

MUSES OF SUSTAINABLE LUXURY

HEC WOMEN IN BUSINESS CLUB MAGAZINE | ISSUE 01



TIFFANY LAM ©

*A celebration of the diverse and dynamic roles of women
at the forefront of sustainable luxury.*

OUR PHILOSOPHY

At *Muses of Sustainable Luxury*, we celebrate the diverse and dynamic roles of women at the forefront of sustainable luxury, as well as the transformative intersection of luxury, sustainability, and female empowerment.

OUR MUSES

We are dedicated to unveiling the stories of female pioneers — from innovative designers reimagining luxury ateliers, sustainability leaders in the realms of luxury and professional services, and strategists embedding sustainability into the DNA of iconic brands. The interviews in *Muses of Sustainable Luxury* are curated to underscore the idea that there is no singular path to making a meaningful contribution, highlighting how varied journeys and experiences converge to redefine the luxury sector through the lenses of sustainability and female leadership.

HEC WiB CLUB

Founded in 2019, the *HEC Paris Women in Business Club* joins the international business community in creating a network built on the support of women's careers. The articles in this magazine are written and edited by our Vice President in Sustainability (2023-2024), Tiffany Lam (MBA).



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DIANA VERDE NIETO

ENTREPRENEUR & AUTHOR



Read on to discover Diana's inspiration behind "Reimagining Luxury", her insights on how luxury houses can forge a better tomorrow, and the role each of us can play in this transition.

INTERVIEWED & WRITTEN BY TIFFANY LAM

The HEC Paris Women in Business Club sat down with Diana Verde Nieto, the author of "Reimagining Luxury", Co-Founder & Non Executive Director of Positive Luxury, the leading sustainability experts for the global luxury industry that established the Butterfly Mark Certification Programme.

With over 25 years of global business experience at the intersection of innovation, technology, and sustainability, Diana helps companies adapt and transition to the new climate economy and serves as an advisor to Sustainnovate, The United Nations Conscious Fashion and Lifestyle Network, and United Nations Department of Economic and Social Affairs. She firmly believes in the luxury sector's potential to innovate while playing up an updated code of excellence, stressing the importance of collective action in dismantling silos and making sustainability the new normal.

Having trained with Al Gore at the Alliance of Climate Change and recognised by the World Economic Forum as a Young Global Leader, Diana is a leading voice and a globally recognised figure in the sustainability field.

Diana, how would you define sustainable luxury?

In this day and age, it's not just evident, but imperative that sustainability becomes an inherent part of every part of the organisation.

Sustainability can no longer be viewed as a separate function of the business, it must be seamlessly integrated into most of our daily activities, whether marketing, procurement, logistics, etc.

What inspired you to write "Reimagining Luxury", and what do you hope readers take away from it?

I felt that there was a need to write a jargon-free book that helps people to navigate the nuances of such a complex topic.

"Reimagining Luxury" is an invitation to explore a realm where sustainability and innovation can coexist without compromise. The book serves as a practical guide equipped with insightful case studies and actionable steps enabling every indivi-

dual to seamlessly adapt these principles into the day-to-day of their business operations.

In "Reimagining Luxury", you explore how collaborations can spark creativity, unlock untapped markets, and lead to positive outcomes for all stakeholders involved. Can you share with us some examples of collaborations that have been particularly successful in your view?

"If you want to go fast, go alone. If you want to go far, go together," as the African proverb says.

Collaboration is a driving force behind innovation, offering unparalleled growth opportunities for businesses. Open innovation initiatives enable companies to tap into creativity, receive operational guidance, and access specialised knowledge – all contributing to a significant competitive edge. An exemplary case is the LVMH Dare programme (the group's global intrapreneurship programme), where I had the honour of collaborating for three years, witnessing the successful launch of 10 thriving ventures such as Nona Source.





Today, LVMH has incubated 52 enterprises through this model.

Similarly, Kering and L'Occitane have partnered to establish the Climate Fund for Nature, mobilising resources from luxury sectors towards nature conservation and restoration. With an initial pledge of €140 million and a €300 million target, this fund is overseen by Mirova and commenced operations in Q1 2023. Its aim is to back impactful projects focusing on nature preservation and regenerative agricultural practices, with a particular emphasis on empowering communities – notably women.

Marie-Claire Daveu from Kering stresses the necessity of innovative financing to combat biodiversity decline and climate change challenges, encouraging other firms to engage in this endeavour; and Adrien Geiger of L'Occitane Group underscores the vital role of collective efforts in addressing global climate and biodiversity issues while affirming the company's dedication to initiatives benefitting both nature and communities.

From your extensive research, could you share one surprising or fascinating insight about sustainable luxury?

A rather fascinating insight is that the significant resources companies allocate to discussing sustainability could have been more effectively utilised through practical action.

By directing these investments towards tangible sustainability efforts, we could have potentially found ourselves in a markedly improved position today.

What is the biggest misconception you encounter about luxury and sustainability?

Luxury is often misunderstood as outdated and lacking innovation.

Contrary to this misconception, luxury embodies a sense of refinement and sophistication. While it may prioritise meticulous attention to detail and quality, luxury also thrives on innovation and forward-thinking approaches.

What role do you believe storytelling plays in communicating commitment to sustainability?

We are entering in a time of being instead of a time for telling.

“Luxury embodies a sense of refinement and sophistication. While it may prioritise meticulous attention to detail and quality, luxury also thrives on innovation and forward-thinking approaches.”

– Diana Verde Nieto, Author of *Reimagining Luxury* and Co-Founder of Positive Luxury

Incorporating insights from your experience at Positive Luxury and exchanges with other industry leaders, what would you tell brands looking to embark on their sustainability journey?

My insight is about the importance of permeating sustainability knowledge throughout every role of the organisation.

By ensuring that sustainability knowledge is ingrained in every role within the company, we pave the way for unlocking the full potential of our sustainability investments.

Being recognised as a Young Global Leader by the World Economic Forum is a significant achievement. What advice would you give to aspiring leaders looking to bring about sustainable change on a global scale?

Education is key to scale and normalise the topic. As I shared in my book, “[w]e do not need more sustainability people, we need good operators, good procurement, good designers, good salespeople, good marketers, who can do their jobs

in a sustainable manner”. It’s through education that we make progress at scale.

Finally, an out-of-the-box question that we ask in all our interviews. If sustainability were an ingredient in a recipe, what would it be and why?

Ah, it should be water or eggs. They act as the binding ingredient, transforming all the other ingredients into what you’re making.

About Diana Verde Nieto

Diana Verde Nieto is a prominent business leader and sustainability expert. Diana has a remarkable track record of over 20 years of experience in guiding companies towards sustainable economic growth and innovation. She established one of the world’s pioneering sustainability communication consultancies in 2002, which she exited in 2010. In 2011, she co-founded Positive Luxury and spearheaded the enterprise until 2022, continuing to sit on the board.

Diana serves as an advisor to several noteworthy organizations, including Sustainnovate, La Paire, The British Beauty Council, The United Nations Department of Economic and Social Affairs. Her education in Global Leadership & Public Policy was attained from the esteemed Harvard Kennedy School. She was trained by former US Vice President Al Gore at the Alliance of Climate Protection and received title of Young Global Leader from the World Economic Forum.

Diana has recently released a book “Reimagining Luxury: How to Build a Sustainable Future for Your Brand” in January 2024, which further solidifies her as a highly respected authority in the realm of sustainability and business.

Discover more & connect:

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ALYSSA AUBERGER BAKER MCKENZIE

After nearly 30 years as an M&A lawyer, Alyssa Auberger took on the role as Chief Sustainability Officer (CSO) at Baker McKenzie in 2020. Her assumption of the role coincided with a pivotal moment for the international law firm, echoing a burgeoning global impetus for corporate sustainability. Overseeing partnerships in influential global forums, defining and implementing the Firm's global sustainability strategy and coordinating its client offering, Alyssa advocates for a paradigm where sustainability is woven into the business fabric.

With her experience as the first Global Chair of the Firm's Consumer Goods & Retail industry group, Alyssa brings an unparalleled depth of industry knowledge and strong relationships to the realm of sustainable practice. As a testament to her influence, Alyssa was ranked by Legal 500 as a "Leading Individual" in the luxury goods sector, served on the Advisory Board of the Vogue Business Brand Index, and is a member of the Sustainability Council of Positive Luxury – underscoring her belief that the luxury sector is well-placed to embed sustainability into its strategy and practices.



Alyssa Auberger, Chief Sustainability Officer of Baker McKenzie, reflects on her career and breaks down why communication, collaboration, and connections are critical.

In a candid exchange with the HEC Paris Women in Business Club, Alyssa delineates her professional trajectory, elucidates the synergies between luxury and sustainability, and shares insights with future leaders who aim to make an impact in the evolving landscape of luxury sustainability.

Delve into the full interview below.

Alyssa, can you share with us how you became Chief Sustainability Officer at Baker McKenzie? What prompted you to transition into that role?

There were a couple of factors that led me to this transition. First, in 2016, when I was still a partner in our M&A practice, I became the first Global Chair of our Consumer Goods & Retail (CG&R) industry group, a sector where sustainability became front and centre around that time. CG&R companies started coming to us to discuss how to navigate sustainability issues, so I invested lots of time sorting through how to best help clients understand the landscape, including working closely with our then internal sustainability manager, who connected me with the UN Global Compact (UNGC). In 2019, we pulled together an event in collaboration with the UNGC at the UN in New York for sector clients, including many fashion and luxury brands, to help them understand and contextualise how they should be thinking about sustainability and stakeholder engagement. I found those issues to be very interesting.

I had also had breast cancer the year before — chemo, radiation, no hair — the whole thing. After a life-altering event like that I think you take stock of where you are and what you have been doing for most of your life — or at least, I did. I had been doing law for a very long time and I loved it, but I was at a stage where I wanted to learn something new. So, I decided that I was going to leave the firm and pursue sustainability more deeply elsewhere.

Then something sort of serendipitous happened. Our internal sustainability manager departed during the COVID-19 pandemic. Following discussions with our Executive Committee, instead of doing a full-on replacement, we developed a new CSO role that is more innovatively constructed, because it integrates three aspects: internal sustainability strategy and reporting, our multi-practice client offering, and

external partnerships. Despite the path being a little unconventional for a partner, I applied for the newly defined position and was selected, marking my pivot towards sustainability.

Would you say that everything you did in your career came together — that the role seems to bring together all the threads of your life?

I started my career in-house, I moved to a law firm and I developed a passion for sustainability — so I suppose that this role does pull all of those threads together because it allows me to focus on the business aspects of a sector I know well by bringing sustainability into our operations and our client offering. Not quite full-circle, but a bit.

You mentioned that your CSO role is multi-faceted. Can you tell us more about the different responsibilities that fall under your purview and how you manage them?

To provide more context on the three responsibilities that fall under me, I am in charge of directing all our internal sustainability efforts from ESG strategy to reporting; developing and coordinating our sustainability client solution by working with all of our practices; and reinforcing our strategic partnerships with the likes of the World Economic Forum (WEF), the World Business Council for Sustainable Development (WBCSD) and the UNGC.

Our team is small and must constantly manage different issues across all three priorities. To do that, I'm lucky to have a cross-trained team that works effectively and has developed an ability to pivot between issues. That ability to pivot is central to my team.

It is also important to be able to engage with stakeholders to understand the urgency of requests; if you scratch the surface, you can better understand what is needed and when — and then better manage the work.

One of the things that helps me is the good relationships I have with people across the firm. It's important to have transparent communication about your limitations while finding solutions to help stakeholders get over pain points effectively.

What are some challenges that you have faced, and how have you overcome them?

The first challenge was getting my head around the massive quantity of data needed, understanding how the data works, how you measure it, and what you need to put in place to get it. That was a challenge because it's very operational and quite different from what I did as a lawyer.

I also needed to learn how to manage a team made up of different skill sets and training. I had been managing teams all the time as a partner, but they were always teams of lawyers who are trained the same way and have a similar skill set. Now my team has a different set-up and there is no one standard educational background across the team. I needed to be more conscious of how to communicate my expectations effectively, knowing what will resonate, and whether I am delegating the job to the right person. It wasn't necessarily a challenge, but it was something I had to adjust in my approach.

How important is collaboration and partnerships in advancing sustainability in the luxury sector?

I'm a firm believer that collaboration is critical in all sectors, not just in luxury. Sectoral collaboration is how we will make systemic change. It avoids what we would call the "first mover disadvantage".

Even more importantly, collaboration is likely to reveal a more lasting, thought out, sensible solution than one party going off and doing it in its corner. Initiatives like the Fashion Pact send a

clear message that many actors in a sector can come together to be more powerful.

Of course there are antitrust rules to comply with, but they should not prohibit action; you can function within those rules. It's a question of respecting certain limits.

Speaking of collaborations, Baker McKenzie recently created an ESG legislation guide with Positive Luxury. Can you tell us more about your collaboration with Positive Luxury?

Our collaboration originated from the CG&R industry group's sustainability initiatives. Initially, we decided to sponsor Positive Luxury's annual awards as Positive Luxury was aligned with the direction of our industry group and its focus on sustainability. I was very keen to meet Diana Verde Nieto, the founder of Positive Luxury, because I found her brilliant. Diana and I met and continued to connect and support each other through engagements such as webinars, and over time, the collaboration blossomed into an ongoing partnership where each of us bring different perspectives to the dialogue, leading to joint projects like the Positive Luxury ESG Policy Guide.



Our collaboration flowed very naturally; I don't think either of us had a preconceived notion of where it would lead. It was very relationship driven: without a shared vision, our collaboration wouldn't have reached the level it has.

In your opinion, what perspective do women bring to the business world, particularly in the context of sustainability and luxury?

Some of the most fruitful collaborations that I've had have been with other women. If I look at myself and the women I connect with via our different partnerships, I would say that we tend to think more creatively, are less constrained by traditional structured ways of thinking. There's also a lot to be said in terms of women leaders who bring emotional intelligence and empathy to their roles. In my experience, it's a different approach to that of a male manager, even though men and women can both be effective.

In the sustainability space in particular, I think there's less posturing, less needing to take charge and more willingness to truly foster equal partnerships, which is not something I've seen in other areas.

With your extensive experience, could you share your vision on integrating sustainability with luxury? What are some of the key challenges?

Luxury starts perhaps from a better place when you're talking about sustainability than other sectors. The industry tends to have small production and high quality products that will last longer than others — they are truly sustainable. That limited production and high quality is part of the aura behind luxury items. Many luxury houses also control their supply chain from start to finish, making them able to be more transparent. One of the arguments for buying luxury is one grounded in sustainability.

There are challenges — consumption for example — if we think about SDG 12 (responsible production and consumption); how do you reimagine a business model that doesn't promote consumption; how do you make sustainable luxury inclusive? While it's appealing to advocate for purchasing luxury items for their longevity and sustainability, that's not always accessible to everyone due to the price point. So the vision is to have the sustainability of luxury applied at scale.

Can you highlight some key sustainability trends that are shaping the luxury industry today?

I think we see many of the same trends shaping all industries when it comes to sustainability, starting with regulation and the need to move from the aspirational vision to action. Every sector had their own aspirations of what they were going to do for the planet. Now we have moved away from aspiration and into reality, and the luxury industry has to address that like everybody else.

I would also say that collaboration is another one that's continuing to shape the sector, moving away from dominance or secrecy and towards partnerships and transparency.

And of course, technology — whether it's innovat-



ion in materials, using AI to predict and address demand and consumer preference, or exploring circular solutions, technology is top of mind in the industry.

What advice do you have for anyone aspiring to make a tangible impact on sustainable luxury?

My advice for making an impact in sustainability in any sector is to get to know your sector really well, because you can only be effective in sustainability if you understand the business you are trying to make more sustainable. So, if you're not from the sector, invest time in making sure that you understand the business challenges and the data that is relevant to the sector.

It's also an area where you must have good communication skills. You have to not only communicate your vision and inspire people to get on board, but also to make people understand what you're trying to achieve. When it comes down to what you're asking your colleagues to do, you're sometimes asking them to make sacrifices. You need to have an open dialogue and work with people to get what you need done, so effective communication is essential.

Lastly, if sustainability were an ingredient in a recipe, what would it be and why?

My quick knee jerk reaction to this question is baking powder. Because you need it to rise and succeed. It may seem basic but it's versatile, adaptable, and there are many things that you need baking powder for! It also relates to how sustainability needs to be embedded in all parts of the business and should not simply be an aspiration.

About Alyssa Auberger

Alyssa is responsible for Baker McKenzie's external and internal sustainability efforts, developing the Firm's multi-practice sustainability client offering as well as overseeing its internal sustainability program, goals and reporting. She maintains the Firm's relationships with global policy-shaping forums, including the World Business Council for Sustainable Development, the UN Global Compact, and the World Economic Forum.

Prior to becoming CSO, and with nearly 30 years of transactional experience, Alyssa was an M&A partner based in the Firm's Paris office and led the Firm's Global Consumer Goods & Retail industry group. Alyssa has served on the Advisory Board of the Vogue Brand Index, been a judge for the Positive Luxury Awards and the BeautyMatter NEXT Awards, is on the Steering Committee of the WBCSD's Business Commission to Tackle Inequality and was instrumental in establishing the Firm's relationship with Sarabande: the Lee Alexander McQueen Foundation.

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NATHALIE NEUILLY

DRESSARTE PARIS

Daughter to a couturière, Nathalie Neuilly grew up having her clothes designed and crafted in her mother's atelier. Wearing well-made, tailored pieces is all about confidence, empowerment, and self-love. Realising that traditional ateliers are not always accessible, she created Dressarte Paris – the first online couture service utilising 3D design and digital fittings – to serve women worldwide.

Dressarte is not simply a marriage of craftsmanship and technology but also one grounded in sustainability. Responsible production, zero waste, and using eco-friendly materials such as luxury dead stock fabrics are among the atelier's key commitments. Since its inception, Dressarte has been featured in Forbes, named by TechRound as the top 10 start-ups disrupting the fashion industry, and more recently included in the PwC Net Zero Future50 list.



“Dressarte is celebration of personal style where traditional craftsmanship meets the latest technologies to bring unique sustainable clothes to life,” Nathalie said. In an interview with WiB, she shares her vision for Dressarte and the innovations that inspire the fashion-tech start-up.

What inspired you to start Dressarte Paris?

I've always loved designing my own clothes and seeing my vision turning to life thanks to my mum who is a couturière. Being petite and not having standard measurements, it's always been challenging for me to find the clothes that fit. So, I spent my childhood in my mum's atelier developing my personal style, educating myself on different types of fabrics and fashion designs.

Having this knowledge, whenever I needed new

clothing I usually had a very particular vision in mind.

When I graduated from university and had to travel around the world for my job, I realised that it's such a privilege to have clothes tailor made for you. It was challenging for me to find a professional tailor, and every tailor required multiple in-person fittings which I didn't have time for. So, I thought there might be other women like me looking for accessible tailoring service, and this is how Dressarte was born.

In what ways has being a woman in business shaped the ethos and practices of Dressarte Paris?

With Dressarte I wanted to encourage women embrace their uniqueness by designing their own clothes that reflect their authentic style. So, my personal frustration of not being able to find the right items as a working woman had a big impact on our ethos.

That was one of the reasons why the idea of launching a label where you need to produce several collections per year didn't make any sense to me. I knew that there is so much waste in the industry and I really wanted to avoid it. So, at Dressarte we aim to combat waste and overproduction by working with surplus designer fabrics and producing clothing on demand.

Can you tell us about challenges you've faced while creating an online couture atelier and how you overcame them?

When you run a start-up you need to wear multiple hats, be flexible, think outside the box and manage multiple things at the same time.

When we first started, sustainability wasn't much talked about, so we needed to educate the customers on the benefits of creating one perfect item that would last for longer, reducing the need for frequent purchases. Finding the right partners also took time, but I'm very happy with the community we've built over the years.

Dressarte Paris combines traditional craftsmanship with the latest technologies—how does this intersection inform your brand's approach to sustainable luxury? What are the key pillars to Dressarte's sustainability efforts?

If I have to sum it up, it would be ethical production, zero waste and innovation.

We've partnered with the best tailors and dress-

makers to create custom clothing for our clients. All dressmakers are carefully selected by me based on their professionalism. Some of them have worked for renowned couture houses and I'm so grateful for them to be part of our team.



Our direct-to-consumer service is transparent, traceable and responsible. Having our partners in proximity to our clients allows our supply chain to be efficient with a low carbon footprint.

As I mentioned earlier, at Dressarte we aim to combat waste and overproduction by working with surplus designer fabrics and producing clothing on demand. So, to reduce the amount of waste during the production process, the designs are created digitally while prototypes are made of offcuts and dead stock fabrics. As all the items are made-to-order, there is no unsold inventory, no over production, no waste that go to landfills.

Thanks to latest technologies my dream of making tailoring service more affordable became a reality. In order to help clients visualise final items, we offer 3D design service and augmented reality (AR). Imagine seeing your dream wedding dress in AR from your mobile! How exciting is it?

I'm really proud of what we've achieved so far. Last year Dressarte was showcased as one of the 50 companies in *PwC Net Zero Future50*, a curated list of companies focusing on pioneering technology solutions aimed at driving decarbonisation across all sectors.

Your brand is recognised for using high-end surplus fabrics — how do you source these materials while maintaining the luxury standard? How do you ensure that your partners live up to Dressarte's sustainability standards?

Before I launched Dressarte, I visited many factories in Italy and France to find the right partners. I knew we had to share similar values to be able to work as a team. So, our partners are audited annually, with a sustainability report being issued once a year.

Our suppliers share our commitment to sustainability and developing circular products and materials. Each partner promotes a working environment which is safe and which protects all workers.



Having built our own supply chain over the years, I'm really happy to be able to work with the suppliers whose fabrics were used to create wedding dresses for Kate Middleton (Princess of Wales), Lily Collins and Hailey Bieber.

What role do you see for upcycling in the future of luxury fashion?

Upcycling holds tremendous potential. It allows for the repurposing of materials that would otherwise go to waste, reducing costs and minimising carbon emissions.

Upcycling also allows the creation of one-of-a-kind pieces that stand out. We saw that from helping customers upcycle their clothes that they no longer wear; it could be a wedding dress stored for many years or an item that no longer fits properly.

What is one myth about sustainable luxury that you would like to debunk?

The myth that sustainability comes with a high price tag. While it's true that some sustainable luxury brands may have higher price points due to their commitment to ethical sourcing, eco-friendly materials, and craftsmanship, it doesn't mean that all sustainable luxury products are unaffordable.

In reality, sustainable practices can lead to cost savings in the long run. For example, investing in durable materials and timeless designs can result in products that last longer, reducing the need for frequent replacements and ultimately saving money for the consumers.

I love saying that the most sustainable wardrobe is the one that you already have. That is why our styling service aims to encourage consumers to explore their personal style, rewear clothes that they already have and if required invest in items that last, empowering them to make more sustainable choices.

Moreover, today there are many emerging business making efforts to offer a range of products at different price points to cater to a broader audience. For example, it has never been easier to rent an outfit for a day, buy pre-love clothes or resell your entire wardrobe.

What personal philosophies on sustainable luxury and business do you hope to pass on to future entrepreneurs in this space?

I think it's important to shift from a short-term, profit-focused thinking to prioritising long-term sustainability goals. Choose longevity over quick gains, considering the lasting impacts of their actions on the planet and future generations.



“It’s crucial to recognise that sustainability is a journey, not a destination.”

– Nathalie Neuilly, Founder & CEO of Dressarte

So, it's vital to strive for continuous improvement by setting clear goals, measuring progress, and adapting strategies based on feedback and new insights.

Looking ahead, what innovations in sustainable luxury fashion are you most excited about?

I'm most excited about three things, innovative materials, circular economy and technology.

Working with alternative materials brings me so much joy. I love discovering and introducing new fabrics to our clients. That could be fabrics made of pineapple, apple waste or organic aloe vera and lotus fabrics.

The concept of circular fashion aims to minimise waste and maximise resources and this is exactly our goal at Dressarte. Each garment we produce is designed with longevity, recyclability and repurposing in mind. So, most of our fabrics can be easily recycled or biodegraded.

As for the designs, when we create wedding dresses for example, we make sure to give brides various options such as the dress coming with detachable elements to make sure it can be easily upcycled after the wedding day and can be worn more than once. Moreover, thanks to our Second-Life initiative, customers can now resell their items including wedding dresses directly on our website.





Finally, an out-of-the-box question that we ask in all our interviews. If sustainability were an ingredient in a recipe, what would it be and why?

The first thing that came to my mind is that this ingredient would be some sort of foundation or the binding agent that holds all other ingredients together.

Sustainability should provide structure and stability to the overall recipe. It would be the essential element that contributes to the overall success and ensures its enduring quality and benefit to both present and future generations.

Connect with Nathalie

<https://www.dressarteparis.com>
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<https://www.linkedin.com/company/dressarte/>
<https://www.youtube.com/@dressarteparis>

About Nathalie Neuilly

Nathalie is the founder and CEO of Dressarte Paris, world's first sustainable online atelier that provides tailoring and styling service to create custom-made sustainable clothing. Dressarte utilises designer surplus fabrics, offers 3D design to reduce waste and support local production.

Previously, Nathalie worked as a consultant and auditor for the oil & gas industry in Europe and MENA region. She graduated with honours from Paris Dauphine University with a degree in International Business and Tech Projects, followed by further professional diploma from ENA.

She turned her hobby of designing clothes into a fashion-tech startup, one of the companies disrupting the fashion industry and one of the 50 climate tech innovators named by PwC in 2023.

MAÏLYS MANTEL CARTIER



Maïlys Mantel, International Sustainability Project Manager at Cartier, shares about her role, how she makes impact through her projects at Cartier, her advice for students in sustainability hoping to enter the luxury industry, and more.

“Passionate about the complexity of human being, society and transgenerational concerns, I have always been interested in the multiple challenges faced over time. Studying Finance and Sustainability at Paris-Dauphine University from 2020 to 2022 was the opportunity for me to gain a holistic understanding. Today, working at Cartier Store Design Planning as an International Sustainability Project Manager is a way to make my contribution among all the people addressing challenges that are shaping tomorrow’s world,” Maïlys says.

Discover Maïlys’ insights below.

Mailys, what initially drew you to the field of sustainability?

Growing up I have always been sensitive to the nature and the environment which I believe are essentials for human beings. But I actually first did a Master in Finance as I was also curious to have a real understanding of the economical world we live in. Then, as I gained even more interest in the challenges that future generations may face tomorrow, I decided to study sustainability by pursuing a second dedicated master's degree at Paris-Dauphine University in 2020.

Can you share with us why you have decided to join Cartier as an International Sustainability Project Manager within the Store Design & Planning Department?

September 2022, I had the great pleasure of joining Cartier as an International Sustainability Project Manager. At the time, Cartier's Store Design & Planning Department had already initiated a sustainable approach in its activities, and they wanted to go further by calling in an expert to structure it better.

What first motivated me was the opportunity to apply in a creative field my sustainability skills and knowledge, which I acquired through my Master's Degree as well as previous experience within Klépierre (a European Real Estate Group specialised in commercial centres) and Cartier's Purchasing & Development Department.

The wide scope and interest of the position also attracted me. The role is to set a framework guaranteeing our sustainability strategy implementation and adapted communication. Under that direction, there are three main missions: monitoring and adjusting the strategy; managing a taskforce to tackle our sustainability challenges such as eco-design, energy, transport, local sourcing, end of life; and supporting regions

worldwide to deploy and adapt the strategy.

Finally, working at Cartier is an opportunity to integrate its values and culture of attention to detail, rigour and excellence when addressing projects and delivering results.



Can you walk us through the key milestones of an International Sustainability Project Manager?

As an International Sustainability Project Manager, I would say that there are several steps to go through which require flexibility, adaptability, and agility.

First, you would need to understand the activity and the field in which you will be providing your

expertise in sustainability. This is to make sure you build the right strategy.

Then, you should define priorities to set a framework to be followed. Also, depending on new business orientations and evolution of the sustainability field (data accessibility, regulations, new actors...), you have to keep monitoring the strategy and adjust it accordingly.

Finally, you communicate internally about the achievements and processes to infuse sustainability values.

Which aspect of your role do you enjoy the most, and why?

The aspect of my role that I enjoy the most would be working on the strategy, organisation and action plan. Indeed, it allows me to have a global and cross-transversal vision. In operational terms, I find brainstorming with relevant stakeholders to be enriching. During those I share key sustainability information to help with arbitration, alignment and decision making. And finally, I set a framework to make sure we address the right priorities in the context of our activities.

How do you stay updated with the latest trends and practices in sustainability?

As a shared concern, sustainability is continuously evolving and covers wide range of expertise. There are some subjects on which we need to be kept updated: regulations, existing actors in sustainability, and sector sustainability updates. Thus, it's important to make sure we're always aligned and compliant through continuous monitoring of regulations.

Moreover, surrounding ourselves with sustainability experts and solution providers such as LCA Consultant is key to support our strategy and operational actions. For this, attending conferences and salons is very useful. Finally, sector updates through media or corporate reports are helpful to being posted on last engagements.

As sustainability can be complex subject, for every claim on it I would add that it is important to ask or search for the most precision.

What advice would you give to students currently studying sustainability who want to enter the luxury industry?

As sustainability challenges are very important globally and to the luxury industry, I would encourage students to be confident and show that they can bring new expertise and perspectives. I would also advise them to learn more about the specifics of the industry to better understand its realities and adapt their support accordingly.

Lastly, if sustainability were an ingredient in a recipe, what would it be and why?

I would say if sustainability were an ingredient, it would be water. In a recipe it is the basis, binding agent or means for cooking. It is invisible and yet essential. It reflects the way we approach sustainability at Cartier Store Design Planning as we tend to integrate its challenges deeply in our activity. We don't see sustainability as something to be added on top of other challenges, but as something to be infused into processes.



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About Mailys Mantel

Mailys is the International Sustainability Project Manager of Cartier Store Design & Planning. She is responsible for guaranteeing the department's sustainability strategy & roadmap regarding its activity priorities and Cartier global guidelines. Through her worldwide scope, she supports the Regions in the local deployment of the strategy according to their specificities.

Previously, she studied a master in Finance and in Sustainability at Paris-Dauphine University from which she graduated in 2022. Prior to joining Cartier as a Sustainability Project Manager first within the Purchasing & Development Department and now in Store Design & Planning, she worked at Klépierre's Engineering & Sustainability Department.

In parallel to her position at Cartier, she is a member of the Gen Z Observatory, an initiative of the Turning Points Research Chair led by Cartier, ESCP and HEC Paris. In this context she curates content on specific themes to deliver insights on Generation Z.

INTERVIEWED & WRITTEN BY TIFFANY LAM