

International Centre for Trade Transparency & Monitoring

# White Paper

The Regulatory Landscape and Compliance Challenges in Supply Chain Transparency

https://www.icttm.org/

ternational Centre for

#### © Copyright 2023. The International Center for Trade Transparency Limited

All rights reserved worldwide. No part of this book may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording, or otherwise, without the prior written permission of the International Center for Trade Transparency Limited. This publication is protected by copyright laws and treaties worldwide.

For permissions requests or further inquiries, please contact:

The International Center for Trade Transparency Limited 71-75, Shelton Street Covent Garden, London, WC2H9JQ United Kingdom Phone: +44 20 4586 1690 Email: info[at]icttm.org Website: https://www.icttm.org



### **Table of Contents**

Introduction	4
Understanding Supply Chain Transparency Regulations	7
Compliance Challenges of Supply Chain Transparency	.10
Consequences of Noncompliance in Supply Chain Transparency	.14
Supply Chain Transparency's Future Prospects	.17
Conclusion	.20
Bibliography	.22

### Introduction

Today's business environment has witnessed supply chains become more intricate and globalized as globalization and outsourcing practices gain ground. Supply chain transparency has emerged as a top challenge for both businesses and their stakeholders, including consumers, investors and governments seeking ethical, social, and environmental practices in supply chains. With public scrutiny becoming more intensive, stakeholders are demanding greater supply chain transparency for compliance purposes and improved corporate social responsibility (CSR) practices. In response to these issues, various laws, regulations, and policies have been established to promote supply chain transparency, ethical sourcing practices, sustainable operations practices, and responsible business conduct.

This White Paper seeks to provide an overview of the regulatory landscape pertaining to supply chain transparency, the compliance challenges involved, and ways in which companies can navigate them by adopting responsible sourcing practices and supply chain transparency measures into their operations.

### Brief Description on Supply Chain Transparency

Supply chain transparency refers to the visibility of information, transactions, and processes across an entire supply chain. It involves tracking products or services as they move through various stages of production, transportation, storage, and distribution. Supply chain transparency's purpose is to enable consumers, regulators, and other key players to make more informed decisions regarding products they purchase and companies they conduct business with. Recently, this concept has gained increasing recognition due to factors including corporate social responsibility, sustainability, and ethical sourcing practices. Supply chain transparency has become a legal requirement in many countries in response to growing concerns regarding human rights abuses, environmental degradation, and corruption in global supply chains. Unfortunately,

providing transparency remains an extremely complex and challenging endeavor involving many actors with various regulatory frameworks as well as technological, logistical, and human factors involved.

### Importance of Supply Chain Transparency and Regulation Landscape

Supply chain transparency cannot be disregarded as an essential aspect of compliance and regulation. Companies need to disclose all available information on their suppliers, processes, and products to gain customer trust, meet compliance standards and reduce risks related to unethical business practices. Transparency within supply chains has the ability to revolutionize how companies operate, leading to improved efficiency and more sustainable practices. Unfortunately, creating transparent supply chains is no simple undertaking. Organizations must navigate complex international supply chains while adhering to multiple regulations, creating multiple compliance challenges which demand ongoing best practice implementation and an ingrained culture of compliance. Companies must quickly adapt to new regulatory developments, integrating them into business practices. Supply chain transparency initiatives within this regulatory landscape are therefore integral for compliance, sustainability and building consumer trust.

#### Compliance in Supply Chain Transparency

Compliance plays an essential role in providing supply chain transparency by ensuring organizations abide by all necessary laws, regulations, and standards. Compliance has never been more essential in modern supply chains with their global networks and complex logistics processes, each reaching beyond borders to multiple nations. Failure to adhere to transparency regulations within supply chains can have far reaching ramifications for environmental degradation, financial loss and reputational harm. Compliance helps organizations build strong relationships with suppliers, co-manufacturers, contract manufacturers and distributors by implementing clear communication systems and ethical guidelines. Such guidelines promote better supplier behavior, accountability and

transparency while mitigating any unethical practices that might ensue. By accepting compliance as a key requirement for supply chain transparency and sustainability.

Technology offers one way of increasing supply chain transparency. Companies using advanced tools, like blockchain, can digitize and store supply chain data securely while remaining transparent about its storage process. Companies using supply chains enable companies to track goods and raw materials within their supply chains while real-time monitoring allows companies to assess supplier social responsibility practices in real time. Technology adoption enables companies to streamline financial and operational processes, cutting the time and costs associated with compliance adherence. However, technology adoption must also include clear policies and standards which define how data should be collected, analyzed, and shared throughout supply chains. All stakeholders within a supply chain need access to accurate and trustworthy information in order to foster trust and collaboration across it. Due to rising consumer, government, and NGO pressure for business seeking resilient ethical sustainable supply chains to implement technology-driven supply chain transparency.



### Understanding Supply Chain Transparency Regulations

Regulation surrounding supply chain transparency has undergone substantial change over the years. Rising social and environmental responsibility expectations has spurred governments and international organizations to take actions for increasing supply chain transparency. In 2015, the United Nations issued the Sustainable Development Goals (SDGs). Goal 12 addresses Responsible Consumption and Production. It seeks to advance sustainable practices related to procurement, production, and consumption by encouraging businesses to track their sustainability performance as reported to them by UN. The European Union (EU) has passed regulations such as the Conflict Minerals Regulation and Non-Financial Reporting Directive to require businesses to disclose their sourcing practices, environmental, social and governance (ESG) policies. United States lawmakers and regulators have also taken regulatory actions, with Dodd-Frank Wall Street Reform and Consumer Protection Act being one such regulation that mandates companies report conflict mineral use within their supply chains. Although progress has been made toward compliance, compliance remains difficult due to supply chain complexity and nonstandard reporting frameworks.

### Overview of Supply Chain Transparency Regulations and Recommendations

At present, supply chain transparency regulations continue to evolve and provide companies with incentive for greater supply chain transparency. These initiatives have largely been motivated by consumer demand for more ethical and eco-friendly products as well as increasing pressure from investors and other stakeholders. Compliance challenges remain an overwhelming threat for many companies operating in countries with lax regulatory frameworks or complex supply chains. To address these challenges, many companies have adopted tools and technologies which enable greater tracking and visibility throughout their supply chains, while others have engaged in partnerships with



suppliers, NGOs, or other stakeholders to promote responsible business practices. Overall, supply chain transparency regulations may continue to evolve over the coming years, requiring businesses to remain adaptable if they wish to successfully navigate this complex terrain.

### International Regulations Regarding Supply Chain Transparency

International regulations regarding supply chain transparency aim to create an equal playing field between companies competing on global markets. These regulations aim to incentivize compliance with transparency requirements by mandating companies to disclose information regarding their supply chain processes and practices. European Union Regulation on Conflict Minerals is one example of such regulations, mandating importers of minerals into Europe to adhere to supply chain due diligence obligations and report their efforts at identifying, preventing, and mitigating risks from their extractive activities in an attempt to identify any negative repercussions from extractive activities. Dodd-Frank Act regulations mandate companies to report conflict mineral usage within their supply chains to the Securities and Exchange Commission, to create an even playing field as well as ease ethical concerns associated with raw material sourcing, such as safeguarding human rights, labor practices, or environmental practices.

### Legal Requirements and Policies Related to Supply Chain Transparency

Legal requirements and policies on supply chain transparency are constantly shifting as legislators attempt to meet consumer concerns and address stakeholder needs. Businesses operating globally often must comply with multiple laws and regulations across nations which makes compliance challenging and time consuming. U.S. laws such as California Transparency in Supply Chains Act and Dodd-Frank have placed supply chain transparency firmly into focus, while UK's Modern Slavery Act addresses forced labor and trafficking within supply chains. International conventions like the UN Guiding Principles on Business and Human Rights and International Labor Organization's Forced Labor Convention provide valuable guidance regarding supply chain transparency. Companies should stay abreast of regulatory developments to stay compliant with these policies and regulations.

Transparency issues within supply chains remain difficult due to no universal standard for data collection and reporting. Initiatives such as the Global Reporting Initiative (GRI) and Sustainability Accounting Standards Board (SASB) offer guidance for reporting sustainability, but do not mandate their adherence and may vary in requirements depending on who uses their guidelines. Confusion arises for companies and consumers navigating supply chain transparency, often due to a lack of standard definitions for key terms like "sustainable," "ethical" and "fair trade." Without clear definitions in place, companies may make misleading or incomplete claims regarding their supply chain transparent tracking of products and data through supply chains, but widespread implementation will require significant investments and cooperation among stakeholders.



### Compliance Challenges of Supply Chain Transparency

Compliance is another obstacle facing companies when striving to achieve supply chain transparency, particularly as technology and consumer preferences develop further. Corporate social responsibility frameworks (CSR) have increasingly taken precedence and may prove pivotal. Under these frameworks, supply chain management needs to ensure traceability and accountability of products. Businesses must implement rigorous compliance programs so that suppliers adhere to ethical and responsible business practices. However, this can be a challenging endeavor since supply chains may be intricate and multi-tiered, making compliance hard to verify at every level. Furthermore, government regulations frequently change; additionally, suppliers in different regions could face different regulations as a result. Companies should take proactive measures to ensure compliance, such as conducting due diligence assessments and continuous monitoring; creating an effective whistleblowing system and adopting policies designed to promote transparency and sustainability across their organization; viewing compliance as an ongoing effort that needs to be seen as part of an overall business strategy and approach.

#### Assessing Supply Chain Risks

One approach for identifying supply chain risks is conducting an in-depth risk evaluation by considering potential threats that may disrupt operations as well as their likelihood. An analysis can uncover risks related to supplier bases, transportation and logistics operations and external influences like geopolitical events, natural disasters or regulatory changes that impact supply chains and logistics operations. One effective strategy to identify risks is prioritizing suppliers based on their level of importance to your business, for instance suppliers that supply essential components or materials should be evaluated more rigorously than suppliers that supply non-critical goods and services. Criteria may include supplier geographical location, financial stability, and performance history. By recognizing and classifying risks organizations can develop contingency plans designed to mitigate supply chain disruptions.

### Maintain Supplier Relationships

Effective supplier management requires taking a systematic approach that allows us to identify, assess and mitigate supply chain risks. Key components of this approach include setting clear expectations at the outset and regularly reviewing supplier performance against them. Communication between suppliers is also critical to building and sustaining their relationships, particularly to identifying and addressing potential problems early. Companies need to ensure their suppliers understand their expectations regarding transparency and compliance, working together with them so they can meet those standards.

But companies must remember that managing suppliers requires striking an effective balance. Heavy demands may lead to subpar supplier performance while an indifferent approach may undermine efforts at increasing transparency and accountability. Companies should invest in training resources designed to assist suppliers with understanding expectations and complying with regulations as part of maintaining supply chain integrity.

### Establishing a Transparent Supply Chain

Establishing an open supply chain is crucial to businesses addressing social and environmental concerns in their operations. Transparency allows companies to understand where their products originate as well as under what conditions they were produced. Companies can identify opportunities for improvement and promote sustainable practices throughout their supply chains by recognizing areas for enhancement; however, maintaining transparency may prove challenging since most supply chains consist of multiple suppliers from diverse nations. To address these challenges, companies must



establish effective communication and reporting channels with their suppliers and leverage emerging technologies like blockchain to increase transparency. Implementing blockchain, businesses can track products and materials throughout their supply chains with unprecedented transparency, creating an unalterable digital record that ensures transparency, accountability, sustainability, ethical practices, and social responsibility. By adopting such measures, businesses can establish transparent supply chains that uphold sustainable, ethical practices, and social responsibility practices.

### Overcoming Financial Barriers in Order to Comply with Regulations

Supply chain transparency presents companies with many obstacles. Implementation costs for new technologies and audits as well as engaging suppliers quickly add up over time. Financial constraints may also present companies operating in emerging markets or lacking the resources of larger organizations with which they must contend, forcing them to devise innovative methods of cost control and revenue generation in order to succeed. To overcome such hurdles, companies need to devise creative plans for managing costs while increasing revenue streams. Partner with other organizations to share resources, negotiate long-term contracts with suppliers or streamline operations to eliminate waste and inefficiency. Companies should explore all available funding avenues, from grants and loans from government organizations, or partnerships with impact investors, in order to increase supply chain transparency. Improving supply chain transparency requires long-term dedication towards investing in resources and infrastructure to comply with regulatory requirements.

Compliance challenges associated with supply chain transparency include properly documenting all transactions and communications involving multiple parties within an international supply chain. Documenting everything properly becomes even more critical if these chains involve numerous participants from several nations. Maintaining transparency requires maintaining thorough documentation of legal agreements, contracts and negotiations as well as recording any changes made to them and keeping all parties



involved informed about them. Firms should keep records on file of legal agreements made be- tween all parties involved to maintain accuracy in any future discussions regarding them. Keep all invoices and receipts to prove the origin of products sold as well as ensure all payments were properly recorded and recorded in accounting systems. Maintaining effective documentation also enables businesses to implement ethical business practices and comply with local and international laws and regulations. Without adequate records, investigating disputes or violations would become almost impossible, potentially leading to legal consequences that might otherwise have been avoided.



### Consequences of Noncompliance in Supply Chain Transparency

Noncompliance in supply chain transparency can have severe repercussions, with one major consequence being reputational harm to an organization or individuals involved. Companies that fail to abide by transparency requirements run the risk of being discovered by both the public and media, which could result in lost public trust, boycotts, and diminished revenues not to mention legal proceedings from regulatory bodies and fines imposed as penalties for noncompliance. Companies operating across multiple jurisdictions could face additional fines. Noncompliant companies may face not only financial penalties but also other forms of punishments including debarment from government contracts and exclusion from certain markets. Non-compliance may also disrupt supply chains as suppliers fail to fulfill their obligations due to lack of clarity in contract obligations. Non-compliance has devastating economic and reputational ramifications for businesses; consequently, it's vital that organizations adhere to transparency regulations.

### **Brand Reputation Risks**

Brand reputation risks should always be considered when developing supply chain transparency programs for their organizations. Any unethical practices conducted by employees of an enterprise could damage both its brand image and consumer trust significantly, potentially jeopardizing any supply chain transparency initiatives undertaken. Social media and digital communication channels allow consumers to quickly share their experiences about a particular brand or organization with an international audience. Un unfavorable review or comment can quickly go viral and do lasting damage to a company's reputation, so they need to ensure their supply chains are transparent as well as they implement ethical, sustainable practices in their business practices. Organizations should take proactive steps in communicating their transparency efforts to their stakeholders to gain trust and protect themselves against possible reputational risks. Overall, businesses need to understand the significance of maintaining positive brand reputation and work toward building and protecting it continuously.

### Legal and Financial Risks

Supply chain transparency requires businesses to comply with applicable laws and contractual obligations regarding product traceability, environmental impact assessments, labor practices and human rights compliance. Failing to comply can result in legal actions, fines, reputational loss, and decreased profitability for businesses. Supply chain disruption, product recalls and reputational damages all pose financial risks that threaten a firm's bottom line. Supply chain transparency regulatory requirements are ever changing, and companies must adapt quickly to remain compliant. Larger firms may face more scrutiny and monitoring, which in turn incur higher compliance costs. In spite of such challenges, businesses should prioritize supply chain transparency and ethical practices as means to mitigate both legal and financial risk when navigating an intricate regulatory environment.

### Compliance Impact on Business Operations

Compliance can have a dramatic effect on business operations, particularly with regards to supply chain transparency. Businesses need to disclose all operations they conduct while meeting regulations set by regulatory bodies and complying with any standards, they set for themselves. Companies incur considerable costs as they must create systems and procedures to track their supply chains effectively.

Compliance can have an enormous effect on businesses' ability to adapt quickly to emerging technologies and market trends, as they must ensure any modifications do not violate any applicable regulations or standards. Failure to do so could create legal or reputational risk for them. Compliance can provide several advantages to businesses, including improved customer loyalty and market access expansion as well as building up ethical and sustainable practices in business practices. Compliance should therefore be seen as essential part of business operations in complex supply chains.

### The Effects of Noncompliance on Supply Chain Visibility

When suppliers refuse to reveal their practices or data, companies become less capable of understanding risks within their supply chains as fully. Without full visibility, businesses cannot identify potential human rights violations, environmental harm or unethical business practices that might threaten reputational damage, legal liabilities and financial losses for themselves and their shareholders. Without complete visibility companies may miss issues like human rights violations, environmental degradation and unethical business practices which threaten them with reputational loss, legal liabilities and financial losses leading to irreparable reputational and financial harm to themselves and to any associated assets they own or manage. Non-compliant suppliers create an uneven playing field and put compliant suppliers at an unfair advantage, so companies must work towards transparency both internally and through encouraging suppliers to act the same. Only through collaborative effort can supply chains become more transparent and sustainable.

Supply chain transparency has increasingly become an issue of concern to companies operating globally. As consumer demand for ethically produced goods has increased, regulatory and legislative measures designed to foster supply chain transparency have taken shape and hold companies responsible for any ethical misdeeds or ethical violations in their supply chains. Businesses face major hurdles as they navigate complex regulatory frameworks while upholding ethical practices throughout their supply chains. One of the primary challenges companies face in operating across multiple territories is meeting regulations which may differ substantially between nations. Compliance efforts become even more complex when third-party suppliers and vendors must also abide by any requirements necessary. Therefore, companies must invest significant resources into creating comprehensive compliance programs to meet both ethical and legal compliance.



### Supply Chain Transparency's Future Prospects

Supply chain transparency will continue to benefit from closer cooperation among industry players, regulators, and consumers in the years to come. Stakeholders have increasingly become aware of the environmental, social, and economic repercussions associated with supply chains; as a result, they demand greater accountability from producers. As part of an attempt to increase supply chain transparency, emerging technologies like blockchain and machine learning could play an essential part in providing real-time monitoring and tracking of products from source to retail store. Stakeholders will likely adapt more formalized reporting frameworks for supply chain transparency, such as Global Reporting Initiative (GRI) standards, to enhance consistency and comparability across industries and supply chains. Ultimately, supply chain transparency will be determined by technological innovations, regulatory pressures, consumer demand for increased accountability and sustainability within supply chains.

#### Examining How New Technologies Impact Supply Chain Transparency

Emerging technologies like blockchain, artificial intelligence (AI), and IoT are revolutionizing supply chains by increasing transparency and efficiency. Blockchain, for example, is a decentralized ledger system which tracks each step in the supply chain to make monitoring product origin and authenticating products easier. AI and IoT technologies enable real-time monitoring of shipments, inventory levels and supplier performance offering actionable insights for supply chain decision making. Data generated through these technologies can then be used to detect risks such as labor violations or environmental abuses and take appropriate actions to rectify them. They also increase accountability by creating traceability so companies can openly discuss their sustainability initiatives with all of their stakeholders.

However, these technologies also pose compliance challenges, including data privacy and standardization across supply chains. Companies should therefore actively manage these challenges to maximize supply chain transparency through emerging technologies.

### Sustainability as the Basis of Supply Chain Transparency

Sustainability is an integral element of supply chain transparency and one of the greatest global concerns that supply chains must tackle. Sustainability refers to meeting present needs without jeopardizing future generations' capacity, necessitating eco-friendly and socially responsible practices to be sustained for generations. Integration of sustainability practices in supply chain operations encompasses several dimensions, such as energy and resource efficiency, waste reduction, fair labor practices and ethical sourcing practices. Sustainable supply chain practices foster greater transparency by offering clear information regarding their ecological and social impact, giving customers more knowledge for making more informed choices. Integrating sustainability practices is also key for meeting regulatory compliance; sustainability practices align with government regulations and international standards to help achieve regulatory compliance, which contributes to transparency within supply chains that ultimately deliver business value while furthering environmental and social responsibility.

### Regulation and Compliance in Supply Chain Transparency

Implementation of an extensive regulatory framework is paramount to ensure manufacturers, suppliers and retailers comply with law while being held accountable for their actions. Compliance with regulations can protect reputational risk while increasing industry standards and consumer trust. Ethical practices including supply chain transparency should be enforced to avoid legal penalties such as fines or imprisonment and negative press coverage. Regulations should be written so that their requirements are specific and clear, while emphasizing transparency of supply chain activities such as traceability and ethical business practices. Therefore, compliance and regulatory obligations must be considered by suppliers, manufacturers, and the wider business ecosystem to preserve supply chains that maintain integrity and transparency.

One key barrier to supply chain transparency has been the absence of standardised reporting frameworks and metrics. Current sustainability reporting systems available include those provided by Global Reporting Initiative (GRI), Sustainability Accounting Standards Board (SASB), and Carbon Disclosure Project (CDP). These systems provide businesses with a useful means of reporting certain aspects of supply chain transparency; however, each has different reporting and measurement approaches that must be fulfilled in order to be useful. As such, companies may experience difficulties in comparing their sustainability performance against that of other firms or monitoring progress over time. Lack of standardization also prevents investors and consumers from making informed decisions regarding a company's sustainability performance, since there are no uniform metrics across industries or sectors for comparison. To meet this challenge, efforts have been underway to develop uniform reporting requirements and metrics across different sectors that companies may adopt into their reporting practices.

### Conclusion

Supply chain transparency has taken on increasing significance within modern business due to global supply chains' complexity and consumer desire for responsible practices that adhere to sustainability goals. Regulators have responded to this demand with laws and regulations mandating companies to disclose more details regarding their supply chain activities. Compliance with these regulations presents significant obstacles for companies, including increased transparency and accountability requirements, the risk of reputational damage and increased data collection and reporting expenses. Effective supply chain transparency offers companies opportunities to build upon their reputation, improve risk management practices, and strengthen relationships with stakeholders. Companies who embrace transparency while effectively meeting compliance challenges will find themselves best poised for success in today's increasingly competitive and socially conscious business environment.

#### Importance of Compliance Issues in Supply Chain Transparency

Regulatory landscape and compliance challenges for supply chain transparency play an essential role in upholding sustainability, social responsibility, and ethical standards across global supply chains. New regulations, standards, and frameworks reflect an increasing appreciation of the need to increase transparency and accountability across the supply chain, from production through distribution and consumption. Compliance with regulations and standards represents significant challenges to businesses, necessitating substantial investments of resources, technology, and expertise as well as cultural transformation efforts and stakeholder involvement. Noncompliance with regulations can have severe repercussions in terms of reputational harm, legal penalties, and loss of competitive edge. Therefore, supply chain transparency and regulatory compliance are inextricably linked and require integration among values, operations, and stakeholders' interests for creating responsible supply chains that offer sustainable value creation.

#### Recommendations for Implementing Successful Compliance Strategies

To create effective compliance strategies, it is vital that organizations assess existing processes thoroughly and identify any areas where noncompliance might exist. An effective compliance program necessitates developing an efficient set of controls to monitor compliance. Regular internal audits or reviews must take place as well to evaluate its efficacy. Supply chain stakeholders should prioritize transparency and collaboration as key means of detecting and mitigating noncompliance risks. Regular training should also be implemented for employees, suppliers, and partners so they understand compliance requirements as well as their roles in meeting them. Businesses may take steps to utilize technology in their compliance processes to increase efficiency while decreasing human error risk and improving overall effectiveness. Adopting industry standards or frameworks, like United Nations Global Compact or ISO 26000 can also offer guidance for developing and implementing successful compliance programs.

#### Vision for Transparent and Sustainable Supply Chain Development

Sustainable supply chains are often seen as the goal for organizations. Transparency helps increase accountability, which encourages ethical behaviour. By employing responsible sourcing practices, businesses can minimize any negative environmental or human rights-violation throughout their supply chains. Sustainable supply chains reinforce the concept of circular economy by using recyclable materials in production and recycling products once their lifespan is completed. Companies looking for an ethical and environmentally sustainable supply chain should participate in continuous improvement programs involving monitoring and auditing efforts for all parts of their supply chains. Transparency cannot be accomplished overnight; it requires commitment from all stakeholders as well as willingness to embrace technology and innovative solutions. A transparent supply chain ultimately benefits not only businesses but also society, the environment and customer logalty.

## Bibliography

- René Schmidpeter. 'Building New Bridges Between Business and Society.' Recent Research and New Cases in CSR, Sustainability, Ethics and Governance, Hualiang Lu, Springer, 10/31/2017
- Mickey Howard. 'Purchasing and Supply Chain Management.' A Sustainability Perspective, Thomas
- E. Johnsen, Routledge, 10/26/2018 Dominik Röck. 'Technology Adoption and Impact in Supply Chains.' An Empirical Study of Early-stage Distributed Ledger Technology-based Transparency Solutions, Universität St. Gallen, 1/1/2020.
- Stefan Geissdoerfer. 'The influence of change management practices on the implementation of Compliance Management Systems in companies.' GRIN Verlag, 2/20/2017
- Chris Guzelian. 'The Legal Risk Management Handbook.' An International Guide to Protect Your Business from Legal Loss, Matthew Whalley, Kogan Page Publishers, 12/3/2016.
- Garry Honey. 'A Short Guide to Reputation Risk.' Routledge, 5/15/2017
- Saurav K. Dutta. 'The Definitive Guide to Blockchain for Accounting and Business.' Understanding the Revolutionary Technology, Emerald Group Publishing, 9/30/2020
- Tyler Roy Morgan. 'Supply Chain Transparency.' An Overlooked Critical Element of Supply Chain Management, University of Alabama Libraries, 1/1/2015
- Michael D. Hales. 'Supplier Relationship Management.' How to Maximize Vendor Value and Opportunity, Stephen Easton, Apress, 6/14/2014
- Christopher S. Tang. 'Managing Supply Chain Risk.' ManMohan S. Sodhi, Springer Science
  & Business Media, 2/25/2012
- Pradeep, Nijalingappa. 'Utilizing Blockchain Technologies in Manufacturing and Logistics Management.' Goyal, S. B., IGI Global, 1/21/2022

- Travis James Miller. 'Guide to Supply Chain Compliance Laws and Regulations.' American Bar Association, Business Law Section, 1/1/2021
- Sarosh Kuruvilla. 'Private Regulation of Labor Standards in Global Supply Chains.' Problems, Progress, and Prospects, Cornell University Press, 4/15/2021
- World Bank; World Trade Organization. 'Trade Therapy.' Deepening Cooperation to Strengthen Pandemic Defenses, World Bank Publications, 8/29/2022.
- Julia Dehm. 'Power, Participation, and Private Regulatory Initiatives.' Human Rights Under Supply Chain Capitalism, Daniel Brinks, University of Pennsylvania Press, 7/30/2021
- Yiannis Nikolaidis. 'Quality Management in Reverse Logistics.' A Broad Look on Quality Issues and Their Interaction with Closed-Loop Supply Chains, Springer Science & Business Media, 10/9/2012