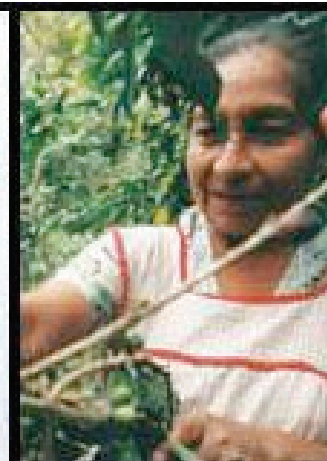
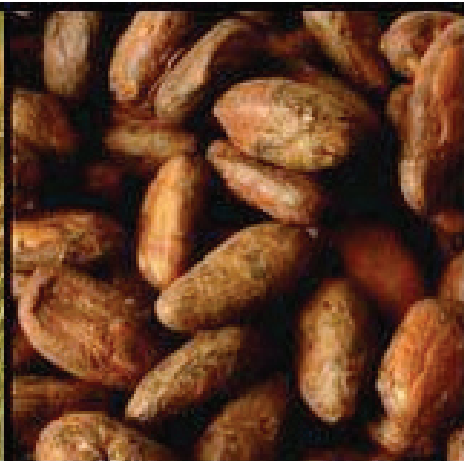


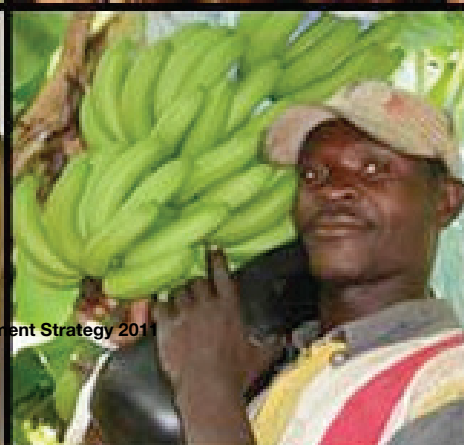


Guarantees  
a **better deal**  
for Third World  
Producers

## University of Edinburgh: Fairtrade Engagement Strategy 2011



Fairtrade Engagement Strategy 2011



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# Executive Summary

Having made a commitment to become a Fairtrade university in the year 2004, the University of Edinburgh made a commitment to promote the brand throughout the campus and further engagement with the student body. This is currently being done with a degree of success but a strong push in various aspects of the engagement strategy must be made.

The fact that the students at one of Scotland's most prestigious universities are not aware of its Fairtrade status signifies that the engagement strategy may need fortifying. With just one quick glance at the cafés on campus, the lack of promotion is apparent. This represents an opportunity in the engagement strategy, especially in the dining halls at Pollock or in the Library Café which represent hubs of student life. Increased advertisement could be in the form of signs in the cafes, Fairtrade symbols of the university web page or in the university handbooks which are distributed to all new students. The goal of increasing students' awareness of Fairtrade is the hope that they can pass on responsible consumerism.

Engagement in all levels of the university is vital. While advertising is the first step to improving awareness, the university would also benefit from stronger and more active cooperation with EUSA, appropriate student societies and staff in order to reach students with high engagement potential. This could be facilitated by finding an intern potentially recruited from a student society. With the intern coordinating communication between the steering group and various parts of the university a more unified vision and understanding could be achieved. This will ensure that the Fairtrade message is consistent and has the power to positively impact the long-term participation of students, societies and staff to make sure that the Fairtrade message is continuously shown and advanced throughout yearly staff changes and graduating classes.

## Summary of Recommendations

- All groups in the university should be actively approached, from students, faculty, support staff, EUSA and the Edinburgh Sports Union.
- All areas of the university should be evenly covered including the different campuses alongside the many university shops.
- Every strategy should consider the key audience and the best ways of engaging with these groups.

- The underlying strategy of engagement should always focus on promoting the unity and consistency of communications between different areas of the university.

# Introduction

The concept of Fairtrade began in 1988 as a small informal labeling scheme. Presently, Fairtrade has grown to become a powerful form of social corporate responsibility in promoting respect, fair wages, sustainability, trade equity for individuals contributing to the supply chain in developing countries.

This ideology in 2004 became an initiative that students, faculty and staff at the University of Edinburgh decided to support, making this the first Fairtrade University in Scotland. Congruently, Edinburgh is moving towards a similar goal with the Scottish nation following closely behind.

So what does it mean to be a Fairtrade University? This means that the University of Edinburgh has made a radical commitment to the goals of Fairtrade. The University must comply with a series of objectives in order to achieve and obtain their Fairtrade status. These include Expanding Fairtrade products availability, promote the Fairtrade mark, ensure 50% of all coffee and tea's used in meetings and offices are Fairtrade, and hosting events to increase publicity and engagement of Fairtrade throughout the University.

In strengthening the commitment to these objectives, the MSc Participation in Policy and Planning class was approached by Director of Procurement, and member of the Fairtrade Steering Committee, Karen Bowman, with the task to improve engagement for Fairtrade throughout the University of Edinburgh.

This task was completed through identifying and interviewing various stakeholders throughout the different bodies within the University. These stakeholders were strategically chosen to both learn about current engagement practices, and determine potential areas where engagement with Fairtrade can occur. The results from our task are presented throughout this report, outlining a series of recommendations within the themes of Attitudes and Engagement and Unity Within the University.

We are proud of the progress we have made both individually and as a group. We are grateful to our professor Roger Sidaway for giving us the opportunity to explore this theme and present our recommendations in a formal matter.

# Attitudes & Engagement



Increasing Fairtrade engagement between the different bodies of the University population requires a highly targeted communications and engagement strategy.

This section begins by establishing a baseline level of awareness within the university on Fairtrade based on our 2011 Student Survey. We then discuss the importance of knowing the targeted audience, highlight the potential of different university bodies to become engaged in Fairtrade activities and finally develop some more group specific recommendations.

Understanding attitudes is a fundamental part of any successful attempt to introduce an initiative like Fairtrade into a given group. Frequently however, this does not happen and particular at-

titudes are misconstrued or overlooked by new ethical initiatives as being irrelevant to their objectives. Groups holding unfavourable attitudes are thus ignored and campaigns are eventually lost on the wind due to lack of popular support.

We consider the Sports Union as an example of a group not consulted on Fairtrade issues. Perhaps the prevailing attitudes of competitiveness clash with more traditional notions of altruism more commonly associated with Fairtrade? By consulting and engaging with such bodies, one can scratch beneath the surface of a sportspersons competitive attitude for example and reveal the values of teamwork, respect and camaraderie which drive it forward.

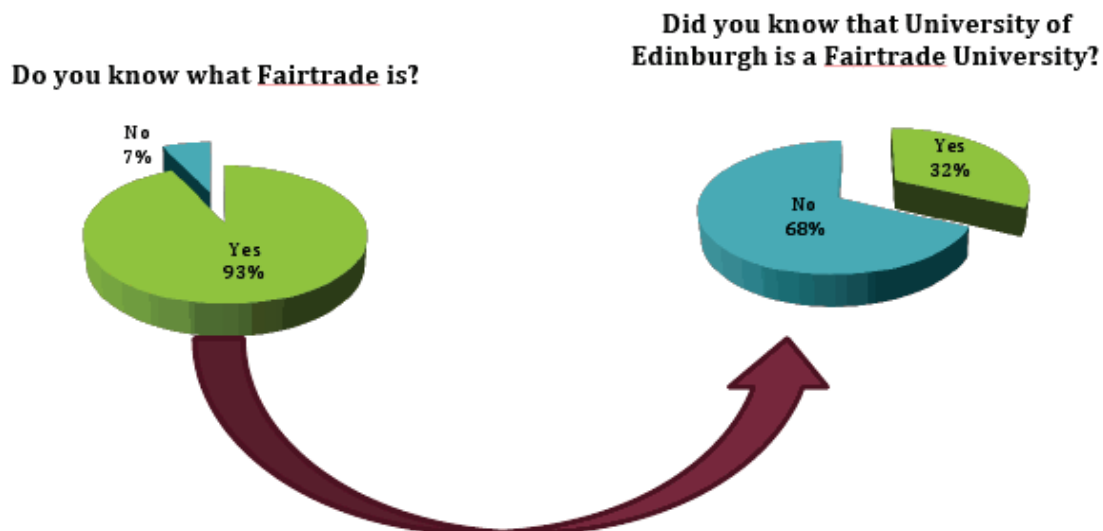
Harnessing attitudes towards Fairtrade will require an understanding of differing morals and values; therefore an examination of different perspectives on Fairtrade is included later. The engagement strategy should reach out to hearts and not just pockets.

## Current Levels of Engagement

The results of our Student Survey clearly shows that most Edinburgh University students are familiar with Fairtrade and its objectives (in fact only 7% of the people we spoke to were not.) However, promoting the fact that the University of Edinburgh has made commitments to become a 'Fairtrade University' has not been carried out so effectively and our research showed that the student body are not aware of the status.

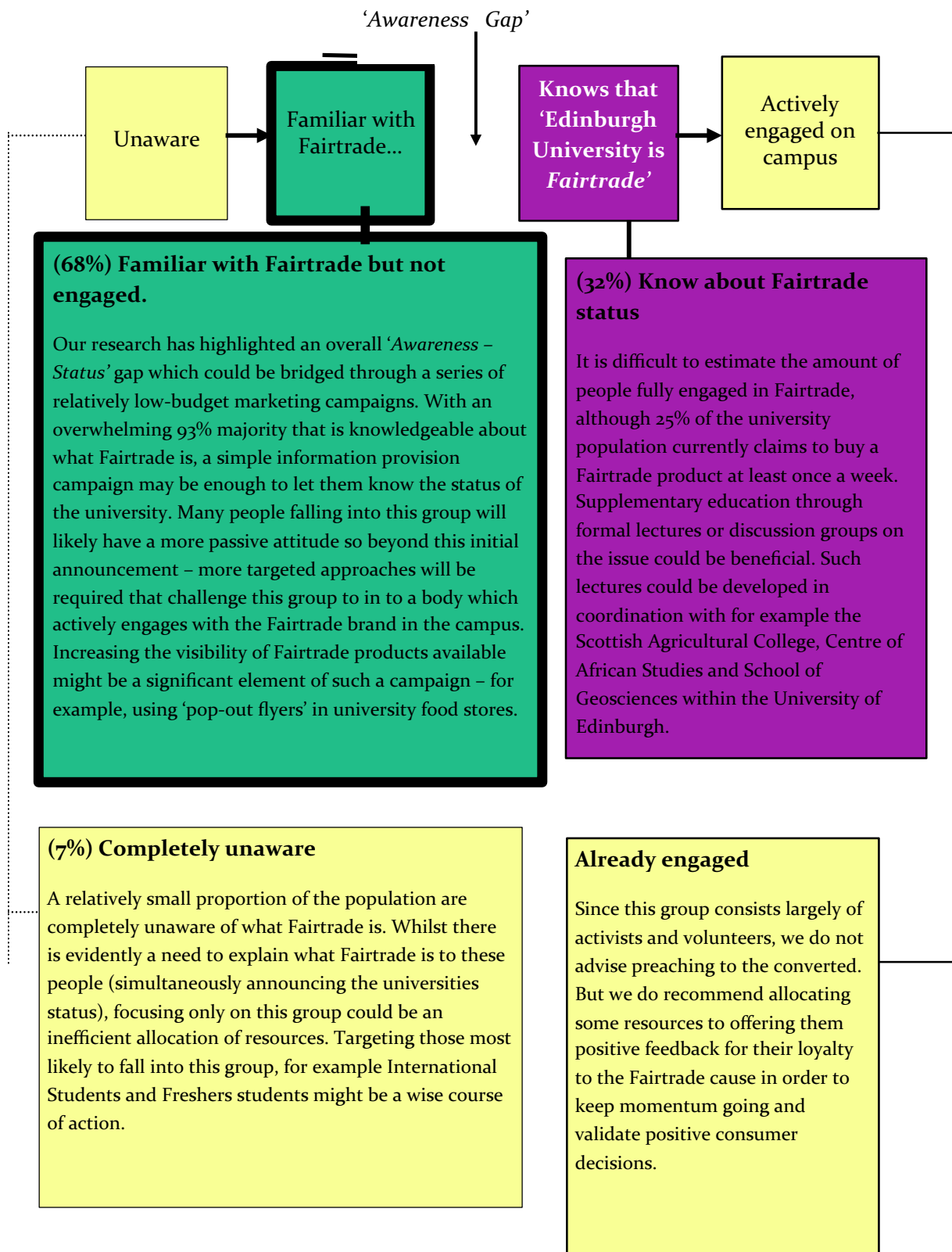


We asked 101 students on Kings Building Campus and at George Square library if they knew whether Edinburgh University was a *Fairtrade University*. Whilst indicating high levels of Fairtrade awareness, only 32% of the students we asked actually knew about the university's official status and active procurement of Fairtrade products. In other words, just one 1/3<sup>rd</sup> of the overwhelming majority of the university population who "*know what Fairtrade is*" are likely to be walking the cobbled streets of Edinburgh University with Fairtrade in mind.





## Fairtrade Engagement Map



## Know your audience and group's potential for engagement

Understanding the audience is crucial to any engagement strategy and different groups must be targeted in a way according to their views attitudes and beliefs. Through the 35 interviews we conducted with different stakeholders across the university board we have identified the following groups as being of primary importance to Fairtrade engagement within Edinburgh University. Further analysis of these groups has highlighted opportunities and strengths which are relevant to the Fairtrade engagement strategy.

### Faculty



#### *Opportunities*

- Long term
- Large student audience
- Highly Influential, could affect E.U. policy
- Large span of expertise and hold useful knowledge

#### *Threats*

- If not engaged with issue, likely won't be bothered
- Can be busy, have other causes and concerns
- May not hold enthusiasm towards cause or believe in Fairtrade credentials

### Edinburgh University Sports Union

Current Engagement: ☆ ☆ ☆ ☆ ☆  
Potential: ★ ★ ★ ★ ☆

#### *opportunities*

- Large number of members
- Somewhat hierarchal, easier to spread message
- Willing to tackle causes
- Good level of energy and enthusiasm

#### *Threats*

- Aside from kit, not a wholly relevant issue
- Kit can already be expensive, not a lot of room for increases
- A non-campaigning body, each sport independently run

### Student Societies

Current Engagement: ★ ☆ ☆ ☆ ☆  
Potential: ★ ★ ★ ☆ ☆

#### *Opportunity*

- Many different societies organized around various causes/interests
- A pool of potential volunteers
- Sale of society clothing potential for Fairtrade
- Ability to organize and spread information

#### *Threats*

- Lack of unity amongst societies
- Large number of Societies makes it hard to contact each
- May be too focused on specific society-related issues

## General Student Body

Current Engagement:     

Potential:     

### *Advantages*

- Large numbers, this is the bulk of people on campus
- Generally open to ideas and causes
- Can be influenced by others leading to momentum of change
- Generally physically mobile across campus, a highly visible group

### *Disadvantages*

- Low budget
- A largely heterogeneous group, hard to target everybody
- Focus on schoolwork and socializing

## EUSA

Current Engagement:     

Potential:     

### *Advantages*

- Able to promote causes
- Have already voted to be a Fairtrade University
- Have some funds available
- Some student-political power

### *Disadvantages*

- Many issues on table
- Rotating personnel and different priorities
- Lack of time/energy/will to promote Fairtrade

## Procurement and Accommodation Services

Current Engagement:  

Potential:  

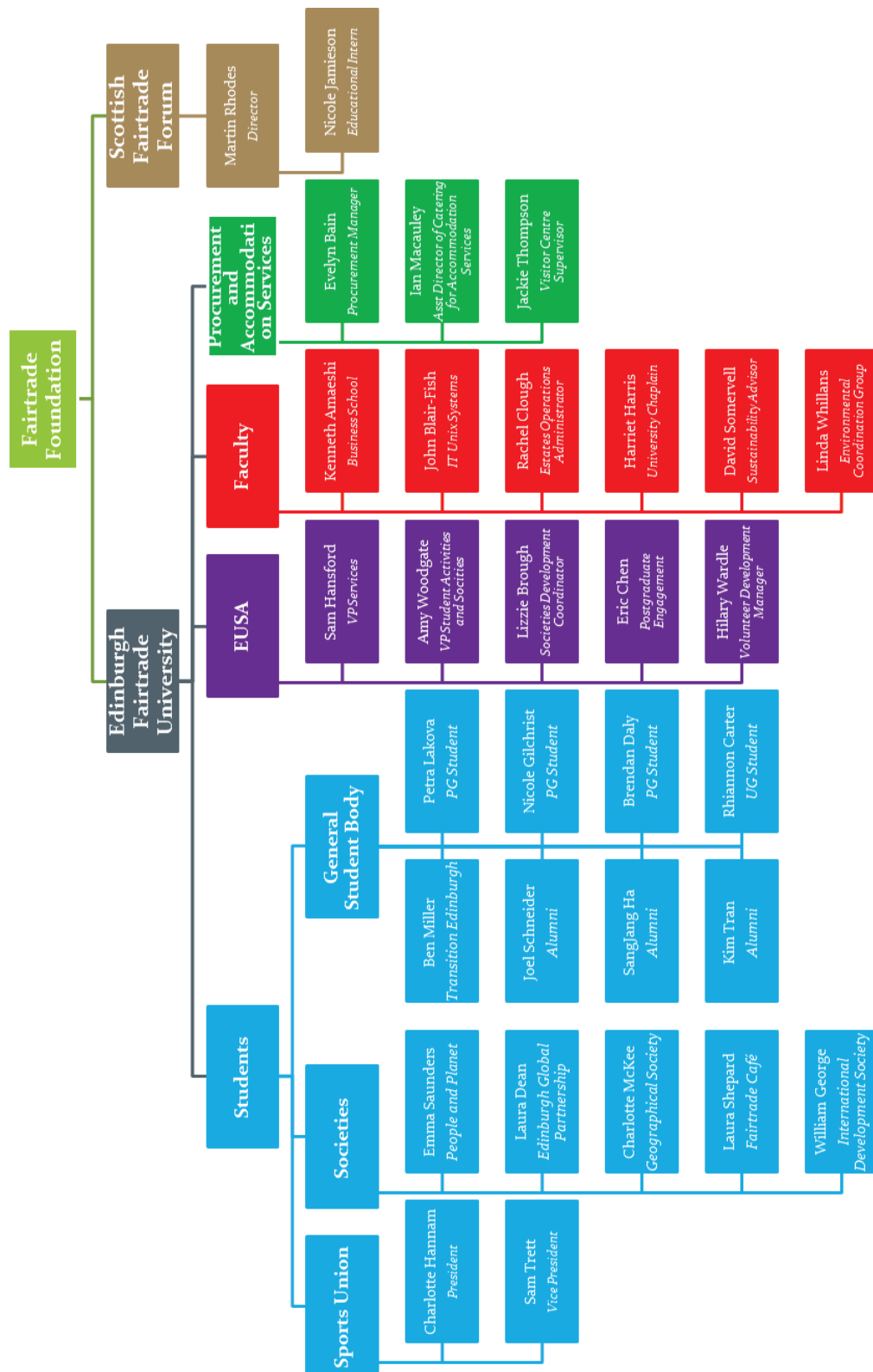
### *Advantages*

- Have the ability to make Fairtrade available
- Willing to supply what there is demand for
- Can influence advertising, product placement
- Can act as Fairtrade facilitators

### *Disadvantages*

- Often work within a tight budget
- Sourcing Fairtrade may mean extra work burden.
- Many independently run bodies within the university
- Conflicts with university's Fairtrade procurement policy and Scottish procurement plan.
- Logistical issues such as storage, for example fruits and vegetables.

## Stakeholder Groups and Interviews



## Choosing Strategic Engagement Strategies

Comparing different groups' levels of engagement with their *potential to be engaged* is an efficient way of choosing who best to focus attention on. Considering the limited amount resources available to the Fairtrade Steering Group, it will be most efficient to focus these limited resources on the highest impact campaigns.

The groups indicating higher levels of *potential* engagement should be given initial priority. We have therefore organised our strategy recommendations into order of the most likely to be effective in increasing Fairtrade engagement, starting with the Sports Union who, through our research, we have found to be a potentially important stakeholder, which is currently not directly engaged with the Fairtrade campaign.



*“When you think of Fairtrade you think of chocolate or fruit, not sport...”*

– Charlotte Hannam, President of SU



## Students-Sports Union

The Sports Union has huge potential considering the sheer number of people involved under its membership (7000 students in total), consequently, it has been identified as the most efficient and potentially high impact target audience for Fairtrade engagement.

### Recommendations



- The Steering Group should initiate contact with the Sports Union Executive Committee (EC) and invite representatives along to their next monthly meeting to talk about the opportunities presented by Fairtrade cotton.

- Kukri (the Official Kit Provider 2010-2014) should be contacted to enquire about the feasibility of sourcing Fairtrade cotton for the Sports Union's kits.

- Establish support between the 61 teams and demonstrate the potential to create positive change through sport. Build on events like the *Fairplay Football Tournament* scheduled for Fairtrade Fortnight. Consider, if funding available, sponsoring the Edinburgh University/ Harriet Watt Varsity Day for example by offering Fairtrade sports equipment such as footballs, basketballs and rugby balls to play with. Potential to offer a fair-trade dessert at the Varsity Ball to finish it off followed by Fairtrade speech.
- Create a brief and informative letter on Fairtrade sport interest for the attention of the Executive Committee, Sports Club Presidents and Team Captains. The letter could explain the Fairtrade kit opportunities and seek to find ways in which sportsmanship and social responsibility can be combined under the same roof.

Early indications from influential members such as Sam Trett, Sports Union Vice President are positive. Sam feels that whilst kits being marginally more expensive could lead to initial resistance from players within year 1, club traditions do change from year to year and players are likely to respect their captain's decision.

Beyond the University, as one of the largest kit-supplying contracts for Kukri, a switch to Fairtrade criteria within their own procurement might help to reduce overall Fairtrade cotton prices in the long run, which could benefit other Scottish Universities.





*“..its good that we’re Fairtrade but we need to know what this means”*

- Lizzie Brough, Societies Development Coordinator

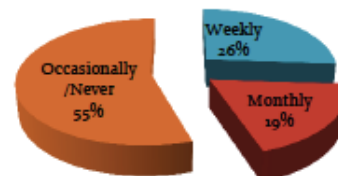


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## General Student Body

As students are the largest body within the University, they should be key stakeholders to address in increasing engagement for Fairtrade. It is however important to realize that this isn't an initiative that will be supported by all students, therefore the goal should be to target the engagement strategies. For example, the pie chart below displays a form of engagement for Fairtrade amongst students, in the form of purchasing powers. Therefore, it is important to not only target engagement strategies for specific student groups, but to define ways in which to increase this target base. The student body, as the bulk of the University is key to increasing engagement. They will also, due to the size and variety within, probably take the most resources and activities to convince.

**How often do you buy Fairtrade products?**



## Recommendations

### *For students with little Fairtrade awareness*

- Freshers week is the time where most students learn about the University, and numerous activities, volunteer opportunities, societies which they can become involved with. Therefore, the Steering Committee should issue volunteers to set up booths to talk about Fairtrade, and the Universities involvement.
- Information packages about Fairtrade, and what students can do to enhance the University's involvement should be included in the Freshers packages.

- Create Food Fairs, such as a farmers market, or recipe shares. With this type of event, Fairtrade wouldn't be the major headline, however one of many (i.e. local food, organic food). This could draw a larger audience consisting of people with different interests increasing the opportunity to involve a greater portion of the student population.

*For students which are familiar with Fairtrade, but not the University's Fairtrade efforts*

- Personalise message through stories of specific farmers, promote through poster campaign with pictures, emphasising stories over facts.
- Early and active promotion is key; habits form at beginning of school year, provide information on where Fairtrade money actually goes at Fresher's fairs, and promote Fairtrade University as source of pride.
- Approach Student newspaper to run a Fairtrade Story and a monthly challenge to students.
- Set a specific goal and make it public, or challenge another University or Fairtrade body, to increase Fairtrade participation/purchasing by a certain amount.
- Use marketing focusing on highly visible, high impact areas, such as the library and various eateries on campus, and a stand-alone poster board at Teviot, as well as online if possible. (Team up with the Business School to create a tailored marketing campaign.)
- Continue with the largely successful Fairtrade Fortnight activities.

*For students that are aware and concerned, but not directly engaged (a high potential engagement group)*

- Signage at point of sale of Fairtrade products is an important way to create knowledge of availability.
- Consistency in availability, and possible promotion through sales/giveaways.
- A partnership with the Thursday local produce 'Vegetable Bags' to promote Fairtrade food to those who already have a level of concern for food sourcing.
- Make contact to initiate a 'local organic/Fairtrade food market' to occur at a regular time and place.

**\*\*** The student body is where Fairtrade will ultimately fail or succeed on campus, and encouraging increased engagement here will result in the University truly becoming a Fairtrade example.

## Students and Societies

There are more than 300 Societies at Edinburgh University with very diverse interests. This makes it difficult to approach 'Student Societies' as a whole, therefore it is more useful to determine which societies are relevant to the ambitions of Fairtrade Edinburgh University, and to approach them to form the most beneficial partnerships.

## Recommendations

- Approach relevant Societies for partnerships. Work with the Societies Development Coordinator and other non-elected EUSA staff in order to achieve this.
- There is opportunity to increase the selection of Fairtrade products in retail outlets. For example, more Fairtrade clothing could be available. Fairtrade cotton is expensive and there can be difficulties within the supply chain; however, the University has the power to influence its suppliers to engage with Fairtrade, such as by requesting Fairtrade shirts made specifically for various staff sectors. The University should continue to encourage suppliers to provide Fairtrade products as this may lead to further opportunities for the University.
- Use Societies with relevant interests as a source of potential volunteers.
- Contact larger and more visible societies with information about how to source Fairtrade Society clothing, and, where relevant, kit, refreshments, and food.
- The most efficient approach with societies is to focus on those with the closest ties to Fairtrade, and with the most members.

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*"We already do a lot but we could do more"*

- Sam Hansford, VP Services



## EUSA: Edinburgh University Students Union

EUSA, as voted by the students in 2004, has a chartered responsibility to Fairtrade. However, due to the changes in personnel that come with the passing of time in student representation, and the vast number of other issues on the table, Fairtrade often seems to receive less than optimal focus. Despite the institutional separation of EUSA and the University of Edinburgh, EUSA are the political body of the students at Edinburgh University, and as such have some power over the Fairtrade initiative. It is therefore an important engagement target.

## Recommendations

- Remind elected members on an annual basis of EUSA's commitment to Fairtrade, outlining goals, budgetary requirements, and activities for the year.
- Send a contact letter to the President, or another chosen representative, requesting constant Steering Committee participation on some level, and follow up with the forwarding of meeting minutes.
- Look into implementing a regular (i.e. yearly, or every 2<sup>nd</sup> or 3<sup>rd</sup> year) student referendum on Fairtrade to ensure maintained relevance as an issue.

As a political body, it may be hard to increase engagement with EUSA; however, a persistent and informed approach should gain some supporters within, and lead to increased communication and co-operation.

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*“...I think it’s more about changing people’s behaviours.”*

– Rachel Clough, Estates Operations Administrator



## Faculty

Faculty provide a good resource as they may have specific knowledge that can be applied, and also have the ability to contact students directly. While most faculty would be sympathetic towards Fairtrade, few would be actively participating in promoting Fairtrade because of busy schedules and other commitments. Thus, the aim is to increase awareness and provide opportunities for participation for those interested.

Engaging the faculty in Fairtrade is important if only to meet the 50% Fairtrade tea and coffee requirement in university buildings. However, there is also a great opportunity to advance the goals of the university Fairtrade policy by engaging the faculty.

### Recommendations

- Inform by email new and returning Faculty, on a yearly basis, that the university is a Fairtrade University. Provide a link to university Fairtrade homepage and request them to contact the Steering Group with possible suggestions or if they would like to be involved.
- Identify through contact the skills of faculty members relevant to Fairtrade (i.e. Faculty members in marketing, communications, political science, geosciences). Invite those faculty members to participate in Fairtrade activities.
- Make sure the faculty in every university building is informed of the 50% Fairtrade tea and coffee requirement. This will ensure that everyone is aware of the university's commitment, and awareness can help increase participation.
- See if the faculty members that are most enthusiastic about Fairtrade can be involved with the Scottish Fairtrade Forum.
- Try to increase engagement with lecturers, in relevant subjects, to have a component on Fairtrade, or at least to mention Fairtrade as an issue to students in their classes.
- Since the scope of Fairtrade is global, Global Academies may have an important role to play. Contact the Global Academies and try to include the Fairtrade activity within the university in their Internationalisation Strategy.
- With participation from faculty set up an archive in the library which documents the Fairtrade history and movement, especially in Scotland.

Faculty may be the hardest group to engage directly, but due to their high level of expertise, and influence on students, it is worth approaching key members to try to gain support and participation.



*“We are happy that there are students looking at Fairtrade as part of the environment in which we should operate under corporate and social responsibility”*

– Evelyn Bain, Procurement Manager



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## Procurement and Accommodation Services

Edinburgh University and EUSA have independent procurement policies, each of their catering and retail services must adhere to these policies when purchasing products. Both Edinburgh University and EUSA provide the majority of catering and retail services within the University, therefore their procurement policies control the availability of Fairtrade products on campus. Both the respective procurement offices and the individuals who purchase the products are engaged in Fairtrade and continue to provide an increasing range of Fairtrade products. To ensure this trend continues the steering committee should implement the following recommendations:

- Continue to encourage and support the University Fairtrade Conference
- Coordinate the procurement of new Fairtrade products with several Universities, the increasing demand may reduce the cost of the commodity through the effects of economies of scale
- Where possible, discontinue non-Fairtrade items or reduce their availability when there is a Fairtrade alternative
- Support the University and EUSA in providing “Fairtrade Shelves” within the retail and catering services which prominently displays all available Fairtrade or ethically sourced products.
- Encourage suppliers to offer Fairtrade products and continually promote the benefits to suppliers of offering promotional Fairtrade items which could be used to increase consumer awareness

- Strengthening the bonds between the Procurement Office and the University Retail outlets is essential. The retail outlets should counterpoint the directives given from the Procurement Office. If there was a common supply chain, it would be easier to achieve common supply policy and increase the availability of Fairtrade products. This could be extended throughout the University Departments and Schools, many of which have their own contracted suppliers and do not support Fairtrade products

# Visibility and Accessibility

The areas which provide maximum opportunity for increasing engagement include:

- Libraries
- Canteens
- Public houses, Bars
- Gyms
- Coffee Shops
- Computer Laboratories

## Libraries

Although the Library Cafés offers Fairtrade teas and coffees, there is no advertising in the libraries. Fairtrade products and the new Fairtrade website could be promoted by using the advertising potential of the University computer screen savers and the University mouse mats.

## Cafeterias and Bars

**Include** Teviot, Potter Row, Pleasance, the Upstairs café, the Spot Café, the Kings Building Café, the Mayfield Bar and the Dome Bar.

- For the most part, the cafeterias and bars do not advertise Fairtrade products. Mostly, the Fairtrade products offered are teas, coffees, and sugar. These products are generally denoted as Fairtrade in the menus or at the condiment bar. However, this is not consistent across all locations.
- One notable exception is the Upstairs café. The Upstairs café has many Fairtrade logos, which are on display at eye level behind the counters. They are highly visible; this should be encouraged in other cafeterias. Furthermore, on the counter the beverage menu denotes which products are Fairtrade through the inclusion of a small Fairtrade logo beside the price.



## Retail Outlets

Include Potterrow, Kings Building Shop, Kings Centre Shop

- The shop in Potterrow sells Fairtrade products and advertises each product. In the clothing section, Fairtrade products are distinguished by placards and brochures explaining the philosophy of Fairtrade. In the food section, Fairtrade products are placed on the top shelf. Furthermore, many products have special discounts and offers displayed on small signs to increase visibility and stress affordability.
- In the Kings Building Shop there is a poster which states the EUSA shops that sell Fairtrade products. However, it does not list the products and the poster is arduous to read.

# Creating a Vision of Unity

There is a clear divide between the various bodies present throughout the University of Edinburgh community. To further increase the effectiveness of engagement of Fairtrade throughout the University of Edinburgh, a “Vision of Unity” must be established. This will effectively assist in the collaboration of resources available to the university community. This chapter will explain on the need for clarity amongst these various bodies, and explore possible strategies to bridge the obvious gaps between these groups. Five points of analysis and recommendations will be explored in creating unity throughout the University for the sake of expanding Fairtrade. These consist of unifying procurement and purchasing of Fairtrade products, politics/bureaucracy of the various different University bodies, creating lines of communication throughout the university, and lastly create a system of accountability and enforcement.

## Procurement and Purchasing Fair Trade Products

Availability of Fairtrade products at Edinburgh University is almost entirely based on the role of Procurement, Accommodation Services and Edinburgh University Students Union (EUSA). Edinburgh University and EUSA both provide catering services and have independent procurement policies which they must adhere to when purchasing products

### University Owned Services

#### *Accommodation Services*

Edinburgh University Catering Department is a subdivision of Edinburgh University Accommodation Services and is responsible for all nine of the University’s food outlets. Establishments range in size from the John MacIntyre Conference Centre serving Pollock Halls residents approximately serving 22,000 meals per week, to the mid-size Library Café, to smaller coffee kiosks such as Absorb. Accommodation Services is also responsible for Edinburgh First, the commercial sub-brand of University catering. Given its role, Catering is responsible for the procurement of Fairtrade foods and beverages, including tea and coffee. All University catering facilities are University owned and staffed, and food and beverages for all outlets are distributed through the same centralised stock system. Therefore, Fairtrade products are available in all establishments and subject to even distribution throughout the University.

### *University Retail Outlets (Visitor Centre)*

The University shops (e.g. Visitor Centre) operate under directions from the Procurement Office; they are individually operated with independent budgets and suppliers. This means there is great potential to increase Fairtrade engagement through initiatives by individual outlets. Currently, the Visitor Centre does not stock Fairtrade products, only ethically sourced products. They are however interested in acquiring Fairtrade suppliers to comply with the directions from the Procurement Office.

### EUSA Services

#### *EUSA Catering and Retail Outlets*

EUSA are responsible for a wide range of catering services within the University including; Potter Row, Teviot, Kings Building House and the Pleasance. Due to both time constraints and the complex nature of EUSA, the researchers were unable to set up a meeting with the required representatives; therefore we are unable to incorporate their responses into this report.

Currently, the relationship between the Procurement Office, the retail outlets and the various departments of the University is unclear – the Procurement Office provides direction to the retail outlets through their procurement policy however, guidance can be lacking, and ultimately the shops make their own financial decisions. Some departments have their own supply agreements (i.e. Medicine with NHS) and do not report to the Procurement office. It is important to have homogenous Fairtrade product supply policy between all the university actors. (Overall, approximately 25-30% of food and 10% of clothing is Fairtrade.)

### Recommendations

#### *Consistency*

- All schools should be encouraged to buy Fairtrade
- Provide a list of Fairtrade suppliers
- Removing choice may reduce cost
- Encouraging bulk buying, or buying through one source throughout all University Bodies
- Determine the processes, and purchasing patterns from EUSA catering and Retail Outlets

#### *Promote products together*

- While EUSA and the University are clearly separate entities, the Fairtrade Steering Group could provide the vehicle to streamline promotion through joint marketing campaigns
- Similarly, other groups can be used to promote the Fairtrade products such as People and Planet, Transition Edinburgh University and the Sports Union

## Representation and Politics

In order to uphold the Fairtrade status of Edinburgh University, the Fairtrade Steering Group must stimulate more of the University's population. Students are currently under-represented on the Steering Group, as the majority of the meeting attendees are staff. Officially, the Vice President of Services, Sam Hansford, sits on the Fairtrade Steering Group as minimum student representation, but does not always have time to attend, due to the pressures involved in his role. While it is essential that those in management positions remain on the Steering Group for the sake of practical action on Fairtrade, more proportional representation of other groups within the Steering Group would benefit engagement.

EUSA is a separate institution to the University of Edinburgh, as raised by EUSA Sabbatical Officers during our interviews. Currently, the view amongst the different bodies is that the Fairtrade Steering Group is responsible for Fairtrade within the University. EUSA is considered separately responsible for Fairtrade. With a more unified vision and recognition of a shared responsibility, a positive collaboration on the issue would be attainable.

The Sports Union is also considered as a separate entity, and as such, has no representation on the Fairtrade Steering Group. There is, however, great potential for the Sports Union to encourage the purchase Fairtrade sports equipment such as rugby balls and footballs. Increasing outreach from the Steering Group and more proportional representation of different bodies and groups of the University community, a better understanding of how more of the University community could engage with Fairtrade would be developed.

The University has been officially Fairtrade for six years now, and the EUSA support for this is based on a motion that was passed prior to this. As a result, the majority of the student body is made up of different people from those that passed the motion. It seems democratically correct to clarify more regularly if Fairtrade status is still a priority, in addition to which, the campaign for such a motion would engage current students with the University's Fairtrade status and the meaning of it.

### Recommendations

- To further engage EUSA and the student body in representation on the Fairtrade Steering Group and in Fairtrade in general, EUSA could have a vote every 5 years on its Fairtrade policy. This recommendation would have to be made by the Steering Group to EUSA as a separate body, and would be subject to EUSA's policy stipulations.

This recommendation would also increase the accountability of EUSA student representation on involvement in Fairtrade, since students would be aware of EUSA responsibility. Currently, part of the challenge with engaging EUSA in the work of the Fairtrade Steering Group is the annual changeover of positions. In general, one can expect the priorities of EUSA sabbatical officers to adjust according to the policies they used in their campaigns for election. A five yearly vote would ensure Fairtrade stayed on the long term agenda.

## Communication

Although the creation of the Fairtrade Steering Group did much to improve the communication of Fairtrade between different university bodies and students, there are still further activities that would lead to more effective correspondence. The communication gaps that exist within Edinburgh University surround issues such as advertising. Lines of communication need to be strengthened and created between all corners of the university

The reason why this is necessary is demonstrated by the Geographical Society student café manager's reaction to the news of Edinburgh's Fairtrade initiative. She was surprised that she did not know of Edinburgh's Fairtrade initiative, and stated that her Society would have done much more to contribute to Fairtrade, such as use Fairtrade Cotton Sweatshirts, if they had known. Although the Steering Committee has gone far to disseminate information about Fairtrade, more targeted information could reap larger gains.

As well, EUSA's Societies Development Coordinator, Lizzie Brough believes that further engagement with students is necessary because it is important for people to understand what 'Fairtrade University' means.

A solution to these issues is to find a way that the Fairtrade Steering Committee could keep track of what each area of the university is doing to fulfil its Fair Trade obligations.

### Recommendations

- The Fairtrade Steering Committee should look into creating an intern position within the Fairtrade Steering Group to follow through with communication and initiatives.
- This intern's duties would consist of managing communications between different bodies within the university as well as ensuring that Fairtrade tea and coffee is used in as many offices and buildings within the university as possible.
- The intern could also act to promote discussion between different organisations within the university by increasing Societies' knowledge of Fairtrade products. This could take place through a simple introductory letter each year to the president of each society.

- Organising a summary packet of information about Fairtrade for each new student that could be left in university accommodation. This would inform new students that Edinburgh University is a Fairtrade University.

## Accountability of aims

There is a lack of accountability in the Fairtrade campaign which acts to stifle the university in reaching its objectives in the strategy. As a 'Fairtrade university,' one of the main objectives is to promote Fairtrade products not only in the EUSA shops on campus but also in the coffee rooms and staff rooms. The University of Edinburgh Fairtrade policy states that the university must ensure "Fair Trade tea and coffee is used at all meetings and at least 50% in offices." Although Fairtrade tea and coffee are used in meetings there is a lack of enforcement regarding the tea and coffee which is brought into offices by staff. Goals must be measurable and without a means of measurement or enforcement the university probably falls short of this target.

The lack of enforcement in Fairtrade at the university is also represented by the institutional gap between Fairtrade policy and buying behaviour in EUSA, the Sports Union and the University. As one member pointed out in the interviews:

*"EUSA is quite angry at the University ... they have switched all their garments to Fairtrade cotton, which cost them more, but the University shop and the psychology building sells all their things as non-Fairtrade – all their cottons...."*

Without a means to enforce or measure adherence to Fairtrade university policy there is little accountability. The Fairtrade steering group, or possibly a Fairtrade intern, could meet this role to ensure that Fairtrade policy is consistent across the university.

## Recommendations

- Each office is to be encouraged to centrally buy tea and coffee for all staff in each office. The selected person would ensure that Fairtrade is bought.
- A survey to be conducted with special attention to office buying behaviour with the aim of determining the acceptability of the above recommendation. The findings from this survey should be relayed back to office staff.
- Steering committee should consider a means of assessment for Fairtrade objectives to help ensure consistency.

## EUSA Presidency

A clear lack of consistency exists with the lack of coverage of the Fairtrade campaign year on year due to the fact that some EUSA presidents are involved and others may have different priorities that need attending.

### Recommendations

- The creation of a Fairtrade 'handover sheet' establishing progress with Fairtrade. This sheet would act to bridge the knowledge gap between current and new EUSA presidents. The handover sheet would include the role of the president in the Fairtrade campaign, current objectives, progress and future recommendations

# Conclusion

This report has identified different stakeholder groups in Fairtrade at the University of Edinburgh and made recommendations for targeted engagement strategies. There are difficult barriers limiting the success of Fairtrade at the university, but these challenges also present opportunities. The commitment the University has made to Fairtrade provides the chance to improve both its function and its reputation. The University's commitment to Fairtrade benefits people and communities in far off places; similarly, it also has meaning and benefits for the University here and now.

We sincerely thank everyone who contributed to this report by allowing themselves to be interviewed. The insights provided were very interesting and informative, and this report would not have been created without these insights.

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# Appendix

## Engagement Suggestions from Presentation Attendees at Scottish Parliament

### FACULTY

- Teach about Fairtrade in relevant courses e.g. Business, Economics.
- Provide 'Seed Corn' funds for research in this area.
- School/Department level – a central stock of jars of Fairtrade coffee/tea for staff to buy from.
- Network to share related research and teaching themes.
- Fairtrade academic network within CSR network.
- Employ part-time 'Fairtrade ambassadors' for all colleges/departments.
- Ensure (but how?) that Fairtrade coffee is used in various 'faculty/student' coffee spots – Crew Building, Drummond Street etc.
- Embed Fairtrade within staff structures and long-term planning.
- Hold Fairtrade events for staff to inform them of University policy and how they can be involved.

### GENERAL STUDENT BODY

- Get them involved in EUSA!
- Create a Fairtrade 'loyalty card' to encourage the Fairtrade habit.
- Start Freshers' Week to introduce the idea of Fairtrade.
- Publish policy on Freshers' Week and website.

### EUSA

- Turn policy into action.
- Little stories illustrating just how much difference Fairtrade makes to producers.
- Each society should be required to Fairtrade their society however/wherever possible.

### PROCUREMENT

- To get round 'wholesale Fairtrade banana problem' form an alliance with an Edinburgh retailer (e.g. Real Foods) – use their higher volume and storage.
- Storing of bananas could not be too hard. (Ask supermarkets!)
- Very good idea to push Fairtrade at wholesale level, interesting, but how? Beyond subsidy – some other incentive for Edinburgh First – green marketing for them and scholarship for students.
- University scholarship for a Fairtrade producer community.
- More signs at catering outlets.

## **SPORTS UNION**

- Catering department to supply Fairtrade fruit/snacks at sporting events.
- Would like to see sports clubs move away from traditional products towards Fairtrade kit and equipment. Put pressure on our provider to introduce a Fairtrade range at a price convenient for our members.