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January 7, 2020

Ravi Anupindi
Chair, President's Advisory Committee on Labor Standards and Human Rights
Faculty Director, Center for Value Chain Innovation
Research Fellow, William Davidson Institute
Colonel William G. and Ann C. Svetlich Professor of Operations Research and Management
Room R5718
Stephen M. Ross School of Business
University of Michigan
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Dear Ravi,

Thank you for your letter dated August 24, 2019, detailing the President's Advisory Committee on Labor Standards and Human Rights' (PACLSHR) findings and recommendations surrounding food procurement practices at the university. I appreciated the opportunity to discuss the committee's recommendations with you and other PACLSHR members when we met in October. I have now had the opportunity to reflect on that discussion and write to share my responses to your recommendations.

I agree with the committee's conclusion that our current ability to verify and enforce human rights and labor standards issues in food procurement supply chains is both limited and complex, and worthy of a thoughtful approach. In general, I believe your recommendations are appropriate next steps toward demonstrating a shared commitment to aspire towards responsible food procurement.

In accordance with the committee's specific recommendations:

Per Recommendation #1: I am committed to improving the university's practices and leadership regarding labor standards and human rights in the procurement of all food served on campus. I support continued research and exploration of more comprehensive solutions in this long journey.

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Per Recommendation #2: I acknowledge that further examination of the effectiveness of the university vendor code of conduct is warranted in this context. While the development of a separate code of conduct for a single category of university procurement may not be appropriate, I am engaging my senior leadership team to further examine the effectiveness of our current code, specifically in relation to food procurement, to determine an appropriate and proactive approach to addressing responsible food procurement moving forward. I would like to begin that process by having you attend an upcoming meeting of our executive team to brief the team on the background work that the committee has done and to frame the questions on the vendor code.

Per Recommendation #3: I will continue to support the PACLSHR's activities like convening workshops and engaging with external vendors and stakeholders, in order to share experiences and emerging practices to learn how we might better address social responsibility issues in food procurement. I ask that the PACLSHR continue to monitor trends in this space with efforts to achieve our common goals.

Again, I thank you and the committee for your work on this matter, and I look forward to further progress in the years ahead.

Sincerely,



Mark S. Schlissel
President