



FAIR LABOR SOLUTIONS

AT ARIZONA STATE UNIVERSITY

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Master's in Sustainability Solutions
May 2022

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ACKNOWLEDGEMENTS

We would like to extend heartfelt gratitude, appreciation, and thanks to everyone that contributed in any way. The completion of this project would not be possible without their insights and contribution. Specifically, we would like to thank our project partner Monica Middendorf, the Trademark Licensing Program Manager at Arizona State University. This collaboration has been very insightful and allowed us to put our sustainability and project management skills to the test. Additionally, our project was highly reliant on gathering information from subject matter experts. Over the past year, we employed an interview methodology in order for our team to enhance our knowledge and develop informed suggestions. Below are all of the subject matter experts that helped us along the way. Sincerely, thank you. We appreciate all of the knowledge you shared.

George Basile - Professor of Practice, School of Sustainability - ASU

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GLOBAL LANDSCAPE

Fair Labor

Fair labor is voluntary, requires fair compensation, and is free from penalty. These standards are used to identify and combat forced labor, which is work that is involuntary and subject to penalty (ILO, 2012). The International Labor Organization (ILO) estimates that nearly 25 million people were victims of forced labor across the world in 2016 (ILO, 2016). Although legislation exists to prevent forced labor in the U.S. supply chain, the country still significantly profits off the activity due to the complexity of the global supply chain and disjointed nature of international laws and regulations.

Global Supply Chains

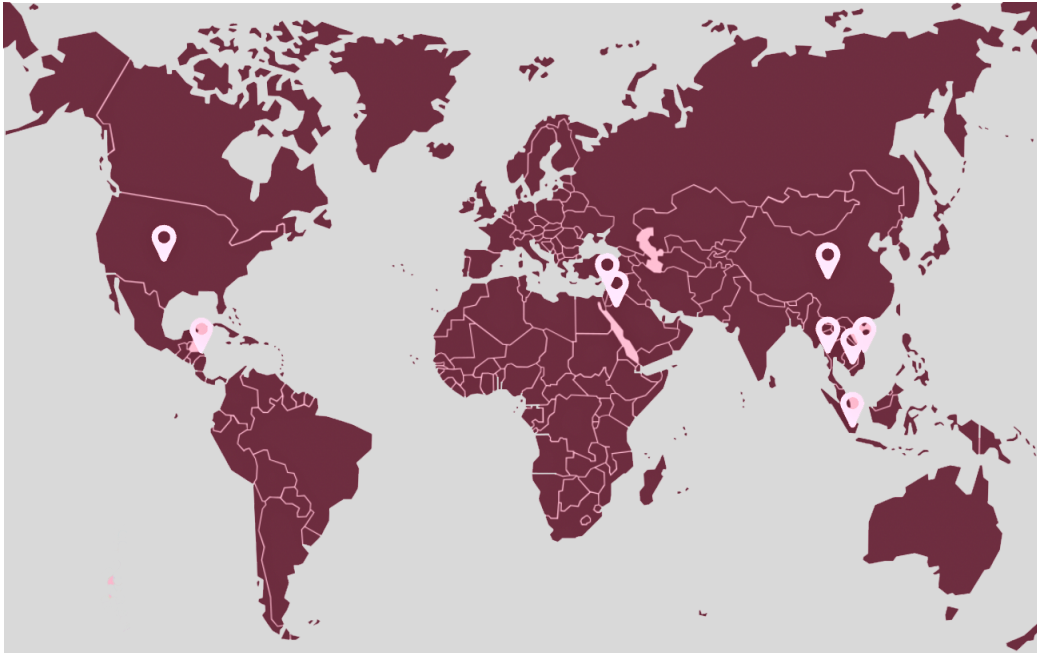
In December of 2021, the New York Times reported that “the highly intricate and interconnected global supply chain is in upheaval, with little end in sight.” (Gaimo et al., 2021). Covid-19 continues to cause massive supply chain disruptions and the war in Ukraine only perpetuates this. While these can be viewed as short-term issues, climate change is a long-term problem that requires major system redesign in order to overcome. The number one climate issue that will harm supply chains in the long-term? Sea-level rise. Experts say that “even now, years before sea level rise begins inundating ports and other coastal infrastructure, supply chain disruptions caused by hurricanes, floods, wildfires, and other forms of increasingly extreme weather are jolting the global economy.” (Leslie, 2022).

Wellbeing

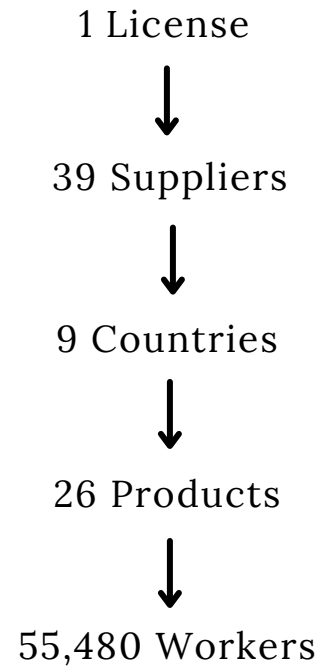
Wellbeing and happiness are incredibly important aspects of daily human life, yet are often left out of conversations about sustainability. Experts propose that “environmentally compromising behavior stems from a disconnection from our spiritual dimension,” and suggest including spiritual well-being in sustainability science (Berejnoi et al., 2020). Popular movements such as minimalism and tiny house living show a desire for a different lifestyle, one with less emphasis on material possessions and more on quality of life.



ASU'S IMPACT



Adidas is one of ASU's largest verified suppliers. The location points highlighted on the map above indicate the nine countries where Adidas has manufacturers.



In 2018, ASU President Michael Crow made a commitment to being the largest fair trade university in the United States by “integrating justice, equity, diversity, and inclusion principles” into purchasing practices (Sustainability Goals and Vision, 2021). In order to achieve this commitment, the university must ensure all of its purchases support fair labor practices.

Understanding ASU's current procurement policies and processes are essential to ensuring fair labor is practiced throughout the university's supply chains. Three main sources govern the university's procurement procedures: the Arizona Board of Regents Policy Manual, University Policy, and the Code of Federal regulations (ASU, 2020). More information on these sources can be found [here](#).

ASU requires all licensed contractors to maintain fair labor working conditions. Failure to comply with these requirements will lead to license termination with ASU. Licensed products are any product with an ASU logo, trademarks, or trade-names. All other products that do not have an ASU logo are considered non-licensed and are not subject to these fair labor standards. In the fiscal year 2021, 310 out of the 1,262 active suppliers were FLA certified. This equates to about 25% of active suppliers, which we feel is insufficient.

As one of the largest universities in the United States, ASU's supply chain can have a large influence on labor practices and thus, the well-being of people around the world. The graphic above illustrates the extensive system of Adidas, one of ASU's largest FLA verified suppliers. Imagine the impact that the university has by purchasing from all its 1,262 active suppliers.

CURRENT THIRD-PARTY VERIFIERS

Fair Labor Association (FLA)

The FLA helps stakeholders prevent and address labor rights violations through a collaborative approach with civil society organizations, universities, and socially responsible companies. They have the means to provide tools to collaborators such as training courses, independent assessments, and advocacy. The FLA can use data from the CLC to help ASU better understand and improve the university's fair labor verification process.



Collegiate Licensing Company (CLC)

ASU currently uses a third-party verification process through the Collegiate Licensing Company (CLC) to ensure licensed products are produced in ways that abide by fair labor standards. Members of the CLC have access to a dashboard that shows the percentage of compliant licensees and specifics of where items are sourced and by whom.



Workers Rights Consortium (WRC)

The Workers Rights Consortium is an independent organization that monitors labor rights. While the FLA sets standards and the CLC presents assessment information, the WRC investigates reports of non-compliance. The WRC's "purpose is to document and combat sweatshop conditions; identify and expose the practices of global brands and retailers that perpetuate labor rights abuses; and protect the rights of workers who make apparel and other products."



PURCHASING AT ASU

LICENSED PRODUCTS

- Licensed products are all products with any kind of Arizona State University logo or name on it.
 - In 2021, the top 10 licensed category purchases amounted to 659,916 units.
- All purchases are done through CLC verified companies.
- The FLA verifies the CLC.
- Fair labor is a required component of all of the companies that are verified.

NON-LICENSED PRODUCTS

- Non-licensed products are products that do not have any logo or name associated with ASU.
- These products can be sourced from any vendor with varying approval from the university.
- There are very few limitations regarding the standards these vendors have to follow.
- A code of conduct is given to suppliers we spend \$100k+ with, that have basic university guidelines; however, the code does not have solid guidelines yet.

ACTIVE SUPPLIERS

Active suppliers are companies that Arizona State University has previously purchased \$100k or more from. These suppliers are preferred by ASU buyers because they are pre-approved by the procurement department.



TYPES OF PURCHASING

P card

- 1 A debit card with few restrictions. Anyone who has one can use it. SKUs/Categories are blocked, such as weapons or alcohol.

Purchase Order (PO) 25-100k

- 2 Two or more quotes are required and the university approves the final one. Small Businesses and active suppliers are preferred.

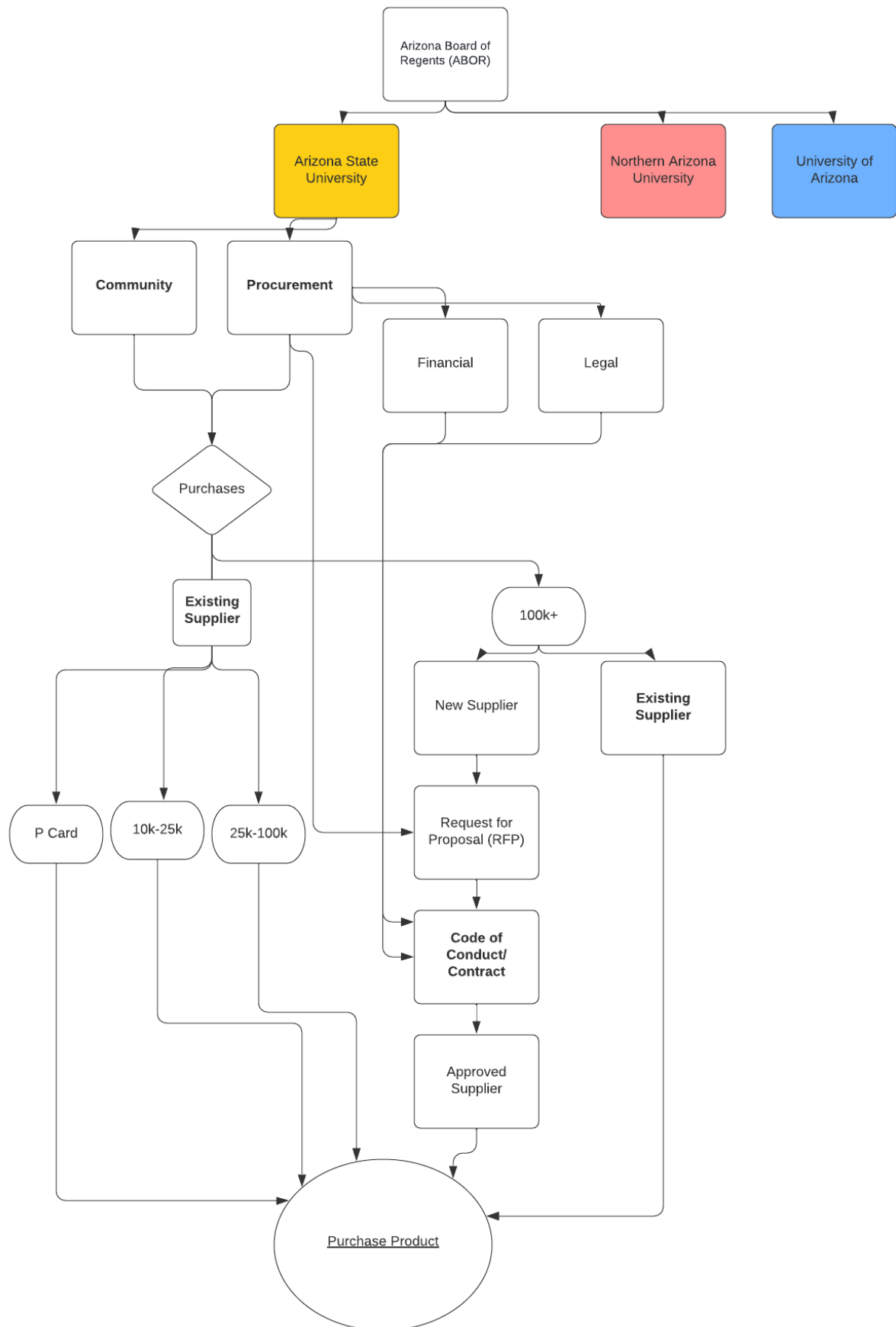
Purchase Order (PO) 10-25k

- 3 Small businesses and active suppliers preferred.

Request for Proposal (RFP) 100k

- 4 Ask companies to bid for the spot of business. Active contracts are preferred for streamlined purchasing.

ASU PURCHASING DIAGRAM



CASE STUDIES



1. University of California System



2. Tony's Chocolonely

FABRIC

3. FABRIC





MEET THE UNIVERSITY

The University of California system (UC) includes 10 campuses, 5 medical centers, 3 national laboratories, more than 280,000 students and more than 227,000 faculty and staff. UC is governed by a 26-member Board of Regents that exercises approval over university policies, financial affairs, tuition and fees. (About UCOP, n.d.). UC's institutional sustainability commitment began in 2003 through a student initiative that led to the UC Regents adopting the Presidential Policy on Green Building Design and Clean Energy Standards in 2004.

CURRENT APPROACH

All UC employees and students ordering goods are responsible for using only authorized licensees that have expressly agreed to adhere to their trademark licensing code of conduct policy (University of California-Policy Trademark Licensing Code of Conduct, 2018). UC also tracks and reports annual progress towards these goals.

For accountability, an annual report is presented to the Board of Regents each January on UC's progress toward meeting the goals in the Policy on Sustainable Practices (UCOP Sustainability, n.d.). Having a well-organized, structured, and robust procurement policy documents and webpages for UC staff, not only encourages but reinforces the importance of targets and requirements.

RELEVANCE TO ASU

Large institutions such as UC and ASU have huge potential to drive impact. Because transitioning from a business as usual to a transformational approach to labor grounded in social sustainability can be difficult and take many years, a priority should be to look to those who are already out in front on fair labor. Some UC universities have close to two decades of experience requiring companies do some kind of credible supply chain monitoring (Peer PAC-12 institution licensing program, personal communication, February, 17, 2022).

For an example of what is possible, UC was able to reduce their licensee list to 120 companies (from ~350), with no reduction in revenue. Reducing the licensee number down to the current 120 took time, and was patiently built through many years of expectation setting, encouragement, direction toward training, tough conversations, and reminders (Peer PAC-12 institution licensing program, personal communication, March 6, 2022).

"Sustainability across UC is a broad, collaborative effort with contributions from students, staff, faculty, and university leadership working at multiple levels to achieve progress."

UCOP Sustainability. (n.d.).

UC SUSTAINABLE PRACTICES POLICY



The Sustainable Practices Policy guides sustainability efforts in ten areas of sustainable practice: climate protection, clean energy, green building, transportation, sustainable operations, waste reduction and recycling, **sustainable procurement**, sustainable foodservice, sustainable water systems, and standards for UC Health.

The UC Sustainable Procurement Guidelines lay out the minimum sustainability requirements for products and services purchased by the University of California.

SUSTAINABLE PROCUREMENT

The University's sustainable purchasing requirements are:

- 100% compliance with required level Green Spending criteria.
- 25% Green Spend as a total percentage of spend per product category.
- 25% Economically and Socially Responsible Spend as a total percentage of addressable spend.



TONY'S CHOCOLONELY



MEET THE COMPANY

Tony's Chocolonely began in 2005 through an exercise in investigative journalism. As an episode on a popular Dutch TV show, a team sought to explore the inner-workings of the chocolate industry. Soon into their research, the investigators began to uncover the pervasiveness of modern slavery and child labor across chocolate supply chains. With this growth in knowledge and a relentless drive to change the norm in the chocolate industry, Tony's was born (Tony's Chocolonely, 2021)

CURRENT APPROACH

Tony's roadmap to fair labor is guided by 3 main pillars and supported by 5 sourcing principles.

1.

Creating Awareness : Educating the retailer and the cocoa farmers about illegal labor in the cocoa industry.

2.

Leading By Example : Providing a scaleable model to prove that slave free chocolate is possible from bean to bar. This is accomplished through the company's 5 sourcing principles.

3.

Inspiring Action : Inspiring Big Choco to act and take responsibility through dialogue with politicians, NGOs, and scientific institutions while also inviting other chocolate companies to follow Tony's model (Tony's traceability in the cocoa supply chain, n.d.)

RELEVANCE TO ASU

Ensuring fair labor across all aspects of the supply chain is not a straightforward practice. Tony's offers a model for success in taking meaningful steps toward shifting away from the reality of forced labor in supply chains. Tony's guiding pillars - creating awareness, leading by example, and inspiring others to act - have the potential to offer a launch pad for future impact at ASU. Due to the different missions and organizational structures of Tony's Chocolonely and ASU, deciding on the appropriate key performance indicators in the context of the university is critical; however, it remains true that the underlying commitment to protecting human rights should never waver (Tony's Chocolonely, 2021, pg. 25).

5 Sourcing Principles

Traceable Beans

Higher Price

Strong Farmers

The Long Term

Better Quality & Productivity

**"Our vision is
100% slave-
free chocolate.
Not just our
chocolate, but
all chocolate
worldwide."**

(Tony's Chocolonely, 2021, pg. 7 & 53)

KEY FAIR LABOR MILESTONES

Issue Awareness

Ending forced labor and child labor within the chocolate supply chain.

Traceability

Tony's works with one of the largest chocolate producers, showing that it is possible to walk the walk.

Living Income Model

Tony's has partnered with Fair Trade USA to develop a Living Income Model.

Transparent Reporting

Releasing annual reports outlining what the company is doing well and where there is room for improvement.

(Tony's team member, personal communication, February 10, 2022)



FABRIC



MEET THE COMPANY

FABRIC Incubator (Fashion and Business Resource Innovation Center) was created by two fashion designers who wanted to fill a major void in the industry. Creating a sewn item requires many steps, from design, sourcing of materials, creation of technical specifications and measurements, and production of the actual product. Each process often requires the knowledge of different experts in different buildings, which can be expensive, inefficient and unsustainable. Sherri Barry and Angela Johnson created a space where each step of the production process could be housed under one roof in downtown Tempe, Arizona. (About FABRIC, 2021)

CURRENT APPROACH

The founders' intentions were to create a sustainable, local, no-minimum quantity manufacturing option for apparel entrepreneurs. Fabric "pays their staff fairly because manufacturing takes a lot of experience and skill. Each employee is paid hourly above minimum wage and provided benefits" (Sustainability, 2021). Fabric does not pay "piece rate," which is illegal because it can result in unfair wages (Sustainability, 2021).

RELEVANCE TO ASU

Creating a local manufacturing option provides proximity and allows for control and accountability. It supports the local economy by providing skilled labor jobs that pay a living wage. Creating a local supply chain reduces the distance the materials and products must travel and the greenhouse gas emissions produced by this travel (Plambeck, 2012). Regenerative farming practices "foster healthier soils, improved water infiltration and reduced soil erosion and have been recorded to sustain yields and/or lead to reduced production costs" (Farming for a better future, 2020).

Revolutionizing the supply chain in this way would make ASU a true leader in innovation and sustainability, and it would make Arizona a hub for research on fair labor, regenerative farming, local supply chain, economic development, and consumption of ethically produced goods.

"A non-profit fashion incubator that's sustainably disrupting, redefining and re-shoring the fashion industry for the modern apparel entrepreneur."

SMALL TO LARGE SCALE MANUFACTURING

Fabric's operations offer an example of the resiliency and flexibility that local manufacturing allows for. Under normal circumstances, Fabric operates as a small-batch manufacturing facility. But during Covid-19, the founders saw an opportunity to support their Tempe community and health care workers by producing large batches of reusable isolation gowns. The Fabric team worked to transform their facility and ensure FDA guidelines and requirements were met. As of January 1st, 2021, Fabric had produced over 500,000 reusable gowns (Yu, 2021). Now, they have the ability to produce items on a larger scale in addition to their small-batch manufacturing.

(Johnson, 2021)



KEY TAKEAWAYS

The following is a breakdown of important points and insights gained through informational interviews with experts in the university, fair trade, and fair labor space.

THERE ARE MANY THIRD-PARTY VERIFICATION/ASSESSMENT OPTIONS

Although many companies and institutions are familiar with and use industry staples such as the Fair Labor Association (FLA), Collegiate Licensing Company (CLC), and Worker's Rights Consortium (WRC), here is no single entity or assessment that is universally used. There are many alternatives such as the Sustainable Apparel Coalition, Social & Labor Convergence Program, Facility Social & Labor Module, Better Cotton Initiative, SCS Global Services, EcoVadis, and Elevated Limited. Not all companies and institutions are familiar with all third-party verification and assessment options.

RELATIONSHIP WITH THE COLLEGIATE LICENSING COMPANY (CLC)

Given the current landscape, the verification process offered by the CLC provides a diligent assessment for collegiate licensed product suppliers. Licensees are required to disclose producers and manufacturers to understand where product materials are being sourced. There is no such verification or assessment process available for non-licensed products.

IMPORTANCE OF FAIR LABOR CODE OF CONDUCT CLAUSE WITHIN PURCHASING POLICY

Because the scope of non-licensed products is so large, focus on code of conduct and transparency as the main category priorities (CLC and ASU contacts, personal communication, 2022).

FREQUENTLY REVISIT AND UPDATE SUPPLIER COMPLIANCE INFORMATION

Not enough university licensing programs are acting on measuring engagement with their code of conduct issues. By licensing with a lot of companies that are not aware about fair labor, they lack the skills to navigate the issues that are most definitely problems in their supply chains (Peer PAC-12 institution licensing program, personal communication, March 6, 2022)

LEVERAGING RELATIONSHIPS AND COLLABORATION

One school working alone on fair labor is really hard, so you need to have training, development, and shared values throughout campuses and systems (Peer PAC-12 institution licensing program, personal communication, March 6, 2022)

STUDENT INFLUENCE/IMPACT

Students help tremendously to raise awareness, provide motivation/inspiration, drive impact, bring new perspectives, challenge the status quo, and use their voices to push for accountability (ASU and UC contacts, personal communication, 2022)

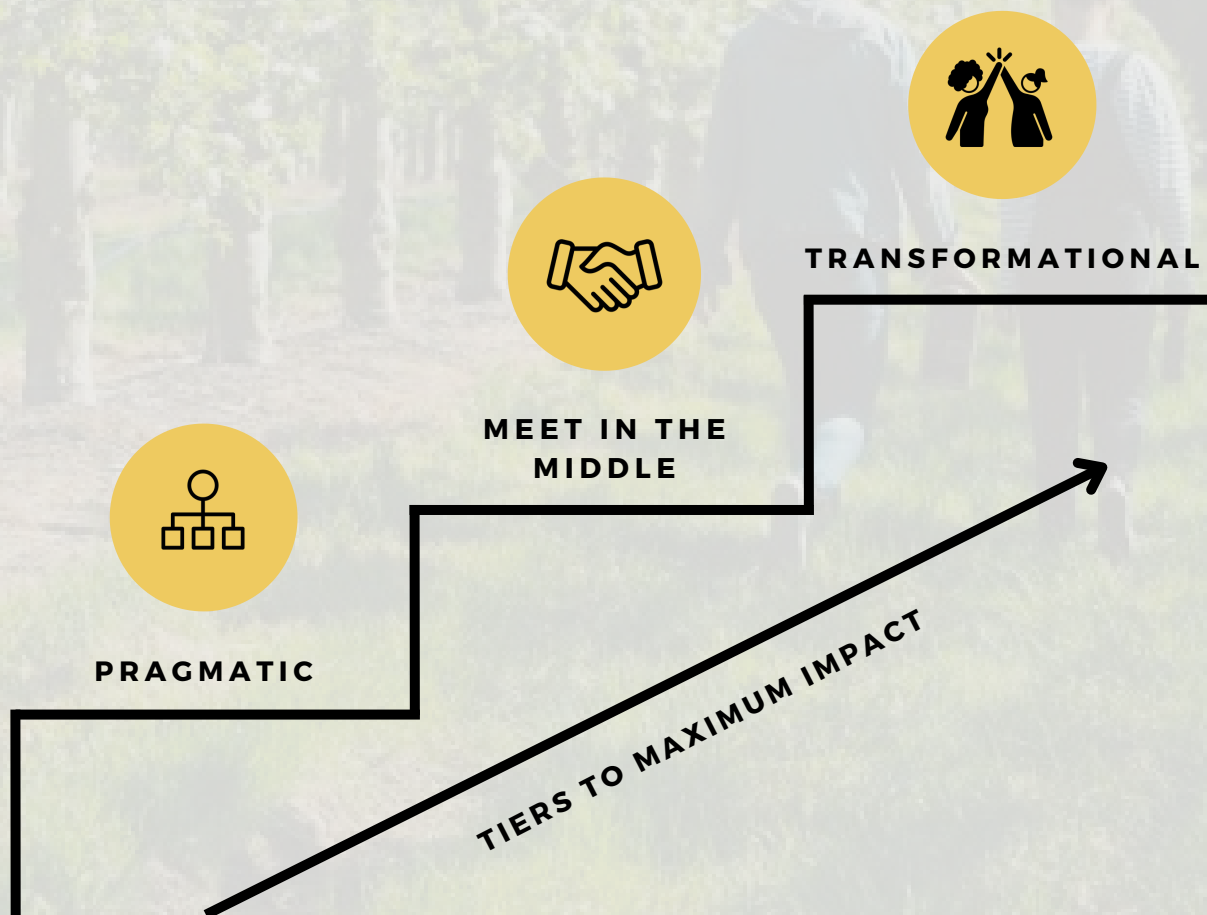
LONG-TERM TRAJECTORY

Reducing licensee list with no reduction in revenue is possible, but the most important insight from that process is that it takes time, and is patiently built through many years of expectation setting, encouragement, direction toward training, tough conversations, and reminders (Peer PAC-12 institution licensing program, personal communication, March 6, 2022)

VISION

The details of our research, interviews, and discussions have brought to light the profound complexity inherent to global supply chains. For this reason, we are offering a variety of actionable steps for Arizona State University to utilize in ensuring fair labor throughout the purchasing process.

Our proposed vision is divided into three tiers: pragmatic, meet in the middle, and transformational. These steps build upon each other and vary in their level of ambition and impact. The respective recommendations associated with each tier are rooted in two specific sustainability frameworks, namely, the United Nations Sustainable Development Goals (**UN SDG's**) and School of Sustainability Professor Arnim Wiek's **Framework for Sustainability Problem Solving**. We identify the most relevant SDG goals on the following page and have woven in Prof. Wiek's framework to our vision and accompanying suggestions.



SUSTAINABILITY FRAMEWORKS

United Nations Sustainable Development Goals



- 1** The United Nations 2030 Agenda acknowledges that global poverty is the greatest challenge facing our population. Thus, the antithesis of this is to "end poverty in all its forms everywhere."
- 8** "Promote sustained, inclusive, and sustainable economic growth, full and productive employment and decent work for all."
- 10** "Reduce inequality within and among countries." This goal has interim targets such as adopting fiscal policies to reach greater equity.
- 12** From 2000 to 2017 the global material footprint increased by 70%. SDG 12 hopes to "ensure sustainable consumption and production patterns."
- 16** "Promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable, and inclusive institutions at all levels."

<https://sdgs.un.org/goals>

Framework for Sustainability Problem Solving

Our team utilized Arnim Wiek's *Transformational Framework for Sustainability Problem Solving* as a guiding tool in creating our report and tiered-vision. The three main elements we used include:

- **Analyzing the problem** of forced labor in global supply chains.
- **Building a strategy** around ensuring fair labor in the ASU procurement process.
- **Producing an inspiring vision** for the future.

Key Definitions



Pragmatic: "allowing for shortcuts, if justified by urgency" (Wiek, 2015, pg. 29).



Transformational: "aimed at significant, disruptive, radical, leaping changes" (Wiek, 2015, pg. 29).

"The transformational framework aspires to produce actionable knowledge that can be put into practice to solve the problem at hand" (Wiek, 2015, pg. 25).

PRAGMATIC TIER

In alignment with the university charter, ASU takes ownership for the labor present in its supply chains.

All purchasing entities are knowledgeable in the issue of forced labor, university consumption is limited to relevance and necessity, suppliers have fair labor standards embedded into their code of conducts, and there exists a faculty member dedicated to ethical labor and sustainable purchasing.

HIGHLIGHTS:

- Reimagining what is necessary
- Assessing consumption
- Educating and capacity building
- Embedding fair labor into purchasing



PRAGMATIC ACTIONS

PURCHASING

ASU Trademark Management's Fair Labor Philosophy and Code of Conduct for Trademark Licensees states that,

"ASU is committed to conducting its business in an ethical and socially responsible manner consistent with its educational mission. ASU also requires all trademark licensees and their contractors to maintain fair, safe, and non-exploitive working conditions. ASU may terminate licenses immediately for failure to comply with these requirements. As a condition of being permitted to produce or sell licensed products bearing the name, trademarks, or images of ASU, each licensee must sign and agree to comply with ASU's current Code of Conduct and ensure that its contractors comply with ASU's Code of Conduct."

In an effort to establish fair labor standards for purchases beyond licensed products, we propose the following actions:

- Include fair labor standards in the code of conducts for all new active supplier contracts, even those beyond trademark licensees.
 - Proposed language: "There shall be no use of forced labor, including prison labor, indentured labor, bonded labor or other forms of forced labor" (Code of Conduct | Fair Labor Association, 2012)
 - Additionally look to ASU's licensed code of conduct as reference
- Identify single-use and unnecessary swag in order to phase out the use and distribution of these products
 - The highest purchase at ASU in the licensed category in 2021 was "Gifts and Novelties" at over **211,000** items (data provided by Trademark Licensing Department)
 - Refer to Sustainable Promotional Materials Purchasing Toolkit for a list of alternatives

PRAGMATIC ACTIONS

AWARENESS AND COLLABORATION

ASU's mission states that the university assumes "fundamental responsibility for the economic, social, cultural and overall health of the communities it serves" (ASU Charter, n.d.). To expand awareness of labor in the supply chain and gain a sense of ASU's purchasing habits we propose these action steps:

- Educate all P-Card, PO, RFP holders, and any students or staff with purchasing power about fair labor practices and what vendors comply with fair labor standards.
 - Sustainable Purchasing Guidelines Note: This set of guidelines does not sufficiently address the social pillar of sustainability
 - To supplement this goal a presentation and script describing these topics have been created. This presentation can be required for faculty and staff in a similar context as Career EDGE courses (presentation and script attached)

Top 10 Annual Licensed Product Count 2021

Gifts & Novelties	211,382
Men's/Unisex T-Shirts (short sleeve cotton)	104,138
Men's/Unisex T-Shirts (short sleeve blend)	59,181
Men's/Unisex Adjustable Non-Wool Headwear	57,644
Writing Instruments	53,153
Face Protection	51,321
Premium Item	43,426
Window Decal	31,529
Socks	24,213
Office Products	23,929

Table 1: Data provided by Trademark Licensing Department

- Highlight current vendors that adhere to fair trade and labor practices and communicate this information across various purchasing entities beyond licensed products
 - Refer to "Using Approved ASU Vendors and Preferred Suppliers"
 - This is intended for purchases outside of ASU departments such as student organizations
- Perform a consumption assessment to understand what is being purchased, at what quantity, its relevance, and its necessity
 - Table 1 shows a sample of the data that exists for licensed product counts by year
 - This approach needs to be utilized in the documentation of non-licensed products to understand the broader purchasing habits and identify points of intervention with suppliers

PRAGMATIC ACTIONS

STAFF

As emphasized, increasing awareness is critical in moving towards a more ethical supply chain. A key component of this process includes expanding the knowledge of ASU staff that make large purchases. As a result, we propose the following actions:

- ASU staff with purchasing abilities are required to take EiC training courses, suggested by the FLA on a platform called ELEVATE, which cover procurement topics such as:
 - Human Rights and FLA Principles
 - Preventing Forced Labor
 - Social Responsibility Management Systems
 - Responsible Subcontracting
- Hire a dedicated ASU staff member focusing on sustainable and ethical purchasing.
 - This person would focus on codes of conduct in new supplier contracts ensuring they agree to fair labor standards
 - It is critical to alter code of conducts based on purchasing categories
 - E.g., a fair labor code of conduct for apparel will require different language than one focusing on operational goods
 - A peer Pac 12 institution licensing program employs a staff member with the title, Director of Ethical Labor and Sustainability. ASU can use this as inspiration when creating our parallel position
- Develop a Corrective Action Process (CAP) to help management agree on a path forward for resolving any problems that arise with discrepancies in supplier contracts (Social Responsibility Management Systems, Elevate)



MEET IN THE MIDDLE TIER

As the largest fair labor university in the United States, ASU exhibits a comprehensive understanding of the origin of its products and their accompanying labor conditions. ASU has embraced the principles of responsible consumption and has stopped purchasing unnecessary single-use, "swag" items. The tracking of purchased items is robust, consistently monitored, and shared by multiple university groups to ensure compliance with the university's fair labor standards.

The human right to do work that is voluntary, free of penalty and results in fair compensation is a non-negotiable pillar inherent to ASU's purchasing decisions.

HIGHLIGHTS:

- Making fair labor standards a non-negotiable
- Eliminating unnecessary "swag" purchases
- Collaborating between groups
- Practicing transparency



MEET IN THE MIDDLE ACTIONS

PURCHASING

Purchasing at ASU is a complex, multi-tiered process. To ensure that fair labor is implemented at ASU different purchasing powers are needed at various levels. We suggest the following:

- Review existing contracts with suppliers and add the code of conduct to each agreement when contract renews
 - A gap in controlling fair labor standards for non-licensed goods.
 - Reference code of conduct for UCLA or Tony's
 - Make fair labor standards a non-negotiable (However, give suppliers X amount of months to get their standards in order)
 - Codes of conduct must be altered given the item being purchased (Fair Labor Team, 2022)
- Review inventory more often and review the inventory algorithm (eliminate over-purchasing)
 - Break down purchases into categories within the algorithm to create more accurate counts
- Only use fair trade companies and work with active suppliers to comply with fair labor standards.
 - Utilize purchasing power that ASU holds
 - ASU is a desirable purchasing partner (ASU Trademark & Licensing Department, ASU Procurement)
 - Stop working with active suppliers that do not want to comply with fair labor standards
- Stop purchasing single-use and unnecessary “swag”.
 - Only begin purchasing again when there is a full understanding of what products are purchased with fair vs forced labor, or only purchase items that have been guaranteed as fair labor products
 - Over **211k** items that were bought 2021 labeled "gifts and misc"; does not include individual clubs and athletics

MEET IN THE MIDDLE ACTIONS

AWARENESS AND COLLABORATION

Collaboration between the university, its partners,. and third party verifiers helps to establish a more sustainable supply chain through idea sharing and capacity building. As a result, we suggest the following:

- Collaborate between university groups (USP, Procurement, Retail) and between other universities
 - Follett (largest campus retailer in North America), as a great collaborator - revenue shares off of re-selling used ASU branded clothing
- Diligently monitor fair labor compliance through collaboration with the university's third-party verifiers
 - Results can inform the university's decision to maintain or discontinue a relationship with a noncompliant supplier
- Provide annual reports on consumption and fair labor to promote transparency
 - Fully explain the gaps and opportunities in fair labor at ASU
 - Example: [Tony's Chocoloney Annual Financial Report](#)
- Hire additional third-party verifiers, such as EcoVadis, SAC, SLCP, Elevate to expand the universities monitoring abilities for non-licensed products.
 - Create incentives for the companies to use these services
 - Assist companies who are unable to use these services, financially, and provide them with educational tools

STAFF

Capacity building among staff is a key component to long-term success; therefore, we recommend the following:

- Establish an ethical labor and sustainability purchasing team for ASU that collaborates with existing procurement (Human Rights and FLA Principles, Elevate)
 - Ensure this team has a role in approving code of conduct with new suppliers

TRANSFORMATIONAL TIER

ASU acknowledges that as a university and as a society, our consumption is unsustainable and unfulfilling, and takes a truly planet and people-centered approach to procurement. ASU stops all purchasing and determines what is truly necessary to sell, produce, and build as a university. A localized supply chain exists to produce all items under sustainable and ethical conditions, as locally as possible. This future includes Indigenous rights, regenerative farming practices, circular design, and most importantly, a holistic and spiritual approach to consumption. The university's values are reflected in clothing and buildings that do not require exploitation and extraction, and instead support a regenerative and balanced community.

HIGHLIGHTS:

- Purchasing new is limited
- Extending the life of all materials being utilized
- Investing long-term in fair labor
- Creating local supply chains
- Centering the land and people



TRANSFORMATIONAL ACTIONS

PURCHASING

Long-lasting, meaningful changes within ASU procurement will require a reimagining of the business as usual processes that are currently in place.

- Stop purchasing completely while an assessment of the supply chain is completed
 - This includes building materials and technology
- Think holistically and spiritually to determine what items are deemed necessary in the supply chain
 - How many t-shirts do we as humans need? What items does ASU need to sell, if focused on sustainability, happiness, and wellbeing? How much building and expansion does ASU need to do?
 - Completely eliminate purchasing "swag" and giveaway items
 - Explore creative opportunities for ASU to make up for lost revenue, such as consulting on transformative fair labor solutions
 - Create a process or checklist that must be completed before purchasing new
- Require all items purchased, not just clothing, to be produced under fair labor standards
 - Utilize ASU purchasing power to enforce its suppliers to produce under fair labor standards. The UC system is a great example of how long-term dedication can result in strong relationships with vendors and adherence to fair labor standards
 - Ensure that suppliers abide by other sustainable practices in addition to fair labor
- Extend the life of garments and items already in existence
 - Sell secondhand ASU items. ASU could source these items from alumni and current students and include vintage garments, graduation regalia, athletic gear, and more
 - When furnishing new buildings, seek secondhand/reuse options first

LOCAL SUPPLY CHAIN

Create a local, regional, and/or national supply chain that puts people, land, biodiversity involved in the supply chain first.

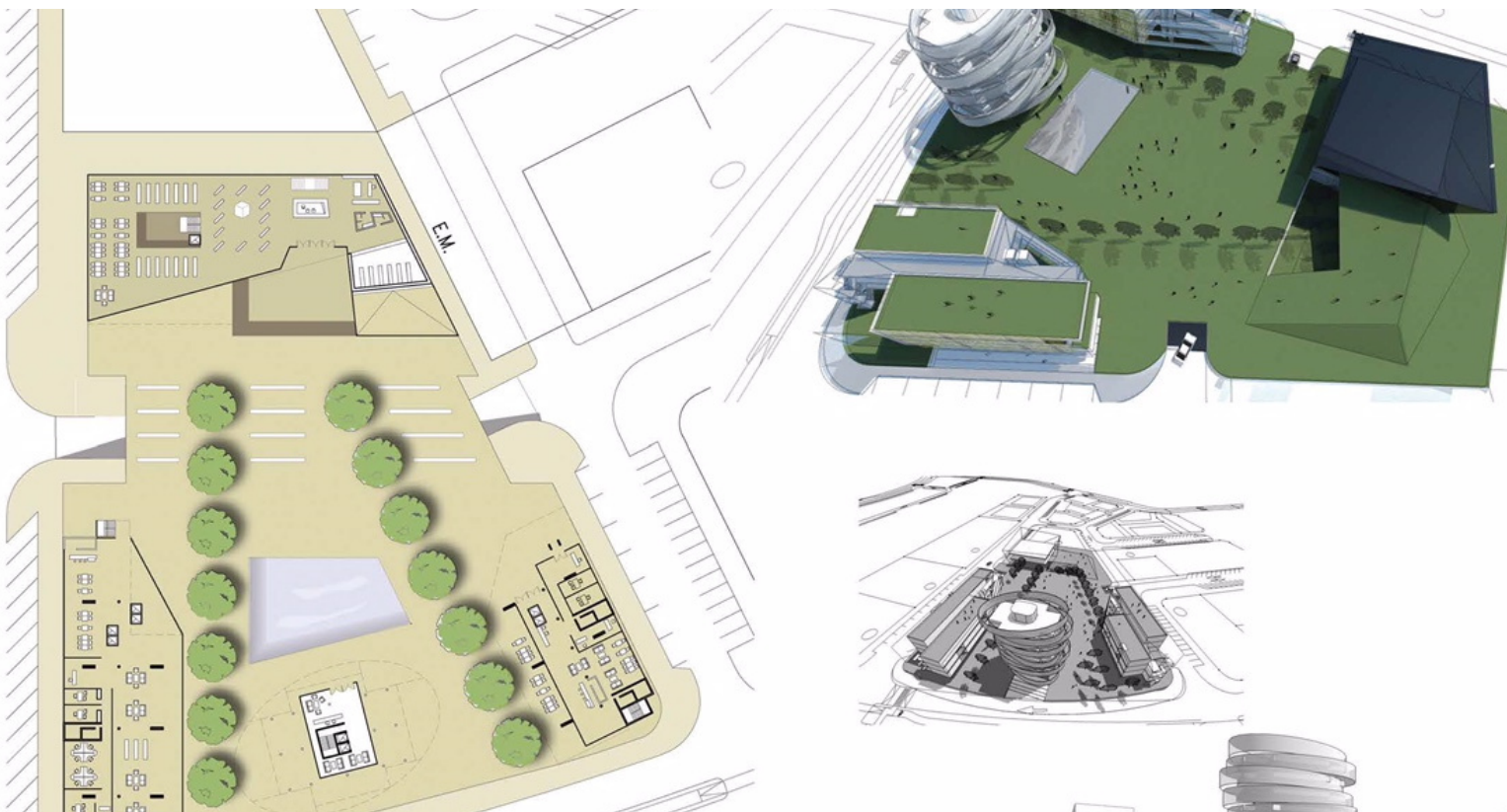
- Utilize researchers at ASU, and other Arizona universities, to develop a localized supply chain, ideally within Arizona or the surrounding regions
 - Land use
 - Extensive consideration and effort should be invested into land back opportunities and other actions that center on Indigenous rights (Yesno, 2019)
 - When producing agricultural products for local manufacturing, implement regenerative farming practices. This allows for respected, healthy land locally and improved climate conditions globally (Farming for a better climate, 2020)
 - Build relationships among those farming the land for resources
 - Utilize grants and funding to pilot the local supply chain as a research project - this could be taken on by professors, graduate students, and specialized courses
- Implement circular design when creating the localized supply chain
 - Utilize researchers at ASU and other Arizona universities to further research on breaking down materials at an atomic level

TRANSFORMATIONAL ACTIONS

AWARENESS AND COLLABORATION

Awareness and collaboration are essential for transformational changes within fair labor. It is important to foster long-term investment between vendors and university groups in order to promote coherency throughout the supply chain.

- University-wide educational campaigns
 - Build a partnership between the Athletics department and the Ethical Labor and Sustainable Purchasing team to highlight the importance of mindful consumption through relevant and engaging, fair labor focused initiatives
- Collaboration between retail and procurement
 - Vendors get their orders from retail, so enforcement is much more effective if retail is on the same page with procurement
- Collaboration between university groups (USP, Procurement, Retail) and between ASU and other universities
 - There is strength in numbers
- A dedicated, long-term investment through specific positions, if not an entire team, to focus on fair labor in the supply chain
- Internal and external marketing to ensure that anyone coming in contact with ASU goods understands their value



CONTINUING ACTION: STUDENT MOVEMENTS

During our interviews, we asked how change can be made within a university . Many of our interviewees stated that students have a lot of power to influence decision making. Students, being the primary consumers and clients, can express their concerns with ASU actions and policies, and can push for changes in university practices.

WHAT ACTIONS CAN STUDENTS TAKE?

- Consistent emails to university leadership stating their dissatisfaction about perpetuating unfair labor practices
- Non-violent protests in front of and inside buildings
- News media reporting on university fair labor challenges
- Creating clubs and student groups fighting for fair labor procurement



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