Fair Trade USA®
CAPITAL CAMPAIGN FINAL REPORT
It Started with a Dream

Visionary entrepreneur and philanthropist Bob Stiller and his wife Christine gave us a spectacular kick-off with their $10 million matching leadership gift. This singular gift inspired many more philanthropists and foundations to invest in the dream, giving us the chance to innovate and expand. Soon, we were certifying apparel and home goods, seafood, and a wider range of fresh produce, including fruits and vegetables grown on US farms – something that had never been done in the history of fair trade.

In short, the visionary generosity of our community fueled an evolution of our model of change that is now ensuring safer working conditions, better wages, and more sustainable livelihoods for farmers, workers and their families, all while protecting the environment.

In December 2018, after five years and hundreds of gifts, we hit our Capital Campaign goal of raising $25 million! This report celebrates that accomplishment, honors those who made it happen, and shares the profound impact that this "change capital" has had for so many families and communities around the world.

From everyone at Fair Trade USA®, thank you from the bottom of our hearts.

It started with a dream. What if our fair trade model could reach and empower even more people? What if we could impact not just smallholder farmers and members of farming cooperatives but also workers on large commercial farms and in factories? How about the fishers? And what about farmers and workers in the US? How could we expand our movement, implement a more inclusive philosophy and accelerate the journey toward our vision of Fair Trade for All?

That was the beginning of the Fair Trade USA® Capital Campaign.

The silent phase of the Capital Campaign started in 2013 when our board, leadership team and close allies began discussing strategies for dramatically expanding our program’s impact. Our bold idea of innovating for impact caught on, and the Fair Trade Capital Campaign was born. Our goal? Raise $25 million to launch new products, reach new producer communities, and channel $1 billion in cumulative additional income to farmers and workers around the globe by 2020.

Paul Rice, Founder & CEO
Mission

We are building an innovative model of responsible business, conscious consumerism, and shared value to eliminate poverty and enable sustainable development for farmers, workers, their families, and their communities around the world.
The Capital Campaign Initiatives

Our ambitious goal was simple: Dramatically increase impact for farmers, workers, and their families to a cumulative $1 billion by 2020. As a market-based approach to sustainable development, we knew we needed to invest strategically in emerging market opportunities that would unlock growth and impact. Five high-impact initiatives emerged that we believed would help us innovate our model and expand our scope to achieve impact at scale.

- **Support small-scale family farmers**
  in the fair trade movement so they can tap into vital markets while improving productivity

- **Bring justice to farmworkers**
  both at home and abroad so they can build a future free of abuse and poverty

- **Fair trade in the factory**
  will allow workers, such as those in the garment industry, to enjoy the protections and benefits of fair trade

- **Sustain fishing communities**
  by improving the lives of fishers and aquaculture workers through the world’s first fair trade fish certification

- **Strengthen the fair trade model**
  to drive growth and impact and catalyze change around the world
Family farmers are the heart of the fair trade movement. While much progress has been achieved, small-scale family farmers still face immense challenges, from volatile global markets to low crop yields and climate change. Add historically low commodity prices for coffee and cocoa to the equation and small-scale farming communities have been hit hard.

Our investments in smallholders prioritized coffee, cocoa, sugar, and coconut farming communities throughout Latin America, Africa, and parts of Asia. Our producer support programs helped farmers boost productivity, improve quality, strengthen cooperative management, develop climate change resilience, and implement high-impact community development projects.

On the market side, we invested in industry outreach and promotion. As a result, several hundred new brands and retailers joined our cause, offering thousands of new fair trade products to consumers around the US.

The positive financial impact of these efforts was significant, in part thanks to the Fair Trade Minimum Price which protects coffee and cocoa farmers when commodity prices fall. The graph below tells a powerful story of progress toward sustainable livelihoods for over 1 million smallholders, directly impacting around 5 million family members.

**Fair trade guarantees coffee farmers a minimum export price of $1.40/pound. In today’s 90-cent market, this “floor price” is protecting family farmers from complete ruin.**

**Thanks to Capital Campaign funding, we joined forces with PepsiCo to launch the first fair trade coconut water.**

**Green Mountain Coffee is the largest purchaser of fair trade coffee in history. Hershey imports the most fair trade cocoa and PepsiCo is our largest sugar buyer. These brands deliver impact to small farmers in over 30 countries.**
Bring Justice to Farmworkers at Home & Abroad

$4 million

Migrant farm workers are the poorest of the poor in rural communities. Historically, large-scale commercial farms were not eligible for fair trade certification, a policy which systemically excluded farmworkers from our benefits. The moral calling to expand our model to farmworkers was complemented in the marketplace by growing demand for a year-round supply of Fair Trade Certified™ fruits and vegetables. These products are predominantly grown on large farms and harvested by migrant farmworkers.

In response to this high-impact opportunity, we evolved our standards and launched dozens of new fair trade fruits and vegetables, focusing on migrant farmworkers in Mexico and Central America.

Moreover, we made the unprecedented decision to “bring fair trade home” and start certifying farms in the US. Thanks to the capital campaign, we were able to make key investments in new standards development, industry outreach and promotion, new farm onboarding, farmworker training, and impact assessments.

As a result, farmworkers at home and abroad are now benefiting from increased wages, overtime pay, health insurance, and disability benefits, access to potable water, better housing, protection from discrimination, and workplace health and safety improvements. The positive financial impact of these efforts was significant, benefiting over 375,000 produce farmworkers and their families.

Whole Foods and Costco are the biggest US importers of Fair Trade Certified™ produce.

We’ve trained more than 75,000 farmworkers in human rights, workplace safety and community development.

1.5 billion pounds of fair trade produce sold since 2013.

Total Premiums 2013-2018: $41.4 million
Fair Trade in the Factory

$6 million

Apparel and home goods are the fastest-growing segment of the fair trade market. The apparel sector employs 60 million people worldwide. 80% of whom are women. Historically, worker exploitation gave the garment industry a bad reputation for profiting from “sweatshop” conditions. In recent times, brands required factory audits, aimed at improving conditions. But as the world learned from the 2013 Rana Plaza tragedy, when 1,130 workers died, the prevailing factory audit model doesn’t go far enough.

Our rigorous fair trade factory standards, launched in 2010, go farther than any other standard to improve workers’ wages and benefits, prevent workplace discrimination and harassment, improve safety and health, and reduce harmful environmental impact. Fair Trade Community Development Funds are helping workers fund daycare centers, healthcare benefits, scholarships, and housing. And our training, auditing and certification protocols include deep worker engagement, giving us much greater visibility into the actual conditions in far-flung factories.

The Capital Campaign funded transformational investments on both ends of the global supply chain: consumer education campaigns, industry outreach, worker engagement and training, digital “worker voice” surveys, and first-time geographic expansion to new countries like Nepal, China and Vietnam.

With the recent addition of J. Crew and Target, the factory program is rapidly mainstreaming. This promises to expand impact to thousands of workers in the years ahead – in apparel and home goods for now, and eventually in footwear, toys and electronics.

Since 2013, the program has grown to 52 certified factories in 13 countries, protecting and empowering over 80,000 workers. Most of these workers are women.
Sustain Fishing Communities

$3 million

Certification programs for fisheries historically focused on environmental impacts and ignored social issues.

In 2014, we launched the world’s first fair trade seafood program to fill this void. Our standards safeguard against trafficked and forced labor, improve worker health and safety, and require sustainable fishing practices. Fishers also earn Community Development Funds for important community investments in health, education, clean water, and income diversification.

Capital Campaign contributions enabled us to develop and pilot our new standards with a cooperative-run yellowfin tuna fishery in Indonesia. From there, we expanded certification to nine wild-capture fisheries in five countries and trained hundreds of small-scale fishers on how to meet rigorous fair trade standards. Major retailers like Safeway, Whole Foods, and HyVee have joined the program, which is gaining momentum in the industry.

Half of global fish consumption comes from aquaculture. Capital Campaign funding allowed us to begin developing and piloting fair trade aquaculture standards in collaboration with the Aquaculture Stewardship Council. This initiative, which aims to improve the lives of workers on fish farms while protecting the surrounding environment, should see certified product hit the market in late 2019.

IMPACT ON FISHING FAMILIES
TOTAL PREMIUMS 2013-2018: $1.7 million

Over 3,000 fishermen, workers and their families are already benefiting from Fair Trade’s newest program.

Fair Trade Certified™
Alaskan salmon, Mexican shrimp, New England scallops, and Maldivian tuna are already available to consumers in the United States and Europe.
For every dollar we have invested in growing the fair trade market and movement, we have generated four dollars in impact. We realized we could do even more.

The traditional fair trade model, dating back to the 1950s, provided a foundation for market-based solutions to poverty, but at a relatively small scale. Since then, businesses are increasingly searching for transparent, sustainable supply chains. Consumer demand for ethical products is growing. To realize the full potential of the fair trade model, we realized we needed to evolve our business platform for growth and efficiency.

Because of your support we were able to strengthen the fair trade model in the following ways:

1. **Technology Investment**
   We are building a technology platform that will completely transform our business. We aim to improve operational efficiency, reduce cost and enable end-to-end supply chain transparency from the farm and factory all the way to the end consumer.

2. **Demonstrate Superior Impact**
   We are developing a world-class monitoring and evaluation system to more effectively demonstrate and measure the extraordinary impact of fair trade in the lives of farmers and workers, and ultimately, in communities and ecosystems.

3. **Evolve Certification Standards**
   We are evolving both our compliance standards and our auditing and certification systems. This effort will enable us to include all types of producers, reduce cost and complexity, and harmonize with other organizations’ standards for faster growth.

4. **Activate Consumers**
   To grow our impact, we aim to raise consumer awareness, build demand and drive sales of fair trade products. Toward that end, we redesigned our website, launched social media campaigns, and ramped up our grassroots organizing on college campuses. We also partnered with leading brands and retailers to educate and activate their consumers with the powerful fair trade story.

Strengthen the Fair Trade Model

$8 million
The impact your support generated, is significant.

- **$610 million**
  
  Cumulative financial benefit to farmers and workers since we began

- **1.6 million farmers & workers**
  
  Directly impacted by Fair Trade Certification

- **8 million family members**
  
  Directly benefited by Fair Trade Certification

- **1,250 Fair Trade USA® industry partners**
  
  By end of 2018

- **63% consumer awareness**
  
  Of Fair Trade Certified seal

- **46 countries**
  
  Where Fair Trade USA works

Impact
You Made it Possible

Thank you
Bob & Christine Stiller

Green Mountain Coffee Roasters was one of the first pioneering companies to offer Fair Trade Certified coffee back in 2001, thanks to the visionary leadership of founder Bob Stiller. On Bob’s trips to the field, he witnessed first-hand the connection between coffee quality and the farmers’ quality of life. He was moved by the transformative impact of fair trade in the lives of farmers and their families. He also saw how the fair trade story delighted his customers and helped grow the “conscious consumer” movement. For Bob, fair trade meant “better coffee for a better world.”

As a result, when Fair Trade USA® decided to launch its Capital Campaign for growth and impact, Bob and his wife Christine generously stepped up and contributed a $10 million challenge grant to get us going. This extraordinary contribution is the largest grant we have ever received.

By structuring the gift as a matching grant, Bob and Christine helped us recruit other supporters and build momentum in the capital campaign. Quite simply, we couldn’t have done this without them. In 2014, Bob also accepted the invitation to join our board of directors. His brilliant business mind, huge heart, warmth, and collegiality have had an invaluable impact on our organization’s journey.

On behalf of the global fair trade community, we extend our heartfelt gratitude and admiration to Bob, Christine and all the supporters of this campaign.

Bob & Christine Stiller
VISIONARY PHILANTHROPISTS

"Our donation was a challenge not only to the organization, but also to other donors and investors out there looking for a tangible way to shift sustainable trade from niche to norm.”
Bob Stiller

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TRANSFORMATIONAL GIFTS

Robert & Christine Stiller

CHAMPION GIFTS

Tarang & Nirmi Amin
The Blue Haven Initiative
Gordon Foundation
Jon Freeman
Perry & Adriana Dobler
Perry Family Foundation
Ron Bakken
Jack & Betty Schafer
Liesel Pritsker-Reynolds & Ian Simmons
Alan Sprack

LEADERSHIP GIFTS

Michael Besanson
Ricardo & Kenya Cisneros
Jerry & Thao Dodson
Diane Espaldon
Robin Evitts
Peter Handy
Kim Samuel Johnson
John Mackey
Diane Meyer Simon
Janet Nezhad Band
Susan Clare & Peter Parker
Sheri Pittman
Paul Rice
Rox Family Foundation
Larry Ruff
George Scherfanberger

CORPORATE & FOUNDATION PARTNER GIFTS

1600 Broadway Real Estate
Anasa Family Fund
Bank of the West
Barr Foundation
Ben & Jerry’s
Blossom Prairie Foundation
F & A Freight
Haiti Development Institute
Hydro Flask
Kruger Company
Kruger Foundation
Lake Champlain Chocolates
Painters for a Better World
Patagonia Foundation
PepsiCo

GREEN MOUNTAIN COFFEE ROASTERS

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Industry Partners

For every Fair Trade Certified product sold, the business pays a premium that goes into a worker-controlled Community Development Fund at origin. From there, a Fair Trade Committee, which consists of workers responsible for the product, decides together how to spend the funds to improve their lives and meet their unique individual and collective needs.
Let’s Keep Dreaming

The world is changing.

In 1998, when we launched Fair Trade USA®, there were a lot of skeptics. No one thought American consumers would pay a few pennies more for coffee in order to help the farmers who grew it. Fast forward to today: the conscious consumer movement is exploding. People increasingly care about where their food comes from, who is making their clothes, and how the environment is impacted by their choices. People are realizing their purchases have power, and companies are rushing to respond with greater transparency and responsibility. Fair Trade USA® is building on this incredible momentum. Thanks to the generous support we received for our Capital Campaign, we are making critical investments in people, product, and technology. Thanks to you, we are evolving and scaling our market-based model for poverty alleviation and sustainable development. The future is now better and brighter for millions of farmers and workers worldwide.

It started with a dream, and we are still dreaming. After twenty years, it feels like we are just getting started. We aim to certify millions more farms, factories, and fisheries, partner with more companies, build broad consumer demand, and change more lives. We seek to learn, to continuously improve our model, and to embrace new technologies and social trends. We plan to continue innovating and investing to make our model more impactful for all.

Let’s keep dreaming and building together.
Because of your incredible support, we met our ambitious goal of raising $25 million to expand our global impact. Because of you, we are improving lives and protecting the environment. Together, we are changing the world. Together, we are fair trade.
Members of the Board

Janet Nezhad Band
Ricardo Crisantes
Robin Evitts
Sherri Pittman
Paul Rice
Larry Ruff
Liesel Pritzker Simmons
Robert Stiller
James D. White

Support the movement.
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