Just Supply Chain January 2008 Meeting Website:

http://pgj.stanford.edu/events/just_supply_chains/  
Papers Password: supply08

Conference Location:

MIT Faculty Club  
50 Memorial Drive, E52-6th Floor  
Cambridge, MA 02142

Physical Location: 6th Floor in Alfred P. Sloan Building (E52)  
Phone: (617) 253-2111  
Meetings will be held in Dining Room 5.  
Meals will be held in Dining Room East.

Hotel Information:

Boston Cambridge Marriott  
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Globalization, with its volatile mix of economic opportunity and social disruption, is reorganizing production, redefining work, and provoking fundamental changes in the institutions of economic governance. In a world of global supply chains—with links extending across cultural and political boundaries—corporations, unions, NGOs, national governments, and even international labor, trade and financial organizations are all casting about, searching for new strategic directions and/or novel institutional arrangements. But there is enormous uncertainty about their likely success—in particular, about their success in addressing three basic concerns about employment relations in the global economy: fair compensation, decent and healthy working conditions, and rights of association.

Currently, we observe three broad strategies for addressing these concerns about employment relations in global supply chains:

First, corporate codes of conduct and “private voluntary” efforts to monitor compliance with these codes. Responding to pressures in the 1990s from consumer groups and labor-rights NGOs, and lacking recourse to a strong system of global law, corporations have developed their own codes of conduct and monitoring mechanisms for enforcing these codes. Today, monitoring for compliance with codes of conduct is one of the principal ways both global corporations and labor rights NGOs seek to promote fair conditions in global supply chains. But the point of codes of conduct is not simply to monitor, audit, or discipline: the point is to generate measurable improvements in compensation, working conditions, and rights of association. And recent research raises important questions about the effectiveness of this approach (Locke, Qin and Brause 2007; Maquila Solidarity Network 2006; Barrientos and Smith, 2006).

Partly in response to such concerns, a number of multi-stakeholder Initiatives (MSIs) have emerged in recent years to promote a more collaborative/coordinated approach to improved labor standards (and some companies have urged that such coordination—an ISO 9000 for labor standards—might be of general benefit). The goal of these initiatives is for the various MSIs (and corporations affiliated with them) to cooperate (rather than compete) on efforts aimed at improving working conditions through a combination of monitoring and capacity-building. The Joint Initiative for Workers Rights and Corporate Accountability initiative in Turkey and the MFA Forum Project in Bangladesh are two of the best-known collaborative efforts. Here, too, however, the results have been mixed because of resource constraints, capacity limitations, and inter-organizational conflicts.

A second direction is to reorganize national-level regulation so that it operates more effectively—with greater flexibility, rapidity, and capacity to learn from similar experiences.
elsewhere (Piore and Schrank 2006). Much has been written about pro-labor administrative reforms in individual countries (e.g., Dominican Republic, Cambodia, Brazil, Argentina), as a by-product of reformist national governments and/or bilateral trade agreements. But very little is known about the long-term promise of these efforts, and still less about how to diffuse successful experiments to other countries facing comparable problems.

A third direction is more ambitious in scope but more speculative in impact. It would involve joint efforts by the WTO, ILO, and other international organizations to bring labor standards together with trade rules in a new form of global rule-making. Efforts to link trade and labor standards have already occurred in various bilateral (US-Cambodia, US-Jordan) and regional (NAFTA, CAFTA) trade agreements but their results are very much open to debate. Global rule-making in service of fairness would need to leave considerable room for national-level variation (given national economic, cultural, and political differences) and mutual learning from those variations, without turning into a toothless invocation of vague aspirations to decency. Whether it is possible to navigate between excessive uniformity (with protectionist implications) and vacuous abstraction remains open.

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To study this terrain and explore the prospects of longer-term research collaborations, we propose to organize a pair of workshops in 2008. Jointly entitled Just Supply Chains, the two sessions will explore the conditions under which these different strategies, either separately or in conjunction, might succeed in promoting a more fair global economy.

We focus our concerns about fairness on the three dimensions mentioned earlier: wages and work hours, working conditions that ensure the health and safety of workers, and basic rights, including the right to organize collectively. And we will consider these issues in connection with supply chains in agriculture, apparel, and electronics.

The meetings will include practitioners engaged in various institutional experiments (from firms, NGOs, labor ministries, international organizations) and scholars studying global supply chains, corporate responsibility, comparative and international political economy, and global distributive justice. Our hope is to create a setting in which scholars and practitioners alike can meet, speak openly about their experiences, and explore together how best to promote a shared goal of achieving just working conditions in global supply chains.

Our aim in the workshops is to explore three large questions:

1. What kinds of experiments and innovations are now underway in the worlds of private voluntary codes and audits, national level regulation, and global rule-making;

2. What are the results of these different efforts for wages, working conditions, and rights of association, and for more conventional measures of firm success;
3. Are there alternative ways to regulate firms in supply chains that might plausibly have greater success than current efforts?

We will start with a two-day meeting at MIT’s Sloan School of Management on January 11-12, 2008. This meeting will focus principally on the first approach outlined above: corporate codes and monitoring, with some discussion as well on state efforts in this area. The group will then reconvene for a second meeting at Stanford on May 16-17, 2008, under the auspices of the Program on Global Justice at Stanford’s Freeman Spogli Institute for International Studies. The second meeting will focus primarily on national level and global regulation.

Our minimal hope is that these two meetings will establish a common basis of knowledge, while raising many more questions than they answer. Our more ambitious hope is to generate a collaborative research agenda with normative, empirical, and practical aims.

The normative aim is to clarify our ideas about a fair global economy: about what levels of compensation are reasonable in different conditions (of firm success, national and regional standards, and global performance). We have some ideas about what fairness means in national economies. But are there sensible standards and measures for the global setting? And we have some ideas in the national setting of who is responsible for ensuring fair conditions. Where does responsibility lie in the global setting, with extraordinary variation in circumstances and no legitimate global regulatory mechanisms?

The empirical aim is to evaluate alternative strategies and experiments for achieving global fairness. Has monitoring reached a limit, and if so, what are the roots of those limitations? Are there ways to achieve better coordination among standards and auditors? Should NGOs be devoting more energy to helping suppliers to meet targets rather than blaming them after the fact? Can global rule-making provide workable standards that are neither protectionist nor empty?

The large practical aim is to evaluate different strategies for improving conditions of work, compensation, and association. In addition to promoting/diffusing innovative research on these issues, our goal is to build a community of scholars and practitioners who will meet regularly to exchange ideas and collaborate on promoting just supply chains.

If the project moves forward, we plan to provide opportunities for practitioners and scholars to spend time as Visiting Fellows at the Global Justice Program, with an eye to bringing their practice to bear on research and the research to bear on their work.

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Friday, January 11, 2008

Day 1: Codes, Audits, and Consequences

7:45-9:00 AM Welcome Breakfast

9:00-9:45 AM Opening session

Introducing participants, themes, and aims of the meeting.

9:45-10:00 AM Coffee Break

10:00-12:00 PM Monitoring and Corporate Codes

A discussion of traditional monitoring efforts, how well (or not so well) they are working, and some new initiatives by NGOs to improve working conditions in global supply chains.

We will have four (15-minute) presentations by representatives from NGOs working on labor justice issues. They will each address three questions: (1) what are the principal activities of their organization; (2) what do they see as the successes and challenges of these efforts; (3) what are their next steps in addressing these challenges? One hour of discussion to follow the presentations.

Participants: Auret van Heerden (Fair Labor Association); Scott Nova (Workers’ Rights Consortium); Linda Yantz (Maquila Solidarity Network); and Dan Rees (Ethical Trading Initiative).

12:00-1:15 PM Lunch

1:15-3:45 PM Firms and Labor Standards

Discussion of codes and monitoring from the perspective of global buyers in the apparel/footwear, agriculture, and electronics industries.

We will have three (20-minute) presentations by representatives of global buyers who will discuss (1) their experience with codes of conduct, (2) their views about the successes and challenges of this approach, and (3) their future expectations/strategies for how best to promote just supply chains. These presentations will be followed by discussion.
Participants: Charles Brown (Nike), Bonnie Nixon Gardiner (HP), Edward Potter (Coca Cola).

3:45-4:00 PM Coffee Break

4:00-5:45 PM Academic Research on the Monitoring/Compliance Model

A discussion of some recent studies on codes of conduct/monitoring and whether they present generalizable lessons about the effectiveness of this approach to promoting improved working conditions in global supply chains.

Participants: Richard Locke (MIT, Sloan School of Management), Charles Sabel (Columbia University Law School), Dara O’Rourke (UC Berkeley, Environmental Science, Policy, and Management), and Stephanie Barrientos (University of Manchester).

5:45-6:15 PM Review of day’s discussion

7:00 PM Drinks and Dinner
Saturday, January 12, 2008

Day 2: Monitoring and Beyond?

7:45-9:00 AM
Breakfast

9:00-10:30 AM
MSI and Multi Brand Collaborative Efforts

A discussion of some initiatives aimed at promoting coordination among different MSI’s and their affiliated companies by developing “common” codes of conduct and auditing protocols, and by promoting common “capacity-building” interventions among targeted factories.

Participants in these different initiatives will speak about: 1) the current state of collaborative programs; 2) how well (or not so well) their efforts are taking shape; and 3) what they see as the key challenges preventing these collaborative efforts from fulfilling their goals.

Participants: Anne Lally (Fair Trade Resource), who will speak about the Joint Initiative in Turkey), Sasha Radovich (AccountAbility) who will speak about the MFA Forum in Bangladesh, and Peter Senge (Society for Organizational Learning SoL) who will speak about the “Healthy Value Chain” initiative.

10:30-10:45 AM
Coffee Break

10:45-12:00 PM
Building Capacity/Changing Worker-Management Relations Through Targeted Training

Discussion of two ILO programs: Factory Improvement Program, a multi-year, multi-sector approach, and recently launched Better Work Program. We will have two (20-minute) presentations on how these programs are working in various developing countries.

Participants: Anne Posthuma (ILO) and Ms. Hong Ha (Vietnam Chamber of Industry and Commerce, Ho Chi Minh City branch).

12:00-1:15 PM
Lunch

1:15-2:45 PM
Corporate Campaigns and Certification Efforts.
A panel discussion of the effectiveness of corporate and consumer campaigns at promoting just supply chains. Each participant (or team) will speak for 10-15 minutes, followed by 30 minutes of discussion.

Participants: Gay Seidman (University of Wisconsin-Madison, Sociology), April Linton (UCSD, Political Science), Margaret Levi (University of Washington, Political Science), Judith Goldstein (Stanford University), Michael Hiscox (Harvard University), Michael Toffel (Harvard Business School).

2:45-3:00 PM  Coffee Break

3:00-4:30 PM  Building/Re-Building State Capacity: Complement or Alternative to Private Monitoring Efforts?

Discussion of efforts to (re)build state capacities to enforce national labor laws/codes and promote improved working conditions among factories supplying global buyers. Each panelist will present for 15 minutes, followed by discussion, including exploration of the role that NGOs working on labor standards might play in such efforts to rebuild state capacities.

Participants: Michael Piore (MIT Economics), Andrew Schrank (University of New Mexico, Sociology), David Weil (Boston University School of Management), and Gary Gereffi (Duke University, Sociology)

4:30-5:00 PM  Summary and Suggestions for Next Steps

7:00 PM  Dinner for participants who stay for Saturday night.

We thank the Sloan Foundation for providing the funding to support this first meeting.
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MIT, January 11-12, 2008

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David P. Baron is the David S. and Ann M. Barlow Professor of Political Economy and Strategy (Emeritus) in the Graduate School of Business of Stanford University. He is also Professor of Economics and Professor of Political Science by courtesy in the School of Humanities and Sciences. He conducts research in economics, political science, and strategy and the business environment. He has been at Stanford since 1981.

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Research Fellow

Dr Stephanie Ware Barrientos has researched and published widely on gender, work, global value chains and labour standards in Africa, Asia and Latin America. Her current focus is on migrant and contract labour in global production and corporate social accountability. She coordinated the UK Ethical Trading Initiative Impact Assessment (2003-2005), and contributed to a research programme on the mainstreaming of Fair Trade (funded by Ford Foundation and Leverhulme Foundation). She has advised government departments, companies and international organisations including DFID, DEFRA, Cadbury Schweppes, Body Shop, Timberland, Oxfam, Christian Aid, CAFOD, International Labour Organisation, UNIDO and World Bank.
Attendees for Workshop 1: “Monitoring ... And Beyond?”
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Margaret Blair, Vanderbilt University Law School, margaret.blair@law.vanderbilt.edu
Professor of Law

Margaret Mendenhall Blair is an economist who focuses on management law. She joined the Vanderbilt faculty in 2004 as part of the team supporting the Law and Business program, which the law school offers in conjunction with the Owen Graduate School of Business at Vanderbilt. She moved to Vanderbilt from Georgetown University Law Center, where she became a visiting professor in 1996 and from January 2000 to June 2004 served as a Sloan Visiting Professor, teaching Corporations and Corporate Finance, and as Research Director for the Sloan-GULC Project on Business Institutions. She has also been a Senior Fellow in the Economic Studies Program at the Brookings Institution, where she wrote about corporate governance and the role of human capital in corporations. Her current research focuses on three areas: the legal structure of business organizations, team production issues and the theory of the firm, the role of corporations in globalization, and the culture of boards of directors. She served on the board of directors of Sonic Corporation from January 2001 through January, 2006, and current serves on the board of WRAP (Worldwide Responsible Apparel Production).

Charles Brown, Nike Inc, charlie.brown@nike.com
Senior Director of Compliance

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Attendees for Workshop 1: “Monitoring … And Beyond?”
MIT, January 11-12, 2008

Joshua Cohen, Stanford University, jcohen57@stanford.edu
Director of the Program on Global Justice and Professor of Political Science, Philosophy, and Law

Joshua Cohen is a political theorist, trained in philosophy. He has written extensively on issues of democratic theory, particularly on deliberative democracy and its' implications for issues of personal liberty, freedom of expression, electoral finance, and new forms of associative and direct-democratic participation. More recently, he has been writing on issues of global justice, including the foundations of human rights, distributive fairness, and supra-national democratic governance, and is co-coordinator, with MIT's Richard Locke, of the Just Supply Chains project. Professor Cohen comes to Stanford University from MIT where he was philosophy and political science, and chair of both departments. He has also been, since 1991, editor of Boston Review.

Helena De Bres, Stanford University, hdebres@stanford.edu
Postdoctoral Fellow in the Program on Global Justice

Helena is a postdoctoral fellow at Stanford's Program on Global Justice. Her dissertation (MIT, 2007) developed a utilitarian approach to questions of global distributive justice. Her current research addresses the foundations and content of claims of justice and fairness as they arise in global politics and international law, including in such areas as international trade, labor standards, the global environment, international public health policy, economic development, and immigration.

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Mary C. Gentile is an independent consultant in Arlington, MA, and Senior Advisor to The Aspen Institute Business & Society Program. Previously (1985-1995) Gentile was faculty member, researcher, and manager at the Harvard Business School. As an independent consultant (1995-present), Gentile works with corporate, non-profit and academic institutions on executive coaching, curriculum development, and strategy design on social impact management, ethics, business education and diversity. Gentile holds a B.A. from The College of William and Mary and M.A. and Ph.D. from the State University of New York at Buffalo.

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Adam Hosein is doctoral student in philosophy at MIT. He works mainly in ethics and political theory, especially on issues of global justice. He holds a BA (Hons) in philosophy, politics and economics from Merton College, Oxford.

Jason Jay, Massachusetts Institute of Technology, jjay@mit.edu
PhD Candidate in the Organizational Studies Group (OSG)

Jason Jay is a third year doctoral student in MIT Sloan's Organization Studies Group. His research focuses on organizational learning and change processes that improve environmental sustainability and global justice. In parallel with his studies, Jason is active in efforts to reduce greenhouse gas emissions of the MIT campus, and serves as both co-founder of the Generator coalition and graduate student representative on MIT’s Campus Energy Task Force. Prior to joining MIT, Jason worked as a consultant for Dialogos International, conducting leadership development and organizational change consulting for BP, the World Bank, and other global organizations. He holds an A.B in Psychology and M.Ed. from Harvard University.

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**Chris Jochnik**, Oxfam American, CJochnick@OxfamAmerica.org
*Director of Private Sector Engagement*

**Thomas A Kochan**, Massachusetts Institute of Technology, tkochan@mit.edu
*George Maverick Bunker Professor of Management*

**Anne Lally**, Fair Trade Resource Network, alally@fairtraderesource.org
*Executive Director*

Anne Lally is Executive Director of the Fair Trade Resource Network and a consultant who has worked for various corporate accountability initiatives, including the Fair Labor Association (FLA), Global Reporting Initiative, and Clean Clothes Campaign. She has been involved with the Joint Initiative for Corporate Accountability and Workers Rights (Jo-In) since its inception and conducted related research in Turkey over the course of 2005. From 2002 to 2005, Anne served as Coordinator of Outreach and Transparency for the FLA. She has a Masters in International Affairs from Columbia University.

**Margaret Levi**, University of Washington, Seattle, mlevi@u.washington.edu
*Jere L. Bacharach Professor of International Studies*
*Director, CHAOS (Comparative Historical Analysis of Organizations and States)*

Margaret Levi is the Jere L. Bacharach Professor of International Studies, Department of Political Science, University of Washington, Seattle. She is past president of the American Political Science Association (2004-5), general editor of Cambridge Studies in Comparative Politics, and general editor of the Annual Review of Political Science. She is currently faculty co-chair of the University of Washington Licensing Advisory Committee.
Attendees for Workshop 1: “Monitoring ... And Beyond?”
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**April Linton**, University of California, San Diego, aplinton@ucsd.edu
Assistant Professor of Sociology

April Linton is Assistant Professor of Sociology at the University of California, San Diego. Her work encompasses many aspects of globalization, including international migration and how trade is influencing development and environmental outcomes. She is co-editor of The Global Governance of Food: Production, Consumption, and the Environment (forthcoming from Routledge).

**Richard M Locke**, Massachusetts Institute of Technology, rlocke@mit.edu
Alvin J. Siteman (1948) Professor of Entrepreneurship and Professor of Political Science

Richard Locke, the Alvin J. Siteman (1948) Professor of Entrepreneurship, Professor of Political Science and Faculty Chair of the Sloan Fellows Program teaches in both the Sloan School of Management and the MIT Political Science Department. His research focuses on corporate citizenship, entrepreneurship, and economic development.

**Khalid Nadvi**, University of Manchester, khalid.nadvi@manchester.ac.uk
Senior Lecturer

Khalid Nadvi is a Senior Lecturer at University of Manchester and prior to that was a Fellow of the Institute of Development Studies, Sussex. He is a political economist working on globalisation, international trade, industrial development, employment, labour, poverty, and corporate social responsibility issues. His recent work has focused on small firm clusters and poverty, global standards and global value chains, poverty and social impact assessment. He has sectoral interests in the global garments and textiles, sporting goods and global medical appliances industries, and his regional expertise is primarily in South and South-East Asia. He is about to start a study funded by the Danish Social Science Research Council (in collaboration with Dr Peter Lund-Thomsen of the Copenhagen Business School) on 'Clusters, Global Value Chains, Labour Standards and CSR: A comparative analysis of the sporting goods industry in China, India, and Pakistan.'

**Bonnie Nixon Gardiner**, Hewlett-Packard Company, bonnie.nixon@hp.com
Supply Chain Social & Environmental Responsibility Global Program Manager

At HP, Ms Nixon Gardiner is responsible for:

- Strategy and management of HP’s worldwide Supply Chain Social and Environmental Responsibility Program
- Playing a leadership role with major competitors and suppliers on a common industry code of conduct and implementation tools including risk assessment, self assessment, auditing and reporting tools
- Overseeing a worldwide audit program with 500 suppliers and providing ongoing audit training to 70 staff located in Mexico, South America, Eastern Europe, India, China and...
Southeast Asia.

Prior to joining HP, as Vice President of an Environmental Communications Firm, Ms. Gardiner managed more than 200 public and private sector projects with business, government, community and non-governmental entities. Her 23 years of experience spans across several industries including technology, biotech, financial, water, natural resource protection and utilities, food processing and transportation.

Scott Nova, Worker Rights Consortium, scott.nova@workersrights.org
Executive Director

Dara J O'Rourke, University of California at Berkeley, orourke@nature.berkeley.edu
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Avia Pasternak, Stanford University, aviap1@stanford.edu
Postdoctoral Fellow in the Program on Global Justice

Avia Pasternak is a post-doctoral researcher at the Program on Global Justice and the Ethics in Society Program, Stanford University. She earned her doctoral Degree from Oxford University. The title of her thesis is 'Civic Responsibility in the Face of Injustice'. It explores the collective responsibility of citizens of democracies for their governments' unjust policies.

Michael J Piore, Massachusetts Institute of Technology, mpiore@mit.edu
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Anne Posthuma, International Labour Organization, posthuma@ilo.org
Research Staff

Dr. Anne Posthuma is Senior Research Officer at the International Institute for Labour Studies, at the International Labour Organization. She is currently developing a research project on "Global Production Networks and Decent Work", and working with others to build an international research network on this issue.

Ed Potter, Coca Cola Company, epotter@na.ko.com
Director of Global Labor Workplace Rights

Ed Potter joined The Coca-Cola Company on March 28, 2005 as Director of Global Labor Relations. On August 2, 2005 his role was expanded to include global workplace accountability, including assessments under the Supplier Guiding Principles.

Ed has a comprehensive background in international labor and employment matters. Ed was an attorney and partner with the law firm McGuiness, Norris & Williams, LLP in Washington, D.C. for 26 years. Since 1997, Ed has been the U.S. Employer Delegate to the International Labor Organization (ILO). In 1998, he was the employer spokesperson for the negotiation of the ILO Declaration on Fundamental Principles and Rights at Work. Currently, he is the employer spokesperson on the ILO Committee on the Application of Conventions and Recommendations that holds countries accountable for their obligations resulting from the ratification of ILO conventions.

A former federal mediator, Ed has testified frequently before the U.S. Congress, and has published several books and articles. Ed has a Bachelor of Arts degree in economics from Michigan State University (Phi Beta Kappa), a master’s degree in labor economics and collective bargaining from Cornell University and a law degree from the Washington College of Law at American University.

Sasha Radovich, AccountAbility, Sasha@accountability21.net
Senior Advisor and Manager, MFA Forum

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**Nicolas Martin Rouleau**, Stanford University Law School, RouleauN@Stanford.Edu
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**Charles F Sabel**, Columbia Law School, cfs11@columbia.edu
*Professor of Law and Social Science*

Charles F. Sabel is Professor of Law and Social Science at Columbia Law School, a post he has held since 1995. He was formerly the Ford International Professor of Social Science at the Massachusetts Institute of Technology. He received his Ph.D. in Government from Harvard University in 1978 and A.B. in Social Studies, *summa cum laude* from Harvard College in 1969.

**Hiram Samel**, Massachusetts Institute of Technology, hsamel@mit.edu
*PhD Candidate in the Institute for Work and Employment Research (IWER) program and President of Merida Meridian, Inc*

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Peter M. Senge, Ph.D. is a Senior Lecturer at the Massachusetts Institute of Technology. He is also Founding Chair of SoL, the Society for Organizational Learning, a global community of corporations, researchers, and consultants dedicated to the "interdependent development of people and their institutions."

John D Sterman, Massachusetts Institute of Technology, jsterman@mit.edu
Jay W. Forrester Professor of Management and Director of System Dynamics Group

Judith Tendler, Massachusetts Institute of Technology, tendler@mit.edu
Professor of Political Economy and International Development and Regional Planning Program

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**Michael W Toffel**, Harvard Business School, mtoffel@hbs.edu

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**Auret van Heerden**, Fair Labor Association, heerden@fairlabor.org

*President and CEO*

**David Weil**, Boston University and Harvard University, David_weil@ksg.harvard.edu

*Professor of Economics and Everett W. Lord Distinguished Faculty Scholar at Boston University School of Management and Co-Director and Research Fellow of the Transparency Policy Project at the Taubman Center at the Kennedy School of Government at Harvard University*

David Weil is Associate Professor of Economics at Boston University School of Management and Co-Director of the Transparency Policy Project at the Taubman Center, Kennedy School of Government. His research spans the areas of labor market policy, industrial and labor relations, occupational safety and health, and regulatory policy. He has published widely in these areas, and has also served as an advisor to the U.S. Department of Labor, the Occupational Safety and Health Administration, and other government agencies on a variety of projects.

**Lynda Yanz**, Maquila Solidarity Network, lyanz@maquilasolidarity.org

*Coordinator*

Lynda Yanz is a founding member and coordinator of the Maquila Solidarity Network, a Canadian based labour and women's rights advocacy organization. For the last number of years, MSN has focused on the garment industry working to support garment workers' efforts to improve working conditions through policy advocacy, corporate campaigning and engagement, participation in multi-stakeholder initiatives to promote corporate accountability, and local labour rights capacity building.

Lynda has a long history of activism in the women’s movement and on issues related to labour rights and international solidarity. She is the author and editor of numerous articles and publications on the globalized garment industry and on the strengths and weaknesses corporate engagement as a tool for improving working conditions.

Lynda is currently a member of international advisory panel of the Joint Initiative on Corporate Accountability and Workers Rights (JO-In), which is presently implementing a pilot project in Turkey.

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Welcome to MIT’s Sloan School of Management. You will find a School devoted to finding powerful answers to today’s and tomorrow’s management problems and possibilities. We inspire to produce graduates who will be effective and innovative leaders in the global economy. Sloan is host to over 1,600 students and 350 staff and faculty housed in seven buildings at the eastern edge of the MIT campus.

BOSTON WEATHER: Visitors should be prepared for variable conditions. Bring layered clothing, a waterproof windbreaker, a hat, and gloves in season, rugged footwear and sunglasses. Be prepared and be comfortable with the changing climates of historic New England.

LOCAL WEATHER, NEWS AND EVENTS: Local weather, news and a wide variety of information can be found online at the Boston Globe website: http://www.boston.com

TRAFFIC: Please be careful when walking or driving around Boston. Many streets are one way and very small and cramped. Be aware of the driver who is in a hurry and does not see you. We want you to stay safe, and we want you to come back.

DIRECTIONS FROM BOSTON’S LOGAN AIRPORT: Driving in Boston can be quite difficult. We recommend that visitors take Boston Coach Car Service or Taxi to MIT Sloan.

BOSTON COACH: Call a day in advance of your arrival at 1-800-672-7676. You will need a major credit card and you must reference account # 30262. The current charge to Cambridge is about $50 for up to 4 persons. Visit the Boston Coach web site: http://www.bostoncoach.com

BY TAXI: Taxicabs are available on both the upper and lower levels of your terminal. A cab ride to MIT Sloan will be approximately $30.00.

Please instruct the driver of the car or taxi service to take you to 50 Memorial Drive in Cambridge and that he/she should turn onto Wadsworth Street and drop you at the Plaza entrance to the Sloan School. Do not exit a vehicle on Memorial Drive.

BY CAR: Please contact Laura Gay if you plan to drive to the meeting – separate instructions are needed.

BY PUBLIC TRANSIT: (do not attempt this with more than two pieces of luggage). The subway ride from Logan involves several transfers. From any terminal at Logan airport, look for the MBTA Silver Line (a bus) stop. Take the Silver Line to South Station and go downstairs one flight to take the Red Line subway (a train) to Kendall/MIT (take the inbound train toward Alewife). Exit the train at Kendall/MIT and take the escalator up to street level, turn right and proceed east down Main Street passing Au Bon Pain and Bank of America to Wadsworth Street (about 2 blocks). Turn right onto Wadsworth Street and the Sloan Plaza is the second entrance on the left. Under normal conditions the ride/walk will take about 45 minutes.

DINING, LODGING, BOSTON EVENTS: There are many options for dining and lodging, from elegant accommodations to quaint and delightful B&B’s. The Cambridge Marriott is within steps of Sloan, the Marriott Residence Inn about 3 blocks away and the Hotel@MIT about 1 mile away as well as a multitude of Boston hotels accessible from the “T” or a short taxi ride. Au Bon Pain, Rebecca’s, the Marriott Food Court and the Galleria Mall are all within walking distance of Sloan. Additionally, hundreds of local events are scheduled each week. And ethnic restaurants and markets abound in Cambridge and Boston. Visit the Boston, Cambridge and MIT web sites for complete details:

Boston site http://www.boston-online.com
Cambridge site http://www.cambridgema.gov/index.cfm
MIT site – maps, parking and transportation around MIT http://web.mit.edu/visit/
ONCE INSIDE BUILDING E52 (Sloan): Upon entering the lobby from the Plaza, pay phones and a house phone are located on the immediate right side of the doors; the restrooms are directly across the hall from the phones. The elevators are to the immediate left. Coffee, beverages and snacks are available in a café off the main lobby straight ahead.

<table>
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<tr>
<th>Your contact at MIT Sloan is:</th>
<th>Richard Locke</th>
<th>Laura Gay (Richard’s assistant)</th>
<th>Just Supply Chains Conference Held in the MIT Faculty Club</th>
</tr>
</thead>
<tbody>
<tr>
<td>E-Mail for that contact is:</td>
<td><a href="mailto:rlocke@mit.edu">rlocke@mit.edu</a></td>
<td><a href="mailto:lgay@mit.edu">lgay@mit.edu</a></td>
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<td>They are located in:</td>
<td>E52-589</td>
<td>E52-580 suite 5th floor</td>
<td>E52-6th Floor</td>
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<td>(Bldg. floor and room)</td>
<td>5th floor</td>
<td>5th floor</td>
<td>– Dining Room 5 (meeting)</td>
</tr>
<tr>
<td>Their Phone number is:</td>
<td>617-253-2610</td>
<td>617-258-6833</td>
<td>– Dining Room East (meals)</td>
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<td>(dial only the last five digits</td>
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**EMERGENCY PHONE NUMBERS:**

| AAA road service               | 1-800-222-4357 | MIT Operator .................. 617-253-1000 |
| Boston Police Emergency        | 911            | MIT Police and EMT’s          |
| Cambridge Police Emergency     | 911            | From campus phones............. 100 |
| Mass General Hospital         | 617-726-2000   |                              |
| State Police                  | 617-566-4500   |                              |