

ASUCLA LICENSING TEAM | 2021

SUPPORTING SUSTAINABLE LICENSEES

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MEET THE TEAM



LIANA HUANG

Team Leader

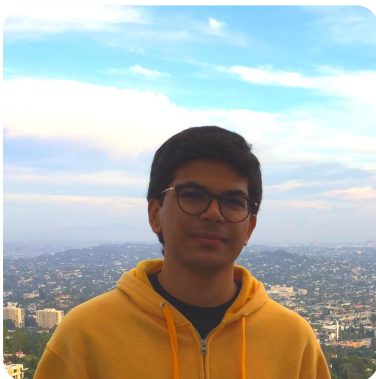
Liana is a 3rd-year Environmental Science major with minors in Environmental Engineering and GIS&T. Having become more engaged in the world of corporate sustainability through her studies, Liana took this opportunity to work on the UCLA Licensing project to delve into the sustainability particulars of UCLA's partnerships. When not interviewing companies for the project, she gardens, bakes, and chairs projects working on other facets of sustainability.



KRISTEN TAM

Team Leader

Kristen is a 2nd-year Environmental Science major. She was drawn to the UCLA Licensing team after interning with Voiz, a startup bringing transparency to the supply chain in order to push for increased corporate sustainability. She wanted to further her interest by pushing for transparency in the collegiate licensing realm. In her free time, she enjoys training for triathlons and exploring the outdoors. Fun fact, while co-leading the UCLA Licensing Team, Kristen lived on a farm in Hawaii, at home in California, and finished the project in Nebraska while starting a summer research project.



AVISHEK GHOSH

Team Member

Avishek is a 2nd-year Statistics major. After working on an environmental consulting project with one company, he became interested in helping companies become sustainable on a larger scale, which is what drew him to the UCLA Licensing project. Fun fact about him is that he has lived in 3 countries!

MEET THE TEAM



JONATHON GORSKI

Team Member

Jonathon is a 3rd-year Environmental Science major with a minor in Environmental Engineering. He is passionate about all things sustainability, specifically, Jonathon is interested in tricking capitalism to work for the environmental good instead of against it. He is an avid cyclist, runner, hiker, and backpacker.



CAMERON JEWETT

Team Member

Cameron is a 3rd-year Environmental Science major with minors in Environmental Systems & Society and Digital Humanities. She is passionate about both making environmental sustainability more accessible to companies and empowering consumers to push for sustainable products. Some of her other commitments on campus include researching thermal inequity at the UCLA Heat Lab, and advocating for campus sustainability with the USAC Facilities Advising Commission. In her free time, Cameron plays for the UCLA D1 Women's Ultimate Frisbee team.



JILLIAN LABADOR

Team Member

Jill is a 1st-year Environmental Science major. After taking a class on Inequality: History of Neoliberalism taught by Professor Robin Kelly during the fall quarter, she became interested in how she could hold corporations accountable for their actions in regards to the environment and ethics. She saw the UCLA Licensing project as an opportunity to explore this interest. Outside of working on this project, she reads, sings, plays piano, holds virtual movie/game nights with her friends, and discusses environmental justice with the ECC club on campus.

MEET THE STAKEHOLDER



LIZ KENNEDY

Director of Ethical Labor and Sustainability
UCLA Trademarks and Licensing

Liz Kennedy is Director of Ethical Labor and Sustainability for UCLA Trademarks & Licensing and the Associated Students of UCLA. This work encompasses human rights due diligence in supply chains for trademark-bearing collegiate licensed products, supply chain transparency advocacy and implementation, and the development of a sustainability culture within multiple collegiate service units. Prior to her role at UCLA, Kennedy directed corporate social responsibility at the Collegiate Licensing Company (“CLC”), which represents nearly 200 of the nation’s leading universities, college bowl games, athletic conferences, the Heisman Trophy, and the National Collegiate Athletic Association. These collegiate properties entrust CLC to provide services and resources to foster the protection, promotion, and

financial performance of their licensing programs. During her tenure, she developed a scorecard for measuring licensees’ engagement in implementing university codes of conduct for human rights in their own facilities and within their supply chains. She also spearheaded the creation of an online factory disclosure database through extensive stakeholder engagement from the student, worker advocacy, and monitoring organizations. Kennedy’s background and experience are focused on the confluence of licensing and sustainability work for both public and private universities and small, medium, and large-sized licensee businesses. She is a past president of the industry association for licensing. Outside of work hours, Liz can be found exploring local trails as a volunteer naturalist and walk leader.

ABSTRACT

Traditional business practices rarely factor sustainability into their objectives for progressing towards long-term corporate success. Fortunately, the growing emphasis on corporate social responsibility (CSR) is promoting sustainability as a successful business model that operates to serve people and the planet. This final report, presents the progress of the Sustainability Action Research (SAR) UCLA Licensing team towards understanding the psychology of UCLA's licensed companies (licensees) regarding the perception of sustainability and ability for change. The team's goal was to gain a strong understanding of the decision-making process behind company operations and the barriers that may exist to implement sustainable practices which culminated into an informative recommendation guide for ASUCLA Trademarks and Licensing to leverage sustainability standards for licensees, as well as an environmental sustainability framework for the UCLA Trademark Licensing Code of Conduct. To achieve this goal, the team had three modes of data collection. First they analyzed the results from the EcoVadis assessment, a sustainability report on UCLA's licensed companies, then created and presented a comprehensive survey to licensees to examine the sustainable procurement and environmental operations of the company, and finally interviewed 10 diverse licensees. The team found a large portion of licensees lacked an environmental policy as well as the negative responses to third-party audits, of which the team initially supported. The SAR UCLA Licensing Team translated these findings into a recommendations sheet for ASUCLA Trademarks and Licensing on how they could make companies more receptive to adopting environmental practices and also proposed a Sustainability Standards Outline that serves as a rough framework for how licensees can incorporate sustainable procurement and environmental operation practices in their business. The team hopes ASUCLA Trademarks and Licensing will implement these recommendations for their research to be used as campaign material for licensees to make tangible and meaningful changes to their operations.

INTRODUCTION

Every year, the University of California, Los Angeles (UCLA) generates \$3.4 million from the sales of products branded with the UCLA name. Not only does the UCLA name provide economic value, but it is intellectual property that encompasses the values of the university. Currently, the UCLA Licensing Agreements require companies to provide transparency and disclosure on their supply chain's wages and benefits, child labor, forced labor, health and safety, nondiscrimination, women's rights, harassment and abuse, and freedom of association and collective bargaining standards (Social Responsibility and Engagement). Although UCLA is at the forefront of sustainability research and projects both on campus and in the greater Los Angeles area, these values have not been translated into the licensing program.

The Sustainability Action Research (SAR) UCLA Licensing Team explored two prongs of this issue. They first explored the question:

“What psychological and economic merits drive licensees to create environmental changes?”

To do so, the team sent a survey to all licensees to collect data on factors that affect the attitudes and motivations behind implementing different sustainability operations and policies. From the data collected, the team compared different variables to observe which factors affected a licensee's willingness to implement a diverse range of sustainable procurement and environmental operation actions.

They secondly explored the question:

“What would an achievable, goal and action-oriented licensing sustainability standard look like?”

Through analyzing EcoVadis survey results, sending out a sustainability attitudes survey, and conducting interviews with 10 licensees, the SAR team created a list of recommendations for ASUCLA to implement to drive sustainability operations within UCLA's licensees.

BACKGROUND

The protection of the UCLA name comes through the Associated Students UCLA (ASUCLA) Trademark and Licensing program. This program puts legally binding protection on UCLA's name through a trademark and only allows companies to use the name on products if they enter a licensing agreement with the university. The purpose of this trademark is to promote the university while protecting its name by ensuring it is used only by companies who meet UCLA's standards such as ethical and fair labor.

In 1998, the University of California collectively became the first university system to adopt a code of conduct specifically around fair labor standards and practices: the UC Trademark Licensing Code of Conduct, also known as the "UC Code" (Social Responsibility and Engagement). This code applies to all of its trademark licenses and requires companies to provide transparency and disclosure on their supply chain's wages and benefits, child labor, forced labor, health and safety, nondiscrimination, women's rights, harassment and abuse, and freedom of association and collective bargaining standards (Social Responsibility and Engagement). If companies abide by these standards, they are awarded a license and allowed to use the university name, graphics, logos, and identities.

Specifically, ASUCLA's Licensing agreements are primarily outlined in the UC Code of Conduct. The "UC Code" which was founded on UCLA's principles of teaching, research, and public service, provides guidance and sets conditions for the licensed companies to follow. ASUCLA requires their licensees to disclose information about their supply chain which encompasses a large set of questions inquiring about supply chain partners, who own each company, and a description of what the business association between the licensee and the source entails (intermediate agent, trading company, distant relationship with the company, etc.) (Social Responsibility and Engagement). ASUCLA inquires about these transparency requirements be updated periodically, however, licensees have no requirement or incentive to disclose or find out further information about their supply chain including who sources their raw materials, and what practices their suppliers employ. In addition to this gap in the licensing requirements, at this time, the UC Code also does not have sustainability standards in place.

Although the licensing process is one of many factors that can drive licenses to implement more sustainable practices, it has the potential to play a crucial role to improve company operations. In regards to labor and human rights standards, the license has been utilized to require licensees to uphold the minimum standards set by the Fair Labor Association around their labor practices. In the same regard, they have the potential to extend this to environmental standards.

In addition to ASUCLA's licensing agreement requirements, ASUCLA's Trademarks and Licensing Team, led by Liz Kennedy, the Director of Ethical Labor and Sustainability, requested UCLA's licensees to participate in the EcoVadis assessment, a world-renowned business sustainability rating provider that assesses the environmental and social performance of companies and which gives suggestions for additional steps companies can take to improve their sustainability. About a third of licensees agreed to participate in the assessment, leaving ASUCLA with limited data on how their licensees are doing in regards to environmental sustainability. ASUCLA is looking to increase participation in the EcoVadis assessment post-pandemic when companies are more capable of the investment by incentivizing licensees. One way they are doing so is by showcasing each of their sustainability third-party designations (e.g. EcoVadis) or certifications (e.g. B-Corps) on ASUCLA's website. With over one-hundred licensees, the SAR ASUCLA Licensing team researched ways that UCLA can increase their role in driving companies to employ more sustainable practices.

METHODOLOGY

Overview of Methodology

The team's first goal was to understand the current state of holistic environmental sustainability through literacy, accessibility, and action within UCLA licensed companies. After gaining this foundational knowledge through analyzing the EcoVadis surveys previously sent out, the team crafted a survey that was sent out to all 100+ UCLA licensees surrounding companies' attitudes towards, and accessibility to, environmentally sustainable practices. Upon receiving over 45 responses to the survey, the team followed up by further interviewing 10 licensees. These interviews helped the team get a better understanding and more personalized view of sustainability within UCLA licensed companies. Using information gathered from the EcoVadis reports, the survey results, and the interviews; the team then reflected upon and synthesized this information into:

1. An environmental requirements framework, with the hope that it will be expanded upon and adopted into the UCLA Licensee Code of Conduct in the future, and
2. A recommendation List for ASUCLA Licensing for encouraging Licensee participation in environmental practices.

EcoVadis

The foundation of the project was built with data from the EcoVadis assessment reports provided to the team by stakeholder Liz Kennedy. EcoVadis is a holistic sustainability rating of a company, based on factors such as environmental impact, sustainable procurement, ethics, and labor and human rights (EcoVadis). The scorecard highlights the key areas of strength and improvement under each sub-category. EcoVadis was provided as an optional, but recommended audit, for UCLA licensees in the Spring of 2020, just after the COVID-19 pandemic began in the U.S. 44 UCLA licensed companies elected to undergo the EcoVadis process, and the results of these were shared with the SAR team.

The team then compiled all relevant environmental information from the 44 EcoVadis reports into a spreadsheet and analyzed the data with Python to identify trends in strengths and weaknesses of the licensees' companies in terms of their stewardship towards the environment.

Survey

The goal of the survey was to further understand the motivations and attitudes towards how companies decide to implement these sustainability standards. The survey was sent out to all 106 UCLA Licensees, both those who did elect to take the EcoVadis report and those who did not. This was also done with the hopes of assessing whether the EcoVadis data-driven insights were representative of all UCLA licensees.

The team chose to host the survey through Qualtrics in light of the need to maintain as much security and confidentiality of the responses of the licensees as possible. This is because the survey touched upon many different aspects of current sustainable practices, accessibility to sustainable practices, and attitudes towards them which may include industry secret information. The categories for the survey (Appendix A-D) included general inquiries, sustainability procedures, company operations, and third party auditing.

The first section for general inquiries asked about if having the UCLA License adds a valuable revenue stream to their company, what portion of their revenue is generated from sales of UCLA branded products, the level of pressure from investors to implement more sustainable practices in their products, as well as the interviewee company's attitude towards the benefits of 3rd-party certifications. The second section gains information on the company's sustainability procedures to better understand who is behind the decision making, the current scope of sustainable practices in place, as well as what challenges arise to implement different aspects of sustainable procedures. This section asks about which staff member designs and implements sustainability projects, what sustainable procurement and environmental policies and operations exist as well as what challenges companies face to implement them, and if the company has a training program. The third section covers company operations which will help the team determine the attitude towards three specific operational areas where sustainability measures can be implemented. It asks about if the company is considering investing in technology that reduces energy and water consumption, the importance of measuring GHG emissions, and if there are future plans to reduce waste through altering packaging operations. The final section covers the importance of third-party auditing.

Interviews

The team decided to do follow up interviews with companies who completed the survey to get a more in depth and personalized understanding of corporate environmental sustainability and where the licensees are at in regards to this. Initially, the team planned to interview 2-to-4 licensees, making sure to select diverse companies so as to get an accurate view of overall licensee sustainability. One of the criteria used to select and reach out to companies included whether they had completed EcoVadis and whether they received a high or low score. Another factor was if they had an exclusive license. Exclusive licenses establish a monopoly on a certain type of product, so that only that specific company may sell that type of product through UCLA. The last primary category was how sustainable the companies generally are and how much prior experience they had with environmental practices, which was assessed based on the team's background research on the companies or EcoVadis results if the company had taken it. The team hypothesized that companies that were higher up in the revenue rank (i.e. are the top contributors to UCLA by monetary value) would be more likely to respond and agree to an interview. This, however, turned out to be untrue. The team saw no significant difference in response and interest from high and low revenue ranked companies.

Interviewee	Revenue Rank for	Exclusive License?	Completed EcoVadis?
CDI Corp	93		
Colosseum Athletics Corporation	2	X	
Concept Sports	62	X	
Design Source	30		X
L2 Brands	14	X	
Ouray Sportswear	24	X	X
Panini America	4	X	X
Roaring Spring	35		X
Sewing Concepts	97		
Wideworld Sportswear	5		

Table organizing the demographics of the interviewed licensees.

**the Revenue Rank for UCLA lists the licensees based on the percentage of UCLA's revenue that they contribute to.*

After conducting the first two interviews, the team realized how much benefit the interviews were providing, and decided to expand the number of interviews. The team decided to reach out to all companies that provided information in the “any extra information” section of the survey, to both thank them for their personalized responses and ask if they’d be free for a follow up interview. In the end, the team interviewed 10 companies, and one company gave a follow up tour of their facility to allow the team to see what day-to-day operations look like.

Data Analysis

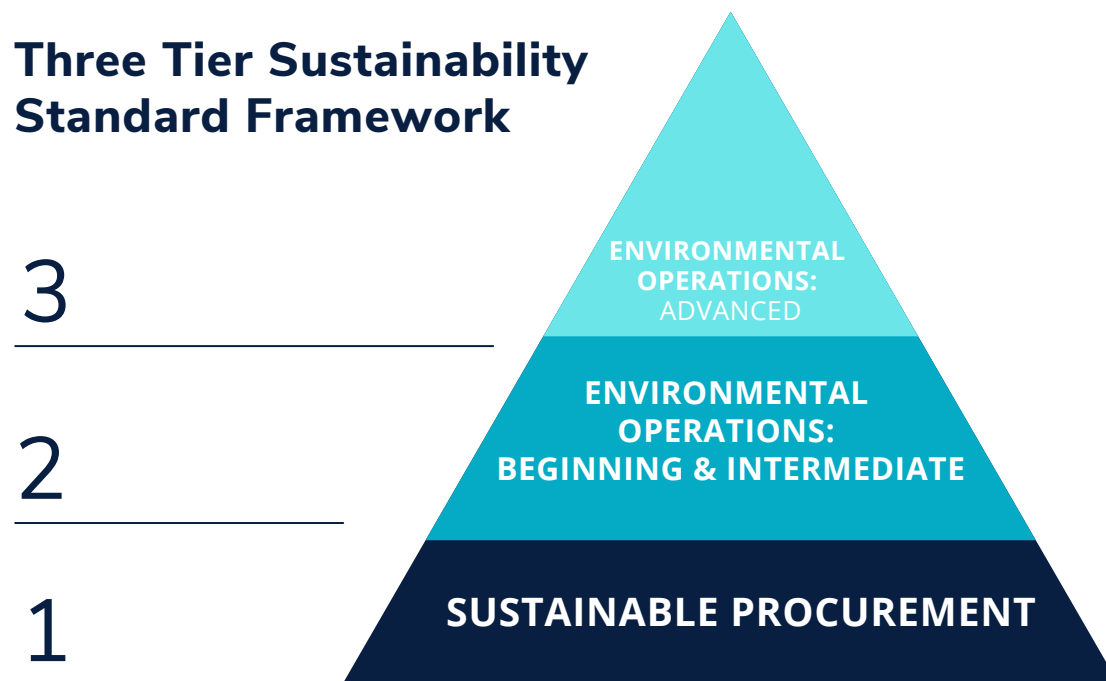
After collecting the survey and interview data, the team drew hypotheses around demographics and willingness to implement certain environmental practices, as well as general feasibility to implement specific environmental practices and barriers to employing those efforts. To further validate or deny the hypothesis drawn in the discussion section, the team carried out statistical tests by creating a null and alternative hypothesis, and testing to see how our data aligns with the general corporate sustainability hypothesis.

Output: Creation of the Framework and Recommendations Paper

The final stage of the team’s methodology was to synthesize all information gathered from the EcoVadis data, survey, and interviews into two primary outputs. The first was a Sustainability Standards Framework, and the second a Recommendations Report for ASUCLA Trademarks and Licensing in engaging with licensees regarding environmental sustainability. Initially, the Sustainability Standards Framework was the final goal of the project, with the hope that it could eventually be implemented into the UCLA Licensee Code of Conduct. As the project progressed, the team realized that this process will be a lengthy process, encompassing years of refinement and advocacy, and may likely include debate amongst the UC officials. The team still sees this Framework as highly valuable, and hopes deeply that the Framework will continue to be refined and eventually adopted into the Code. In addition to the Framework, the team, at the encouragement of their stakeholder Liz Kennedy, wanted to be able to produce something that was more immediately applicable as well.

The Sustainability Standards Framework was heavily adapted and refined over the course of the project. The team realized early on that because there are so many variables that typically impact a company's access to and experience with environmental sustainability, the framework needed to take this into account. Thus, a tiered or phased approach to the standards was decided upon. What went into the first or entry level tier was a little different than the other tiers. After conducting the survey, interviews, and reviewing the EcoVadis data, the team concluded that the first tier should focus on standardizing Licensee knowledge of environmental sustainability and have them complete a basic and comprehensive environmental audit such as EcoVadis. The second and third tiers were more about classifying important environmental and sustainable practices into levels of difficulty. For each action item, reasoning, evidence, and challenges were all considered.

Three Tier Sustainability Standard Framework



The Recommendations List for ASUCLA Licensing came into being at the team's stakeholder's suggestion. The List has the potential for more immediate implementation than the Sustainability Framework for the Code of Conduct, and is intended to be a comprehensive list of all the results acquired by the team that could benefit ASUCLA Licensing in their relationships with the Licensees and efforts to communicate with Licensees about environmental sustainability. The subheadings on the Recommendations List arose from common trends the team saw from the survey responses and interviews, as well as some general takeaways from the team at the end of their research.

RESULTS

EcoVadis Results

Following data analysis, the team identified the most prominent weakness in licensees to implementing sustainable practices to be a lack of disclosure of proper documentation, which the team learned to be separate from the demands of transparency. The most common “needs improvement” actions listed in the EcoVadis scorecards include:

- Inconclusive documentation on environmental and sustainable procurement policies
- No information on energy and water consumption, greenhouse gas emissions, and the weight of hazardous waste
- No information on CSR (Corporate Social Responsibility) risk analysis being conducted
- No information on social or environmental clauses being included in supplier contracts

(*Note the full tally of other areas of improvement can be found in Appendix X)

Unlike the areas of improvement, there is a much broader range of strengths that differ greatly across companies depending on their individual operation styles. Some common strengths include:

- Companies declared using no tin, tantalum, gold and their derivatives
- Third party audits on environmental issues within last 2 years with no non-compliance found
- Supplier CSR code of conduct is in place

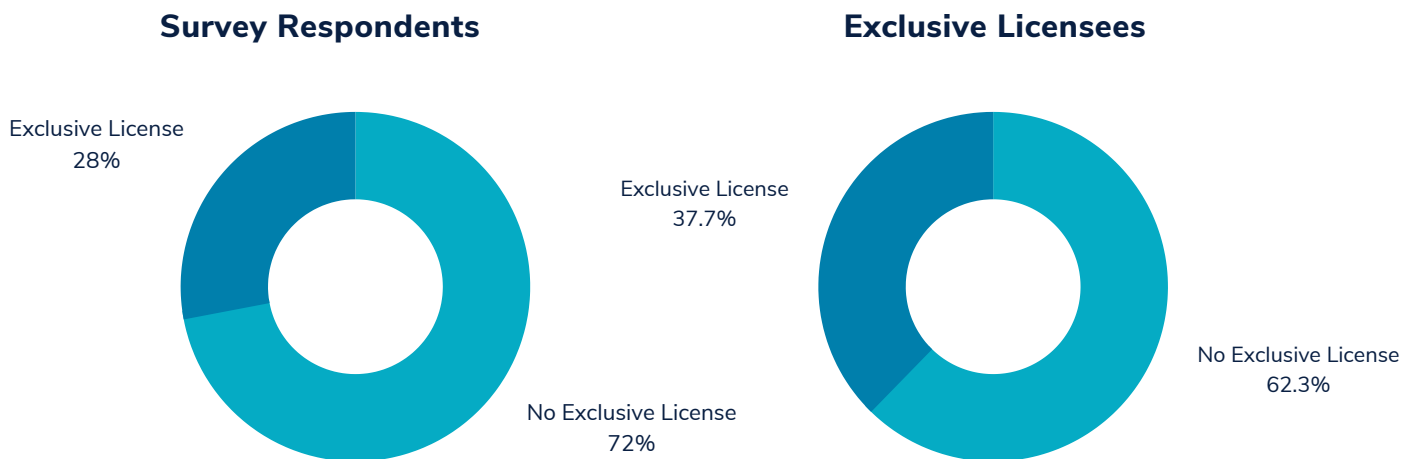
(*Note the full tally of the other areas of strengths can be found in Appendix Y)

The results from the EcoVadis reports helped the team gain a broad understanding of the challenges and feasibility of implementing sustainable operational practices for supply chains.

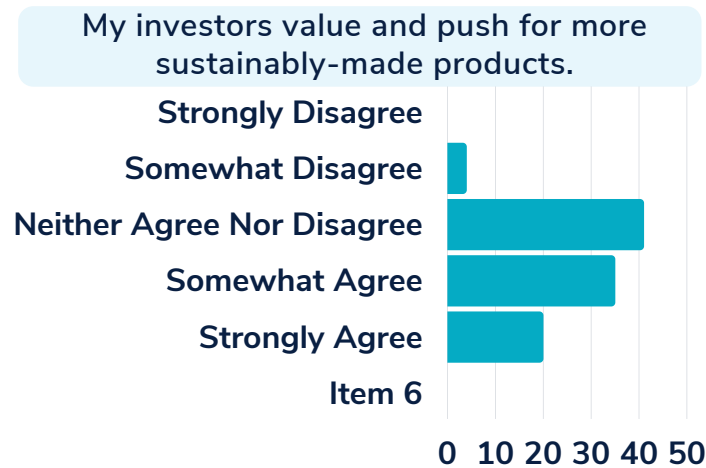
Survey Results

During the month-long period that the survey was active, 46 of around 106 (~50%) licensees were able to provide responses. These responses were compiled using Excel and then visualized using Python. The team referred to individual survey responses to personalize and tailor questions to ask during interviews with individual company representatives.

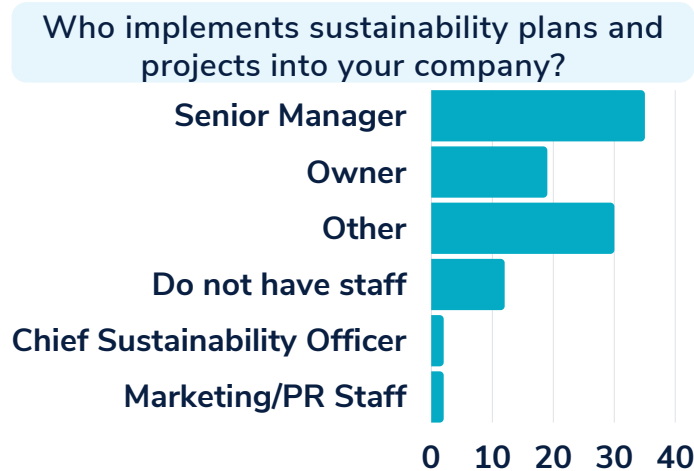
One aspect of the ASUCLA Team's analysis was on associations that could be drawn between the demographic of licenses and their willingness to put in the time and effort to fill out the SAR survey. Two important variables that the team tracked were if licensees held an exclusive license and how many of the exclusive licensees filled out the survey. The survey found that 28% of survey respondents hold an exclusive license with UCLA, while this population made up 62.3% of the exclusive licensees.



In regards to the survey responses, for the first section surrounding questions on sustainable operations, the team found licensees were split on the role of investors in the push for sustainable company operations. This seems understandable as most licensees are majority owned and operated by the owners themselves in contrast to publicly traded companies. UCLA does not have many large licensees that are publicly traded which have many investors who are more in-tune with the general consumer climate. Therefore, it seems fitting that when asked about how much investors push for more sustainably made products, 41% stated that they don't agree or disagree showing no push for this change. However, it is hopeful to see that 55% of companies claim that their investors somewhat or strongly push for more sustainably made products, and only 4% have investors that don't push for, or may even push against sustainably made products.

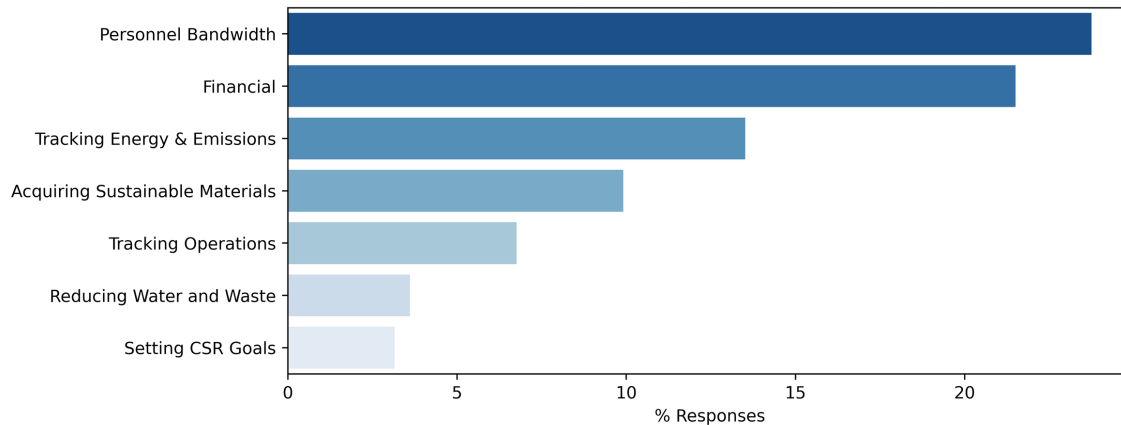


Another trend the team found was that the licensees generally didn't have dedicated staff that specialized in corporate sustainability and were able to identify the areas of improvement. If a licensee did have a specialized sustainability role, this staff position was reduced or cut during the COVID-19 pandemic. However, although specific sustainability personnel bandwidth was limited, it was positive to see other staff take the initiative to work on sustainability measures, such as 54% of survey respondent's company owners or senior managers taking on these jobs.



In addition to personnel bandwidth, the availability of staff to work on implementing sustainable operation practices, which ranked the highest challenge to implementing sustainable operational practices, many companies agreed there are also many financial barriers and energy and emission tracking challenges.

What are the barriers to implementing sustainable operational practices



In regards to creating a sustainable policy, a means for a framework and company vision which was deemed as a critical underlying foundation to creating continuous company wide sustainability improvement, the data showcased that company's have a very positive view towards implementing an environmental and sustainable procurement policy. Around 30% of companies already have an environmental and/or sustainable procurement policy, and 45% of companies who currently do not have one, are interested in developing one. These statistics are promising because implementing environmental policies are relatively less cost and time intensive compared to physical operation changes and showcases corporate interest in starting the process to implement more sustainable operations.

Percent of Licensees with an sustainable procurement policy or in process of developing one



Percent of Licensees with an environmental policy or in process of developing one

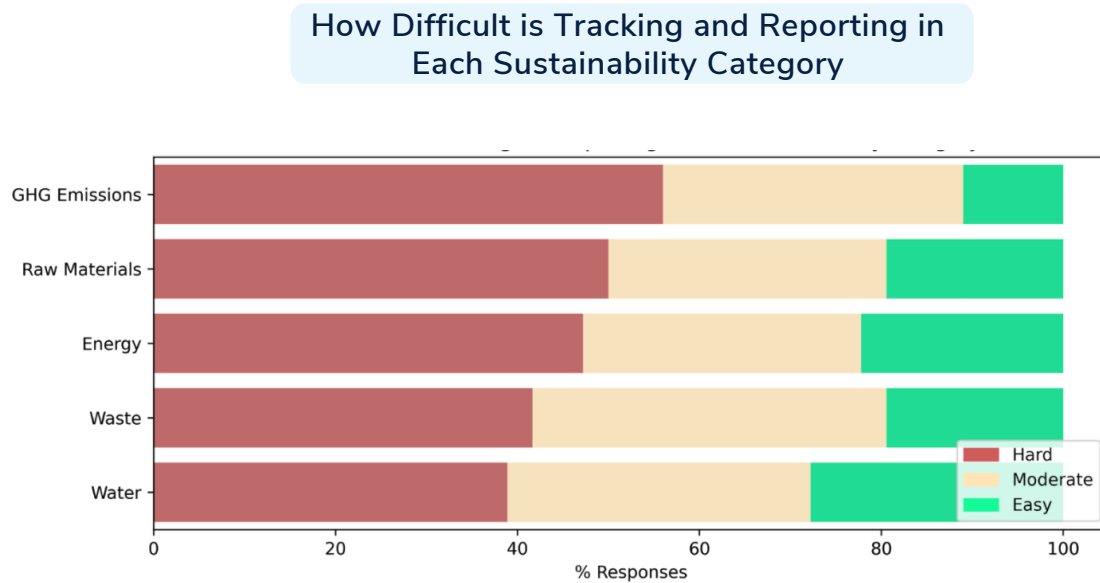


Additionally, further analyzing the data on willingness to create an environmental policy, the ASUCLA team found that 75% of companies are able to feasibly create an environmental policy.

Your company can feasibly make environmental changes (Y)



In addition to the policy foundation component, another significant survey section was on how difficult it was to track and report each sustainability category. The results showed that water is easiest while GHG emissions are the hardest.



Stacked bar chart displaying the relative difficulty of tracking and reporting in the different sustainability sectors.

Interview Results

Interviewing the licensees was a rewarding process that gave great insight into the inner mechanisms of UCLA's licensees. From the broad categories of questions the team had created and tailored to each company, the team was able to gather insight into the impact of the covid-19 pandemic, EcoVadis assessment, companies' supply chains, environmental policies, audits, actions towards sustainability, and what UCLA can do to improve their environmental sustainability.

It was clear that the Licensees were heavily impacted from the COVID-19 pandemic but until the team interviewed them, the companies did not realize how severe it was. All of the licensees suffered enormous financial setbacks due to the world going into shutdown. Many licensees mentioned that they had a huge backfill on materials and products that they could not move. One company mentioned that once everything shut down they had to switch into "survival mode" and cut off all unnecessary costs. This was a large factor in why many licensees did not take the EcoVadis assessment. To them spending money on the EcoVadis assessment was not in alignment with their current priorities in keeping their company afloat.

Another insight gained was why a license took or refused to take the EcoVadis evaluation. A common concern among licensees, especially those that did not take the EcoVadis evaluation, felt that the evaluation did not consider the size of their company both in the fee cost and the sustainability expectations set upon them. A majority of the companies are well aware and conscious that they only focus on fair labor and ethical working conditions, but not on environmental sustainability, so they refused to take EcoVadis knowing that the evaluation would reflect poorly on their company's environmental sustainability aspects. These companies who refused to take the EcoVadis evaluation also lacked the general documentation required for the evaluation which was a hindrance to taking the evaluation as well. However, some licensees spoke very positively about EcoVadis saying, "EcoVadis is the one of the best audits they've had to do because it tells you your areas of improvement but also recognizes your strengths."

Supply chain was another area of the interview which brought a better picture of the logistical aspects of creating and shipping company products. There was a lot of variation among the licensees we interviewed in terms of how much control they had over their manufacturing factories. Their control of their factories was a limiting factor in how environmentally sustainable they were. Also, many of our licensee's factories are

located in Asia. This was an additional consideration licensees had begun to consider in order to mitigate their environmental impact of shipping. One company has begun to transition their factories from Asia to Central America in order to reduce the environmental impacts of shipping. Among the smaller scale environmental impacts of reducing packaging or using recycled packaging, moving their factory many thousands of miles closer to where the products are distributed was the most significant step in the environmental sustainability direction. In regards to waste reduction, many companies have already implemented or are starting to implement waste and water reduction in production process and shipping. Multiple companies mentioned their future plans for recycled or partially recycled product lines for 2022. One company significantly reduced their polluted waste water output by converting to water based inks and water recirculation machines. Some companies mentioned smaller actions such as a company carpool program, electric car recharge stations, and improved efficiency HVAC and lighting systems.

Stemming from the discussion about operational changes and sustainability actions, the team wanted to understand what drove the companies to make these changes in the first place as they are initially cost intensive, as such in the case of switching warehouses from Asia to South America. In this topic, company representatives spoke of the influence of price and design on a consumer's willingness to purchase, the bottom line, and environmental stewardship. While not all interviewed parties spoke about environmental stewardship, it was good to see that those who did score highly on the EcoVadis scorecard also found that sustainability was an important criteria necessary for the long term survival in terms of cost effectiveness and obligation to the future. For those who did not cite environmental stewardship as sufficient motivation for changing, their reasons varied but mostly fell in line with the priority of profit. They cited how consumers don't interact with these smaller brands (unlike with publicly traded entities such as Nike) and therefore cannot push for accountability, or cited how the collegiate realm's purchasers are often finicky and do not have the purchasing power to back-up demands for sustainably-made products which would incur costs from the company instead. Still, the team was not disheartened as one particular conversation sparked hope that consumer-demand was not the only motivator that was at play; this key point was on the influence of large retailers. Company A did not have any motivation to pursue changes in their company structure to incorporate sustainability (made even less a priority given the impacts of COVID-19 on the collegiate marketplace), but was made to change their mind when the large retailer Walmart pushed out its own sustainability plan which included reduced water and packaging usage, in addition to committing to dedicating a certain percentage of floor

space to sustainably-made products. What made this demand accessible and feasible on Company A's production line was Walmart's guarantee of paying higher premiums for these products to offset higher production costs. Within this last year, the pandemic and climate catastrophes have increased shoppers' expectations for environmental and ethical sustainability pledges which are reflected in the initiatives of Walmart and other retailers who do directly see the choices made by the consumer. Retailers-- this is the missing link that serves as the intermediary between the manufacturing companies (the Licensees) and the green consumers.

Lastly, the team was given remarks from the interviewees about how they see UCLA can be involved in the process of company transition. The most common response was a need for clear communication from UCLA and the UC system on future plans regarding the Trademark and Licensing agreements. As they expressed, if UCLA has goals for environmental sustainability or other initiatives, they wish to be explicitly kept in the conversation, as it is important to them to have received instructions or contractual obligations that are reviewed by the companies who would have to be the ones implementing the changes. In the second common response, companies hope that given UCLA is an educational institution, there can be digestible toolkits created for them that accompany the license on how to tackle key environmental actions such as measuring scope emissions or templates on actions similar-sized companies are taking to improve their own operations.

Sustainability Framework

As discussed, the sustainability framework is a compilation of the SAR team's survey and interview data to showcase an outline for steps companies can take to increase their sustainability operations. The team created this framework with different tiers in order to reward and challenge companies to continuously increase their strive towards becoming more sustainable.

Objective	Parent Category	Sub Category	Methods	Reasoning	Evidence	Challenges
1	Sustainable Procurement	Standardized Education	Learning: EcoVadis CSR Obtaining documentation	Workshops	Education could motivate companies to start working towards sustainability Gives companies resources to start Standardizes knowledge of environmental understanding	Concept Sports implemented recycling/waste sort training programs (workshops) Unwillingness to spend time learning Difficult to track comprehension
		Environmental Policy	Setting goals and CSR policy and plan Collaborate with workers to brainstorm ways to minimize environmental impact Include international standards, local and federal laws that you plan to meet	Establishes a concrete company-specific framework of environmentally sustainable goals and plans to achieve those goals Does not require cost and companies may be able to receive monetary compensation/incentives for their work e.g. tax breaks, subsidies, etc. Every company is able to create one Tailored to specific company (e.g. deciding what will work best for their company)	One company has worked with 350 workers on waste reduction, recycling, reduction of chemicals, reduce energy consumption, reclaim water sources According to our survey, about 45% of respondents reported that their company did not have an environmental policy but are interested in developing one, 31% already have one and are carrying it out, and 24% do not have one and do not currently plan to create one at the moment	Lack of ambitious goals for sustainability
		EcoVadis Assessment	Invest in taking the EcoVadis assessment	Shows companies their actions and areas of growth to become more sustainable Creates a progress tracker	CEO of one company claimed EcoVadis is one of best audits for highlighting weaknesses along with strengths are now actively working towards having proper documentation Financial effects of COVID-19 caused companies to refuse, but several companies reported they would take it if offered and under better circumstances (participation would likely increase post-pandemic)	Requires time to collect documentation
2	Environmental Operations: Beginner and Intermediate	Office Environment Actions	Reusable items (towels, silverware, water bottle)	Reduce the amount of paper waste + can save money in the long run Reduce-single use items and increase reusables	One company: reusable towels instead of disposable, water bottle refill station, reusable silverware + sink, sponge and soap	
		Waste Reduction	Packaging Design packaging to fit product size better Source packaging materials from recycled products Use as bio based materials as much as possible	Relatively easy environmental operation to change Reduce the extraction of and reliance on raw materials for 1 time use packaging By reducing the size of packaging and/or tailoring the size to meet the shape of the product, resource extraction and waste creation can decrease money spent on excess resources	According to our survey, 73% of respondents reported that their company does not plan to alter their packaging options while 28% reported that they do plan to Many of the companies we interviewed have done some action towards reducing their waste: Designing a product made of fully recycled materials Has a product engineer to maximize usage of their materials (reduces waste) Recycles through encore and orders in bulk BCI cotton and recycled polyester and can track paper usage Recycled poly bags in 2022 New machine to reduce waste and pollution Has worked with packaging company to develop an envelope to ship their stickers in, instead of a box which has excess space, to reduce packaging resource amount and shipping weight	Given responses from our survey, a majority of licensees are not planning on altering their packaging options which can be due to multiple reasons (i.e. packaging is already reduced to its fullest extent, not given thought or priority)
		Hazardous Waste Reduction	Water-based inks	Reduce hazardous chemicals and waste	Two companies have both used water based inks and have found them successful	
		Water Reduction			According to our survey, 45% of respondents reported that their company plans to upgrade equipment or use new technology to reduce their energy/water consumption, 35% reported "no", and 20% reported "yes but do not have the financial means"	
		Energy Reduction	Operational Energy Reduction Turning off machines/compressors at night	Reduce energy consumption, therefore reducing greenhouse gas emissions through operational changes	According to our survey, 45% of respondents reported that their company plans to upgrade equipment or use new technology to reduce their energy/water consumption, 35% reported "no", and 20% reported "yes but do not have the financial means" One company turns off machines and compressors at night to save money and energy.	
		Invest in Energy Efficiency	Switch to LED lighting Invest in more energy efficient machines Purchase Energy Star appliances	Reduce greenhouse gas emissions through using more energy efficient appliances	One company switched to all LED lights and reduced the amount of power used for lighting by three times. The cost was \$9,600: \$62/unit. One company has also switched to LED lights	
3	Environmental Operations: Advanced	Transparency & Disclosure	Between company and supply chains With ASUCLA	Sourcing of raw materials (suppliers to supply chains) Increase transparency and learn where raw material is sourced to create product. This can reveal practices and can drive change towards more sustainable extraction methods and operational processing		Already required and any more in depth is non beneficial since the details might not be clear.
		Emissions Tracking	Hire a consultant to calculate yearly emissions	Reduce emissions from distribution of emissions (scope 1,2,3) and identifying unnecessary sources		Very technical, expensive, and difficult

Tiered Sustainability Standards Outline for companies to follow

DISCUSSION

As discussed, the sustainability framework is a compilation of the SAR team's survey and interview data to showcase an outline for steps companies can take to increase their sustainability operations. The team created this framework with different tiers in order to reward and challenge companies to continuously increase their strive towards becoming more sustainable.

EcoVadis Results

The team hypothesized that companies that have previous experience with corporate sustainability would be more likely to fill out the short and easy to fill survey, as these companies are already more inclined towards being more green. Using the demographic data (company industry, total sales revenue, ranking of revenue from UCLA products, etc.) sent by the project stakeholder, the team utilized the programming language Python to find that only 36% of EcoVadis takers filled out the survey. Furthermore, the same percentage holds true for non-EcoVadis takers that filled out the survey.

Hypothesis Test and Survey Results

To validate or deny some of their above hypotheses, the team conducted the following statistical tests:

Let p be the proportion of exclusive licensees that participate in environmental initiatives such as SAR survey

Companies with an exclusive license already have a secure relationship with UCLA, and hence do not need to please or prove anything to the university. Hence, the team estimated that the population proportion should be very small. The null hypothesis (H_0) and alternative hypothesis (H_a) are stated below. While the true proportion was estimated to be close to 0, the team chose 0.25 as the population proportion to check whether the survey sample result is still significant.

$$H_0: p = 0.25$$

$$H_a: p > 0.25$$

Using Central Limit Theorem, the sample proportion p follows $N(p, (p(1-p)/n)^{0.5})$, where $n=46$.

Sample proportion = 0.375

P-value = 0.02512146

Even with taking a relatively large true population proportion of 0.25, the p-value was less than the standard significance level of 0.05. The SAR team rejected the null hypothesis and concluded that the proportion of exclusive companies that participate in environmental initiatives is greater than expected. Further investigation shows that the null hypothesis will be rejected as long as the population proportion, the null, is less than 0.265.

Possible explanation:

1. Despite the exclusive license, some companies might find great value from partnering with UCLA.

Let p be the proportion of EcoVadis takers that participate in environmental initiatives

Companies that took EcoVadis are hypothesized to be more environmentally minded than the others, and hence we might expect a large portion of them would participate in environmental initiatives such as responding to the SAR team's survey. The alternative then would be that EcoVadis participation is not an indication of the licensees willingness to be committed to sustainability efforts.

$H_0: p=0.5$

$H_a: p<0.5$

Sample proportion = 0.36

P-value = 0.02877879

The result is statistically significant and the null hypothesis is rejected indicating that EcoVadis participation is not tied to environmental stewardship.

Further investigation shows that the null hypothesis will be rejected as long as the population proportion is more than 0.485.

Possible explanation(s):

1. Companies took the EcoVadis to please the important people at UCLA and since the survey is created by only students, they didn't feel the need to fill it out.
2. Companies became discouraged because of their low rating on the EcoVadis report (one of the interviewed companies was quite upset over their low score).

After conducting a statistical test, the team concluded that there is not sufficient evidence to suggest that there is a difference in the proportion of companies that took the EcoVadis assessment and those who did not. One explanation is that rather than being environmentally minded, companies agree to requests such as EcoVadis only to please the university and maintain a good relationship. Following this finding, the team looked specifically into companies that get a significant portion of their revenue from UCLA products.

The team hypothesized that companies that have a revenue ranking within the top 30 are very likely to participate in environmental initiatives such as taking the SAR survey. The team found that 73% of these companies filled out the survey. This is a highly important predictor of future participation in initiatives because these companies get high value from the UCLA license and hence are more willing to participate in requests from UCLA.

The team also hypothesized that companies with an exclusive license would be less likely to fill out the survey, since these companies already have a secure relationship with UCLA and hence they would not feel the need to please or prove to the university their loyalty to UCLA's values. The team found that only 28% of survey respondents had an exclusive license.

Additionally, the team found that:

- 37% of survey respondents sell to the UCLA store.
- 22% of survey respondents are apparel companies.
- 15% of survey respondents sell accessories (electronics, home, holidays).
- 40% of apparel companies filled out the survey.

This demographic information guided the team in having a better context when interpreting the responses from the survey questions.

Keeping this in mind, the key findings from the team's survey results were:

- Around 45% of companies do not have any policies related to environmental sustainability, but are willing and interested in developing one.
- Financial and personnel bandwidth are the biggest barriers to implementing sustainable practices.
- 75% of companies are not interested in conducting additional audits.
- Most companies have stated that water and waste tracking and reporting are comparatively much more feasible while tracking emissions is extremely difficult.

Analysis of Interview Discussions

Continuing on to the next set of the team's results--the interviews. For privacy's sake, the team will be withholding the names of which companies provided the specific commentary or discussed which actions they were taking. Interpreting the results of the interviews the team was able to prioritize their next steps in the project. While the various licensees were doing environmental implementations on a local scale it could not easily be translated into the EcoVadis evaluation. This is an interesting grey area because they want to credit positive sustainable action but also need to maintain a practical structure to follow in terms of supporting sustainable initiatives. Another aspect to discuss is the licensee's influence on their supply chain. As important as the supply chain is to the license, most of the licensees, who are generally smaller or don't own their factories, mentioned they had very little influence on the factories in terms of environmental sustainability. Beyond terminating their contract there would not be any way to influence them on a scale to make them more environmentally sustainable. Thus, alternative ways of reducing pollution in the supply chain may include simply choosing factory locations closer to the United States, such as Central and South America. This would drastically reduce the pollution associated with the transportation across the pacific and generally reduce lag time in shipment orders.

Still, for all that EcoVadis seems lacking, the team would be remiss to ask for it to be removed in favor of another arbitrary system. The team understands the interviews only encompass a fraction of the sustainability attitudes and motivations behind all of UCLA's licensees and may be skewed as it was often made clear that the sustainability visions of licensees may be narrow and focused on the colloquial "bare-minimum, low-hanging fruit." For instance, apparel licensees were quick to uplift their efforts creating "fully-recyclable" or "mixed, cotton-recycled polyester blend" clothing lines. In being critical, such efforts allude to green-washing efforts, as the world does not have the infrastructure to properly recycle and with the mixed-medium fabrics, suddenly perfectly compostable cotton which could have degraded is now destined for the landfill due to polyester contamination. If the company truly were concerned with environmental protection efforts, the team had hoped there would be some more emphasis placed on other critical pieces such as disclosure of their practices, which would not be burdensome if it is implemented as the standard procedure.

CHALLENGES

Creating a Survey

The EcoVadis datasheets left the team with some salient questions pertaining to the applicability of the data to all Licensees, particularly as only 27% of them participated in this voluntary venture. Because implementation of sustainability and environmental standards in the UCLA Licensee Code of Conduct will apply to all UCLA licensees, the team wants to ensure that their assessment and evaluation of data is representative of a majority of licensees. The team hoped to reach out to many more licensees in order to gain a more holistic sense of all their sustainability practices. Therefore, a survey would be the most easily accessible way to gather the data that the team wanted.

Unfortunately, the process of creating an encompassing survey took nearly a month, requiring feedback from and consultation of UCLA professors and research program faculty advisors Carl Maida and Cully Norby. Additionally, the team consulted with Nurit Katz, UCLA's Chief Sustainability Officer and Executive Officer of Facilities Management, to ensure that the survey was cohesive and the intent of the questions were clear. The end result was a well-reviewed, and well-constructed survey, capable of garnering better results about UCLA licensees so they can assess these companies and better understand how the team can help them transition to becoming more sustainable.

Focus Shift Due to Power of Buyers over Licensing Department

In spring quarter, the team began understanding more about the scope of the issue and had come across the power of consumer demand. Up until this point, the team wholeheartedly believed that the fastest, easiest, and least confusing method to bolster increased sustainability in licensees would be to build this expectation into the Code of Conduct that they sign if they wish to do business with UCLA. However as the interviews progressed, it became apparent that this angle might be too brutal, and instead, increased demand from consumers “voting with their dollars” would be the most productive. So, the team worked towards incorporating the need for collective action towards pushing companies to do better via a recommendations list to ASUCLA Licensing so that the department can head the talks with necessary individuals and groups. Still, the team did not abandon their work on the Sustainability Code of Conduct as they believed that having that language built into the relationship would set a tone which conveyed UCLA’s commitment to holistic sustainability.

UCLA as the Pioneer University for Sustainability Code of Conduct

The final challenge encountered by the group encompasses university-wide sustainability licensing requirements. Much the same as it was a pioneer of the labor and ethics portion of the code of conduct, UCLA would be one of the first to implement an environment and sustainability portion of the code. Without an existing scaffolding to model from, these uncharted waters make the project more difficult. Nonetheless, UCLA is no stranger to being a leader in environmental initiative. Making this change to the licensee Code of Conduct is vital for the future of sustainability at UCLA and will hopefully inspire other universities to follow suit.

RECOMMENDATIONS

From the conclusion of the project, the team was able to synthesize the following recommendations to ASUCLA Licensing for next steps based on the collected evidence. The topics cover specific aspects of key motivational drivers that would encourage Licensees to operate more sustainability. The list is not presented in any particular order, and the team hopes each individual point may be processed and integrated into the grand scheme of UCLA's plans.

EcoVadis

The team greatly supports the continuation of offering the EcoVadis report, and eventually making it mandatory with the amendment to the Code of Conduct. The feedback received indicated that after the negative economic impacts of the pandemic have subsided, they would almost all be willing to take the EcoVadis report. And as already understood, EcoVadis is a powerful tool for guiding the companies in making company-specific decisions towards improving their sustainability and ethics.

Unfortunately, several companies addressed their confusion with EcoVadis requirements and so it is also crucial that UCLA Licensing implement the continuation and expansion of workshops and training on the details, benefits and challenges of EcoVadis. The team also acknowledges that companies historically haven't always capitalized on the availability of these trainings, and despite this feel it's still highly beneficial for the department to offer these workshops. Repetition can only cement UCLA's commitment towards sustainability with itself and its partners.

Workshops/Trainings for other Environmental Practices

These workshops would entail different environmental practices such as "how to reduce packaging" or "how to report GHG emissions." Completion of these workshops would theoretically help companies fulfill "Tier 1" requirements listed in the suggested framework for the Code of Conduct. Ultimately, the team wants to set the companies up for success. The team understands that EcoVadis offers tutorials on the basics of sustainability which could be offered in place of newly created workshops. But it is crucial that there is some direction in terms of where to look, lest the companies simply forget in the face of their numerous other obligations that affect them short-term.

Third-Party Audits and the Need of for an Innovation Category

A common response from companies is that audits typically do not take into account smaller, more creative environmentally sustainable adaptations and initiatives. Examples of these include switching paper towels for washable towels in facility restrooms, starting a company community garden that provides food for employees and to an extent soaks up emissions, or new packaging techniques. Additionally, companies feel that third-party auditors have an ulterior objective to fine even the smallest of transgressions due to personal monetary benefits to themselves. The team is not sure of the validity that auditors have monetary gains for being excessively particular, but the reputation and association is definitely negative which begs the question:

How can UCLA use third-party audits as authentication for the company's claims to sustainability (or otherwise) without completely causing the company to say the trouble is not worth it?

While it's important for companies to be accountable for more industry standardized sustainable aspects, it would be remiss of the team if they did not mention this point of contention. These smaller innovations merit recognition and praise. Therefore, the team recommends an "Innovation category" to be included on the framework for the Code of Conduct, giving points to companies for taking the initiative for these creative sustainable solutions. These innovations are also the type of things that could be highlighted in the newsletter.

Public Acknowledgement and the Incorporation of Licensee Feedback into the Code of Conduct Changes

One of the main notes of concern from Licensees the team received was that companies felt often blindsided by changes. Some companies have preemptively started developing product lines using sustainable practices or materials in anticipation for a UC-wide reduction or outright ban of certain materials, but even these companies expressed uncertainty of when their preparation may bear fruit. This level of foresight though is not the case for the majority of UCLA's licensees. Licensees do not have the means nor incentive to make environmental changes unless pressured (either contractually as Walmart has done, or socially through peer-pressure), and of course only if given time to identify areas of greatest impact and feasibility for change. Supply

chains, therefore, are often the last realm where Licensees have control over, even if these supply chain links are the source of the most egregious violations to the environment and human and labor rights. This explains the hesitancy of companies to disclose their data, despite often being transparent with aggregate summaries in their annual fiscal reports.

As such, one of the things UCLA can control is increased accessibility to the UC-wide environmental and sustainability goals and increased social pressure on companies to do better via a channel to distribute news. A monthly digest or an ASUCLA Trademarks tab for current events would work. The intention is to provide a space where licensees can send in their innovations and strides towards social and environmental sustainability. A page on the website might be the easiest to maintain and allows non-licensee entities to view all of UCLA and its partners' stewardships. An argument to this may be reflected in underusage by Licensees as they are not obligated to check the page often. A newsletter digest, therefore, would deliver the information and recognition directly to the companies on a regular basis. Perhaps then a compromise between the two may serve best, particularly in the trial run of the communication set-up.

In line with the need for a channel to communicate UCLA's (and the UC's) sustainability goals, licensees have expressed their appreciation for being given a space to talk with the team about their struggles with some of the requests made of them, such as the introduction of EcoVadis. The companies seem to want more one-on-one sessions with Trademarks and Licensing with regards to this, but the team understands and finds this unreasonable on everyone's time. Instead, it may serve better to open up an option for a quarterly or bi-yearly charrette, in which Licensees could discuss with each other and with Trademarks and Licensing as a mediator before their License renewal period is on the horizon. The intention of a charrette would be for a place where grievances and solutions to common concepts can be discussed from both angles. Going back to the example of the third-party audit (as this was heavily discussed from all interviewed parties), Licensees dislike it, but from the standpoint of Trademarks and Licensing, this tool is used only in instances of last resort when the Licensee has not responded to initiating their own documentation, thus raising concerns about their practices. This is but one example of a disconnect that needs to be bridged, which the team believes is best done through a charrette-style discussion.

Discussion with Other Large Purchase Power Collegiate Entities

As much as it is wanted, UCLA is not the powerhouse force in terms of collegiate spirit and purchasing of licensed materials; the powerhouse title is reserved for other regional schools which have stronger fan bases. In interviews, a dichotomy was brought up where often colleges in the west coast and north east region have shown stronger support for environmentally-produced products, and yet it is the other colleges from the less supportive regions that have stronger relationships with the buyers, which results in these schools having more influence over the operations of the Licensees. The team proposes that the gap is bridged, where the purchasing powerhouse colleges can be persuaded to also push their Licensees to be more sustainable. The team hopes that this process can be started by sharing this project report and its findings with as many schools either through the licensing route or the consumer route through student groups advocating for “greener” products in their student stores. The creation of collegiate networks would be instrumental towards showing a collective, powerful front pushing for change to the companies manufacturing all this college spirit gear.

Another point of contention regarding the necessity of collegiate communication networks, is the lack of uniformity in requirements between different collegiate bodies across the Licensee's customer base. This disharmony divides up the company's ability to efficiently work as they now must separate the “product demands” into multiple streams and it also weakens the message that sustainability is a pressing concern. If UCLA could unite with other colleges on issues of sustainability, then the power comes back into the licenses as it won't be simply a small entity (in terms of revenue and persuasive power) making the ask. Seeing as UCLA Licensing already convenes and discusses topics with collegiate licensing departments from schools across the United States and Canada, the framework for this intercollegiate sustainability group is already there.

On the Significance of Purchasing Power

As discussed, purchasing power is a great consideration of companies. As most of UCLA's Licensees are small and medium-sized, privately owned operations, the owner is generally the biggest investor as well. This is good and bad. On the positive side, this means that UCLA would only need to convince a smaller group to change for the better, whereas in larger publicly-traded companies, the numerous investors would have to be convinced. The flip side though is this same concept; the public companies are bound to the whims of the mass public and in this climate of environmental stewardship and conservation, these public companies are already making strides. UCLA's licensee leadership are from an era before concepts of CSR and are reluctant to change. They are generally only receptive to demands from those that contribute to the companies' economic life, and frankly, not enough demands for environmental stewardship have been expressed from the retailers and the consumers.

This does not mean changes in UCLA Licensees have not been made. The change has been actualized by two separate forces: internal push and more importantly purchasing entities (i.e. Walmart, Fanatics). Internal change comes from some companies that have newly created environmental consultant positions which are often staffed by younger people more likely to hold a stronger sense of environmental obligation. More commonly though, is that a senior executive is compelled to make the change due to external pressures from their buyers. Some interviewed companies expressed that UCLA is one of their oldest customers and this relationship is valuable to maintain so they have taken into account UCLA's needs and sustainability goals. Others don't find that UCLA is their biggest buyer, but they have been pushed to change by their actual biggest buyer such as Walmart.

UCLA Trademarks and Licensing only grants the license, not the check. Still, the team finds that there is a tangible trend happening throughout. Large players like Walmart and Fanatics are noticing that they must start pushing for environmental considerations due to consumer demands and UCLA should follow suit. EcoVadis is a start, but eventually, the team envisions that environmental standards should come into play with the Licensee contracts so that they know from the onset sustainability a priority for us and it should be encoded into the products that bear our name.

Considerations for Future Implementation of the Framework to the Code of Conduct

The team advises a “Brown grass/green grass” approach: When the amendment is implemented, the team recommends giving existing licensees one-to-two years to change their practices to align with the updated Code of Conduct, but requiring immediate adaptation for new licensees. Essentially, it would be a condition for renewal. This approach, of course, would be predated by hopefully a period of transition where EcoVadis has begun the spearhead and where UCLA Licensing has given numerous discussions and incentives to the companies via free advertising of their sustainability practices and awards.

The team believes that UCLA Licensing should consider promoting the change to the Code of Conduct to companies as “getting ahead on the sustainability front so that five years down the line when all major retailers are requiring similar standards, you’ll be ahead and have an edge on the competition.” This is the mindset that has spurred some companies to already have discussions with UCLA or other buyers on sustainable-better products.

Next Steps for the Future

ASUCLA Licensing team wholeheartedly supports forming another SAR team next year (2021-2022 cohort) to continue working on an iteration of this project, with the following goals:

- Refinement of the standards, translating our work into a politically phrased amendment to the Code of Conduct.
- Advocacy with UC admin for implementation of the amendment.
- Further outreach and network building with other universities and organizations on the consumer end.

CONCLUSION

The team's recommendations have been made under the goal of ensuring that the Licensees who need the most help beginning their transition can ease into the changes and under the team's desires to fundamentally inspire continuous progress with regards to sustainability. The team has gathered strong evidence for the need for a consumer-based push, but has also come out of the project with equally strong evidence for the active role of ASUCLA Licensing in the process of onboarding Licensees onto their own sustainability journeys. As alluded to, this process cannot be actualized by one single entity, as the team's recommendation incorporated the collective working of UCLA Licensing, ASUCLA Bookstore, the Licensees, other collegiates in the U.S., and even the incorporation of student groups actively demanding and buying their values.

The UCLA Licensing team asks ASUCLA Trademarks and Licensing, "Are you ready to trailblaze this movement?"

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“Social Responsibility and Engagement.” ASUCLA - Associated Students UCLA, 2019, <https://asucla.ucla.edu/licensing/social-responsibility-and-engagement/>.

EcoVadis, 5 Jan. 2021, ecovadis.com/.

THANK YOU

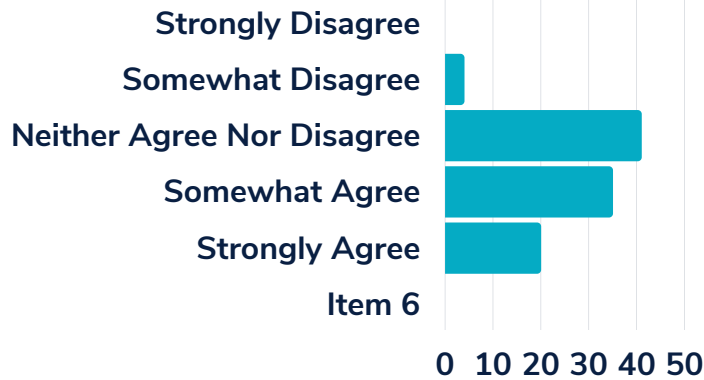
We would like to thank the following people for their guidance and mentorship in helping complete the research project over the past six months. Firstly, this project could not have been possible without the expertise of our stakeholder, Liz Kennedy - Director of Ethics and Sustainability over at UCLA Trademarks and Licensing. Her conversations with us on corporate sustainability and the logistics of licensing were instrumental in creating our foundation and honing in our research methods and you have pushed us to think more sharply about our work. Next, we give our thanks to the entire Sustainability Action Research leadership team for patiently supporting us and giving us a space to pursue sustainability policy changes in the UCLA community, so thank you to the SAR Directors Anh-Vy Pham & Elizabeth Tanner, the SAR Communications Director Jaime Wittner, and the SAR Advisors Carl Maida & Cully Nordby. Finally, we express our gratitude to the numerous other people in our lives who have cheered on our project from family and friends to other members of the UCLA community. We couldn't have made it without all of your support.

-ASUCLA Licensing Team
Avi, Cameron, Jill, Jon, Kristen & Liana

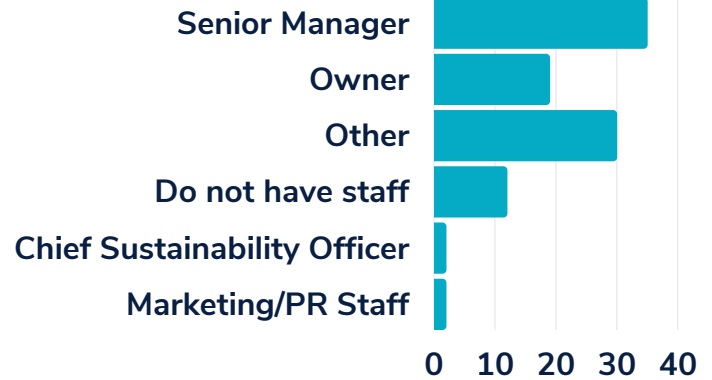
APPENDIX

Appendix A: Additional survey results

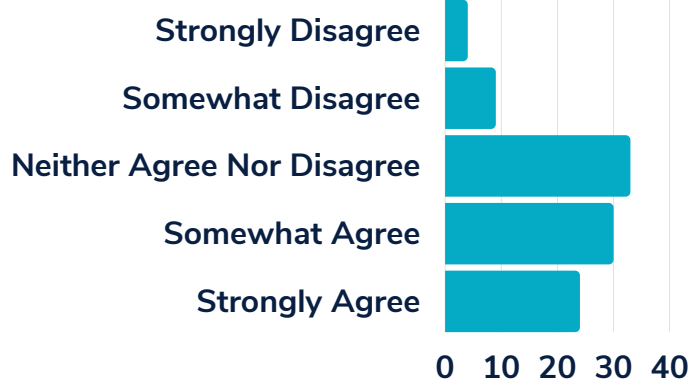
My investors value and push for more sustainably-made products.



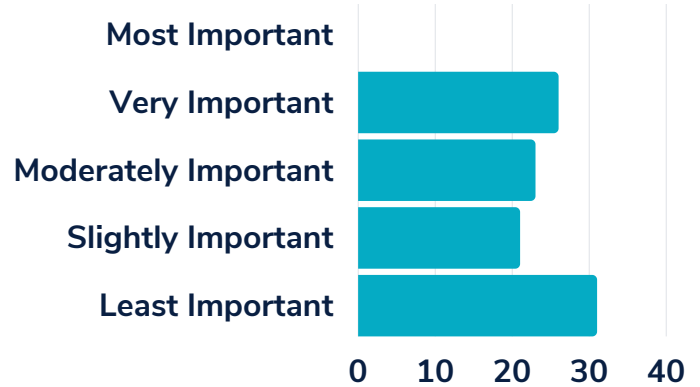
Who implements sustainability plans and projects into your company?



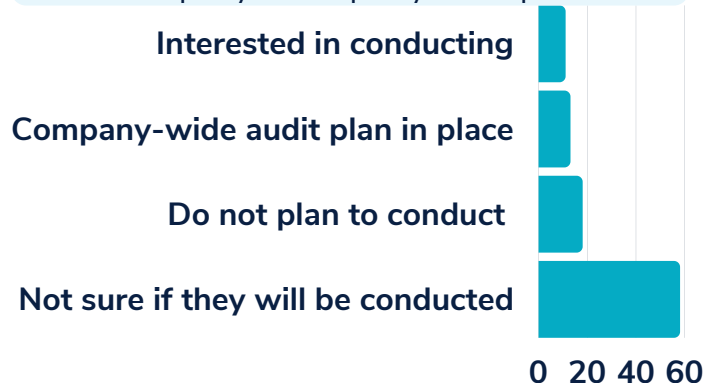
3rd-Party sustainability certifications are beneficial towards increasing company reputation



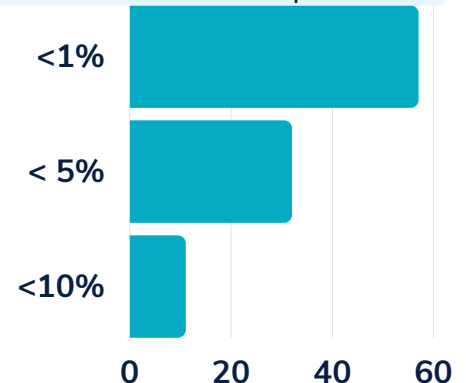
How important is it for your company to measure GHG emissions?



Which statement best describes your company's 3rd-party audit plan?

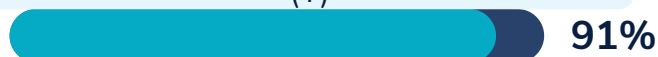


What portion of revenue do you generate from the sales of UCLA branded products?



Appendix A: Additional survey results cont.

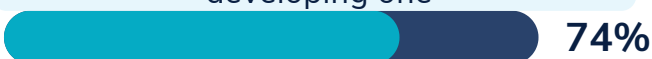
Having the UCLA license does add a valuable revenue stream to your company (Y)



Percent of Licensees planning on upgrading technology to reduce environmental impact



Percent of Licensees with an sustainable procurement policy or in process of developing one



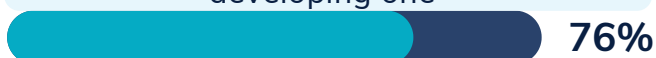
Percent of Licensees planning on upgrading technology to reduce environmental impact



Have plans to alter packaging operations to reduce waste (Y)

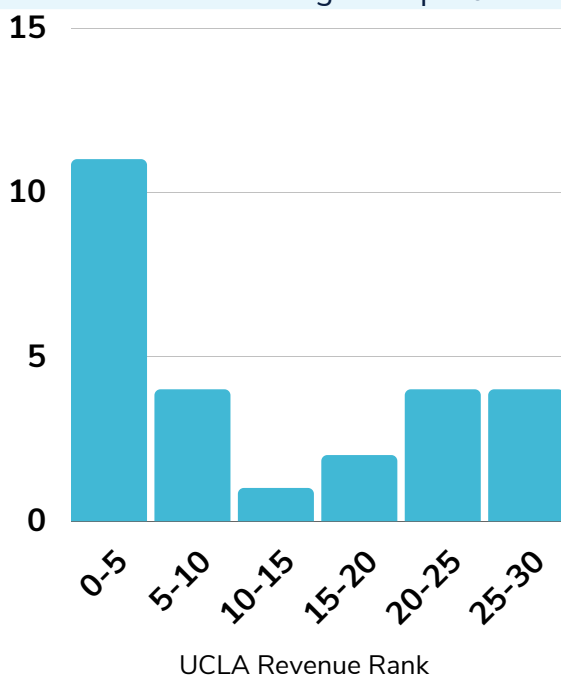


Percent of Licensees with an environmental policy or in process of developing one

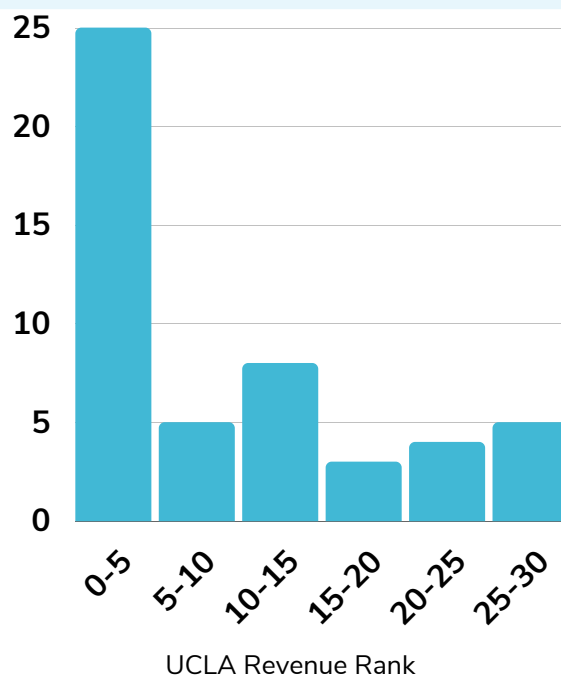


Appendix B: Additional Demographic Results

Survey Respondents
Revenue ranking of Top 30



Survey Respondents
All



Appendix C: Tally of EcoVadis Results

Improvement Areas	
Policies	
Inconclusive documentation on environmental policies	32
No information on endorsement of external CSR initiatives or principles	13
No information on endorsement of external initiatives on environmental issues	12
Inconclusive documentation or only basic policy on some relevant issues	6
Basic environmental policies: only basic statements or lacks details on specific issues	5
No quantitative target on environmental issues	1
Actions	
No information on measures regarding energy consumption & GHGs	26
No information on ISO 14001/EMAS certification	19
No information on measures regarding environmental services and advocacy	14
No information on measures regarding water management	12
No information on measures regarding customer health & safety	12
Declares measures on energy consumption & GHGs, but no supporting documentation available	9
Declares measures on customer health & safety issues, but no supporting documentation available	8
Declares measures regarding environmental services and advocacy, but no supporting documentation available	7
No information on measures regarding use of materials, chemicals, & waste management	7
No information on measures regarding local & accidental pollution (e.g. noise, dust, spills)	6
No information on measures regarding environmental impacts from product end-of-life	5
Declares measures on water management, but no supporting documentation available	5
No information regarding certification of an environmental management system	5
No information on measures regarding waste management	4
Declares measures for hazardous materials, chemicals & waste management, but no supporting documentation available	4
No supporting documentation on the coverage of environmental actions throughout the company operations	2
Declares measures on waste management, but no supporting documentation available	1
Results	
No information on reporting on environmental issues	30
No information on reporting on total gross Scope 1 and 2 GHG emissions	26
No information on reporting on total weight of hazardous waste	21
No information on reporting on total energy consumption	20
No information on reporting on total weight of non-hazardous waste	19
No information on reporting on total water consumption	15
Basic reporting on environmental issues	6
Declares reporting on environmental issues, but no supporting documentation available	5
No information on materials used that are recycled input materials	5
Declares reporting on total energy consumption, but no supporting documentation available	4
No information on reporting on total weight of waste	4
Declares reporting on total water consumption, but no supporting documentation available	3
Declares reporting on total weight of hazardous waste, but no supporting documentation available	2
Basic reporting on environmental issues: reporting only available at parent company level	1
No external assurance of sustainability reporting	1
Declares reporting on percentage of recycled input materials used per year but no supporting documentation available	1
Declares reporting on total gross Scope 1 and 2 GHG emissions, but no supporting documentation available	1
Third party on-site audit: presence of major or critical non-compliances on environmental issues	1
Declares alignment with a widely recognized reporting standard, but no supporting documentation available	1
Declares external assurance of sustainability reporting, but no supporting documentation	1
Declares reporting on total weight of non-hazardous waste, but no supporting documentation available	1

Strengths	
Policies	
Environmental policy on some relevant issues	6
Standard policy on a majority of environmental issues	2
Quantitative objectives set on some relevant materials	2
Endorsement of the United Nations Global Compact (UNGC)	1
Endorsement of the Science Based Targets initiative - Committed	1
Actions	
Third-party on-site audit on environmental issues (less than 24 months old), no non-compliances found	7
Reduction of energy consumption through technology or equipment upgrades	6
Formalized procedure related to materials/chemical management (e.g. storing, handling, transportation)	4
Measures to reduce CO2 emissions from transport	3
Company-specific recycle or reuse programs (e.g. company-specific infrastructure or formal partnership established)	2
Third-party on-site audit on environmental issues (less than 24 months old), only a few minor non-compliances found	2
Company-specific emergency preparedness and response procedure regarding customer health and safety	2
Employee awareness/training program on energy conservation	2
Packaging designed for easy dismantling and easy recyclability	2
Company-specific emergency preparedness and response procedure regarding local pollution	1
Provision of specific information to customers regarding product end-to-life	1
Products designed for easy recyclability	1
Identification of more eco-friendly processing materials	1
Reduction of energy consumption through innovative equipments, methods or technologies	1
Information provided to customers on product's environmental impacts (e.g. carbon footprint)	1
Provision of eco-design services to clients	1
Provision of eco-friendly or ethical products	1
Promotion of digital proofing and file delivery	1
Reduction of water consumption through innovative equipments, methods, or technologies	1
Measures to reduce energy consumption of IT infrastructure	1
Measures for handling hazardous substances	1
Active recycling programs for solvents	1
Measures implemented to reduce pollutants discharged into water	1
Provision of eco-friendly packaging materials	1
Measures to detect and/or eliminate accidental water containment (e.g. groundwater, surface water)	1
On-site wastewater treatment unit	1
Process optimization to reduce emissions of GHGs	1
Use of natural materials or recovered materials	1
Measures to reuse or recycle waste	1
Production of renewable energy	1
Measures to reduce, reuse, or recycle other waste	1
Infrastructure implemented to enable recycling of water	1
Purchasing of renewable energy	1
Waste management measures in place	1
Results	
Reporting on total energy consumption	5
Reporting on total weight of non-hazardous waste	4
Company reports to CDP	2
Standard reporting on environmental issues	2
CSR report follows a recognized international reporting standard at parent level	1
Parent company reports to CDP	1
Reporting on total water consumption	1
Reporting on total gross Scope 1 and 2 GHG emissions	1
Company has innovative practices concerning environmental issues (see 360°)	1

Appendix D: Survey



UCLA Licensing Attitudes and Decision Making Study

Block 1

The following study is being conducted by the UCLA Licensing Research Team for the Institute of the Environment & Sustainability's 2021 Sustainability Action Research program. In this study, we will be asking about your company's policies and plans towards environmentally conscious products and production. The goal of this study is to better inform our team and UCLA on how to best support our Licensee partners in transitioning to more sustainable operations in alignment with UCLA's sustainability goals and for the longevity of our partnered companies. This study is for internal research purposes only. All the responses will be kept confidential and will not be published in our final report.

In exchange for your honest response, we would be willing to share the aggregate results back to you so that you may gauge how your company responds in comparison to all other UCLA Licensed companies. We thank you for your time and honesty!

estimated time to complete: 5 minutes
number of questions: 20
sections: 6

Information

INFORMATION

Company Name
**required*

company reputation, and my company seeks to receive these types of certifications.

Strongly disagree ☐ Somewhat disagree ☐ Neither agree nor disagree ☐ Somewhat agree ☐ Strongly agree ☐

Sustainable Operations

SUSTAINABILITY PROCEDURES

Who works on implementing sustainability plans and projects into your company?

- ☐ Chief sustainability officer
☐ Marketing/Public Relations staff
☐ Owner
☐ Programming Staff
☐ Senior manager
☐ Sustainability analysts
☐ We do have not any staff
☐ Other

What challenges do you face when trying to implement sustainable procurement policies?
select all that apply

- ☐ 3rd party authentication of practices
☐ Auditing material use
☐ Determining sustainable raw materials
☐ Financial
☐ Personnel bandwidth
☐ Setting CSR goals
☐ Tracking supply chain operations
☐ Other

What challenges do you face when trying to implement sustainable operations?
select all that apply

Survey Taker's Position in Company
**required*

If you would like a copy of the aggregate results of this study, please provide an appropriate email

Licenses

GENERAL QUESTIONS

Does having the UCLA License add a valuable revenue stream to your company?

- ☐ Yes
☐ No

What portion of revenue do you generate from the sales of UCLA branded products?

- ☐ < 1%
☐ < 5%
☐ < 10%
☐ < 25%
☐ Other

My investors value and push for more sustainably made products.

Strongly disagree ☐ Somewhat disagree ☐ Neither agree nor disagree ☐ Somewhat agree ☐ Strongly agree ☐

3rd-party sustainability certifications (B-Corp Certified, Green Seal, Fair Trade, etc...) are beneficial towards increasing

- ☐ Carbon tracking
☐ Tracking energy usage and reduction
☐ Financial
☐ Personnel bandwidth
☐ Acquiring sustainable raw materials
☐ Finding renewable energy offsets
☐ Reducing waste management
☐ Reducing water usage
☐ Other

Does your company have a sustainability training program for employees? For example, on energy, water conservation and waste management? Please explain.

With regards to a company environmental policy, which statement best matches your current company situation?

- ☐ We are not sure what environmental policy means.
☐ We have an environmental policy and we are carrying it out.
☐ We do not have a company-specific environmental policy but are interested in developing one.
☐ We do not have a company-specific environmental policy and do not believe it is feasible for us to develop one at this time.
☐ We do not have a company-specific environmental policy and do not believe it is applicable to us. (Please elaborate below)

With regards to a company sustainable procurement policy, which statement best matches your current company situation?

- ☐ We are not sure what sustainable procurement policy means.
☐ We have a sustainable procurement policy and we are carrying it out.
☐ We do not currently have a company-specific sustainable procurement policy but are interested in developing one.
☐ We do not currently have a company-specific sustainable procurement policy and do not believe it is feasible for us to develop one at this time.

Appendix D: Survey cont.

- ☐ We do not have a company-specific sustainable procurement policy and do not believe it is applicable to us. (Please elaborate below)

Operations

COMPANY OPERATIONS

Has your company considered upgrading equipment or using new technology to reduce energy and/or water consumption?
select all that apply

- ☐ Yes; we plan to invest in upgrading our equipment/technology
☐ Yes; but we do not have the current financial means to invest in improvement purchases.
☐ No

How important is it for your company to measure GHG emissions?

Least important Slightly important Moderately important Very important Most important
☐ ☐ ☐ ☐ ☐

Do you have plans to alter your packaging operations?

- ☐ Yes
☐ No

Third Party Reporting

With regards to conducting a company wide environmental third-party audit, which statement best aligns with your company currently?

- ☐ We have a company wide environmental third-party audit plan in place.
☐ We do not have an environmental audit but are interested in conducting one.
☐ We do not have an environmental audit and are not sure if we will conduct one.
☐ We do not have an environmental audit and do not plan to conduct one.

How difficult is it to implement third party reporting for each sector?

	Extremely easy	Somewhat easy	Neither easy nor difficult	Somewhat difficult	Extremely difficult
Emissions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Energy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Raw Materials	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Waste	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Water	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What challenges does your company face when considering or implementing 3rd-party reporting audits?
select all that apply

- ☐ Motivation to report
☐ Feasibility of tracking and collecting information for reporting
☐ Monetary costs of reporting
☐ Other

Final Thoughts

Are there any other aspects of your company policy and operation we have failed to address that you would like to share with us? Or do you have any final comments or concerns you would like to raise?

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Appendix E: Table of Potential Environmental Audit and Certification Services

CATEGORY	AUDIT OR CERTIFICATION NAME	DESCRIPTION
RAW MATERIALS	Rainforest Alliance Certification	The seal means that the certified product or ingredient was produced using methods that support the three pillars of sustainability: social, economic, and environmental. Independent, third-party auditors—critical to the integrity of any certification program—evaluate farmers against requirements in all three areas before awarding or renewing certification. Our data-informed certification programs emphasize a commitment to continuous improvement, sustainability training, and clear benefits for farmers.
RAW MATERIALS	Organic Content Standard	The Organic Content Standard (OCS) is an international, voluntary standard that sets requirements for third-party certification of certified organic input and chain of custody. The goal of the OCS is to increase organic agriculture production.
RAW MATERIALS	Better Cotton Standard System	The Better Cotton Standard System is a holistic approach to sustainable cotton production which covers all three pillars of sustainability: environmental, social and economic.
RAW MATERIALS	BSCG	BSCG Certified Drug Free® raw material and ingredient certification brings our protection down a level in the manufacturing chain to ensure that the components of dietary supplements or functional foods are free of drug contamination prior to formulation in a finished product. Ingredients lots are tested for our full menu of 496+ banned substances in sport, prescription, over-the-counter and illicit drugs.. A 21 C.F.R. 111 – GMP quality control process review, ingredient and supplier review, and a toxicology assessment are other key elements. Ongoing testing is required.
RAW MATERIALS	FSC	FSC certification ensures that products come from responsibly managed forests that provide environmental, social and economic benefits.
ENERGY	Abraxas Energy Consulting	Abraxas specializes in fitting their customers with the right utility bill tracking software for their needs. In addition, we set up utility bill tracking databases, create building models for ESCOs and for LEED Certification, provide expert training and technical support, write custom software, and construct Measurement and Verification projects. We work with over one hundred schools, government agencies and private companies on projects of all sizes. We provide you with the expertise and software tools you need to best help you manage your energy usage.
ENERGY	ReGreen Corporation	ReGreen Corporation is an innovative energy services company that provides its customers with cost-effective energy and water conservation solutions.
EMISSIONS	Anguil Environmental Systems, Inc.	Anguil has been a trusted air and water solutions supplier for over 40 years. Anguil provides quality engineered environmental equipment and service solutions that solve complex air and water challenges for a variety of industrial applications and manufacturing industries. We believe in clean air and water. Our company is built on the premise that economic prosperity, public health, and sustainability are intertwined. Manufacturing facilities and industrial sites are often faced with the challenge of balancing their environmental footprint with production demands and profitability.
EMISSIONS	Durr Systems, Inc.	We offer a complete portfolio of air pollution control technologies, drying and curing systems, and material handling equipment. Our emissions control solutions include oxidizers (regenerative thermal, regenerative catalytic and recuperative catalytic), wet electrostatic precipitators, solvent recovery systems, wet scrubbers, selective catalytic and selective non-catalytic reduction (SCR/SNCR) products, and distillation and purification equipment. We also supply industrial dryers/industrial ovens for roll-to-roll and web forming applications such as graphics printing, nonwoven fabrics, membranes, and optical films; specialized coating lines for lithium-ion battery electrode coating; and material handling systems for graphics printing. We offer stand-alone components, integrated line solutions, and process optimization services.
EMISSIONS	Calvin Consultin Group Ltd.	Calvin Consulting Group Ltd. is one of the largest air quality and regulatory compliance specialty companies in Canada. The company is comprised of atmospheric scientists, dispersion meteorologists and emission specialists dedicated to providing our clients with exceptional service in the area of air quality assessment, emissions management, dispersion modelling, regulatory reporting, regulatory compliance and management of multi-disciplinary environmental impact assessments (EIAs) and remediation projects. Business Type: Consulting firm Industry Type: Air and Climate - Air Consulting and Engineering Market Focus: Globally (various continents)
EMISSIONS	Energy Corporate (Australia)	For over 20 years, Energy Corporate has been providing clients with specialist climate change management advice and strategies. Our approach drives business competitiveness by delivering savings and improvements in efficiency without adversely impacting services, staff, conditions, or productivity. Proven information management strategies and systems enable us to significantly reduce the cost of data management, compliance, and verification for clients and to work in partnership with client to achieve the best return for effort. Our comprehensive management programs enable clients to manage their rate of progress whilst building internal capability and necessary carbon business acumen. Our verification team has extensive experience on both sides of the compliance and verification fence. In developing emissions management and reporting systems; and, in auditing and verifying the corporate and carbon abatement programs as independent verifiers approved by the Federal Government. Business Type: Service provider Industry Type: Energy Utilities
EMISSIONS	Anteagroup	Our team has technical and management consulting expertise to develop climate change and carbon solutions that are fit-for-purpose to ensure your needs are met on every assignment. Our proven strategies and models integrate climate change, energy, and water security perspectives that create synergies, drive business value, and can take your climate change adaptation and carbon management programs to the next level.
EMISSIONS	SCS Global Services	SCS Global Services works closely with project developers and landowners to provide third-party verification, a crucial step to secure the sale or trade of carbon credits in global carbon markets such as the California Cap-and-Trade Program. In addition, SCS provides carbon footprint measurement and verification for any entity or corporation. SCS offers measurement and verification of GHG inventories under the World Resources Institute and the Carbon Disclosure Project. SCS is also ANSI-accredited to offer GHG inventory verification under The Climate Registry. Also, combine your forest project verification with Forest Stewardship Council® (FSC®) Forest Management Certification for increased operational and cost efficiency.
EMISSIONS	Trinity Consultants	Trinity provides expert consulting services related to emissions measurement, also known as "stack testing". Services include: Forensic analysis of test programs that yield questionable results Design and implementation of test programs Expert witness services related to test program issues Test program management Assistance with test programs that involve unusual, non-standard emissions units and/or test methods While Trinity does not perform emissions testing in North America, our experts have decades of experience with EPA test methods and with a wide variety of emissions units that require periodic testing. Trinity also offers professional training courses designed to familiarize environmental professionals with emissions measurement programs, common errors, and effective emissions measurement program management.