

# HOW TO BECOME A NO SWEAT CITY

*A guide to winning and enforcing  
a municipal anti-sweatshop purchasing policy*

Maquila  
Solidarity  
Network

# THE NO SWEAT CAMPAIGN

In 2000, the Ethical Trading Action Group (ETAG) launched the No Sweat campaign to promote the adoption of ethical purchasing policies by Canadian public institutions such as high schools, universities, and municipal governments, and mobilize public support for changes in federal textile labelling regulations to require apparel companies to publicly disclose the name and addresses of factory locations. The campaign aims to open the door for industry-wide changes in how our clothes are made - from abusive working conditions hidden behind closed doors to humane conditions open to public scrutiny.

ETAG is a coalition of faith, labour, student, teacher and non-governmental organizations advocating for government policies, voluntary codes of conduct and ethical purchasing policies that promote humane labour practices based on accepted international labour standards. ETAG promotes greater public access to information on where and under what conditions clothes, shoes and other consumer products are made, and greater transparency in monitoring and verification of company compliance with international labour standards and local laws. The Maquila Solidarity Network acts as the secretariat for ETAG.

ETAG includes: Canadian Council for International Cooperation, Canadian Labour Congress, Canadian Auto Workers, Canadian Union of Public Employees, KAIROS: Canadian Ecumenical Justice Initiatives, Maquila Solidarity Network, Ontario Secondary School Teachers' Federation, Oxfam Canada, Steelworkers Humanity Fund, Students Against Sweatshops-Canada, and UNITE (Union of Needletrades, Industrial and Textile Employees).

The Maquila Solidarity Network (MSN) promotes solidarity with the efforts of garment workers in Mexico, Central America, Africa and Asia to defend their rights and improve their working and living conditions. MSN plays a leading role in Canada's growing Stop Sweatshops movement of faith, student, women's, labour, international development, and community organizations and concerned individuals. Through educational workshops and distribution of information, analysis and campaign materials, MSN raises awareness of sweatshop abuses in Canada and internationally. Through corporate campaigns, MSN mobilizes public pressure on retailers and brand-name apparel companies to clean up sweatshop abuses.

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# [ INTRODUCTION ]

We don't usually think of governments as a source of "consumer power," but governments buy far more apparel than we do as individual consumers. Uniforms worn by city workers, police, and firefighters, as well as caps and T-shirts bearing city logos, are all bought or sold by municipal governments.

A No Sweat purchasing policy is a powerful tool to encourage suppliers of municipal apparel products to improve labour practices and working conditions, and respect the rights of the workers who make their products.

Around the world, workers are organizing in their workplaces and communities to improve working and living conditions and end sweatshop abuses. Your city's buying power can help improve conditions in an industry where sweatshops are too often the norm. You have the power to make a difference since municipal governments are often responsive to community-led initiatives that promote humane and democratic values.

No Sweat campaigns also offer new opportunities for public education and practical action to help eliminate sweatshop abuses.

## *No Sweat cities*

Municipal governments across the US have adopted No Sweat policies to en-

sure that cities do not purchase clothing made under sweatshop conditions. Many of these policies also require suppliers to publicly disclose the locations of the factories where municipal apparel products are made.

Local No Sweat coalitions are also active in cities across Canada, working to persuade their municipalities to adopt ethical purchasing policies. A number of Canadian cities have already adopted resolutions in favour of No Sweat policies, an important first step toward developing and implementing such policies.

## *About this guide*

How to Become a No Sweat City is a campaign guide offering ideas and practical advice on how to lobby your municipal government to adopt a No Sweat purchasing policy, how to effectively implement that policy, and how to educate other city residents about sweatshop abuses.

This Guide is a tool for local organizations - faith groups, municipal employee unions, labour councils, non-governmental organizations, community groups, students, and anti-sweatshop activists - who want to work together to achieve practical policy change that will help improve workers' lives.

The ideas, proposals and suggested strategies in the Guide are based on the

experiences of No Sweat coalitions across Canada involved in different stages of No Sweat campaigning in their cities. The Guide includes suggestions on how to mobilize community support for a No Sweat policy; how to research your city's current procurement policy and where municipal apparel products are made; how to build an effective coalition; ways to approach and win support of your municipal council and from the business community; and how to create a media buzz around your campaign.

But remember, no two campaigns are exactly alike; you will need to adapt and vary the suggestions and strategies presented in the Guide to meet the realities and needs of your community.

Another important resource you should consult during your campaign is our Maquila Solidarity Network website. Please visit the site for the most up-to-date information on ethical purchasing policies, No Sweat campaigns across Canada, as well as new educational resources: [www.maquilasolidarity.org](http://www.maquilasolidarity.org).

Good luck on your campaign. Keep us informed on your progress so that we can share that information with others.

Maquila Solidarity Network  
October 2003

### *What should be included in a No Sweat purchasing policy?*

- No forced labour;
- No child labour;
- No harassment, abuse or discrimination;
- Maximum hours of work;
- The right to organize and bargain collectively;
- Payment of a living wage;
- Health and safety protections;
- Public disclosure of factory locations;
- A written commitment by companies to work with suppliers to achieve compliance;
- Public annual reporting by suppliers on progress; and
- Third-party investigations of complaints and a corrective action plan if violations occur.

# 1. WHY A NO SWEAT POLICY?

An effective No Sweat policy will ensure that your city does not use taxpayers' dollars to purchase apparel made in sweatshops. It will also compel apparel companies supplying your city and other cities with No Sweat policies to better monitor their supply factories and work with suppliers to improve working conditions.

As more and more public institutions adopt No Sweat policies, apparel companies will be under increasing pressure to find industry-wide solutions to the growing problem of sweatshop abuses.

To win adoption of a No Sweat policy, you will have to commit time, effort and resources to your campaign.

Typically, achieving a municipal No Sweat policy is a two-stage process. In the first stage, you mobilize public support and lobby your city council to adopt a motion to develop a No Sweat policy. In the second stage, you work with city staff and other stakeholders to achieve consensus on the content of the policy, which may or may not need approval from council before implementation.

When proposing a motion for a No Sweat policy, insist on a binding resolution. This means that apparel companies making clothing for city employees, firefighters, police and transit workers must

comply with the policy as a condition of doing business with the city. To make the policy more than words on paper, city staff should be mandated to actively implement the policy. Without these prerequisites, your No Sweat initiative may only be a symbolic victory.

## *Factory disclosure and transparent reporting*

Three of the most important provisions of a No Sweat policy are those requiring companies to publicly disclose the names and addresses of factories making apparel products for the city, provide annual reports on progress in achieving compliance with the policy, and allow third-party monitors to investigate reported violations of the No Sweat policy.

Disclosure and reporting requirements encourage companies to seriously address worker rights violations in their supply factories. Most apparel companies are reluctant to tell the public which factories they use to make their products, in order to avoid public scrutiny of workplace conditions. However, once disclosure requirements have been adopted, companies usually cooperate.

In the United States, successful No Sweat campaigns have won policies that

### **TOOL**

See model No Sweat municipal resolution and purchasing policy on pages 23 and 24.

require clothing retailers and manufacturers to publicly disclose production locations. Mandatory disclosure brings the global sweatshop system, which depends on secrecy, under public scrutiny and encourages greater transparency throughout the industry.

### *It's all about international labour standards*

There's no need to invent a No Sweat policy from scratch. Internationally accepted minimum labour standards are already spelled out in the Declarations of the United Nations (UN) and the Conventions of the International Labour Organization (ILO), an agency of the UN. The model No Sweat municipal purchasing policy (page 24) is based on these Declarations and Conventions.

These standards include No Forced Labour; No Child Labour; No Harassment or Abuse; No Discrimination; Limits on Hours of Work; Health and Safety Protections; the right of workers to Freedom of Association and to Bargain Collectively.

You can obtain copies of all ILO conventions on the ILO website: [www.ilo.org](http://www.ilo.org).

The better No Sweat policies also require payment of a living wage by local standards, and prohibit specific forms of discrimination against women workers.

Despite the fact that the model policy is based on internationally accepted standards, don't be surprised if some councilors, city staff and local businesspeople question the validity or applicability of these minimum labour standards. Experience shows that companies prefer lower standards than those in the model policy.

However, lower standards will not ensure that workers' rights are protected.

Municipal No Sweat policies ensure that your municipal tax dollars are not spent contravening ILO Conventions and other UN Declarations.

### *Sweat-free cost factors*

Opponents of No Sweat policies often argue that it will cost the city more to buy No Sweat products. However, in most cases, labour costs are a small percentage of the final retail price of an apparel item. Thus, while the price for some products made under fair working conditions may be marginally higher than for similar goods made in sweatshops, for many No Sweat apparel items there will be no extra cost.

No Sweat activists believe that cities should purchase apparel at the lowest responsible price - not at a price that can only be met by using sweatshops.

### *Legal issues to consider*

Be prepared to answer questions about whether your city has the legal right to adopt and enforce selective purchasing requirements or whether the policy could be challenged under World Trade Organization (WTO) or North American Free Trade Agreement (NAFTA) rules.

The question of whether selective purchasing policies are constitutional has already been tested in the courts. On February 24, 1994, the Canadian Supreme Court ruled (in the *Shell v. Vancouver* case) that it is constitutional for municipalities to pass "selective purchasing" laws, provided that the by-law promotes the "good governance, health or welfare of the City or its citi-

**To be effective, your No Sweat policy must be based on accepted international labour standards, which are becoming the norm in the leading codes of conduct internationally.**



zens.” Thus, in order for your policy to be considered constitutional, it must include language showing how it will benefit city residents.

If you live in a city where there is apparel manufacturing, that case is easy to make, as it is clearly in the interest of the city’s garment workers to have fair wages and working conditions, and for the municipal government not to be associated with labour rights violations.

If your municipality does not have an apparel industry, your resolution should make the point that city residents do not want city hall to use taxpayers’ dollars to buy clothing made in sweatshops or for doing business with sweatshops.

On the question of whether current trade agreements limit the power of governments to adopt No Sweat policies, it is highly unlikely that either NAFTA or WTO rules could be used to challenge a purchasing policy at the municipal level. Neither the WTO Agreement on Government Procurement nor NAFTA Chapter 11 apply to municipal governments. In general, policies that require compliance with international labour standards, but do not discriminate on the basis of country of origin, are less likely to be challenged under trade agreements.

## CHECKLIST

- Make sure your No Sweat policy includes provisions requiring companies to:**
  - 1. Respect workers’ rights;**
  - 2. Submit public annual reports;**
  - 3. Publicly disclose the names and addresses of factories;**
  - 4. Allow for third-party investigations; and**
  - 5. Take corrective action if factories don’t meet minimum labour standards.**
- Insist on a binding resolution that refers to international labour standards and is within municipal jurisdiction.**
- Do the necessary background research to prepare your arguments on international standards, No Sweat cost factors and trade rules.**

## 2. YOUR NO SWEAT COALITION

A No Sweat municipal campaign is much more likely to succeed if it has the backing of a cross-section of organizations, communities and constituencies in your municipality. Municipal councillors and staff often weigh a proposed policy based on the breadth of support for the proposal, and its financial feasibility.

### *Building community support*

To achieve your goal, it's important to build a broad-based, representative and diverse coalition in which a variety of organizations with different perspectives and interests are working together to win a No Sweat policy.

Start by identifying any groups already working on anti-sweatshop initiatives in your community. Then reach out to other organizations and constituencies that might also be interested in and/or benefit from such a policy. You'll find that many have experience or resources to contribute to the campaign.

Because your coalition brings together organizations and individuals with different experiences, perspectives and inter-

ests, it's extremely important to achieve agreement on a clear set of goals and objectives and ground rules for membership and decision-making.

Potential coalition members may include:

**Unions:** firefighters, police, transit workers and other municipal employees who wear city uniforms (parks and recreation, utilities), garment workers, and your local labour council.

- Unionized municipal workers can help you with clothing research by doing label checks to determine where their uniforms are made and by whom.
- Unions can organize a letter-writing campaign asking their members to lobby their city councillors to support a No Sweat policy.
- Labour councils often have connections to City Hall and can help you gain a better understanding of municipal politics and the inner workings of City Hall, and help you identify the councillors and/or city staff you need to lobby.

### **LABOUR COUNCILS ARE ...**

Labour councils are directly affiliated with the Canadian Labour Congress (CLC). Their membership is made up of union locals representing workers in a municipality or district, most of which are affiliated with national unions. In Quebec, a labour council is referred to as a regional council or "conseil regional."

- Affected workers, such as unionized garment workers, are able to inform the public about the need for better working conditions, while unions representing city workers have the power to bargain for sweat-free uniforms in their collective agreements.

**Faith organizations:** a cross-section of religions, denominations and faith-based social justice groups.

- Faith leaders can ask their congregations to write letters to their councillors in support of the campaign.
- Faith leaders have the moral authority to speak out in favour of No Sweat policies and to influence councillors.

**Students:** high school and university students groups.

- Students can distribute informational materials, collect signatures on petitions, and organize popular education events, such as sweatshop fashion shows, street theatre and sweatshop shopping tours.

- Students can also be effective spokespeople to City Council and the media.

**Community, labour rights and international development organizations:**

- Community organizations advocating for or providing services to immigrant workers can ensure that the concerns and voices of those workers are represented in the campaign, and can mobilize support in their communities for the policy.
- International development organizations and fair trade groups can often provide background information and educational materials on sweatshop abuses in other countries and have experience advocating on behalf of workers in those countries.

Other potential allies that often get overlooked include local retailers and manufacturers that are committed to fair labour practices in the apparel industry, and non-Christian faiths whose members

**BEYOND THE USUAL SUSPECTS**

It pays to include voices not usually heard in city politics. In the Vancouver area, university students are an integral part of the No Sweat municipal campaign. Simon Fraser University (SFU) and Langara College students are part of the BC Ethical Purchasing Group, which also includes SFU union locals representing campus workers, the Canadian Labour Congress, Oxfam Canada, the Maquila Solidarity Network, UNITE, and area labour councils. Students helped put the issue of sweatshops and ethical purchasing on the public agenda, organizing educational events on campus and a public forum focusing on the Vancouver Olympics and its potential link to sweatshops.

often include immigrant workers. Progressive companies can provide legitimacy to the campaign and help counter the influence of anti-labour business organizations. Participation of non-Christian religious leaders and organizations will help ensure that the views and concerns of immigrant communities are represented in the campaign.

### *Making the coalition work*

Coalitions are fluid and often loose associations of groups and individuals that come together for a common purpose. If your campaign is to be successful, attention will have to be paid to the different priorities of the different coalition member groups and to maintaining communication among them.

Don't forget to:

- Convene regular meetings and make sure that minutes of all meetings are distributed to all coalition members.
- Assess your coalition's strengths and weaknesses - financial resources, staff and volunteer time available, contacts in the municipal government, and educational capacity - before publicly launching your campaign.
- Keep in mind that different groups and individuals involved in your coalition may approach No Sweat campaigning in different ways based on their organizational capacity, political perspective, membership needs, and human and financial resources.
- Ensure that there is an inclusive environment at all meetings and other coalition activities.



- Make sure that responsibilities and tasks are fairly distributed, based on peoples' interests, skills and experience, but also on their willingness to learn.

And, be prepared for unexpected obstacles. Tactical differences may arise among coalition members. Or you may find that some groups and individuals may be less involved at different stages of the campaign.

### *Education and outreach*

A campaign for a municipal No Sweat purchasing policy provides a great opportunity to raise awareness in your community of the growing problem of sweatshop abuses in Canada and around the world.

And the fact that your campaign offers specific actions community members can take and a concrete objective they can help achieve will make your educational activities all the more successful.

A broad, inclusive coalition has the potential to reach, inform and mobilize a significant percentage of municipal residents, as well as a number of sectors and communities. Students, teachers, union members, staff and volunteers with overseas development agencies and community organizations, mem-

**Check the Maquila Solidarity Network (MSN) website for popular education methods for presenting information and involving people in discussion of sweatshop issues and the No Sweat campaign, such as the sweatshop fashion show and No Sweat clothesline. You may also want to develop new educational materials and share them with MSN and with other local No Sweat coalitions.**

bers of faith groups and religious orders can all play a role in raising awareness about the problem, engaging people in discussions and debates, and involving people in action.

Coalition members can act as speakers at public events, resource people for educational workshops, and panel members for public debates. They can help distribute resource materials and share audio-visual resources with members of their organizations or communities.

To be effective, your educational program should begin with self-education and training within your coalition.

Don't forget to:

- Consider holding education/training sessions as part of your coalition meetings for those members interested in acting as educators and/or resource people.
- Develop a speakers' bank of volunteers interested in education and outreach.
- Develop speaker's notes for volunteers to assist them with their presentations and to ensure that a consistent message is being communicated.
- Prepare and distribute a campaign flyer with information about your coalition, including speakers, resource people and contact information for potential volunteers.

## CHECKLIST

- Develop clear goals and objectives for your campaign and agree on ground rules for coalition membership and decision-making.
- Assess your coalition's strengths and weaknesses before going public.
- Outreach to all potential allies is essential. Make a list of possible allies and request their support and participation. Remember to look beyond the usual suspects and include voices not usually heard in municipal politics.
- Educate coalition members, potential allies and the broader community about sweatshops and the No Sweat campaign. Set up a volunteer speakers' bank, prepare speaking notes, develop creative educational techniques, prepare and distribute a campaign flyer.
- Pay attention to your coalition's internal functioning. Convene regular meetings and make sure that minutes of all meetings are distributed to all members. Ensure that there is a fair distribution of tasks based on people's availability, interests and skills. Be mindful of developing an inclusive environment during your meetings and activities.

# [ 3. RESEARCH ]

Research is an essential element of a successful No Sweat campaign.

## *Research on your municipality*

Before publicly launching your campaign, you need to find out:

- What, if any, purchasing policies currently exist at your city or municipality?
- Which clothes are bulk-purchased by your municipal government?
- What department, agency or official is responsible for purchasing?
- How does the procurement process work?
- Which companies supply clothing and/or footwear to the city?

Some of the information you need is available on the city's website. This information will help you determine the necessary steps you need to take to lobby for and win a No Sweat policy.

Apparel purchasing will be organized differently depending on the size of your

municipality. Investigate which city department is responsible for procurement.

If your city already has purchasing policies, find out if they are similar to or compatible with the No Sweat purchasing policy you are planning to introduce. You may also find that your municipality has a statement on ethical values concerning its commercial transactions with companies, which you can refer to in arguing for a No Sweat policy.

As a city resident, you have access to information about your city's purchasing history. Visit your city's website, city clerk, or procurement office to get a copy of the municipal procurement policy and a list of the city's suppliers. The supplier list will give you a sense of the city's procurement budget; where the clothing comes from; which companies will be affected by your resolution; and whether procurement is based on bidding contracts or if a buying company is involved. However, getting a copy of your city's suppliers' list might take some time

### **LABEL CHECK UNCOVERS MADE-IN-BURMA UNIFORMS**

In Vancouver, Ottawa and Halifax, municipal employees checked their clothing labels and found some uniforms were made in Burma, a country notorious for its system of forced labour and other serious human rights violations. With the help of MSN, local No Sweat activists in all three cities broke the story to the media on the same day, which led to good newspaper and radio coverage in each city. Once city uniforms had been linked to the exploitation of workers in Burma, city councillors and staff were more willing to meet with the local No Sweat coalitions to discuss a No Sweat policy.

Burma's representative democratic movement has called for a cessation of trade and investment with Burma until human rights are respected in that country. The Canadian government is urging companies to voluntarily refrain from doing business with Burma. For that reason public institutions should not purchase apparel or other products made in Burma.

**TOOL**

Go to  
[www.maquilasolidarity.org](http://www.maquilasolidarity.org)  
 for a sample  
 research form.

and patience, especially if you have to file an access to information request (often available from the city's website).

While searching for the above information, make sure to develop a good working relationship with city staff responsible for implementing procurement policies. It's extremely important to have the support and cooperation of city staff throughout your campaign, and then during the negotiation and implementation of the policy.

*Label research*

It will help if you can find proof that your municipal government is using apparel made in countries where sweatshop abuses are common. You can do this by visiting your city hall gift store, or by contacting the unions that represent city workers who wear uniforms or have work clothes requirements.

The people who actually wear the city uniforms or clothing (firefighters, police, park personnel, transit workers, and others) may be able to tell you more about the origin of their clothing and the manufacturer(s) who make it. Make sure municipal workers' unions endorse your campaign and that it doesn't conflict with their own policies on where uniforms

should be made. Garment unions like UNITE (Union of Needletrades, Industrial and Textile Employees) may be able to help you identify where the clothing comes from and provide you information about sweatshops. (See Web Resources, inside back cover.)

**CHECKLIST**

- Find out which city departments and agencies have clothing or uniform requirements. Talk to unions representing city workers and garment workers.
- Get a copy of the municipal procurement policy and a list of municipal apparel suppliers. Find out whether you need to make an official "access to information" request to access these documents.
- Develop a good working relationship with city staff involved in the procurement process.
- Identify any other policies or value statements that support the principles behind a No Sweat policy.

# [ 4. STRATEGIES FOR WINNING COUNCIL SUPPORT ]

Before launching a campaign, it is important to understand the political environment in your city - who's who at city hall, how decision-making works, the role of the staff, and what roadblocks you might face in getting council support for a No Sweat Policy. For example, depending on the size of your municipality, different decision-making structures will need to consider your No Sweat proposal before it comes to a vote by city council.

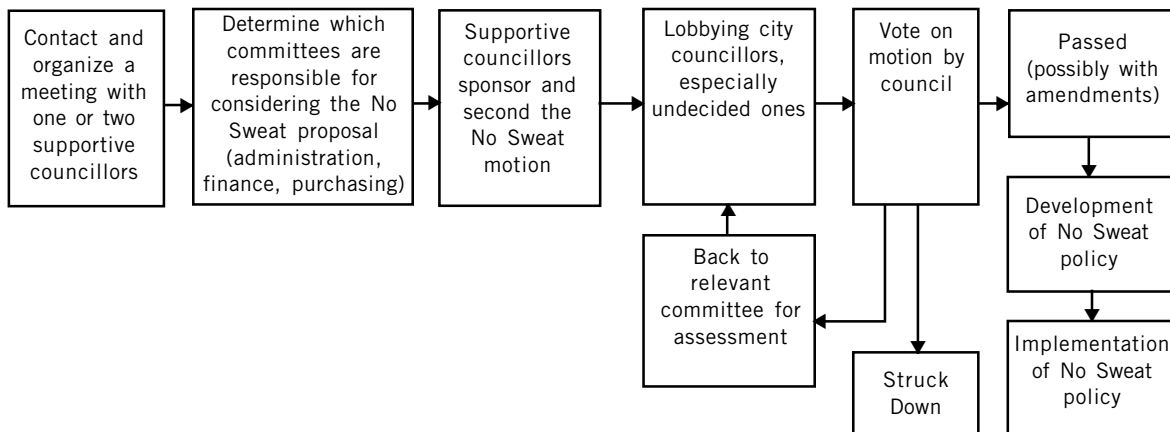
## *The lay of the land (political intelligence)*

Having a good sense of the political environment at city hall will help you develop outreach strategies needed to win a majority of council's votes to adopt your No Sweat motion.

- Identify and arrange meetings with sympathetic councillors who might support your procurement motion.
- Assess different options to maximize the chances of successfully passing your resolution.
- Determine how to get your motion on your city council's meeting agenda and which committees are responsible for considering your No Sweat policy, such as the administration committee, the finance committee, and/or the purchasing committee.

Once you've established a working relationship with one or more supportive councillors, you'll need to agree on who will sponsor and second the motion to develop a No Sweat policy.. It will be important that your lead councillor is a consensus builder and able to convince colleagues to support the

### STEPS TOWARD WINNING A NO SWEAT RESOLUTION





### THE TORONTO GARBAGE STRIKE

In Toronto, a vote on the No Sweat motion was postponed twice due to a labour dispute between municipal employees and city management, culminating in a three-week strike. The delay allowed the No Sweat coalition to continue lobbying undecided councillors and gather more public support, but there was also the risk of losing momentum during the strike and over the summer holidays. It took almost five months to put the motion back onto city council's voting agenda. In the end, the No Sweat resolution was endorsed unanimously.

No Sweat motion. He or she may have suggestions on refining your resolution and No Sweat policy proposal in order to reach consensus among city councillors.

Having a councillor on board who is committed to your initiative and can manoeuvre the political terrain will improve your chances of winning the resolution. Municipal politics can be very divisive and requires compromise on issues. A sympathetic councillor will help you strategize to win, because it is also in his or her political interest to achieve policy change. Keep in mind that you will be working closely with the councillor from the inception of your campaign until the final vote and even beyond, through the implementation stages.

To maximize political support for your motion, you'll need to engage in both city hall lobbying and community outreach. At city hall, you will need to determine who is on side, who will most likely oppose your motion, and who is undecided. Knowing this will help you identify which councillors you need to meet with, saving you time and resources.

Together with your coalition allies, you will need to strategize on how to use your resources most effectively to reach out and involve city residents or constituents in municipal wards whose councillors are undecided or opposed to your No Sweat motion. Pressure from local constituents can influence councillors to vote in favour of your motion.

### *Timing*

Be prepared for the possibility that your No Sweat resolution will be sidelined by other more pressing local issues. You will need to keep abreast of current hot issues that are on council's agenda and how these will affect your campaign timeline. Reporters covering the municipal beat and sympathetic councillors are good sources of information.

The councillor sponsoring your No Sweat motion might also be busy on other issues and may not be able to devote sufficient time to your policy. If this is the case, ask if there is another supportive councillor who would be willing to help you lobby at city hall and support your campaign.

### *City staff: don't underestimate their influence*

While convincing councillors to adopt the motion is critical to your success, getting city staff on side is equally impor-

### **BEWARE OF LOBBYISTS OPPOSING NO SWEAT**

In Saskatoon, the Canadian Apparel Federation (CAF), an apparel industry lobby group, was able to sway city staff to oppose No Sweat purchasing. However, community activists in Saskatoon were able to convince their councillors to make a commitment to move ahead in developing a No Sweat policy, despite CAF opposition.

In Toronto, for example, the Retail Council of Canada was the only organization to make a public deputation against a No Sweat policy to the committee charged with reviewing the proposal and bringing it forward to council.

tant. Before bringing your proposal to city council, arrange a meeting with staff in the relevant departments (ie. the purchasing, economic development, and finance, among other offices) to explain why your No Sweat motion is important and how the policy would be implemented.

City staff have an intimate knowledge of policy procedures for the adoption, implementation and enforcement of policies, and as such, their opinion is often sought by councillors. Without their support, it may be difficult to convince councillors to vote in favour of your motion.

### *Support from apparel manufacturers and local business*

Support from local business as well as apparel companies and manufacturers supplying uniforms to your city will greatly strengthen your campaign. Contact businesses, including ethical clothing retailers that you believe may support the No Sweat initiative.

Since the No Sweat initiative involves changing your city's existing purchasing policy, staff may be wary of making new demands on their current apparel sup-

pliers. Showing councillors and city staff that the campaign is backed by some businesses in your municipality carries weight. The resolution is more likely to pass when seemingly opposing force are in agreement.

If there are progressive and/or unionized apparel manufacturers in your municipality, ask them to show support for a No Sweat policy by writing a letter to the mayor, copied to all councillors.

You may notice a split within the business community regarding the merits of your No Sweat initiative. While some manufacturers may respond positively perhaps because they do not want to be undercut by sweatshops, others may oppose your motion, preferring to continue "business as usual."

You may also discover that apparel industry associations may be aware of your campaign and doing their own lobbying in opposition to your initiative. Keep in mind that there will always be opposition from some businesses, but the garment industry is not a homogenous entity - you'll eventually find allies in the apparel and retail sectors.

## CHECKLIST

- Assess your city council composition and the political environment at city hall. Learn about the administrative structure of city hall.
- Build a relationship with supportive councillors who are ready to sponsor and back the resolution.
- Work with city staff to get them on side.
- Develop a lobbying strategy to reach and involve key constituencies in order to win a majority vote from council. You may want to focus on undecided votes.
- Seek the support of progressive businesses. Letters of support to the mayor and councillors from retailers and manufacturers should be a key component of your campaign.

## 5. CREATING A MEDIA BUZZ

Positive media coverage about your campaign will get the public's attention and that of municipal politicians and the business community.

As a first step you'll want to access what contacts you already have with the media. Some members within your coalition will likely already have access to reporters, or even to media wire services for posting advisories and media releases. You'll also want to identify those reporters most likely to have an interest in and/or are sympathetic to your campaign, for example municipal affairs reporters and columnists already tuned into city politics. Business and international affairs reporters may also be interested. Don't forget reporters working with community and ethno-cultural media outlets.

The public launching of your campaign is a great opportunity to get media coverage and make the public aware of your campaign. A kick-off event bringing together high profile supporters, supportive councillors, progressive business people, union and faith leaders, and other community members will not only help strengthen relations

among the sectors involved in your campaign, but will also offer the media a ready-made story that will increase the public profile of your coalition and its objectives.

Other campaign actions and events that are natural media opportunities include volunteers collecting signatures on petitions outside your city hall or a local shopping mall; presentations of briefs to city council by students, faith and community leaders, and/or high-profile supporters; the release of information on where and under what conditions city uniforms are made.

Throughout the campaign, you will need to find creative ways to win and keep the media's and the public's attention. Groups in Halifax, Ottawa and Vancouver gained major media coverage when they publicized the fact that city employees had to wear uniforms made in Burma. Less dramatic stories, such as high school students delivering petitions or clothing labels to a city council meeting or the visit of a labour rights activist to your city will also keep your campaign in the media. Staging "media-friendly" public events, such as sweatshop fashion shows, a sweatshop mall tour, street theatre, or leafleting of a civic events, can also be effective.

**TOOL**  
Go to  
[www.maquillasolidarity.org](http://www.maquillasolidarity.org)  
for a sample  
media release

**It's preferable to assign one coalition leader to act as the media spokesperson, so that reporters become familiar with that person and know whom to contact when there are new developments.**

You can also create your own news by writing a feature story about your campaign for a community paper; small newspapers are often looking for stories. Think of a human interest angle for your story, such as “the journey of a municipal uniform” or “the workers who make our city’s uniforms.” Letters to the editor are also effective in informing city residents about your campaign.

Participation in community events organized by allied organizations can also increase your coalition’s profile and raise public awareness of your campaign objectives. Consider participating in Labour

Day parades and May Day actions, school and religious functions, union conventions and meetings, youth conferences and cultural events. Ask permission to set up an information table and/or to distribute petitions and other campaign information.

**Be prepared to get some negative commentary on your proposal since opponents may have more leverage with reporters. And, don’t get discouraged if your events are not covered. Persistence will pay off, resulting in good coverage.**

## CHECKLIST

- Draw upon coalition members’ contacts with the media.
- Assign someone from your coalition to be the media contact throughout the campaign.
- Seek out reporters who may be sympathetic to your issue and whose assignment allows them to cover the story.
- Write a news feature for a community paper and/or letters to the editor about your campaign.
- Find interesting media hooks for stories.
- Organize a public kick-off event for your campaign and invite the media.
- Increase the visibility of your campaign by participating in community events.

# [ 6. IMPLEMENTING ]

## A NO SWEAT POLICY

Congratulations, your city has adopted a No Sweat resolution! The next step is ensuring that your municipal government implements a credible and effective ethical purchasing policy.

City staff and the city clerk or administrator will likely be assigned to coordinate the development of the policy. To ensure that an acceptable policy and effective implementation program are adopted, you need to make sure that key sectors and constituencies, including your coalition, are represented at the table.

### *The campaign is not over*

This is a critical time for your coalition. Some partners may feel that winning a No Sweat resolution marks the end of the campaign. As well, policy development and implementation aren't as exciting as campaigning to win a policy, and may seem anti-climatic. However, participation in the policy development stage is extremely important. It's your opportunity to help shape the policy and how it will be implemented.

A No Sweat policy is intended to produce positive results with a minimum amount of burden on the municipality for administration and enforcement; the onus is on the apparel companies to provide evidence that they are complying with the policy.

Under the model No Sweat policy, city suppliers - and NOT the city - bear responsibility for carrying out and paying for factory monitoring, as well as for third-party investigations of reported policy violations. (See "Compliance" and "Violations and Remedial Action" sections of the Model policy.)

Once the No Sweat policy is adopted, companies that provide clothing for your municipality will be required to sign an agreement to abide by the conditions and requirements set out in the policy. This agreement applies to all manufacturing facilities, including those not directly owned by the company. The City is responsible to oversee the process.

### *Essential elements of a No Sweat policy*

The conditions and requirements set out in your No Sweat policy should include:

#### **1. Compliance with Local Labour Laws and International Standards**

Companies that win contracts with the municipality must ensure that the workplaces where their products are made are complying with local labour laws and the minimum labour standards of the International Labour Organization (ILO), as described above in "What should be included in a No Sweat Purchasing policy?"

(page 4) and outlined in the “Model No Sweat municipal purchasing policy” (page 24).

If the garment manufacturer outsources some or all of its production of city apparel, the city’s No Sweat policy provisions should also apply to those supply factories.

A union label or evidence that workers making municipal products are represented by democratic unions that engage in free collective bargaining should be regarded as substantial proof of compliance with the city’s No Sweat policy.

Note that the new No Sweat purchasing criteria will have to be mentioned on the city’s tender or bidding request for apparel products. Consensus among stakeholders will have to be reached on an appropriate compliance phase-in timeline. You may want to propose a

“grandfather” clause for existing contracts during a transition period, encouraging public disclosure of factory locations for existing suppliers, and compliance with the No Sweat policy for all new contracts after the policy is adopted

## 2. Public Disclosure of Factory Locations

A No Sweat policy should require city clothing suppliers to report to the city and the public the names and addresses of all workplaces where the city’s clothing is being made. Ideally, factory information should be available to the public through the city’s website. A less desirable option is for that information to be available upon request. Your No Sweat policy should also include a provision requiring suppliers to provide the name and address of a new supply factory as soon as production of city apparel has started in that facility.

### WHY TRANSPARENCY IS IMPORTANT

Many apparel companies are reluctant to disclose the names and addresses of their factory locations citing the need to protect proprietary information from competitors. However, once disclosure requirements are adopted, companies usually comply.

#### Why public disclosure of factory locations?

- Public scrutiny is key to enforcing No Sweat policies and helping to eliminate sweatshop abuses when they arise.
- It encourages companies to better monitor their supply chains.
- It discourages companies from giving false information to the city.
- It enables interested third parties to report a violation of a No Sweat policy to your municipal government.

Public concern over growing sweatshop abuses in Canada and overseas has prompted retailers and manufacturers to develop codes of conduct and internal monitoring programs. The development of multi-stakeholder codes and compliance verification programs has encouraged greater transparency and respect for worker rights. These initiatives include the Fair Labor Association, Social Accountability International, and the Worker Rights Consortium in the US; the Ethical Trading Initiative in the UK; and the Fair Wear Foundation in the Netherlands.

However, industry-controlled initiatives such as the Retail Council of Canada’s “Responsible Trading Guidelines” and the Worldwide Responsible Apparel Production Certification Program (WRAP) of the American Apparel and Footwear Association have little support or credibility among human rights, faith, women, labour or non-governmental organizations. Both initiatives take the lowest common denominator approach on labour standards to gain buy-in from all member companies, and provide no information to the public on where products are made or the results of factory audits.

As No Sweat universities have shown, suppliers often oppose public disclosure of factory locations when policies are being developed, but cooperate with those same policies once they are adopted. In fact, some major university suppliers are now marketing themselves as more transparent companies because of their willingness to disclose the locations of factories producing university apparel, and some are listing those factories on their company websites. (See Nike, JanSport and Gear for Sports websites.)

### **3. Factory Monitoring**

Municipal governments do not have the resources to carry out monitoring themselves, nor should they be expected to do so. Municipal suppliers should be responsible for monitoring their supply factories, and preference in granting new contracts should be given to suppliers that use acceptable third-party verifiers and are willing to publicly disclose the findings of third-party audits as part of their annual reports.

### **4. Annual Reports**

Suppliers should be required to provide annual, public reports on their progress in achieving compliance with the No Sweat policy. Reports should include information on the supplier's monitoring and verification program; the name of the third-party auditing organization, if they are using one; the findings of monitoring and third-party audits; and a summary of corrective action taken.

A number of major US brands are currently providing this level of public reporting through the Fair Labor Association (FLA) website: [www.fairlabor.org](http://www.fairlabor.org).

While few if any of these companies are municipal suppliers, these reports provide useful examples of transparent reporting.

The Worker Rights Consortium goes further, publicly disclosing full reports from factory investigations of university suppliers. Visit: [www.workersrights.org](http://www.workersrights.org).

### **5. Responding to Complaints**

The municipal government should create a mechanism to receive third-party complaints of violations of the No Sweat policy. Suppliers should be required to respond to all legitimate complaints with verified evidence that the violations have either not occurred or corrective action has been taken.

If a third-party factory audit is required to verify whether the complaint is justified and/or whether corrective action has been taken, the city should have the right to approve the auditing organization. Those findings should also be available to the complainant and to the public.

In some cases, such as reports of violations of workers' legal rights in Canada, the municipality and the company could ask that a government inspector from the Ministry of Labour carry out a factory audit. In other cases, the city and the company could agree upon a third-party organization to investigate reported abuses. The company, not the city, should pay for the investigation and the results should be made available to the school board, people making the complaint, and the public.

Some Canadian universities with No Sweat policies are beginning to discuss how they could work together to enforce these policies and investigate complaints. In the future, your city might decide to

work together with other municipal governments, school boards, and universities to respond to complaints of violations of No Sweat policies. This approach makes sense since many companies supply a number of cities, and some companies, school boards, universities and municipal governments.

## 6. Corrective Action

If your No Sweat policy is effective, you will no doubt discover violations of local labour laws and/or ILO standards. Few, if any, factories are completely free of violations. A No Sweat policy will give your municipality the mandate to require suppliers to take corrective action when violations are identified and to provide verifiable evidence that the violations are being eliminated.

Manufacturers should be given sufficient time and opportunities to achieve compliance. The supplier should provide the city with a corrective action plan, including reasonable deadlines.

Cutting off a supplier is the last resort when serious problems persist and the supplier is unwilling or unable to correct them.

## CHECKLIST

- Ensure that your coalition is involved in the development of the No Sweat policy and its implementation program. Different sectors and constituencies must be represented at the table to make the policy viable and credible.
- Be prepared to work with city staff and apparel companies that may want to implement a less stringent No Sweat policy. However, make sure your bottom-line demands are met. If progress stalls, media attention to the issue may encourage stakeholders to move the process forward.
- The policy development process may be time consuming. Depending on your city's requirements, your new policy may have to be reviewed and approved by council, and that may require making some compromises. Work with supportive councillors to ensure that your coalition's objectives are met without compromising your basic principles.



# MODEL NO SWEAT MUNICIPAL RESOLUTION:

## COMMITMENT TO DISCLOSURE AND NO SWEAT PURCHASING

To amend the Purchasing Policy of the City of [X], in order to ensure that, when the City procures apparel, other textile goods and/or textile-related services or licenses its trademarks, the City does not contract with sweatshops.

WHEREAS it is in the interests of the City to purchase goods and services from responsible manufacturers that provide quality products and services at a competitive price;

WHEREAS the City does not want to do business with companies that compete by exploiting their workers;

WHEREAS the City purchases items of apparel, an industry in which there have been many recent reports of worker rights abuses and sweatshop conditions, such as poverty wages, excessive hours of work, discrimination, abusive treatment, child labour, and failure to provide statutory benefits;

WHEREAS the spread of sweatshop practices in the apparel and related industries threaten the jobs and working conditions of all manufacturing workers in the City of [X];

WHEREAS sweatshop abuses flourish when the conditions of workers are hidden;

WHEREAS pressure from institutional purchasers such as governments is an effective way to combat sweatshop practices;

AND WHEREAS, the City chooses to allocate its purchasing dollars in order to enhance, rather than degrade, the economic and social well being of the City.

THEREFORE, BE IT RESOLVED that the City Council and the City of [X] require all suppliers of apparel, other textile goods and/or textile-related services, such as laundries, and all trademark licensees to provide the names, addresses and contact information of each subcontractor and manufacturing facility to be used in the manufacture of apparel products or rendering of textile-related services to the City and its Agencies, Boards, Commissions or Authorities. This information shall be considered public information.

BE IT FURTHER RESOLVED that the City Council and the City of [X] commit to the adoption of a No Sweat procurement policy within the next year.

The policy shall ensure that all aforementioned products and services purchased by the City of [X], whether produced in Canada or abroad, are manufactured in accordance with local labour laws and international labour standards of the International Labour Organization (ILO) Conventions and United Nations (UN) Declarations regarding wages, hours of work, workplace health and safety, discrimination, forced labour, child labour and freedom of association and collective bargaining and any other relevant Conventions and Declarations.

The No Sweat procurement policy shall be developed in consultation with the City Purchasing Office, the district labour council, city employee unions and other interested community groups and citizens.

# MODEL NO SWEAT MUNICIPAL PURCHASING POLICY

To amend the Purchasing Policy of the City of [X], in order to ensure that when the City procures apparel, other textile goods and/or textile-related services or licenses its trademarks, the City does not contract with sweatshops.

## Section 1. PREAMBLE

WHEREAS it is in the interests of the City to purchase goods and services from responsible manufacturers that provide quality products and services at a competitive price.

WHEREAS the City does not want to do business with companies that compete by exploiting their workers.

WHEREAS the City purchases items of apparel, an industry in which there have been many recent reports of worker rights abuses and sweatshop conditions, such as poverty wages, excessive hours of work, discrimination, abusive treatment, child labour, and failure to provide statutory benefits.

WHEREAS the spread of sweatshop practices in the apparel and related industries threaten the jobs and working conditions of all manufacturing workers in the City of [X].

WHEREAS sweatshop abuses flourish when the conditions of workers are hidden.

WHEREAS pressure from institutional purchasers such as governments is an effective way to combat sweatshop practices.

AND WHEREAS, the City chooses to allocate its purchasing dollars in order to enhance, rather than degrade, the economic and social well being of the City.

THEREFORE, BE IT RESOLVED that the City Council and the City of [X] adopt the following “No Sweat” Procurement Policy.

## Section 2. DEFINITIONS

“Child” means any person less than 15, unless local minimum age law stipulates a higher age for work or mandatory schooling, or less than 14 if minimum wage law is set at that age in accordance with developing country exceptions under ILO Convention 138.

“Employer” means an entity that employs or contracts a worker in the production of a product.

“Homeworker” means any person who carries out work in his or her home or in other premises of his or her own choice, other than the workplace of the employer, for remuneration, which results in a product or service as specified by the employer, irrespective of who provides the equipment, materials and or other inputs used.

“Minimum labour standards” means the minimum labour standards set out in section 3.

“Policy” means this document in its entirety.

“Product” means, any article of clothing, head-wear or footwear, or any item made of fabric or by knitting, weaving or felting manufactured for the City or any of its Agencies, Boards, Commissions or Authorities.

“Services” means services involved in the provision or maintenance of textile products used by the city or any of its Agencies, Boards, Commissions, or Authorities, such as laundry services.

“Supplier” means an entity who in the course of a commercial business sells a product or service to the City or any of its Agencies, Boards, Commissions, or Authorities. It also includes any licensee that enters into an agreement with the City to use a trademark on a product.

“Subcontractor” means any entity who directly or indirectly provides the supplier with goods and/or services integral to the manufacture, provision or maintenance of textile products for the City.

“Trademark” means a trademark, logo or other symbol associated with the City or any of its Agencies, Boards, Commissions, or Authorities.

“Worker” means a person involved in the manufacture or provision of services for a product.

Wages that meet “basic needs” by local standards are most effectively determined through free collective bargaining. In the absence of free collective bargaining, wages that meet “basic needs” should be defined as wages paid for a normal 48-hour work week that are sufficient by local standards to provide for the food, clothing, housing, health care, potable water, child care and transportation needs of the worker and his/her dependents. In defining wages that meet basic needs, factors that should be taken into account include the average number of dependents and the average number of wage earners per family in the sector in each country, local “market basket” surveys of the cost of goods and services needed by an average family, as well as data from local governments, labour and human rights organizations, and UN agencies.

### **3. LABOUR STANDARDS PROVISIONS**

Where this policy and the applicable laws of the country of manufacture differ, the standard that provides the greater right, benefit or protection to the worker shall apply.

Every supplier shall ensure that its manufacturing facilities, and those of its subcontractors, comply with national and other laws applicable in each workplace and shall respect this Policy and the internationally recognized workers’ rights and labour standards expressed in the UN Declarations and the conventions of the UN’s International Labour Organization. Furthermore, all suppliers and their subcontractors shall ensure that:

#### **Forced Labour**

No employer shall subject a worker to forced labour practices, whether in the form of involuntary prison labour, indentured labour, bonded labour or otherwise. Workers shall not be required to lodge financial deposits or their original identity papers with their employer.

#### **Child Labour**

No employer shall use child labour. Adequate transitional economic assistance and appropriate educational opportunities shall be provided to any displaced child worker. Workers under the age of 18 shall not be exposed to situations in the workplace that are hazardous, unsafe or unhealthy.

#### **Harassment and Abuse**

No worker shall be subject to physical, sexual, psychological abuse or harassment, verbal abuse, or any other form of abuse, including corporal punishment.

#### **Discrimination**

No employer shall discriminate against a worker in hiring, compensation, access to training, promotion, or termination on the basis of age, race, caste, national origin, religion, disability, gender, marital status, sexual orientation, union membership or political affiliation.

#### **Women’s Rights**

No worker shall be subject to the forced use of contraceptives or pregnancy testing. Workers will be permitted to take maternity leave without facing the threat of dismissal, loss of seniority or deduction in wages, and shall be able to return to their former employment at the same rate of pay and benefits.

#### **Hours of Work**

No employer shall require a worker to work in excess of 48 hours per week, and shall provide each of its workers with one day off for every seven-day period. If a worker is requested to work overtime (more than 48 hours per week), such overtime shall not exceed 12 hours per week, only be requested in exceptional and short-term circumstances and be remunerated at a premium rate.

### **Freedom of Association and the Right to Bargain Collectively**

Workers shall have the right to join or form trade unions of their own choosing and to bargain collectively. Workers' representatives shall not be discriminated against and shall have access to carry out their representation functions in the workplace. Where the right to freedom of association and collective bargaining is restricted under law, the employer shall facilitate and will not hinder the development of parallel means for independent and free association and bargaining.

### **Wages and Compensation**

Wages and benefits paid for a standard working week meet, at a minimum, national legal standards or industry benchmark standards, whichever is higher.

In any event wages paid for a standard working week should always be enough to meet basic needs of workers and their families and to provide some discretionary income. All workers shall be provided with written and understandable information about their employment conditions with respect to their wages.

Deductions from wages as a disciplinary measure shall not be permitted.

### **Health and Safety**

Every employer shall provide its workers with a safe and healthy workplace, including access to clean toilet facilities, potable water and, if appropriate, sanitary facilities for the storage of food. If accommodations are provided, such accommodations shall be clean, safe, and meet the basic needs of the workers. Adequate steps shall be taken to prevent accidents and injury to health by minimizing the causes of hazards inherent in the working environment. Workers shall receive regular and recorded health and safety training, and such training shall be repeated for new or reassigned workers.

### **Employment Relationship**

To every extent possible work performed must be on the basis of a recognized employment relationship established through national law and practice. Obligations to employees under labour or social security laws and regulations arising from the regular employment relationship shall not be avoided through the use of labour-only contracting, subcontracting, or homeworking arrangements, or through apprentice-

ship schemes where there is no real intent to impart skills or provide regular employment, nor shall any such obligations be avoided through the excessive use of fixed-term contracts of employment.

### **Homeworkers**

The employer shall take special steps to ensure that homeworkers are afforded a similar level of protection as would be afforded to directly employed personnel under the requirements of this Policy. Such special steps shall include but not be limited to:

(a) establishing legally binding, written purchasing contracts requiring conformance to minimum criteria (in accordance with the requirements of the Policy);

(b) ensuring that the requirements of the written purchasing contract are understood and implemented by homeworkers and all other parties involved in the purchasing contract; and

(c) maintaining, on the employer's premises, comprehensive records detailing the identities of homeworkers; the quantities of goods produced and/or hours worked by each homeworker

Employers shall keep adequate records of their employees' names, addresses, rate of pay and number of hours worked each week in order to make this information available for a third-party audit.

### **Awareness of Policy**

Workers whose work is covered by the Policy shall be made aware of the Policy orally and through the posting of standards in a prominent place in the local language(s) spoken by employees and managers.

## **4. COMPLIANCE**

1. Before the City or any of its Agencies, Boards, Commissions, or Authorities enters into an agreement with a supplier, the supplier must confirm in an affidavit to the City that:

a) it will comply with ethical labour practices that meet or exceed the minimum labour standards in the Policy; and

b) it acquires goods and services from subcontractors who agree to comply with labour practices that meet or exceed the minimum labour standards.

2. In addition to the confirmation mentioned above, a supplier shall provide the names and addresses of each subcontractor and manufacturing facility to be used in the manufacture of the product. This information shall be considered public information.

3. Every supplier is responsible for monitoring their supply factories. Preference will be given to suppliers who use the services of third-party verifiers acceptable to the City.

4. Every supplier shall be required to submit an annual compliance report to the City containing information on the monitoring and verification program, the name(s) of the third-party verifier(s), the findings of monitoring and third-party audit(s), and corrective action taken to achieve compliance with international labour standards and local laws. This report shall be considered public information.

## **5. VIOLATIONS AND REMEDIAL ACTION**

1. If the City receives a credible report that a supplier or subcontractor has violated the minimum labour standards of the Policy, the City shall send a notice of the violation to the supplier.

2. A notice of violation shall:

a) describe the violation, including which minimum labour standard(s) of the Policy has/have been allegedly violated;

b) specify the entity which the City believes has violated the minimum labour standards in the Policy; and

c) set out the supplier's requirement to respond to a notice of violation within 30 days (in accordance with subsection 5.3).

3. Within 30 days from the date of the notice of violation, the supplier shall provide the City with:

a) supporting information to demonstrate that the violation(s) described in the notice did not occur; or

b) a detailed remedial plan to demonstrate how the violation described in the notice shall be rectified within one year of the date of the notice.

4. If the supplier responds to the notice of violation with documentation that the violation did not occur, the City may require the supplier to co-operate with a third-party audit or a Ministry of Labour audit.

5. If a third-party or Ministry of Labour audit determines that the violation of the minimum labour standards set out in the notice of violation did occur, the supplier shall submit a detailed program to demonstrate how the violation described in the notice shall be rectified within one year of the date of the notice.

6. If a remedial program has been submitted in response to a notice of violation, the City may require the supplier to co-operate with a third-party audit to verify that the violation has been rectified in accordance with the remedial program.

## **6. TERMINATION**

1. The City has the authority to terminate any contract with a supplier without notice or penalty if:

a) A supplier who has been sent a notice of violation has failed to make an adequate response within 30 days,

b) The supplier refuses to submit or fails to cooperate with a third-party audit as required by the City; or

c) A third-party audit of a factory where violations have been reportedly corrected (as per section 5.6) determines that the violation was not rectified in accordance with the agreed upon remedial program.

2. If the City terminates an agreement under this section with a supplier, it ceases to be liable to the supplier or to any other person for any unpaid amounts that would otherwise have been payable under the agreement and shall not be under any obligation to return to the supplier any product supplied by the supplier under the agreement.

3. The City, at its discretion, may terminate a contract or prohibit a vendor from holding contracts with the City for filing false information or for failing to file information required under this policy.



# WEB RESOURCES

## TO ASSIST YOUR CAMPAIGN

### *No Sweat Campaign website*

**Maquila Solidarity Network:** [www.maquilasolidarity.org](http://www.maquilasolidarity.org)

### *Other websites on ethical purchasing campaigns*

**Bangor Clean Clothes Campaign:** [www.pica.ws/cc/index.html](http://www.pica.ws/cc/index.html)

**Clean Clothes Campaign:** [www.cleanclothes.org/campaign/communities.htm](http://www.cleanclothes.org/campaign/communities.htm)

**Clean Clothes Connection:** [www.cleanclothesconnection.org](http://www.cleanclothesconnection.org)

**New York State Labor-Religion Coalition:** [www.labor-religion.org](http://www.labor-religion.org)

**SweatFree Communities:** [www.behindthelabel.org/campaigns/sfc/](http://www.behindthelabel.org/campaigns/sfc/)

**UNITE:** [www.uniteunion.org/sweatshops/cities/](http://www.uniteunion.org/sweatshops/cities/)

### *Other websites on anti-sweatshop campaigning*

**Behind the Label:** [www.behindthelabel.org](http://www.behindthelabel.org)

**Campaign for Labor Rights:** [www.clrlabor.org](http://www.clrlabor.org)

**Canadian Labour Congress:** [www.clc-ctc.ca](http://www.clc-ctc.ca)

**Common Threads (Ontario Secondary School Teachers' Federation):**

[www.commonthreads.ca](http://www.commonthreads.ca)

**Global Exchange:** [www.globalexchange.org](http://www.globalexchange.org)

**National Labor Committee:** [www.nlcnet.org](http://www.nlcnet.org)

**Oxfam Canada:** [www.oxfam.ca](http://www.oxfam.ca)

**Sweatshop Watch:** [www.sweatshopwatch.org](http://www.sweatshopwatch.org)

**US Labor Education in the Americas Project (US/LEAP):** [www.usleap.org](http://www.usleap.org)

### *Other websites on codes of conduct and monitoring*

**Ethical Trading Initiative (ETI):** [www.ethicaltrade.org](http://www.ethicaltrade.org)

**Fair Labor Association (FLA):** [www.fairlabor.org](http://www.fairlabor.org)

**Fair Wear Foundation (FWF):** [www.fairwear.nl](http://www.fairwear.nl)

**Social Accountability International (SAI):** [www.sa-intl.org](http://www.sa-intl.org)

**Workers Rights Consortium (WRC):** [www.workersrights.org](http://www.workersrights.org)



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