



International Centre for
Trade Transparency
& Monitoring

White Paper

Measuring and Reporting Supply Chain Transparency:
Metrics and Frameworks

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Introduction

Due to an ever-increasing need for accountability and awareness in supply chains, understanding transparency has gained significant importance over recent years. Transparency refers to the provision and disclosure of information along the supply chain that facilitates informed decision-making by stakeholders as well as understanding of any ethical or environmental impacts from products they consume. Measuring and reporting transparency requires creating metrics and frameworks which provide a complete and standardized picture of the supply chain. This White Paper seeks to explore various metrics and frameworks available to businesses for measuring transparency within their supply chains. By reviewing existing literature and industry reports, this White Paper will offer insight into various approaches to supply chain transparency as it applies to greater environmental, social, and sustainable goals. Improved supply chain transparency benefits companies, stakeholders, and society as a whole by guaranteeing ethical practices while mitigating environmental/social risks.

Definition of Supply Chain Transparency

Supply chain transparency refers to the practice of disclosing information regarding production and distribution processes of goods and services. Ethical supply chain practices provide stakeholders with a complete picture of where each product or service comes from and its eventual destination. Supply chain transparency allows companies to enhance their corporate social responsibility, by mitigating adverse environmental, social, and human rights impacts and risks while at the same time building trust among customers, investors, and partners. Transparency within companies' supply chains and supplier relationships provides protection from public scrutiny or reputational harm, respond to regulatory requirements, and meet increasing consumer expectations of ethical, sustainable practices. Therefore, measuring and reporting supply chain transparency are vital parts of improving supply chain management practices for sustainability enhancement.

Understanding and Reporting Supply Chain Transparency

Supply chain transparency can have an incredible influence over a company's brand value and business success. Businesses must ensure supply chains are transparent in their operations by measuring and reporting on its transparency to identify issues associated with labor practices, environmental impact, and ethical sourcing practices. Measuring transparency provides companies with an effective means of gauging the success of their sustainability initiatives, identify gaps within their supply chains and plan for improvements. Trust with stakeholders such as customers, investors and regulators can also be built through showing corporate responsibility and accountability. Transparency reports allow companies to mitigate supply chain risks, comply with regulatory requirements and gain competitive edge not only ethically but also economically. Measuring and reporting supply chain transparency makes good business sense and should not be neglected for either ethical or financial considerations.

Purpose of this White Paper

This white paper serves to give an in-depth view of various metrics and frameworks employed for measuring supply chain transparency. Supply chain transparency is increasingly becoming an issue for companies across industries and geographies as consumers, investors, regulators, and other stakeholders put pressure on them to ensure that their supply chains do not employ unethical or illegal practices such as forced labor, child labor, human trafficking, environmental pollution, or corruption in any part of their operations.

Companies need effective tools and strategies that enable them to monitor, track, analyze and disclose details regarding their supply chains including suppliers' identities, activities, and locations effectively in response to concerns and demands that businesses adopt transparent supply chains that adhere to corporate social responsibility principles. By exploring key metrics used by leading organizations and experts this White Paper seeks to

offer companies looking to strengthen transparency and accountability within their supply chains a roadmap towards doing just this.

One effective method for measuring and reporting supply chain transparency is through key performance indicators (KPIs). KPIs allow stakeholders to view progress made, identify areas for improvement and share efforts made towards greater supply chain transparency with others. KPIs exist that can help evaluate various aspects of supply chain transparency, such as environmental performance, social responsibility, and ethical business practices. KPIs might include measuring greenhouse gases released during production, the percentage of suppliers adhering to labor standards and incidents of corruption or bribery identified, among many others. Tracking and reporting on such metrics allows companies to demonstrate their dedication to transparency and accountability as well as setting an example in their industry.

Metrics to assess supply chain transparency

Metrics that measure supply chain transparency can play a vital role in increasing supply chains' transparency. Metrics to assess supply chain transparency include metrics related to supplier performance, social and environmental sustainability and governance and compliance issues. As organizations pursue supply chain transparency measures, a standard framework for collecting and analyzing supply chain practices and performance is key. Use of industry reporting frameworks such as those provided by Global Reporting Initiative (GRI) or Sustainability Accounting Standards Board (SASB). Metrics for measuring supply chain transparency should align with recognized global standards on human rights, labor rights, and environmental sustainability such as those set forth by the UN Global Compact to promote transparency, accountability, and sustainable business practices throughout global supply chains. Creating and using effective metrics are thus paramount in encouraging transparency, accountability, and responsible business practices across supply chains worldwide.

Traceability of Products and Raw Materials

Traceability of products and raw materials refers to their movement through the supply chain, from origin through sale. Traceability can be essential in protecting food safety, quality assurance and environmental and social impacts of supply chains. Implementation of traceability systems involves an intricate mix of technology, processes, and governance structures; but while its advantages cannot be ignored, its implementation poses both costs and challenges in complex global supply chains. Traceability may provide invaluable information for companies and consumers yet is no guarantee of sustainability or ethical practices. Therefore, to fully assess an organization's supply chain impacts it's vital that supplemental metrics or frameworks such as these be utilized alongside traceability measures.

Environment Impact and Sustainability Analysis

At the core of supply chain transparency lies environmental impact and sustainability analysis. Sustainable practices refer to systems or processes which don't compromise future generations by existing without harm. Balance must be struck between social, economic, and environmental considerations in order to preserve natural resources without depletion or destruction of them. Companies are becoming more conscious of the significance of sustainability both from moral and business viewpoints. Companies realize it can reduce costs while simultaneously building brand equity. Effective supply chain transparency measurements should include indicators that measure an organization's impact on the environment such as its carbon dioxide emissions or water usage. Companies should report on their sustainability goals and measures they've implemented to reduce environmental impact as part of a transparent supply chain initiative that supports sustainability practices and helps the planet preserve itself while meeting business goals at both short-term and long-term scale.

Supplier Performance and Labor Practices

Supply chain transparency must include an understanding of supplier performance and labor practices to guarantee ethical sourcing practices. To do this effectively, businesses need an in-depth knowledge of both these aspects as they relate to suppliers as well as overall performance ratings of these providers. Monitoring suppliers for compliance with labor laws, guaranteeing fair wages and benefits to workers, and evaluating their overall environmental impacts is among these strategies. Measuring and reporting supplier performance in these areas can be complex and challenging due to potential suppliers operating out of countries with less stringent regulations than those found here or in Europe. However, frameworks exist that can assist businesses with objectively and standardized evaluating and monitoring supplier performance. Furthermore, working collaboratively with suppliers and other stakeholders on improving labor practices and

environmental impact is another effective strategy to drive positive change throughout their supply chains.

Ethical Standards and Compliance Requirements for Compliance Management Systems

Standards should be set based on international principles like those in the UN Global Compact, with consideration being given to human rights, labor practices, environmental stewardship, and anti-corruption. Compliance with ethical standards should be ensured via internal audits, external certifications, and supplier assessments. Companies should implement measures for reporting any breaches to ethical standards as soon as they occur, along with taking corrective actions when necessary. Transparency and accountability must also be embedded into contracts between suppliers and companies, so all parties understand their responsibilities and obligations. Adherence to ethical standards can help establish trust with stakeholders while mitigating supply chain transparency risks.

As well as supplier audits and certifications, companies should leverage third-party data sources and technology platforms for improved supply chain transparency. Social and environmental data can be acquired using satellite images, mobile applications and blockchain technology, providing a more complete picture of supplier operations. However, companies must first rigorously investigate and assess the accuracy and credibility of data sources before including them into transparency reporting. Furthermore, companies should strive not only to measure and report on their supply chains but also advocate for transparency throughout the entire industry. Collaboration with industry associations and advocacy groups to establish industry-wide transparency reporting frameworks can also assist. Companies seeking greater supply chain transparency can not only reduce risks and enhance sustainability but can also build stronger relationships with their stakeholders by showing an ethical commitment and upholding responsible business practices.

Frameworks for reporting supply chain transparency

Supply chain transparency frameworks exist to establish a standardized reporting system that benefits both companies and stakeholders alike, with GRI's framework being widely recognized as the premier standard for such reporting. Social and environmental responsibility encompass a spectrum of considerations when operating businesses, from environmental considerations and ethical obligations, such as supply chain transparency. The UN Guiding Principles Reporting Framework (UNGPRF) offers businesses support when reporting on the implementation of the UN Guiding Principles on Business and Human Rights.

Sustainability Accounting Standards Board (SASB) standards assist companies in providing in-depth, comparable, and trustworthy information about sustainability topics relevant to business performance. These frameworks underscore the necessity of reporting in an accurate, consistent way so stakeholders may make well informed decisions.

1. Global Reporting Initiative (GRI) Standards

Recent years have witnessed an increased emphasis on sustainability reporting. This surge has led to several frameworks and standards being put forth such as Global Reporting Initiative (GRI). GRI Standards offer organizations looking to report on their sustainability performance an accessible, robust set of guidelines. Their framework encompasses indicators across environmental, social, and governance (ESG) issues as part of reporting their sustainability performance. GRI Standards not only enable organizations to measure supply chain transparency and accountability, but they provide an avenue for improving both of those areas of operation. Adopting GRI Standards will enable organizations to demonstrate their dedication to sustainability while fulfilling stakeholder expectations, such as investors, customers, and civil society groups. As demand for sustainability reporting rises, organizations will find greater use for GRI Standards when measuring and reporting on their sustainability performance.

2. Sustainable Accounting Standards Board (SASB) standards

Once again, let us remind ourselves to appreciate every second we are granted here on planet earth! Sustainable Accounting Standards Board (SASB) standards were designed to give companies an easily understandable way of disclosing material ESG (Environmental, Social, and Governance) risks and opportunities, helping investors assess a company's long-term value creation potential more accurately. SASB standards cover 77 industries across five sectors Health Care, Finances, Technology & Communications, Non-renewable Resources and Renewable / Alternative Energy Resources. Standards designed specifically to a given industry focus on risks and opportunities most significant to that sector, while being evidence-based through extensive research with stakeholder consultation and engagement from industry experts. At its heart, SASB standards aim to give investors access to comparable and actionable information that allows them to identify companies with strong management practices and ESG performance that help mitigate risks while increasing long-term returns.

3. United Nations Global Compact (UNGC) principles

Firms may utilize the principles of the United Nations Global Compact as a framework to evaluate and report supply chain transparency. The UNGC principles encompass ten areas, such as human rights, labor standards, environmentalism, and anticorruption; they draw their inspiration from international human rights standards as well as from the UN Declaration on Environment and Development. Companies taking part in the UNGC pledge to integrate its principles into their business practices and publicly report progress made towards meeting them. By signaling commitment to these principles of the UNGC pledge, companies may increase stakeholder trust while potentially drawing in socially responsible investors or customers.

Environmental, Social and Governance (ESG) Disclosure Requirements

Another method for measuring supply chain transparency involves reviewing ESG disclosure requirements. ESG refers to an umbrella set of standards used by businesses for measuring their environmental, social, and governance practices these assessments include their environmental, social and governance impacts along with corporate governance practices. ESG disclosure requirements have become an increasing priority among investors and stakeholders who care deeply about sustainability of a company's operations, products, and services. These requirements often necessitate companies providing extensive details of their supply chain practices, including labor standards, human rights violations, and environmental impacts. GRI's sustainability reporting framework features ESG criteria as part of its assessment criteria, making it possible for businesses to measure and report on their sustainability performance. Compliance with ESG disclosure requirements may help companies increase transparency within supply chains, build stakeholder trust and mitigate any unethical or non-sustainable practices that arise during operations.

One key metric of measuring supply chain transparency is the volume and quality of data captured and reported including qualitative and quantitative information such as raw material sources, working conditions for suppliers and compliance with environmental and social standards. Recently, technology has allowed businesses to collect and analyze this data more effectively, creating detailed reports on the performance and sustainability of their supply chains. Businesses have increasingly recognized the significance of sharing this data with key stakeholders, customers, investors, and NGOs alike such as customers, investors, and NGOs. Such disclosure can foster trust while building their organization's reputation while driving innovation and working closer with suppliers. It is key for organizations to ensure the accuracy and completeness of data reported; any discrepancies could damage credibility efforts made.

Challenges In Measuring and Reporting Supply Chain Transparency

Measuring and reporting supply chain transparency presents numerous and formidable difficulties, not the least of which being an absence of standard metrics and reporting systems, making comparison across companies and industries increasingly challenging. Supply chain transparency involves various stakeholders with differing interests and priorities that complicate efforts to measure and report it.

Other challenges associated with transparency measures can include secrecy and complexity within supply chains that makes accessing accurate and comprehensive data difficult, as well as any financial costs incurred from implementation measures to increase transparency. Resistance from companies and suppliers who refuse to share information that would demonstrate supply chain transparency further hinders efforts of measuring and reporting on it. Addressing these challenges will require cooperation among companies, policymakers, and civil society organizations in developing standard metrics and reporting frameworks that balance stakeholder interests while increasing corporate accountability.

Limited access to standard metrics and frameworks

One of the key challenges associated with measuring and reporting supply chain transparency lies in its inability to use universal metrics or frameworks, with different businesses adopting their own individual set of measurements which makes comparing transparency levels between supply chains difficult. Lacking an established framework, providing transparency across supply chains poses additional difficulties to achieve overall. A lack of standardization or transparency could create confusion, mistrust and misinformation which is detrimental for any organization's overall operations and profitability.

Non-standardization makes it more challenging for buyers to evaluate suppliers accurately and make sound decisions about them, increasing risk exposure. Responding to this challenge, industry stakeholders and organizations have launched various initiatives designed to standardize processes and best practices while emphasizing collaboration in order to reach supply chain transparency. Unfortunately, without clear metrics and frameworks in place achieving supply chain transparency remains an impossible goal.

Limited access to information

Transparency can also be compromised by limited access to information; businesses may lack complete details regarding suppliers in remote regions or smaller firms that they rely upon. Firms engaged in complex global supply chains involving hundreds of suppliers are especially susceptible to this challenge. Companies may find it hard to share information with suppliers due to tight controls of proprietary data, lack of trust in maintaining confidentiality or liability concerns. Lack of access to information results from inconsistency in data disclosure practices by companies, which leads to difficulty with interpreting supply chain data across supply chains as well as communicating it effectively to stakeholders. Companies might use non-standardized measures and metrics that make analyzing supply chain information challenging due to difficulty with analysis and interpretation across supply chains; further complicating interpretation as well as communication processes between supply chains.

Cost and Resource Constraints

One of the greatest obstacles facing organizations seeking to enhance supply chain transparency lies in cost and resource restrictions associated with gathering and reporting data. Concerns of competitive disadvantage or increased litigation and regulatory action could make suppliers reluctant to share information. Gathering data from multiple sources and verifying its accuracy requires significant time, resources, and investment in IT as well as analytical abilities. Given limited budgets and resources, organizations must carefully

weigh the tradeoffs between investing in more robust reporting frameworks versus other sustainability initiatives and creating greater transparency which requires considering both costs and benefits of transparency as part of overall supply chain sustainability strategies in making decisions regarding investment priorities.

Global Reporting Initiative (GRI) is one of the world's premier frameworks for measuring and reporting on sustainability and supply chain transparency. GRI provides an exhaustive set of guidelines and indicators covering sustainability topics like human rights, labor conditions and environmental impacts. GRI's framework enables companies to assess the transparency performance of their supply chains against specific GRI indicators and gain an accurate picture of supply chain transparency. GRI provides guidance to companies on stakeholder engagement and reporting processes to help ensure transparent communication of transparency efforts in an accurate, clear manner. GRI's framework is regularly revised and adjusted to remain reflective of evolving sustainability issues and stakeholder needs, making it a popular choice among companies looking to report transparency performance efficiently to stakeholders.

Benefits of Measuring and Reporting Supply Chain Transparency

Transparency and reporting on supply chain activities can bring great advantages for both the organization and its stakeholders. First and foremost, social responsibility efforts can enhance brand reputation and customer loyalty for organizations that embrace ethical or sustainable practices in turn attracting additional customers while giving an organization an advantage in the marketplace. Second, supply chain risk mitigation helps lower disruption risks and identify inefficiencies that can be improved to cut costs. Thirdly, transparency and accountability to investors build their confidence in an organization and help promote growth and expansion. Measuring and reporting supply chain transparency can encourage suppliers to act more ethically and sustainably while offering dialogue and collaboration opportunities between organizations, stakeholders, and the environment. Overall, measuring and reporting supply chain transparency may lead to positive outcomes for organizations, their stakeholders, and the environment alike.

Enhance reputation and brand image

When companies prioritize transparency and ethical business practices in their supply chains, they can build positive associations among both their consumer base and stakeholders that foster long-term business success. Studies have demonstrated that consumers are becoming increasingly interested in the ethical and societal impacts of products they buy; transparency helps build trust and fosters loyalty from customers. Reputation and brand image can attract investors while strengthening relationships among partners in the supply chain. Companies that put transparency and ethics first can gain a competitive advantage in the marketplace. Transparency and ethics practices have also proven invaluable when dealing with supply chain disruptions or negative events, which means companies that prioritize these practices could experience improved reputation and brand image as well.

Increase stakeholder trust and loyalty

One of the primary advantages of increasing supply chain transparency is improved stakeholder trust and loyalty. When companies communicate accurately about their supply chain practices, this helps increase brand recognition, awareness, and integrity three significant goals of improving supply chain transparency. Consumers frequently base purchase decisions on companies' transparency and ethical conduct; they want brands which reflect their personal beliefs. Transparent and ethical supply chain information can increase customer loyalty and build trust, leading them to make repeat purchases or become brand advocates. Companies that demonstrate transparency in their supply chain practices become more appealing to suppliers. Once suppliers feel trust from their customers, they're more likely to work closely together, strive to meet requirements, and forge long-term relationships with them. In return, companies benefit from increased communication, collaboration, and value creation between themselves and their suppliers that strengthen brand image and competitive edge in the market.

Improved risk management and decision-making

Transparency can make an invaluable difference in risk management and decision-making processes, further strengthening supply chain operations. Access and analysis of supply chain operations information can enable organizations to quickly recognize potential risks and vulnerabilities before they become major problems. Utilizing data and analytics to monitor operations and detect trends or warning signals can enable companies to proactively manage risk while making educated decisions regarding potential suppliers, products or markets. Transparency also can assist organizations in strengthening relationships with suppliers by encouraging open dialogue and collaboration. Working together, businesses can quickly address issues quickly and efficiently, decreasing disruptions to supply chains while improving overall performance. In today's fast-changing business landscape, being able to effectively manage risk and make informed decisions is

integral for long-term success; transparency within supply chain management provides one effective tool in accomplishing this objective.

An increasing awareness of how businesses impact society and the environment has necessitated increased emphasis on transparency within supply chain management. Sustainable and responsible practices have evolved beyond being just moral obligations; they now play a pivotal role in effective business strategies. A number of frameworks have been devised for measuring supply chain transparency. The Global Reporting Initiative (GRI) offers companies guidelines they can follow to assess their performance on various sustainability issues relating to supply chain management. The Supply Chain Sustainability School (SCSS) offers training and resources that enable companies to enhance their supply chain performance. Numerous metrics have also been developed to track specific aspects of supply chain transparency such as traceability, environmental impact and labor practices. Companies using such frameworks and metrics can track and report progress toward more transparent and sustainable supply chain management practices.

Conclusion

Supply chain transparency measures and reporting are vital activities for organizations looking to build brand value, customer trust and sustainable operations. Supply chain transparency metrics and frameworks provide businesses with vital tools that allow them to gain an in-depth view of their supply chains and to identify any risks or mitigation strategies in an efficient and comprehensive fashion. Use of metrics and frameworks such as these can improve supply chain information's credibility and reliability, helping companies meet stakeholders' expectations more easily while creating competitive advantages for themselves. Adopting supply chain transparency goals and governance structures can foster cooperation and shared values among partners in a supply chain network, leading to improved overall performance while encouraging ethical, social, and environmental responsibility in operations. Organizations should integrate supply chain transparency initiatives into their corporate social responsibility strategies and strive to enhance supply chain transparency practices, so as to benefit all the parties involved with supply chains ecosystem.

Summary of Major Points

This White Paper discussed the necessity of measuring and reporting supply chain transparency. Additionally, this White Paper examined its definition as well as its significance within business practices. It then explored some of the challenges companies encounter when trying to assess and report supply chain transparency, such as lack of standardization and data accessibility. The White Paper provided an overview of existing metrics and frameworks for measuring supply chain transparency, such as Global Reporting Initiative and UN Guiding Principles on Business and Human Rights. Furthermore, emphasis was given to transparency as being key driver for sustainable business practices with positive effects for customers, employees, and society as a whole.

Call to Action for Organizations Prioritizing Measuring and Reporting Supply Chain Transparency

Measuring and reporting supply chain transparency are both vitally important in today's business environment and should therefore prioritize investing in technologies and systems which promote visibility and traceability throughout their supply chains. Installation of reliable metrics and reporting frameworks will also enable companies to be held responsible for their supply chain practices and the resulting impacts on various stakeholders. Businesses must take the initiative to involve suppliers in their supply chain transparency journey for greater trust and collaboration. Prioritizing supply chain transparency will reap many rewards for companies, from encouraging an ethical culture to improving reputation, mitigating risks to bottom lines, and complying with regulations or laws. So now more than ever it is vital for corporations to prioritize measuring and reporting supply chain transparency.

Significance of transparency in today's global business landscape.

Transparency has never been more critical in today's global business landscape than it is right now, especially given the rise of social media and consumer consciousness. Companies operating with opaque practices risk substantial brand damage through exposure on these channels and through consumer awareness efforts. Additionally, governments worldwide are placing increasing emphasis on transparency and accountability, forcing companies to adopt a more open approach or face legal ramifications. Transparency within supply chains has become more vital with modern supply chains becoming more intricate, often comprising multiple tiers across countries and more complex structures than ever. Complex business environments make ensuring ethical practices difficult to enforce and call into question their authenticity; transparency becomes increasingly necessary if a company wishes to claim they take ethics seriously and avoid reputational and financial penalties due to failing in this aspect of operations. Thus, making transparency an essential feature of modern business practices.

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