

THE STARRING ROLE FOR PROCUREMENT IN THE DRIVE FOR SUSTAINABILITY



WHITEPAPER

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Sustainable Procurement

I. DON'T LET THE LEMMINGS HAVE THE LAST LAUGH

It seems we have managed to sleepwalk to where we are at right now. And the truly terrifying risk is that we keep going - lemming-like – aware, but uncaring about the environmental cliff-edge we are blithely fast approaching.

In fact, the only real difference between us and the lemmings lies in motivation. Lemmings are hellbent on self-destruction, whereas we are on track to achieve it by default.

Sustainability is the movement that will hopefully rouse us from our slumber though and a swift and global response is needed to avoid impending disaster. That cliff edge is not somewhere off in the distance, it is right there at our feet, so time is tight to say the least.

TICK, TOCK...

The pragmatist in us knows that not all countries will get on board, just as, in those that do, not all citizens will make the necessary changes (or businesses for that matter). Our only hope is that in the short term enough of us will act to at least slow our advance towards disaster sufficiently, to buy time for the rest to progressively see the light and drive positive change.

One hates to be a Donny Downer but, given our woeful performance against carbon emission targets thus far, it could go either way. Though if you want a real harbinger of doom, Ord (2021) puts the odds of human extinction within the next century at six to one!

PEOPLE POWER

What is clear, is that the most impact will not be achieved by government directives from the top down. What is driving change is growing consumer pressure from the bottom up.

Consumers want “greener” products and services from more sustainably focussed businesses. Smart corporations are already visibly delivering this and consequently, requiring that their supply chain, or Supply Value Chain Network (SVCN) as I prefer to call it, do the same.

This last aspect is especially relevant given that, according to Staal (2021), a minimum of 50-70 % of the changes that are needed from the companies that power the global economy *directly involve the supply chain*.

FASTER THAN A SPEEDING... BUYER?

So, there you have it, it seems it is down to us procurement folks to save the World.

2. ALIGNING SUSTAINABILITY GOALS AND PROCUREMENT STRATEGY TO YOUR WIDER BUSINESS PLAN

These days, for forward looking businesses, sustainability represents an ever-more visible element within their business plan. Therefore, it must follow that most initiatives, objectives and metrics will contain an element of it.

CONSPICUOUS SUSTAINABILITY

So, with the need for conspicuous sustainability baked into their business plan, an organization must decide what they are setting out to achieve, how they will get it done and by when. From this, all efforts and initiatives for sustainability (especially sustainable procurement) both internally and all the way down their SVCN, must flow.

To this end, procurement and the SVCN need to be close collaborators. At a higher level, the enterprise-wide vision and plan for sustainability must clearly and conspicuously resonate with the global sustainability agenda.

STAKEHOLDER ALIGNMENT

It is the task of the C-suite leadership team to align the shareholders behind this vision and gain a mandate to make it happen (which is, generally speaking, no small undertaking).

Thankfully, there are well recognized and compelling market pressures that strongly encourage and support this:

- Rapidly growing consumer segments are choosing brands with credible sustainability credentials.
- Brands need to mitigate the risk of negative reputational impact from the exposure of poor sustainability practices.
- Investors are increasingly factoring sustainability into their evaluations.
- Potential employees want to work for sustainability conscious companies.
- The SVCN increasingly recognizes they must adapt accordingly.

SUSTAINABILITY MUST BECOME “BUSINESS AS USUAL”

The key to doing this is getting elements of sustainability onto everyone’s agenda and moving from sustainability as a new initiative, to making it just part of the way we do things around here.

Naturally, this must cascade to the whole procurement process and likewise all the way along the SVCN.

3. TRAINING AND EQUIPPING YOUR TEAM FOR SUSTAINABLE PROCUREMENT

Sustainable procurement requires the right organizational structure. This may mean a new approach that not merely works across functional boundaries, but completely ignores them.

SUSTAINABILITY SANS FRONTIERS

One model that is proving effective, creates a sustainability function comprised of individuals with exceptional knowledge and related experience, working as one cross-functional team. This must not only be across procurement and the SVCN, but then on through manufacturing and production to distribution, and ultimately, communications and data.

BUY IT OR BUILD IT – IT’S ALL ABOUT THE TALENT

It is unlikely that any organization will have the required skills and experience already within their team, so it will be necessary to

source them externally, or at the very least, supplement existing talent.

If this is the case, but a business doesn’t want to look externally, it may be possible to upskill senior managers who possess a good degree of appropriate knowledge and relevant management ability.

BOARD SPONSORSHIP TO SHARP-END MANAGEMENT

A game-changing initiative like this must already have board sponsorship. What’s needed is an executive, board level leader, supported by a compact, senior steering group specifically responsible for sustainability within the SVCN.

But at the sharp end, you will need to be an effective and pragmatic programme manager to deliver the day-to-day project management. As their partner in crime, they will need a communications manager to be the voice of the project, ensuring visibility, alignment and maintaining all round buy-in.

YOU JUST NEED TO GET IT RIGHT – RIGHT?

So, now that the right people with the right skills and knowledge are in the right place, it is vital that they all share the same picture in their head. This will ensure they keep doing the right things at the right time.

They need to be equipped with the right tools to measure the right things, then share the right information with the right colleagues, and all the while be happy doing it because they are aligned, empowered and supported.

Easy for me to say, but that is the gold standard and to achieve it you will need:

- Ongoing competency assessment.
- An internal learning and development programme training specific audiences in advanced procurement, supply chain and sustainability skills.
- An external development initiative to provide key members of your SCVN with the required level of knowledge and information.
- Consistently refreshed data, research and science capability.
- Effective processes and toolkits.
- Ongoing coaching and mentoring to ensure alignment, engagement and empowerment.
- A communications programme that creates, collates and shares your sustainability success stories.

4. ASSESSING YOUR SUPPLY BASE, DETERMINING PRIORITIES AND BUILDING YOUR SUSTAINABILITY ROADMAP

Setting goals for sustainability is the easy bit. Understanding how you actually stack up against them can be somewhat more complex.

“You can’t work out how to get to where you want to be unless you know exactly where you are...”

I have already talked about creating a sustainability road map and for any map to be of real value, you must not only know where you want to go, but precisely where you are.

To work this out you will need to conduct an assessment of three areas:

1. How sustainable is ‘what you buy’?
2. How sustainable are ‘whom we buy from’ i.e. our immediate suppliers?
3. How sustainable are our SVCNs?

ASSESSING WHAT WE BUY FROM OUR SUPPLIERS

Assessing and measuring sustainability for what we buy from our immediate suppliers, whilst not simple, is certainly doable, as you will have a board mandate and therefore a degree of control. Well established procurement functions will already have the strategic processes and approaches that can enable this.

Having formulated your sustainability goals, you need to conduct a gap analysis for these areas. This will then ladder up to your sustainability plan.

SVCN ASSESSMENT

Assessing the performance of your SVCN is a different matter. Large parts of it are neither within your sight, nor under your direct control. The golden rule here is to start where you can be most effective, then use the learnings gained to help you progress.

It is a huge undertaking to examine every supplier and SVCN for all the products or services you source. So, find a way to at least get some level of reliable data to evaluate the sustainability efforts of your SVCN against your goals.

Ideally your goals will be SMART, so you’ll know when you have achieved them or how far you still need to go.

MEASUREMENT

Measurement is a key component within assessment. Although it may not be possible to measure every aspect, measuring a large proportion of the main elements within sustainability is progressively becoming more possible, though some aspects still remain challenging.

We can certainly figure out ways to quantify emissions, pollution levels, resources consumed, and volumes recycled. The more intangible aspects such as respect for human rights, acceptable working conditions, or fair treatment for workers, remain harder to quantify accurately.

Such elements can be assessed against your minimum requirements, or those set by an international standard or via legislation. The trick is to acquire these metrics in the most accurate, and therefore credible, manner.

Some distributed businesses rely on remote SVCN surveys, and there are specialist companies who will conduct a supplier questionnaire service.

“Informed analysis of the results can certainly provide an indicative sustainability rating.”

Whilst this may provide a workable solution, such an arms-length assessment can inevitably be limited in its ability to provide a full, detailed and robust picture of a given supplier’s situation. That said, this assessment approach is a good first step.

SET UP METRICS FROM THE OUTSET

When you take on new suppliers, make the provision of specific metrics a contracted condition of doing business, and ensure you build in practical ways of auditing or verifying the data.

PERCEIVED SUSTAINABILITY EVALUATION

Just being a sustainable force for good, though admirable, is not the whole job. To realize the full benefit of walking the sustainable walk, you need to be seen to be doing the right thing, or better yet, become famous for it.

Internal and external reputation management need to be aligned and in full cry to ensure your brand shares the results of its sustainability successes with those who need to hear it.

These will include:

- Paid media
- Earned media/influencers

- Clients/consumers/customers
- Employees/potential employees
- Trade bodies/associations
- Stakeholders
- Shareholders
- Potential investors
- SVCN/Commercial partners

SETTING YOUR SUSTAINABILITY PRIORITIES

Now that you have a clear picture of how you are doing for what you buy, who you buy from and what your SVCN are doing, the temptation is to want to improve everything.

Time, team and budget availability will never support this, so pick your priorities. When doing this you will need to consider these three filters:

- 1. Low hanging fruit** – what will deliver the biggest, fastest and cheapest results.
- 2. Routes of least resistance** – what is likely to gain the most support and/or meet the fewest barriers.
- 3. Project profile** – what will generate the most compelling news stories in the shortest time.

Improving sustainability will inevitably require an element of attitudinal and behavioural change. I have found that, in the main, most people are completely comfortable with the concept of change - provided it is being done by someone else.

The key to reduce instinctive change resistance is to build ownership. Workshopping ideas and initiatives with key individuals encourages understanding, engagement, buy-in and ultimately, ownership.

Sharing these ideas with senior stakeholders will help crystalize priorities and establish a notional value that reflects their positive sustainability impact. The best candidates can then be scoped and costed, then the three filters detailed above applied.

Having now identified the most likely initiatives to succeed, you can create a project wish-list in descending order of priority. The level of funding available will determine how far down your list you can realistically get.

START WITH A SUSTAINABILITY PLAN

The prioritized list of initiatives can now become the objectives for your sustainability plan. This should be a dynamic document updated and evolved in line with your specific successes, learning and global developments.

The resulting plan can be articulated in PowerPoint or Excel and a roadmap formulated, with plans corresponding to each goal and initiative.

The plan and certainly the roadmap should be detailed and granular for short-term activities (now – 12 months) but can be more top line for medium and long-term horizons, as things will change within your organization, your SVCN and the World as a whole.

Figure 1 below shows an example of a sustainable procurement strategy, goals and targets.

For those of you who are at an early stage in your sustainable procurement journey, this could provide a useful starting point.

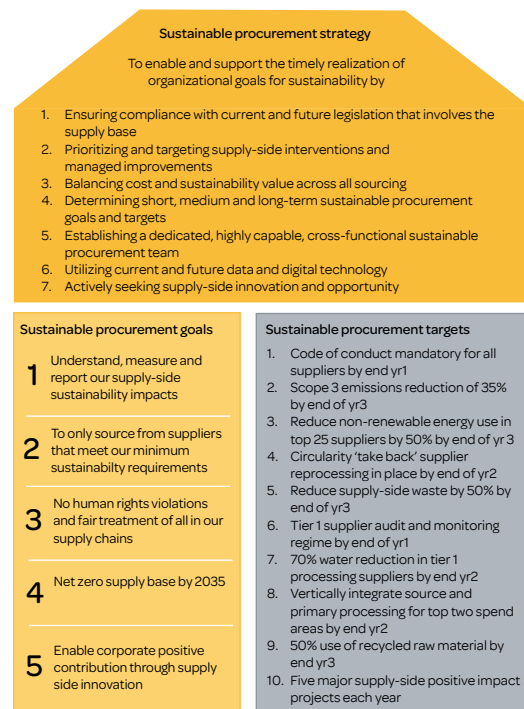


Figure 1 – Example of a sustainable procurement strategy, goals and targets

BUILDING YOUR SUSTAINABILITY ROADMAP

Having conducted your assessments, you know where you are, and your sustainability goals define where you want to be. What you need now is a roadmap of how to get there.

Your roadmap should detail how you intend to achieve the initiatives on your plan, together with the governance activities. Each of these needs their own workstream. I have found that a good old Gantt chart is ample for this task.

Again, I recommend planning the first 12 months at a high level of detail. However, for the medium term (1 - 3 years), I tend to focus at a higher level as much may not yet be known.

Make the plan a dynamic document. Review it every three months. You can then add detail on an ongoing basis, plus add a further three months' worth of goals to the end of the long-term section.

Also, build in a level of agility as there will inevitably be adjustments as you become more expert, adapt to changes, or in line with external/global events.

For a detailed example of a sustainable procurement roadmap, see figure 14.3 in my book [*Sustainable Procurement: A Practical Guide to Corporate Social Responsibility in the Supply Chain*](#). This roadmap provides sufficient detail for stakeholders, senior sponsors and key team members to be kept aligned and informed.

It also provides ongoing information on what is/should be happening at any particular time, together with a heads-up of what is coming down the pipe. I also use it as a handy reference to help explain and demonstrate what is planned in order to support wider buy-in where needed.

Another advantage of this format is that it is simple enough to allow for quick adjustments to accommodate those inevitable changes already detailed.

5. A NEW APPROACH TO WHAT WE BUY

The idea that procurement must be more than a reactive function is not new and the freedom to challenge 'needs' versus 'wants' within specs has been granted for some time.

So why stop here?

“Ring-fencing the procurement function as a separate, stand-alone entity will only hinder true enterprise-wide sustainable sourcing.”

SUSTAINABLE PROCUREMENT MUST BE ALL PERVASIVE

Sustainable procurement needs to become a core philosophy which permeates the entire organization and to support this, the organization must move to a flatter, more collaborative structure.

This will require desire, investment and time. Not easy for some firms to swallow, but the benefits are well proven and supporting case studies abound – and realistically, what is the alternative?

“In essence, sustainable procurement has to consider not only what you’re buying, but the way your organization works – from product design right up to your overall strategy.”

This will require more than just buying something different or from an alternative source. It could mean an evolution of the organization's proposition, including, but not limited to:

- The design of products/service offerings
- What you buy
- Who you buy from, how we buy and where it comes from
- How your organization uses goods/services
- Your brand proposition and communications
- Your product/service offering
- How your customers use and dispose of your products
- Other ways to add social and environmental value

Ultimately this change of approach will require a shift towards more collaborative, relationship-based procurement. This is actually a positive evolution, as it creates a platform from which you can generate new and incremental value.

6. EVOLVING THE SUPPLIER RELATIONSHIP AND SELECTION CRITERIA

When considering new suppliers, look for the positive attributes common amongst existing key suppliers who are most successful in achieving effective sustainability initiatives.

These areas for assessment typically include:

- Health and safety
- Quality management systems and compliance
- IT and data security
- Financial standing
- Compliance with relevant legislation
- Capabilities and capacity to meet specs and requirements
- Structure, ownership, alignment and attitude (e.g. beliefs or ethics)
- Potential for acquisition
- Potential and propensity for innovation or a closer relationship

As you evolve to a deeper and more collaborative relationship with your suppliers, you should find that the proportion of “key” suppliers within your SVCN will increase.

Figure 2 below is an example of the typical structure of the three broad types of suppliers in a SVCN. For a more detailed example, together with some approaches for audit, assessment and improvement, refer to my book [*Sustainable Procurement: A Practical Guide to Corporate Social Responsibility in the Supply Chain*](#).

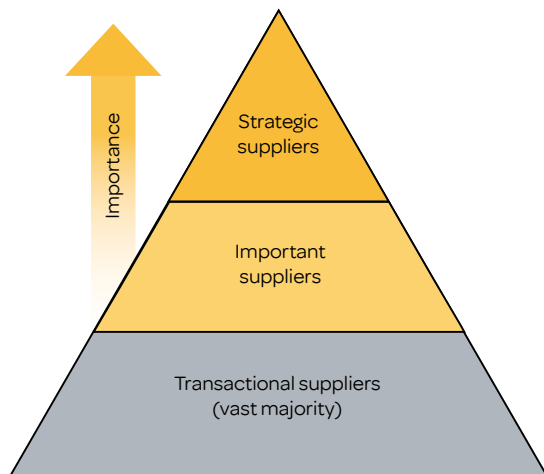


Figure 2 – Supplier segmentation

Now that the objective is to:

- Deepen and evolve the relationship with selected existing suppliers.
- Progressively seek alternatives with the propensity and capability to support the ideal relationship.
- Possibly both.

Not only will you need to adjust your assessment and evaluation approach, but you will also have to rethink the way you work with your “tier 1” suppliers.

A TO DO LIST FOR THE NEW SRM

So, your to do list for existing supplier development should include:

1. Sharing of the vision for the ideal future supplier relationship.
2. An explanation of how it will work.
3. Specifics of what’s in it for them.
4. Details of what they need to do.
5. Full disclosure of what you will invest and share.
6. Demonstration of how you will take the first steps to lead the way.

7. HOW TO MAKE YOUR SUPPLY CHAIN MORE SUSTAINABLE

Things are certainly different when it comes to the supply chain. Evolving sustainability in your end-to-end supply and SVCN is far more challenging for five reasons:

1. We may not know what happens beyond our immediate suppliers.
2. Understanding what happens downstream with our customers has not historically been procurement’s concern.
3. What happens in our supply chains involves entities with whom we have no contractual and/or working relationship.
4. Supply chains can be incredibly complex and may run back to locations where sustainability issues are commonplace and relevant legislation is either absent or ignored.
5. Everybody resists change to some degree.

As Staal (2021) observed, your SVCN represents the greatest opportunity to achieve better sustainability and, hard as it may be, you won’t make game-changing sustainable procurement truly happen until you tackle your supply chains.

“Historically, globalization progressively became the trend for effective procurement, resulting in the rise of global supply chains.”

Sadly, the advent of fewer but larger and more widely capable suppliers has worked against sustainability. Recently however, given the fragility of global supply chains, this trend is reversing.

Today, forward-thinking companies are using predictive modelling to create agile and highly responsive supply chains.

The need for enhanced sustainability increasingly requires that procurement practitioners become supply chain experts and vice versa. And, of course, they both need to become sustainability experts.

REDESIGN YOUR SUPPLY CHAIN

Whilst we select our suppliers, we seldom design our supply chains - they tend to evolve into what they are over time. So, review your supply chain map and you will identify opportunities to redesign and evolve it.

Try using these five approaches:

1. Remove entities that do not add value, e.g. underperforming intermediaries.
2. Integrate what is done by two or more players into one, e.g. negotiate that a supplier manages their own transport rather than uses contractors.
3. Vertically integrate the entire supply chain into your organization, e.g. acquire the farmer or producer and processors etc.
4. Seek alternative entities and implement new initiatives that improve sustainability, ensure compliance or encourage transparency.
5. Create new linkages (e.g. to generate data through reporting, inspection or verification, etc.) and strongly encourage/incentivize parties to work together to create and deliver sustainability initiatives.

“To help support sustainability in your supply chains you need to understand your intermediaries, the value they add and the alternatives to using them.”

If it is not viable to remove an intermediary, then explore new ways of working with them and help/encourage/incentivize them to become an enabler for sustainability.

8. GOVERNANCE FOR SUCCESS

Figure 3 details the 5P governance model which has been used by organizations embarking on many types of major strategic and transformational sustainability programmes.

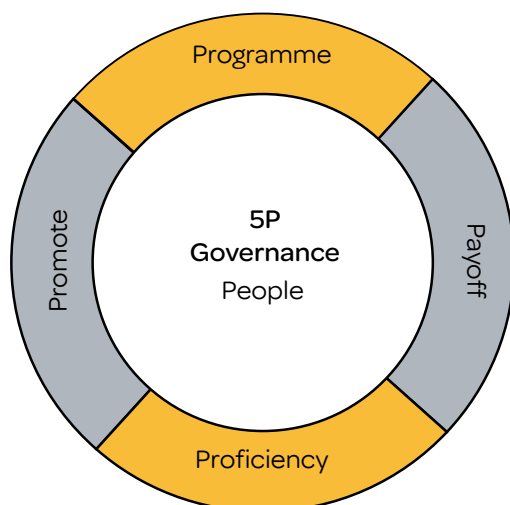


Figure 3 – The 5P governance model

5P provides the foundation for success by helping establish and provide effective governance through five key areas: **People, Programme, Payoff, Proficiency and Promote.**

I have already addressed the *People P* in section 3 above and I will be looking at the *Payoff P* under Measuring Outcomes in the next section.

So, let's look at the remaining 3 Ps.

Learning and development (the Proficiency P) - An approach to this has, to a degree, been discussed in section 3 above. The essence of *Proficiency* is to ensure that your internal team is equipped with the knowledge, skills, tools, support and mandate to be able to confidently address the tasks involved in your sustainability programme.

Additionally, they should also be enabled and equipped to educate and share data and insights with your SVCN, together with other activities within the wider business that support the programme.

Communications (the Promote P) - Creating a compelling story around sustainability is imperative to ensure alignment and encourage universal buy-in, both within your organization and in your customers, suppliers, stakeholders, current and potential employees, influencers, investors and trade bodies.

Your communications manager will create and manage a programme of messages that translate the goal and related achievements from your roadmap into good news stories. These will encourage interest, buy-in and ultimately participation, then help to maintain commitment and disseminate knowledge and learning.

Programme planning and management (the Programme P) - I have covered creating your sustainability plan and sustainable procurement roadmap above and these form part of the *Programme P*.

The ongoing management of the programme will be delivered by your programme manager who will initially manage the creation of the sustainability plan and sustainable procurement roadmap, then manage progress down the swim lanes to the ultimate delivery of each initiative.

They will also manage the planned activities necessary to deliver the programme, which might include steering group reviews, project stage gates, corporate reporting deadlines, plus education and mentoring programmes.

Ultimately, they will oversee the generation and interpretation of the associated metrics and work with the communications manager to create the programme success stories.

Good, if not World class, project management is critical to the success of the programme. Not only does the programme manager manage and maintain the plan and instigate reporting from teams delivering individual initiatives, they are also the link with the senior team, supported by the communications manager, the wider organization and external contacts.

9. MEASURING OUTCOMES AND DRIVING RESULTS

They say what gets measured gets done, which is undeniably true. Though I have found what gets incentivised gets done first!

Whilst an accurate and timely measurement is imperative, it can be one of the hardest things to achieve. This is because it frequently requires innovative approaches, and new ways of thinking about value and benefits that the entire organization will eventually have to embrace.

The temptation is to rush off and build a shiny new measurement system.

But in the interests of focus and simplicity keep one thing in mind – at the core of your programme you need to measure sustainability impact and work back from there.

MEASUREMENT WITH A PURPOSE

Carefully targeted measurement is a key data stream with which to evaluate and inform supply-side sustainability.

This also enables the monitoring of progress and evaluation of the resulting benefits, very much the *Payoff P*.

Effective measurement pays off on two levels:

I. STRATEGIC

- To demonstrate the success of the sustainable procurement programme.
- To illustrate delivery against the identified needs for both internal and external audiences.
- To share key learnings and new knowledge.
- To reinforce the value of the programme and show how it contributes to the business as a whole and establishes you as an exemplary global citizen.
- To generate material from which to create stories to share success, galvanize support, reduce resistance to change and improve perceived profiles with shareholders, customers and potential employees. This will also enhance brand equity, create social

value and enhance target market support.

2. TACTICAL

- To establish a baseline from which we identify gaps and measure improvement.
- To evaluate the sustainability value realized through product or service improvement or by new ways of buying.
- To share how a supplier can/has become more sustainable.
- To demonstrate how sustainability can be/has been improved in the supply chain.

BE AMBITIOUS

If you are only about the legal minimum, all you really need to do is measure compliance. However, if you want to be famous as a champion of sustainability by delivering real social and environmental value, you have to measure, verify and then publicize how effective you are.

Take a top-down approach and begin with your roadmap goals. Identify and evaluate the gaps between where you start and where you want to get to, then monitor the progress as you work to close the gaps.

Sounds obvious, however, success will come through designing new measurement systems unconstrained by the way you have done things previously.

Do some visioning around the perfect measurement approach, based on what you would ideally like to know. Then work backwards from there to what is possible today and plan what might be possible in the future.

FANTASY MEASUREMENT

Imagine if everything we bought came with a sticker declaring the amount of carbon used.

“Imagine real-time, guaranteed, accurate access to sustainability data on any given supplier. “

Imagine real-time visualizations of the end-to-end supply chains, which could track and trace everything you purchased using blockchain technology.

While you are at it, imagine if all these systems were integrated via a dashboard of supply-side sustainability, overlaid with history, progress towards your joint goals, and real-time predictive modelling.

And if all these systems were connected to other Big Data sources, plus World and environmental events, with A.I. predictive prompts recommending how, where and what you should do to mitigate impacts or maximize results - you'd sign up for that right?

It might seem like a scene from the sci-fi movie "Minority Report", yet many of those capabilities exist today and more are in development.

"Going back to the first paragraph in this section – never underestimate the power of clever incentives to bolster commitment and get projects to the top of "to do" lists."

IO. THE FUTURE OF SUSTAINABLE PROCUREMENT, HOW TECHNOLOGY WILL HELP US MOVE FORWARD AND WHAT YOU SHOULD BE THINKING ABOUT NOW

Now you've warmed up your imagination – how about if we could share our goals for improving supply chain sustainability with everyone in them and get real-time feedback?

How about knowing every aspect of the production and delivery of all goods or services purchased, from the original source to the truck that delivered it. Such a level of insight would give you complete confidence in the sustainability of an entire supply chain.

Full supply chain traceability is a form of extensive information flow that is only available in a handful of specialist industries, but the idea of this level of information flow across all supply chains is not as crazy as it might seem.

DESIGNING SUPPLY CHAINS FOR THE FUTURE

The adoption of data and digital solutions will enable supply chain sustainability through better information flow. Some solutions currently exist such as:

- Social media groups to share information.
- Real-time remote video monitoring.
- RFI tagging and tracking of materials.
- Using a shared cloud-based ERP system to manage supply chain activities.

It is also possible to create real-time supply chain dashboards by combining data from individual players and other increasingly available

data sources, then apply basic intelligence to flag abnormalities.

If a supply chain is sufficiently important to you, a good data scientist and creative thinking about data sources will deliver a solution. However, there is one other key technology that could change the game - blockchain.

WHY BLOCKCHAIN?

It is what lies behind crypto currencies and has the most potential to provide a single, incorruptible truth about what is happening in a supply chain.

WHAT YOU SHOULD BE THINKING ABOUT

Education – Upskilling your procurement team and SVCN in sustainability best practice. Sharing your good sustainability news stories to generate interest, ownership and buy-in to future initiatives.

Cooperation – Look at ways to cooperate with suppliers right across your SVCN. Even consider how you could cooperate with competitors to support greater overall sustainability.

Smart Incentives - Consider new ways of reducing sustainability resistance or inertia through introducing smart incentives and sharing of information.

Data security – Everybody needs to be thinking about data security!

Acquiring and sharing data – Data really is more valuable than oil, so look at how you can acquire it, interrogate it, enhance it and let it speak for itself. Then look at ways to help your SVCN by sharing data-based insights.

A.I. predictive modelling and prompts – When you get good at listening to your data, build algorithms to seek new data for you and use A.I. functionality to interpret insights and ultimately prompt action.

II. AND FINALLY

You may already have started your sustainable procurement journey and if so, I hope there is something above that helps you towards the next level of activity.

If you are yet to start, take heart - everything you do is a step in the right direction! Maybe start thinking about your sustainability goals and kicking off a conversation with like-minded colleagues.

Should you find yourself with an idle 20 minutes and want to know more go to: <https://positivepurchasing.com/podcast-the-procurement-show/> and choose an episode that piques your interest.

This collaborative whitepaper was co-written by Director of Positive Purchasing, Marcus Evans and CEO of Positive Purchasing, Jonathan O'Brien.

This whitepaper includes excerpts from **Sustainable Procurement: A Practical Guide to Corporate Social Responsibility in the Supply Chain** by Jonathan O'Brien © 2023 and reproduced by permission of Kogan Page Ltd.

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