policies.	- “People didn’t care about it before so there was no demand for vegan products and therefore the manufacturers didn’t make them.”
Avoidance	“The fashion industry is responsible for the deaths of millions of animals each year as well as vast environmental destruction, and it contributes to other urgent problems that our planet is facing.”	“Will LVMH continue to risk public health and support extreme cruelty to animals, or will it act like an ethical and sustainable company by banning exotic skins and fur today?”	- "Every other industry tries to move forward, apart from the fashion industry" - “Our industry should be at the forefront of change. We’ve relied far too long on a sourcing platform that’s hundreds of years old. We need to shift.”	When asked about their animal policies they answered “Please be assured that we comply scrupulously with the European Union’s regulations which only authorize alternative methods to test cosmetic products and their ingredients.” Not mentioning anything about their Chinese presence.	“There’s more information available than ever before, and we don’t have a good excuse to turn a blind eye to things like animal cruelty or environmental pollution.”
Pioneers	They are dedicated in bringing awareness to consumers because they believe if consumers are well informed of what is happening in the industry, they have the	“In 2019, LVMH promoted what it billed as the world's first standard for responsible crocodilian leather sourcing, along with three pilot	Stella McCartney becomes the first fashion designer to launch sustainable and ground-breaking KOBA® Fur-Free Fur — the world’s first faux-fur made	“Chanel has always been a pioneer of modernity, defining trends in luxury and beauty for more than 100 years.”	First every vegan and cruelty free luxury brand available in the cosmetics market.

	power to make a change. Launch of global campaigns to support the movement.	farms that supply to Heng Long, a "first and only" exotic skins tannery in Singapore that LVMH acquired in 2011 to seize better control of its supply chain."	using plant-based ingredients.		
Leadership	"We put pressure on the corresponding entities, intervening in legal cases, urging the public to take action, fundings, and working directly with companies."	"Today, protecting the environment is no longer an option, we have to accentuate our leadership on environmental issues. We have the legitimacy to do so."	The designer campaigned for ethical fashion practices back when many in the industry just wanted her go away. McCartney is very much aware that she's in the minority among luxury designers when it comes to her anti-fur stance.	"The influence of our brand far exceeds the size of our operations. Working within the industry and beyond, we want to use this influence to define and promote a more ambitious way to address and manage sustainability challenges."	"It was about creating something that didn't exist. It was very, very clear what was missing for me in beauty. In beauty, I just saw an opportunity to do something modern, luxurious and great for your skin."
Supporters	"Are determined to champion the public's opposition to animal testing for cosmetics and support the advancement of innovative, humane testing methods"	There is no evidence to support they implement strategies related with this code.	We believe that fashion can be luxurious without using leather or fur. We want to promote a cruelty-free and ethical philosophy. Because it means moving away from the old and creating the new.	There is no evidence to support they implement strategies related with this code.	"We really want to empower this new generation of people and show that beauty and integrity can be synonymous and we can drive awareness to our mission by supporting innovators in the animal rights community as much as

					finding new formulations that still deliver unwavering performance.”
Advocate	“Whether it's eyewitness investigations, colourful celebrity ads, or eye-catching protests, we have been at the forefront of the campaign against fur for decades.”	There is no evidence to support they implement strategies related with this code.	McCartney is universally lauded as the high priestess of ethical fashion, recognized for her passionate rejection of all animal products and her brand's increasingly sophisticated efforts toward sustainability.	There is no evidence to support they implement strategies related with this code.	“To drive this mission, Hourglass has launched the Eye to Eye campaign, where one percent of the brand's website profits will go to the NonHuman Rights Project.”
Lack of transparency	“It's impossible to humanely source animal skin. So, companies are going to try to do PR and cover it up”	The certifications created to assure animal welfare are industry funded and led by countries with major industry-interest. The system is flawed because animals basic needs are impossible to be meet in these conditions. It is presented as reputation management and methods of tackling the political pressure on farming.	There is no evidence to support they implement strategies related with this code.	Chanel does not disclose an animal testing policy in their website nor Report to society.	“I think cruelty-free and sustainable habits will become the norm rather than the exception. At the same time, companies will grow increasingly transparent as consumers demand to know how their products are made.”
Principles	They are focused in the protection of animals in	They profit from the use of animal skin since	The designer campaigned for ethical fashion practices back	They profit from the animal testing and this	“She has a strong social responsibility to protect

	laboratories, entertainment, factory farms and wildlife and educating people on how to treat animals and make better consumer choices.	they use fur, leather, wool and exotic skins in their products.	when many in the industry just wanted her go away. Times have changed but Stella's determination hasn't.	division is propelling the growth of the brand. The brand has been focusing on China due to its cosmetics market potential	animals and the global environment when it comes to the choice of her ingredients and her mission is to prove that luxury beauty can truly be cruelty-free."
Challenge	"Are determined to champion the public's opposition to animal testing for cosmetics and support the advancement of innovative, humane testing methods"	"PETA announced that it had acquired a single share in the Paris-based conglomerate, such an ownership stake grants PETA reps access to companies' annual shareholder meetings."	We need to impose new laws on designers because sadly people aren't taking responsibility, and there is no incentive to encourage them.	"We are able to reinvent ourselves continually to adapt to change in society."	- "Collectively, we need to be doing better." - "Now there are great alternatives so there's no reason to use animal bi-products in our make-up."
Certifications	Provide their own certifications to promote animal test-free and vegan brands.	"Using natural animal skin does not contaminate the environment. We buy certified fur and certification means protection of animal welfare and there's no cruelty."	We work with a few select mills that produce our materials in an environmentally sound way. We are conscious that the product itself is non-biodegradable, made from either acrylic, polyester, wool or mohair.	Do not have any certification either Leaping Bunny or Peta, responsible organizations of cruelty free products.	PETA certified meaning they do not perform animal tests during product development, production nor authorize third parties to do so.
Tradition	- They are challenging the traditions set in the fashion and cosmetics industry. Where it is	"When using a piece from an animal, we're not doing something abnormal but	"I always felt that leather and fur are the conventions of our industry. It's not new	Fragrances & Beauty activity creates are developed through our close	"Janes was trying to fill a void in the market for a new kind of luxury beauty brand, one

	<p>customary to use animals for their skin and experimentation</p> <p>- “Where previously it was about tradition, and heritage and, and we've seen the shift move to luxury now being associated with sustainability and innovation.”</p>	<p>continuing a tradition started by mankind in prehistoric times.”</p>	<p>and it's not sustainable.”</p>	<p>association with flower growers from the historic perfume-making region of Grasse, in the South of France.</p>	<p>with a focus on advanced ingredients, modern design and exceptional functionality.”</p>
Research	<p>- “Have carried out countless undercover investigations into the trades that exploit animals for fashion, including visiting facilities operated by suppliers to many fashion brands”</p> <p>-Funding in-vitro developments to replace animal testing.</p>	<p>“LVMH works with sourcing channels that effectively safeguard animal welfare concerns as part of its efforts to achieve product excellence, so they have release the Animal-Based Raw Materials Sourcing Charter”</p>	<p>“I get really inspired by new approaches, new materials, new sourcing, new technology. I'm more excited about working with a print technique that doesn't involve using water or an upper on my shoes that I can weave so there's zero waste. That makes me feel modern.”</p>	<p>Chanel has been running a research program to understand healthy skin and beauty for women. It aims at better understanding the crossed impact of environmental factors, lifestyle, and genetics on the skin's appearance and comfort.</p>	<p>“The brand will replace frequently used animal derived cosmetic ingredients such as beeswax and carmine – and is already researching quality alternatives.”</p>
Innovation	<p>- “Some of our specific actions include setting up meetings to share the latest developments in non-animal testing methods, co-authoring scientific publications on modern toxicity tests that don't use animals”</p>	<p>“LVMH develops standards in areas where there currently are none, innovates to identify new raw materials that meet the same stringent environmental and social requirements,</p>	<p>- “We're sourcing our own material, developing our own material”</p> <p>- She has developed several textiles to replace leather and fur as well as create more sustainable alternatives for nylon and plastics. Has</p>	<p>Chanel designs new technologies, both in-house and with external partners, for the production of plant-based active ingredients, all the while assessing formulas for safety</p>	<p>“Because non-vegan ingredients are often the industry standard, the main challenge has been finding superior replacements to them. In many cases, that has required creating our</p>

	- Innovating in their approaches where they have acquired stock of major fashion houses to be able to attend stakeholders meetings.	assesses the conditions required to enable wildlife farms to contribute to protecting the species, and implements pilot projects and research projects to enhance understanding in the field.”	also created an animal free glue.	and ecological responsibility in order to be at the leading edge of new thinking and practice.	own alternatives.”
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Source: the author

## 8.7. Appendix 7: Table Summary of Findings

Approach	Finding
Avoidance/Indifference	<ul style="list-style-type: none"> <li>- LVMH and Chanel took this approach.</li> <li>- LVMH use sustainable farming which is not a transparent methodology. It was adopted to be able to provide a peace of mind to stakeholders and cover their cruel actions. Even though what these farms say, animals do not live in the full conditions they require.</li> <li>- LVMH has responded to PETA that they will still continue using animal skin since it is a precious commodity.</li> <li>- Chanel have a strong presence in the Chinese market which results in animal testing since it is mandatory.</li> <li>- They do not disclose their animal testing policy which is a big red flag of their actions. Additionally, they try to cover themselves with EU legislation that really is flawed.</li> <li>- Both brands are still operating by tradition, believing animal skin is still seen as luxury and animal testing is the only method to guarantee cosmetics safety.</li> </ul>
Supporters/Advocates	<ul style="list-style-type: none"> <li>- Stella McCartney and Hourglass Cosmetics took this approach.</li> <li>- Stella McCartney does not use animal skin nor animal derived products.</li> <li>- Stella McCartney has always spoken in her interviews about how the fashion industry is getting away with killing animals and a lot of brands still have not committed to change.</li> <li>- She saw a lack of supplies from the industry, so she created her own materials for the production of her fashion goods.</li> <li>- She established her own foundation to create sustainability awareness.</li> <li>- Hourglass does not perform animal testing and does not use any animal derived ingredients to manufacture her cosmetics.</li> <li>- Hourglass supports a foundation dedicated to guarantee rights to animals.</li> <li>- Hourglass constantly share their belief that animals should not die for the sake of cosmetics.</li> <li>- Hourglass developed their own non-animal derived ingredients to replace carmine, beeswax and more because the industry has failed to develop them.</li> <li>- Both brands have gone out of their way to support animal rights and welfare and have innovated in the development of ingredients and materials needed for their sustainable operations.</li> </ul>

Source: the author