

Getting Started: Taking a Strategic Approach to Sustainable Procurement

Katie Saha

Senior Manager, Membership Engagement



Workshop Objectives

Become familiar with the basics of sustainable procurement, best practices and its benefits

Understand the importance of taking a strategic approach to your sustainable procurement activities

HANDS-ON: Kick-off development of your organization's strategic sustainable procurement program

Gain a practical tool to guide next steps in developing your program

Build your network of sustainable procurement professionals and experts



SUSTAINABLE PURCHASING LEADERSHIP COUNCIL

The Sustainable Purchasing Leadership Council (SPLC) leads a global community of purchasers, suppliers, advocates and experts dedicated to building a sustainable world through the power of procurement.

SPLC's Broad Membership Coalition

A membership of

180+

**Distinguished
Organizations**

Leveraging

\$800B

in annual
**purchasing
power**

Multi-stakeholder

membership
including Fortune 500s,
government, higher education,
and specialized non-profits

Working together to

**align and
aggregate**

procurement demand towards a
more environmentally, socially and
economically sustainable world



SPLC PROVIDES:

Guidance and best practices

Peer learning support

Customized 1-to-1 coaching

Online community

On-demand learning

Supplier directory and marketplace

Measurement and benchmarking

Multistakeholder collaboratives

Recognition programs & awards

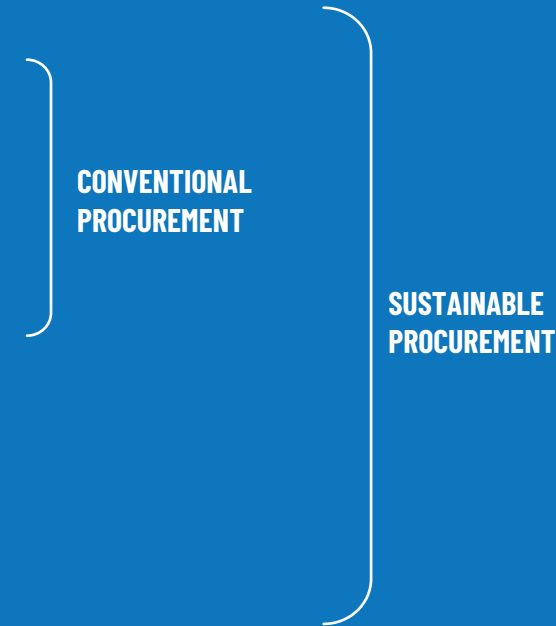
Sustainable Procurement

Procurement that...

- ✓ *achieves value for money.*
- ✓ *strengthens the organization.*
- ✓ *strengthens the **environment**.*
- ✓ *strengthens **society**.*
- ✓ *strengthens the **economy**.*

Responsible Sourcing

Sustainable Purchasing



Responsible Supply Chain

Supply Chain Sustainability

SUSTAINABLE PROCUREMENT

Purchasing in ways that intentionally strengthen our...

ENVIRONMENT

- Climate protection
- Pollution prevention
- Waste reduction
- Resource efficiency
- Habitat preservation
- Air and water quality

SOCIETY

- Health & safety
- Equal opportunity
- Fair wages
- Employee training
- Workers rights
- No forced labor

ECONOMY

- Fair opportunities for small and diverse businesses
- Local jobs
- Transparency
- Innovation
- Corruption-free

...so that we can all enjoy living in an increasingly sustainable world.

Most of a typical organization's impacts occur in its supply chain

Operations
Supply Chain



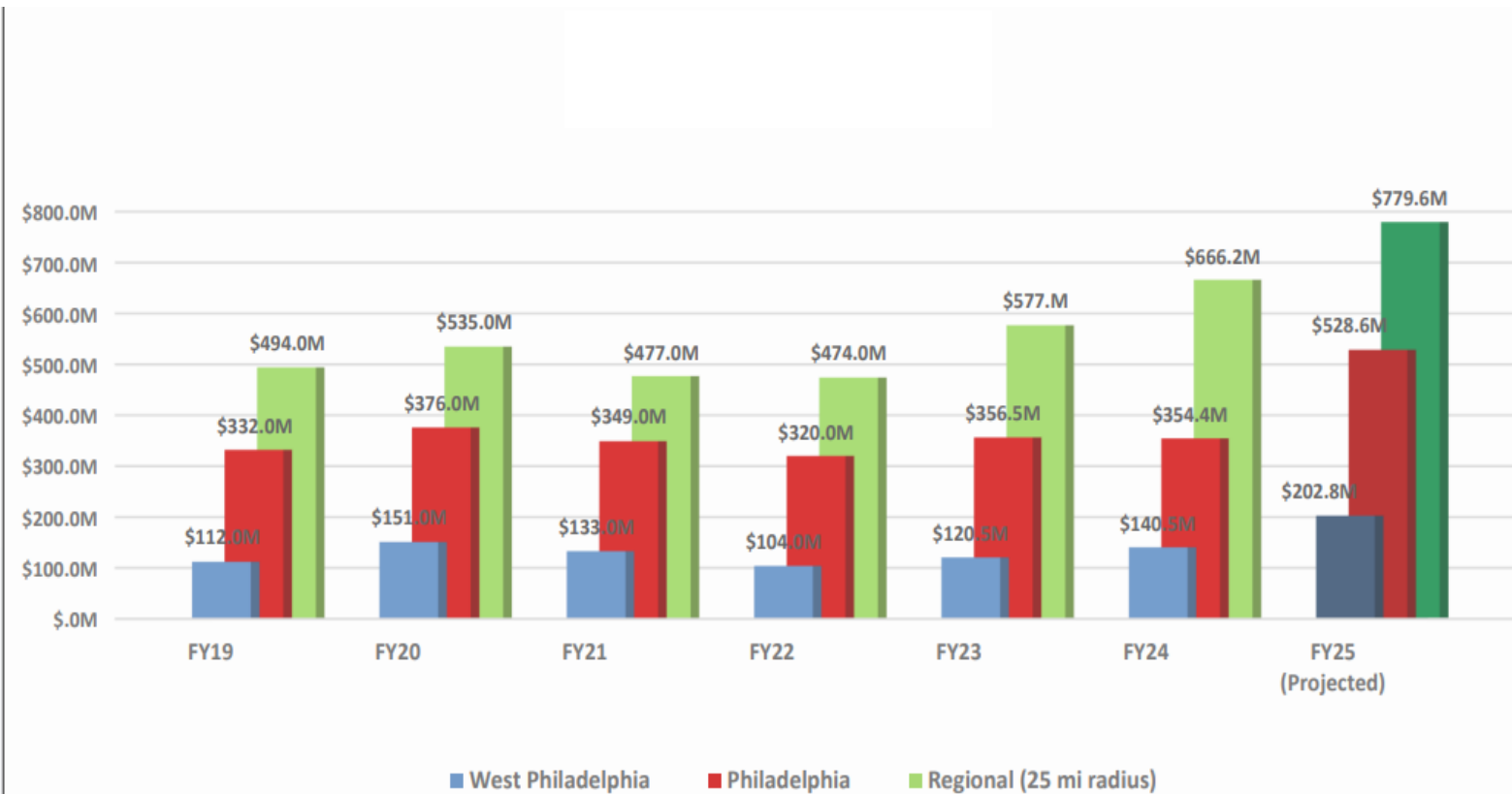
**Procurement is in a unique position to drive
substantial positive change!**

The power of the purse!

BENEFITS TO THE ORGANIZATION

Tangible	Intangible
▲ Process efficiency	▲ Supplier relationships
▼ Costs	▼ Business risk
▼ Regulatory burden	▲ Brand value
▲ Innovation (creation of new value)	▲ Customer satisfaction
▲ Performance tracking	▲ Employee satisfaction
	▲ Investor visibility

Supplier Inclusion Programs = LOCAL SPEND!!



Business-related benefits to the organization:

- Reduced shipping costs
- Improved supplier agility
- Better collaboration

...while boosting the local economy and reducing GHG emissions!



Taking a strategic program approach

Sustainable Procurement Activities

TCO-certified PCs

Recycled Content Paper

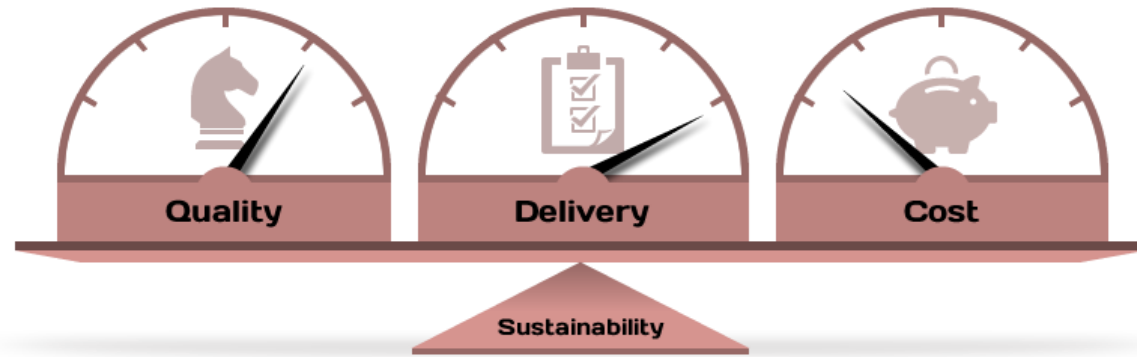
LEED-certified Buildings

Toxins Policy

Food container waste reduction

Supplier Code of Conduct

Strategic Sustainable Procurement Program



A set of strategies, policies, and activities embedded into an organization's purchasing processes and meant to improve the environment, society and our economies while delivering on traditional organizational benefits.

A Sustainable Procurement Program is the Foundation for all Sustainable Procurement Activities

- ✓ Holistic approach
- ✓ Prioritized impacts and strategies
- ✓ Executive involvement
- ✓ Assigned resources and training
- ✓ Measured and reported results

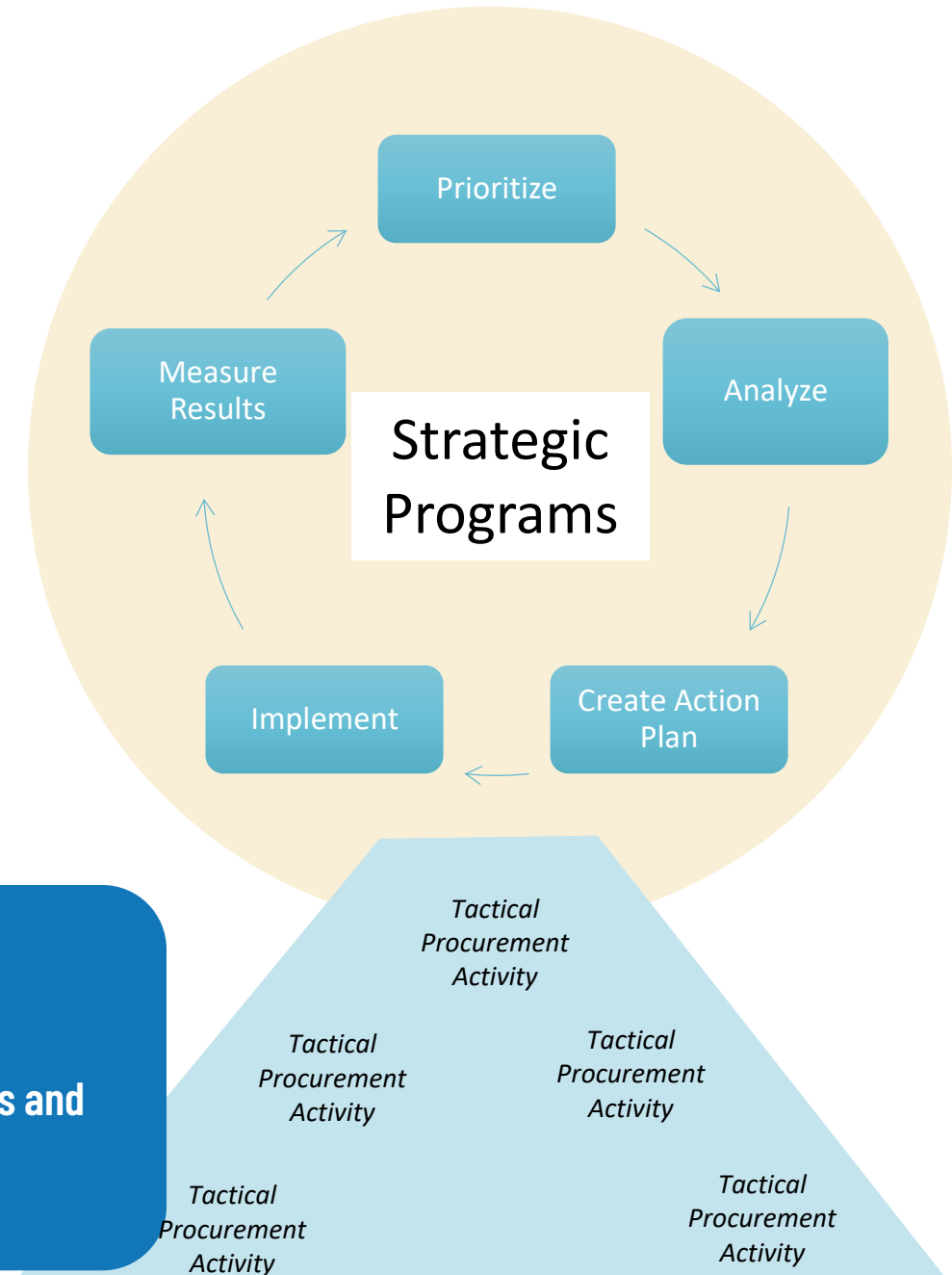


Procurement “Programs”

- Category Management Program
- Cost Reduction Initiative
- Supplier Onboarding Program
- ***Sustainable Procurement Program***

Program Rationale Is Same for All:

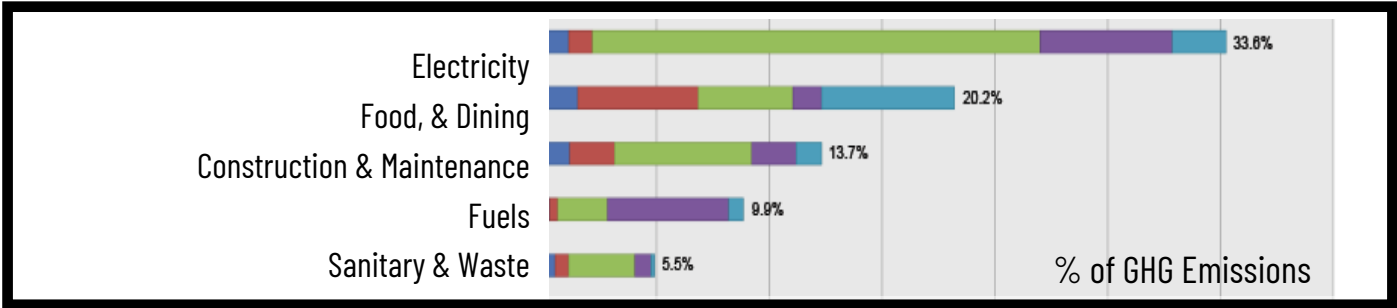
Adding a strategic planning process ahead of more tactical activities enables results and efficiencies.



Benefits of a Strategic Program Approach

Individual activities	With a strategic program
Silos	Cross-functional collaboration
Efforts are less impactful	Efforts are focused on high impact opportunities
Evidence of benefits is anecdotal	Benefits are tracked, aggregated and reported
No authority to prioritize related activities	“Permission” to participate

PRIORITIZATION IS ESSENTIAL!



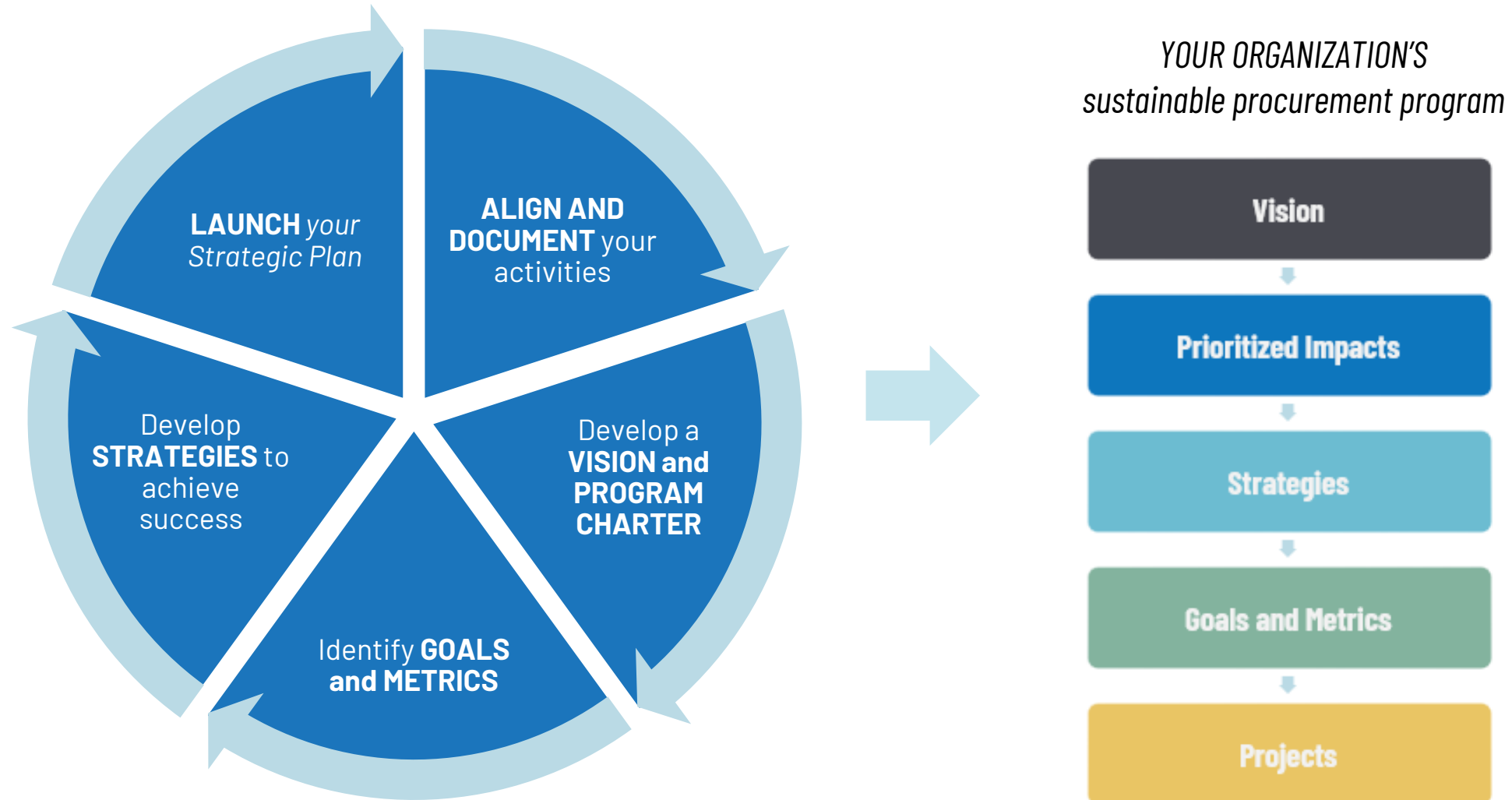
5 purchasing categories

64% of total spend driving

83% of estimated impacts

Ex. SPEND-BASED GHG EMISSIONS
LIFECYCLE ASSESSMENT

SPLC's Strategic Program Planning Process



A photograph of a person's hands gesturing in a meeting. The person is wearing a red and blue plaid shirt. In the background, a laptop is open on a desk, displaying a dashboard with various charts and graphs. The scene is set in a professional office environment.

HANDS-ON ACTIVITY

Alignment and prioritization of existing work

Grab your Organizational Inventory Worksheet...

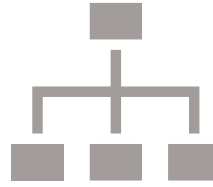
Step 2: Identify aligned organizational-level goals or activities. This section is intended to identify existing strategic priorities in your organization that your sustainable purchasing program either already aligns to, or could align to. Think about the existing organizational-level goals or activities that align to the impacts you identified above. Be sure to think strategically all the way to the highest level of your organization, as well as cross-functionally. For each impact, list the applicable organizational priority and document as much as possible about this priority. For example, you may have an organizational-level GHG reduction goal or a waste reduction initiative. Leave blanks where you are not sure of the information – this is a quick scan that can be completed later with additional research.

Economic Priority Impacts

Organizational Priority	Priority Owner(s) / Functional Area	Goals and/or Metrics used	Reporting or Publication date/vehicle

☐ Business Integrity
☐ Community / Local Biz Development
☐ Land Management / Needs Assessment
☐ Fid Faith & Fair Dealings
☐ Worth of Sustainable Products & Services
☐ Investment in Innovation
☐ Business
☐ Protection from Conflicts of Interest
☐ Protection of Employee and Customer Data
☐ Protection of Intellectual Property
☐ Transparency
☐ Value for Money

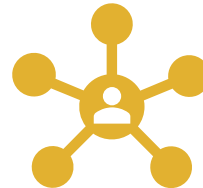
Importance of aligning to other areas of your organization



Supports org-level recognition for the *value* of your activities



Helps to identify resources



Grows your understanding of your organization



Creates an opportunity to educate while giving them an opportunity to weigh in

Alignment and Planning Worksheet

Step 2: Identify aligned organizational-level goals or activities. This section is intended to identify existing strategic priorities in your organization that your sustainable purchasing program either already aligns to, or could align to. Think about the existing organizational-level goals or activities that align to the impacts you identified above. Be sure to think strategically all the way to the highest level of your organization, as well as cross-functionally. For each impact, list the applicable organizational priority and document as much as possible about this priority. For example, you may have an organizational-level GHG reduction goal or a waste reduction initiative. Leave blanks where you are not sure of the information – this is a quick scan that can be completed later with additional research.

Organizational Priority	Priority Owner(s) / Functional Area	Goals and/or Metrics used	Reporting or Publication date/vehicle

Organizational Inventory Worksheet

Step 1: Identify existing organizational impact priorities: What impacts on the environment, society and/or economies of the world does your organization already recognize and prioritize – through sustainability or diversity policies, regulations, goals, CSR reporting points or other commitments? Select the most notable impacts that your organization is aware of and/or is prioritizing below.

Environmental Priority Impacts	Social Priority Impacts	Economic Priority Impacts
☐ Avoiding & Reducing Waste	☐ Diversity & Equal Opportunity	☐ Business Integrity
☐ Improving Human & Environmental Health	☐ Fair Trade	☐ Community / Local Biz Development
☐ Protecting Air Quality	☐ Human Capacity Building	☐ Demand Management / Needs Assessment
☐ Protecting Biodiversity & Ecosystems	☐ Human Resources Management	☐ Good Faith & Fair Dealings
☐ Protecting the Climate	☐ Human Rights	☐ Growth of Sustainable Products & Services
☐ Reducing the Depletion of Natural Resources	☐ Inclusive Employment	☐ Investment in Innovation
☐ Using Energy Efficiently & Promoting Clean Energy	☐ Labor Rights	☐ Openness
☐ Using Water Efficiently & Protecting Water Quality	☐ Safe & Healthy Working Conditions	☐ Protecting from Conflicts of Interest
	☐ Supplier Diversity	☐ Protection of Employee and Customer Privacy
		☐ Protection of Intellectual Property
		☐ Transparency
		☐ Value for Money

Step 3: Identify relevant current sustainable purchasing goals or program activities. This section is for identifying the existing sustainable purchasing activities and/or goals that align to the impact priorities you identified in Step 1. If you have a sustainable purchasing program already underway, identify those goals and activities that are closely aligned with the impact priorities you identified in Step 1. If you are just beginning, consider prioritizing goals and activities that align with the organizational priorities from Step 2 to ensure your contributions can be understood and valued as pathway toward those priority goals. (Feel free to continue on another sheet if your organization has many priority activities.)

Organizational Activity	Organizational Owner(s)	Purchasing Categories (e.g., Travel, Lodging, etc.)	Goals and/or Metrics Used	Reporting or Publication date/vehicle

Step 1. Document existing *organizational-level* goals and initiatives that sustainable procurement might align to

Step 2. Identify and prioritize the largest sustainability impacts and opportunities of your spend

3. Document existing and/or potentially new sustainable *procurement* activities that align to 1. and 2.

STEP 1. UNDERSTANDING YOUR ALIGNMENTS

What are some existing organizational goals and initiatives that your sustainable procurement program might align to?

Time for Activity: 5 min

20% GHG Reduction
by 2030

Zero Waste

Small-Medium
Business
Development Policy

Cost Reduction
Initiative

Sustainable Purchasing

Purchasing in ways that intentionally strengthen our...

Society

- Health & safety
- Equal opportunity
- Fair wages
- Employee training
- Workers rights
- No forced labor

Economy

- Supplier diversity
- Small business
- Local jobs
- Fair competition
- Transparency
- Innovation
- Corruption-free

Environment

- Climate protection
- Pollution prevention
- Waste reduction
- Resource efficiency
- Habitat preservation
- Air and water quality

...so that we can all enjoy living in an increasingly sustainable world.

Organizational Inventory Worksheet

Step 1: Identify aligned organizational-level goals or activities. This section is intended to identify existing strategic priorities in your organization that sustainable purchasing either already aligns to, or could align to. Be sure to think strategically all the way to the highest level of your organization, as well as cross-functionally. For each priority, list the applicable organizational priority and document as much as possible about this priority. For example, you may have an organizational-level GHG reduction goal or a waste reduction initiative. Leave blanks where you are not sure of the information – this is a quick scan that can be completed later with additional research.

Organizational Priority	Priority Owner(s) / Functional Area	Goals and/or Metrics used	Reporting or Publication date/vehicle

SUSTAINABLE PURCHASING LEADERSHIP COUNCIL

Breakout Session

Time: 8 min

- Review your responses with your group
- Note the similarities and differences
- Jot down additional alignments and/or priorities that you might consider for your own organization

STEP 2. PRIORITIZING YOUR PURCHASING IMPACTS

What are the environmental, social, and economic impacts and opportunities of your procurement?

- *Check the ones that your procurement organization is already prioritizing*
- *Circle the ones that you believe represent the largest impacts of your spend.*

Time for Activity: 3-5 min

Step 2: Identify existing sustainable purchasing impact priorities: What impacts on the environment, society and/or economies of the world does your purchasing organization already recognize and prioritize – through sustainability or diversity policies, regulations, goals, CSR reporting points or other commitments? Select the most notable impacts that your organization is aware of and/or is prioritizing below.

Priority Impacts:	Environmental Priority Impacts	Social Priority Impacts	Economic Priority Impacts
	☐ Avoiding & Reducing Waste ☐ Improving Human & Environmental Health ☐ Protecting Air Quality ☐ Protecting Biodiversity & Ecosystems ☐ Protecting the Climate ☐ Reducing the Depletion of Natural Resources ☐ Using Energy Efficiently & Promoting Clean Energy ☐ Using Water Efficiently & Protecting Water Quality	☐ Diversity & Equal Opportunity ☐ Fair Trade ☐ Human Capacity Building ☐ Human Resources Management ☐ Human Rights ☐ Inclusive Employment ☐ Labor Rights ☐ Safe & Healthy Working Conditions ☐ Supplier Diversity ☐ Animal Welfare	☐ Business Integrity ☐ Community / Local Biz Development ☐ Demand Management / Needs Assessment ☐ Good Faith & Fair Dealings ☐ Growth of Sustainable Products & Services ☐ Investment in Innovation ☐ Openness ☐ Protecting from Conflicts of Interest ☐ Protection of Employee and Customer Privacy ☐ Protection of Intellectual Property ☐ Transparency ☐ Value for Money

Not sure what to check? No problem – think about what your organization spends the most on and consider what impacts might be embedded in those purchases.

STEP 3. ALIGNING AND DOCUMENTING YOUR CURRENT WORK

What are some existing sustainable procurement activities that align to the initiatives, goals and priorities you listed in Steps 1. and 2.?

Organizational Inventory Worksheet

Step 1: Identify aligned organizational-level goals or activities.

This section is intended to identify existing strategic priorities in your organization that sustainable purchasing either already aligns to, or could align to. Be sure to think strategically all the way to the highest level of your organization, as well as cross-functionally. For each priority, list the applicable organizational priority and document as much as possible about this priority. For example, you may have an organizational-level GHG reduction goal or a waste reduction initiative. Leave blanks where you are not sure of the information – this is a quick scan that can be completed later with additional research.

Organizational Priority	Priority Owner(s) / Functional Area	Goals and/or Metrics used	Reporting or Publication date/vehicle
Reduce GHG Emissions by 20%			

SUSTAINABLE PURCHASING LEADERSHIP COUNCIL

Step 2: Identify existing sustainable purchasing impact priorities.

What impacts on the environment, society and/or economy does your purchasing organization already recognize and prioritize – through sustainability or diversity policies, regulations, goals, other commitments? Select the most notable impacts that your organization is aware of and/or is prioritizing below.

Environmental Priority Impacts	Social Priority Impacts	Economic Priority Impacts
Priority Impacts: ☐ Avoiding & Reducing Waste ☐ Improving Human & Environmental Health ☐ Protecting Air Quality ☐ Protecting Biodiversity & Ecosystems ☐ Protecting the Climate ☐ Reducing the Depletion of Natural Resources ☐ Using Energy Efficiently & Promoting Clean Energy ☐ Using Water Efficiently & Protecting Water Quality	☐ Diversity & Equal Opportunity ☐ Fair Trade ☐ Human Capacity Building ☐ Human Resources Management ☐ Human Rights ☐ Inclusive Employment ☐ Labor Rights ☐ Safe & Healthy Working Conditions ☐ Supplier Diversity ☐ Animal Welfare	

 ☐ Business Integrity ☐ Community / Local B2B Development ☐ Demand Management / Needs ☐ Assessment ☐ Good Faith & Fair Dealings ☐ Growth of Sustainable Products & Services ☐ Investment in Innovation ☐ Openness ☐ Protecting from Conflicts of Interest ☐ Protection of Employee and Customer Privacy ☐ Protection of Intellectual Property ☐ Transparency ☐ Value for Money |

SUSTAINABLE PURCHASING LEADERSHIP COUNCIL

Step 3: Identify relevant current sustainable purchasing goals or program activities. This section is for identifying the existing sustainable purchasing activities and/or goals that align to the impact priorities you identified in Step 1. If you have a sustainable purchasing program already underway, identify those goals and activities that are closely aligned with the impact priorities you identified in Step 1. If you are just beginning, consider prioritizing goals and activities that align with the organizational priorities from Step 2, to ensure your contributions can be understood and valued as pathway toward those priority goals. (Feel free to continue on another sheet if your organization has many priority activities.)

Organizational Activity	Organizational Owner(s)	Purchasing Categories (ex. IT, Transport, All Categories, etc)	Goals and/or Metrics Used	Reporting or Publication date/vehicle
Supplier Code of Ethics				
TCO certified & EPEAT registered computers				
Supplier Diversity Initiative				

Time for Activity: 5-7 min

Breakout Session

Time: 8 min

- Review your responses with your group
- Note the similarities and differences
- Jot down additional activities that you might consider for your own organization

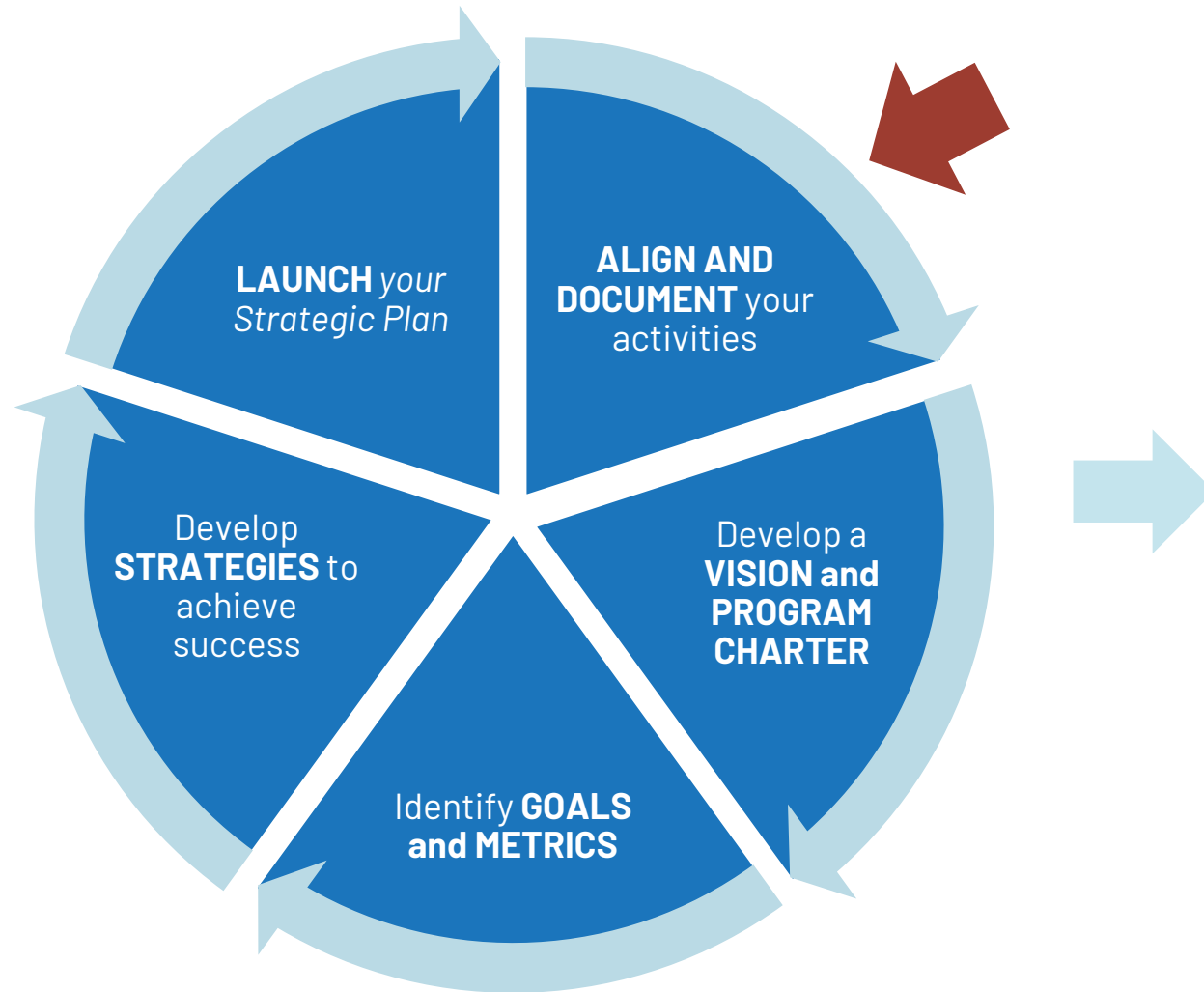
Any insights you'd like to share from this activity or your discussions?

Reporting or Publication date/vehicle	Number of cases	Number of deaths	Number of hospitalizations
2019-2020	10	0	0
2020-2021	10	0	0
2021-2022	10	0	0
2022-2023	10	0	0
2023-2024	10	0	0
2024-2025	10	0	0
2025-2026	10	0	0
2026-2027	10	0	0
2027-2028	10	0	0
2028-2029	10	0	0
2029-2030	10	0	0
2030-2031	10	0	0
2031-2032	10	0	0
2032-2033	10	0	0
2033-2034	10	0	0
2034-2035	10	0	0
2035-2036	10	0	0
2036-2037	10	0	0
2037-2038	10	0	0
2038-2039	10	0	0
2039-2040	10	0	0
2040-2041	10	0	0
2041-2042	10	0	0
2042-2043	10	0	0
2043-2044	10	0	0
2044-2045	10	0	0
2045-2046	10	0	0
2046-2047	10	0	0
2047-2048	10	0	0
2048-2049	10	0	0
2049-2050	10	0	0
2050-2051	10	0	0
2051-2052	10	0	0
2052-2053	10	0	0
2053-2054	10	0	0
2054-2055	10	0	0
2055-2056	10	0	0
2056-2057	10	0	0
2057-2058	10	0	0
2058-2059	10	0	0
2059-2060	10	0	0
2060-2061	10	0	0
2061-2062	10	0	0
2062-2063	10	0	0
2063-2064	10	0	0
2064-2065	10	0	0
2065-2066	10	0	0
2066-2067	10	0	0
2067-2068	10	0	0
2068-2069	10	0	0
2069-2070	10	0	0
2070-2071	10	0	0
2071-2072	10	0	0
2072-2073	10	0	0
2073-2074	10	0	0
2074-2075	10	0	0
2075-2076	10	0	0
2076-2077	10	0	0
2077-2078	10	0	0
2078-2079	10	0	0
2079-2080	10	0	0
2080-2081	10	0	0
2081-2082	10	0	0
2082-2083	10	0	0
2083-2084	10	0	0
2084-2085	10	0	0
2085-2086	10	0	0
2086-2087	10	0	0
2087-2088	10	0	0
2088-2089	10	0	0
2089-2090	10	0	0
2090-2091	10	0	0
2091-2092	10	0	0
2092-2093	10	0	0
2093-2094	10	0	0
2094-2095	10	0	0
2095-2096	10	0	0
2096-2097	10	0	0
2097-2098	10	0	0
2098-2099	10	0	0
2099-2100	10	0	0
2100-2101	10	0	0
2101-2102	10	0	0
2102-2103	10	0	0
2103-2104	10	0	0
2104-2105	10	0	0
2105-2106	10	0	0
2106-2107	10	0	0
2107-2108	10	0	0
2108-2109	10	0	0
2109-2110	10	0	0
2110-2111	10	0	0

 SUSTAINABLE PURCHASING LEADERSHIP COUNCIL

Country	Year	Value
China	2014	1.0
China	2015	1.0
China	2016	1.0
China	2017	1.0
China	2018	1.0
China	2019	1.0
China	2020	1.0
China	2021	1.0
China	2022	1.0
China	2023	1.0
China	2024	1.0
China	2025	1.0
China	2026	1.0
China	2027	1.0
China	2028	1.0
China	2029	1.0
China	2030	1.0
China	2031	1.0
China	2032	1.0
China	2033	1.0
China	2034	1.0
China	2035	1.0
China	2036	1.0
China	2037	1.0
China	2038	1.0
China	2039	1.0
China	2040	1.0
China	2041	1.0
China	2042	1.0
China	2043	1.0
China	2044	1.0
China	2045	1.0
China	2046	1.0
China	2047	1.0
China	2048	1.0
China	2049	1.0
China	2050	1.0
China	2051	1.0
China	2052	1.0
China	2053	1.0
China	2054	1.0
China	2055	1.0
China	2056	1.0
China	2057	1.0
China	2058	1.0
China	2059	1.0
China	2060	1.0
China	2061	1.0
China	2062	1.0
China	2063	1.0
China	2064	1.0
China	2065	1.0
China	2066	1.0
China	2067	1.0
China	2068	1.0
China	2069	1.0
China	2070	1.0
China	2071	1.0
China	2072	1.0
China	2073	1.0
China	2074	1.0
China	2075	1.0
China	2076	1.0
China	2077	1.0
China	2078	1.0
China	2079	1.0
China	2080	1.0
China	2081	1.0
China	2082	1.0
China	2083	1.0
China	2084	1.0
China	2085	1.0
China	2086	1.0
China	2087	1.0
China	2088	1.0
China	2089	1.0
China	2090	1.0
China	2091	1.0
China	2092	1.0
China	2093	1.0
China	2094	1.0
China	2095	1.0
China	2096	1.0
China	2097	1.0
China	2098	1.0
China	2099	1.0
China	2100	1.0

SPLC's Strategic Program Planning Process



*YOUR ORGANIZATION'S
sustainable procurement program*



Next Steps..

Recognize your program components



Step 3: Identify relevant current sustainable purchasing goals or program activities. This section is for identifying the existing sustainable purchasing activities and/or goals that align to the impact priorities you identified in Step 1. If you have a sustainable purchasing program already underway, identify those goals and activities that are closely aligned with the impact priorities you identified in Step 1. If you are just beginning, consider prioritizing goals and activities that align with the organizational priorities from Step 2 to ensure your contributions can be understood and valued as pathway toward those priority goals. (Feel free to continue on another sheet if your organization has many priority activities.)

Organizational Activity	Organizational Owner(s)	Purchasing Categories (see IT, Traveling, etc Category, etc.)	Goals and/or Metrics Used	Reporting or Publication date/frequency

omies of the world does your SR reporting points or other

Economic Priority Impacts

- siness Integrity:
- munity / Local/Biz Development

Organizational Inventory Worksheet

fices

Section of Employees and Customer

Quality
☐ Protection of Intellectual Property
☐ Transparency
☐ Value for Money

Privacy

Identify opportunities and plan next steps



Sustainable Purchasing Processes Inventory Checklist

Best Practice
Best Performance Environmental, Social and Economic Priorities A spend analysis has been performed to identify priorities. A materiality assessment process guides the selection of prioritized strategies. Relevant executives are engaged in the materiality assessment process. Relevant suppliers are engaged in the materiality assessment process. Relevant external stakeholders are engaged in the materiality assessment process. Goal Setting and Metrics A list of prioritized strategies, metrics and goals has been developed. Relevant executive management has approved these goals for implementation. Activities are evaluated for performance against these goals on an ongoing basis. (Society-level metrics and goals (e.g. GHG emissions) are utilized. Metrics and goals are verified by a third-party.

Inventory Checklist

11. **Category-specific programs** that contribute to one or more purchasing or supply have been identified.

12. **Supplier sustainability** is included sustainably into the procurement process in each of these priority categories/commodities has been established (e.g., language, communication, training, etc.).

13. **These strategies are consistently implemented** as part of contracts/new contracts available for review.

14. **Supplier sustainability** is included in the EPDs, surveys, etc. are utilized regularly wherever applicable.

15. **Supplier sustainability** is included in the product life cycle and is managed whenever possible.

16. **Product/life-cycle/side/side sustainability information** is shared publicly and internally.

17. **Supplier sustainability** is included in the service and product lifecycle/procurement.

18. **Supplier Engagement, Transparency and Accountability**

19. **Supplier-facing communications** have been designed to demonstrate the supplier's commitment to sustainability.

20. **A supplier sustainability code of conduct** guides your suppliers on your sustainability goals.

21. **Suppliers are required to sign the supplier sustainability code of conduct** as a condition of doing business.

22. **Suppliers are periodically assessed** on their compliance to the code of conduct.

23. **Supplier sustainability** is included in the supplier selection process and supplier sustainability performance has been implemented.

24. **Supplier sustainability** is included in the program/review program for progress in preference, recognition, etc.

25. **The supplier sustainability rating program** requires suppliers to 3rd party audit.

For more information on leadership practices in sustainable purchasing, go to SPLC's Maturity Model: www.sustainablepurchasing.org/maturity-model.org

INVENTORY CHECKLIST

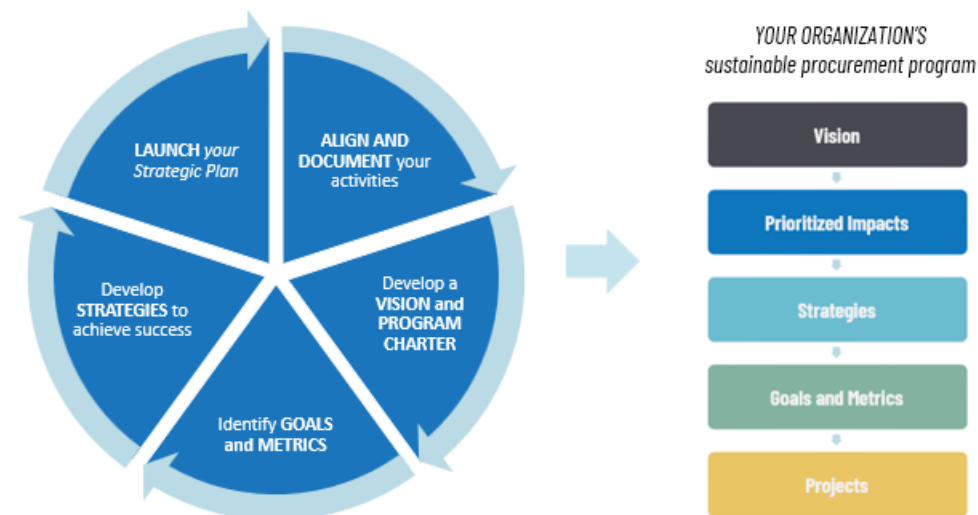


Sustainable Purchasing Processes Inventory Checklist			
Best Practice	Yes	No	Notes
Set Relevant Environmental, Social and Economic Priorities			
A spend analysis has been performed to identify priorities.			
A materiality assessment process guides the selection of prioritized strategies.			
Relevant executives are engaged in the materiality assessment process.			
Relevant suppliers are engaged in the materiality assessment process.			
Relevant external stakeholders are engaged in the materiality assessment process.			
Goal Setting and Metrics			
A list of prioritized strategies, metrics and goals has been developed.			
Relevant executive management has approved these goals for implementation.			
Activities are evaluated for performance against these goals on an ongoing basis.			
Society-level metrics and goals (ex. GHG emissions) are utilized.			
Metrics and goals are verified by a third-party.			
Staff Engagement and Accountability			
Staff is aware of sustainable purchasing activities via ongoing communications.			
Staff receive relevant training.			
Cross-functional staff (including executives) have formal responsibility for delivering on program activities.			
Cross-functional staff (including executives) are formally evaluated for their performance in achieving program goals.			
Goods / Services Evaluation and Transparency			
The categories/commodities which contribute the most to your purchasing's impacts have been identified.			
A strategy for embedding sustainability into the procurement process in each of these priority categories/commodities has been established (ex. spec language, RFPs, supplier onboarding, ecolabels, etc.).			
These strategies are consistently implemented as new contracts/suppliers become available (or sooner).			
Product-/service-/goods-level disclosures (ex. EPDs, surveys, etc.) are utilized and required wherever applicable.			
Shared systems for product-/service-/goods-level disclosures are leveraged whenever possible.			
Product-/service-/goods-level sustainability information is shared publicly and includes information on where to buy the product/service/goods.			
Supplier Engagement, Transparency and Accountability			
Supplier-facing communications have been established to demonstrate your commitment, communicate expectations, time-bound goals, etc.			
A supplier sustainability code of conduct guides your suppliers on your specific enterprise-level sustainability expectations for them.			
Suppliers are required to sign the supplier sustainability code of conduct.			
Suppliers are periodically audited on their compliance to the code of conduct.			
A supplier sustainability rating program which evaluates supplier enterprise-level sustainability performance has been implemented.			
The supplier sustainability rating program rewards suppliers for progress (ex. preference, recognition, etc.).			
The supplier sustainability rating program requires suppliers to 3rd party validate relevant data.			
Communications and Sustainable Purchasing Transparency			
Learnings from your sustainable purchasing activities are regularly shared with external stakeholders (ex. case studies).			
Regular contributions are made to relevant external stakeholder activities (ex. working groups, shared specifications, shared data reporting platforms, etc.).			
Representatives from your organization regularly recruit others to participate in relevant external stakeholder activities.			
A public-facing report describes your sustainable purchasing program activities and performance (ex. CSR Report, Sustainable City Report, etc.).			
Design a Strategic Sustainable Purchasing Program around your Sustainable Purchasing Activities			
A long-term vision for sustainable purchasing success has been established.			
A lead has been assigned to design and implement a formal program/policy.			
A cross-functional team informs its design, implementation and management.			
A formal process is followed to identify the largest impacts of your purchasing.			
Strategies are aligned to those impacts.			
Relevant cross-functional management is engaged in the program's progress.			
Formalize a Strategic Sustainable Purchasing Program			
A business case for your program has been built.			
A budget is available for your program.			
Sufficient cross-functional resources have been assigned to the program.			
The program is embedded within the executive-level operations of your organization.			
The program has been approved at the highest executive level (ex. CEO, Mayor, etc.).			

For more information on leadership practices in sustainable purchasing, go to SPLC's Maturity Model: www.sustainablepurchasing.org/maturity-model.org

When you get back into the office...

- Share today's worksheets with your stakeholders for additional input
- Continue developing your strategic sustainable procurement program
- Consider including Criteria 15 in AEP Awards submission for next year!
- Contact us for additional support along the way!



katies@sustainablepurchasing.org

THANK YOU!

Questions?