JONATHAN O'BRIEN

SUSTAINABLE PROCUREMENT

A PRACTICAL GUIDE TO CORPORATE SOCIAL RESPONSIBILITY IN THE SUPPLY CHAIN



Sustainable Procurement

A practical guide to corporate social responsibility in the supply chain

Jonathan O'Brien



CONTENTS

Int	rod	uci	TOI	1

P	Δ	RI	1	Our	CHI	rent	siti	ation	5
	\sim	Le I		Oui	Cui	ICIIC	SILL	Jacioni	.)

- O1 Situation planet Earth, part 1: The planet 7
 Six areas of critical threat and detrimental impact 10
- O2 Situation planet Earth, part 2: People and communities 48
 Impacts on people 48
 Impacts on communities 76
 Digital world impacts on people 81
- 63 Homo sapiens: extinct in 100 years? 91
 Future planet with or without people? 91
 How unsustainable are we? 97
 Everybody wants to change the world 100

PART 2 The sustainability imperative 107

- **04** Introducing sustainable procurement 109
 The ability to exist constantly 110
 Sustainable procurement 112
- The business case for sustainable procurement 123
 The business of business is business 123
 Selling the business case 156

O6 Setting the direction for sustainability 162

Defining the vision for sustainability 163
Frameworks for sustainability 176
Setting the sustainable procurement strategy, goals and targets 204

PART 3 Sustainable procurement 213

07 Assessing the supply base 215

Where to start with assessment 215 Hot spot analysis 224 GHG emissions analysis 257

08 Prioritizing risks, impacts and opportunities 270

Prioritization 272

09 Evaluating potential sustainable procurement projects 285

Fact finding 289 Driving new sustainable value 298

10 Making what we buy sustainable 307

A completely new approach 308 Analysing what we buy 315

11 Driving sustainability in our suppliers 338

A new dimension to SRM 340
Redefining relationship requirements 347
Contracting for sustainability 352
Driving supplier improvements 355

12 Audit and assessment of suppliers 366

First-hand understanding 366 Defining the minimum 370 Supplier assessment 374 Auditing a supplier 384

13 Driving sustainability in the supply chain 402 Understanding supply chains 402 Supply chain/SVCN mapping 410 Driving supply chain improvements 420

Making it happen, measuring outcomes and driving success 438

Implementing sustainable procurement 439 Measuring outcomes and sharing success 450 The future is (possibly) bright 469

Appendix 479 Glossary 496 References 497 Index 511

INDEX

Page numbers in italic indicate figures or tables.

3R approach (Reduce, Reuse, Recycle) 183	prioritization heat cube, the 368
3S model 308	quality management systems 367
5A SRM methodology 120	skills for 385-86, 449
5P governance framework 209-10,	third-party providers, using 380-83
439–50, 440	benefits of 381
Payoff 450	drawbacks of 381-82
People 439	types of 369
Plan 442, 444	assessment, sustainability 215-68
Proficiency 444, 447	GHG emissions, analysing 257-68, 272
Promote 444, 467	CO2 equivalent (CO2e) 190, 258,
5S SRM methodology 120, 122	409
1984 87	'down on the ground' assessment
	264-65
AA1000 180	emissions factor, determining an 260
AccountAbility 180	example analysis 266, 267
Agbogbloshie Waste Dump 43	Global Warming Potential (GWP)
air pollution 21, 473	258
Amazon 84	'helicopter hot spot view' assessment
American Convention on Human Rights	263
1969 50	mass, measuring 259-60
animal welfare 45-46	net zero, reaching 267-68, 472
antimoney 33, 43	throughout the SVCN 261-63, 265
asbestos 68	hot spot analysis 224, 226-57, 272, 415
Assessing low-Carbon Transition (ACT)	biodiversity loss 237, 255, 256
178	geography hot spots 226, 236–37,
assessment, of suppliers 366-400, 413	238-55
accreditation 383-84	information, sources of 226-29
areas to assess 367	process hot spots 224, 233-34,
assessment, defining 368	233-34, 235-36
auditing 384-400	process of 255, 257
arrival, your 392-93	product hot spots 224, 229-30,
audit checklist 387-88, 388-92	230–32
audit, defining 368	measurement, importance of 216-17
child / forced labour 397-98	PESTLE analysis 219, 221-24, 272,
cooperation of supplier 386, 394-95	415–16
findings, categories of 396	areas to consider 222-24
local reps, using 398-400	example PESTLE analysis 225
mini-audits 384	process of 221
preparation for 393	remote assessment 217
safety 393-94	SSTP tool (Sustainability Situation,
code of conduct 371-72, 467	Target, Proposal) 217, 219, 220,
'inside-out' assessment 375, 377-80	270, 272
qualitative vs quantitative data 377	AT&T 154
success factors 379-80	Attenborough, David 97, 98, 476
minimum requirements 370-71, 372-74	attribute analysis 325-30, 322, 461
'outside-in' assessment 375, 376	applications for 326

comparability 327–28	supply failure 137–38
possible attributes 330-31	supply-side risk areas 139, 140
process of 329	shareholder demands 141-45
tangible vs intangible attributes 326	public companies 145
	socially responsible investments
B&Q 230	(SRIs) 112, 142–45, 143
baby boomers 144	stakeholder expectations 125, 148-51
Balanced Scorecard 189	communities 151
Ballinger, Jeff 138	consumers 150
Basel Convention 1992 42, 43	employees 150-51
Bekasi 43	sustainability initiatives 158, 158–60
biodiversity, loss of 10-13, 99	non-financial benefits 158–59
biodiversity hot spots 237, 255, 256	positive impact stories 159–60
causes of 11	sustainability vs profit 123–24
climate change, impact of 12, 18, 26, 92	value creation 151–56
defining 10	altruism, 'true' 155
deforestation 10, 12	'corporate philanthropy' 151,
impacts of 12–13	154–55
Black Lives Matter (BLM) movement 61	Patagonia 153–54
blockchain 433–34	'wobble', preventing 446
blood diamonds 54, 231	
Bloomberg 380	business requirements, and procurement 316–21
'boiling the ocean' 271	
bonded labour 51	process for defining 320–21
bottom trawling 15	RAQSCI model (Regulatory, Assurance
	of supply, Quality, Service, Cost
BP Deepwater Horizon oil spill 138	Innovation) 316–17, 319, 325,
Branson, Richard 188 Brexit 95	329, 347, 352, 460
	stakeholder questions 321–22
bribery / corruption 71–76 and culture 72	Business Responsibility and Sustainability
	Reporting 133
forms of 74–76	Buyer's Toolkit, The 2
impact on sustainability 72–73	19: 1 9: 6
Brundtland Commission 115	capability, building for sustainability 447,
built-in obsolescence 41–42	449
business case, making a 123–60, 146, 445–47	capitalism 103, 104
	carbon dioxide (CO2) 19, 39, 258, 259
compliance, regulatory 127, 129–37	carbon capture 268, 474
organizational level, the 129–30	CO2 equivalent (CO2e) 190, 258, 409
supply chain level, the 130–37,	and deforestation 12
131–35	Global Warming Potential (GWP) 258
cost of sustainability 126–27	measuring emissions of 167, 170,
growth / advantage 145, 147–48	258–61, 378
B2B businesses 147–48	life cycle emissions 262
B2C businesses 147	supply-side 387, 429, 466
corporate philanthropy 155	net zero, reaching 23, 170, 267, 429
innovation 148	and oceans 15-16
unique selling proposition (USP),	and permafrost 25
your 147	phosphorus mining 37
hierarchy of sustainability 127, 128	top emitters by percentage 21, 22
investment, securing 156–57	Volkswagen scandal 138
costs 157	carbon tax 471
logic, inarguable 447, 448	Carbon Trust 228
motivational hierarchy, the 128, 273	Carnegie, Andrew 154
risk management 137–40	Carney, Mark 471
reputational damage 138-39	category management 119, 402

5i® Category Management 119, annual report 468-69 310-12, 313 stakeholders, determining 467 and competitive position 311-12 communities 76-79 vs relationship-based procurement business impacts on 78 First Nations people 79 Category Management in Purchasing 2, competitors, working with 429 119, 298, 310, 314, 322 compliance, regulatory 127, 129-37 CDP 180, 381 organizational level, the 129-30 CDP Climate 380 supply chain level, the 130-37, 131-35 challenges, of sustainable procurement conflict minerals 53-54 113-14 Conflict Minerals Regulation 134 change management 449-50 contracts, supplier 352-55, 430-32 chemicals, toxic 68 sustainability improvements, Chernobyl 17 incentivizing 354-55, 423, child labour 1, 43, 55-59, 93 435-36 addressing 57-58 wording, importance of 353-54 auditing for 397-98 COP21 see UN Climate Change Child Labour Due Diligence Act 133 Conference 2015 (COP21) child slavery 51 COP26 see UN Climate Change Minimum Age Convention 1973 (ILO Conference 2021 (COP26) Convention 138) 55 COP27 see UN Climate Change types of 57 Conference 2022 (COP27) Worst Forms of Child Labour copper 35 Convention (ILO Convention Corporate Due Diligence and Corporate 182) 55 Accountability Directive 136 circular economy, the 45, 112, 177, Corporate Duty of Vigilance Law 134, 136 182-86, 184 corporate responsibility (CR) 112 3R approach (Reduce, Reuse, Recycle) corporate social irresponsibility (CSI) 138 - 39guiding principles 183, 185 corporate social responsibility (CSR) 112 New Circular Economy Action Plan 183 Corporate Sustainability and Reporting climate change 8, 19-26, 99, 166 Directive (CSDR) 135, 192 and animal welfare 46 Corporate Sustainability Due Diligence and biodiversity loss 12, 18, 26, 92 (CSDD) 135, 192 causes of 20 cost, of sustainability 126-27 climate change migrants 25-26 Countering America's Adversaries commitments, meeting 23-24 Through Sanctions Act 2017 defining 19 (CAATSA) 132 financial impact of 470 Covid-19 pandemic 12-13, 137 global agenda, the 170 corporate philanthropy 154 global warming 19 emissions, impact on 19, 473-74 net zero, reaching 267-68 global workforce size, impact on 63 and ocean degradation 15, 18, 92 and racism 60-61 Paris Agreement 19, 23, 170 and SRIs 142 renewable energy 21 working conditions, impact on 70 water cycle, impact on 25 cronvism 74 Climate Disclosure Standards Board (CDSB) cryptocurrency 433-34 144, 180 cybercrime 83-84 Climate Reporting and Performance (CRP) 144 Dark Waters 76-77 CO2 Everything 228 data exploitation 97 cobalt 30 data privacy / protection 84-88 and child labour 58-59 data collection, invisible 84-85 code of conduct, supplier 371-72, 467 profiling, intelligent 87-88

'programmatic advertising' 85-87

communication, planning 467-69

data science 447 forced labour 51, 229, 237 Day One analysis 314, 315 auditing for 397-98 digital world, the 80, 81-88, 95-97 Ford 154 cybercrime 83-84 fossil fuels 21, 32, 145, 185 data exploitation 97 frameworks, for sustainability data privacy / protection 84-88 AA1000 180 data collection, invisible 84-85 Assessing low-Carbon Transition (ACT) profiling, intelligent 87-88 178 'programmatic advertising' 85-87 CDP 180, 381 circular economy, the 112, 177, 182-86, internet censorship 82-83, 94 overseas, risk from 96 184 personal data, value of 81-82 3R approach (Reduce, Reuse, direct discrimination 59 Recycle) 183 discrimination 59-61 guiding principles 183, 185 gender inequality 60, 66 New Circular Economy Action Plan racism 60-61 183 Dodd-Frank Act 54 Climate Disclosure Standards Board Dow Jones Sustainability Index (DJSI) 180 (CDSB) 144, 180 drag net fishing 15 Declaration on Fundamental Principles DuPont 76-77 and Rights at Work 1998 (updated 2022) 179, 190, 380 EBITDA (earnings before interest, taxes, Dow Jones Sustainability Index depreciation, and amortization) (DJSI) 180 186 EcoVadis 178, 381 EcoVadis 178, 381 European Green Taxonomy 180 electric vehicles (EVs) 30 FTSE4Good 180 cobalt supply for 58-59 GHG Protocol, the 177, 178, 195, 196, Elkington, John 186 228 Ellen MacArthur Foundation 183 global destination sustainability index 'embeddedness' 104 embezzlement 76 Global Reporting Initiative (GRI) 144, Energy Savings Opportunity Scheme (ESOS) Global Standard Index 180, 380, 381 environmental, social and governance (ESG) GRESB 178 112, 142, 144 Guidelines for Multinational Enterprises ESG Book 380 179 ESG Sustainalytics 380 Integrated Reporting (IR) 180 ethical business 112 ISO 14001 181, 383-84 European Convention on Human Rights ISO 14064 181, 195 (ECHR) 50 ISO 20400 177, 181, 195, 197, 383 European Green Taxonomy 180 ISO 26000 177, 181, 194, 383 Eurostat 227 ISO 50001 182 e-waste 42-44 PAS 2050 182 exhaust gases 8 PAS 2060 182 extortion 76 Science Based Targets initiative (SBTi) 170, 178 Facebook 84, 87 Stakeholder Capitalism Metrics 144, Fair Labor Association (FLA) 153 fast fashion 41 Sustainability Accounting Standards FedCenter 226 Board (SASB) 144, 181 First Nations people 79, 145 sustainable procurement fishbone diagrams 358 framework 197-204, 198 'five whys', the 358 expanded goals 199-204 Floyd, George 60, 61 Task Force on Climate-related Financial food waste 38 Disclosures (TCFD) 181

triple bottom line (profit / people / 'helicopter hot spot view' assessment planet) 186-90, 187 263 Balanced Scorecard 189 mass, measuring 259-60 metrics 189-90 net zero, reaching 267-68, 472 UN Declaration on the Rights of throughout the SVCN 261-63, 265 Indigenous Peoples 179 GHG Protocol, the 177, 178, 195, 196, UN Global Compact 177, 179, 190-91, hydrofluorocarbons (HFCs) 259 UN Guiding Principles 177, 179, methane 19, 25, 39, 44, 258, 259 191-92, 373 nitrogen trifluoride (NF3) 259 UN Principles for Responsible nitrogen, impact on 99 Investment (PRI) 144, 181 nitrous oxide (N2O4) 19, 259 UN Sustainable Development Goals Paris Agreement 19, 23, 170 (SDGs) 169, 177, 179, 190, perfluorocarbons (PFCs) 259 192-94, 193, 197 process hot spots 233-34 Fraser Institute 227 sulfur hexafluoride (SF6) 259 Freedom House 228 supply chain, contribution of 113 Friedman, Milton 123, 152, 155, 186 top emitters by percentage 21, 22 FTSE4Good 180 GRESB 178 FTSE Russell 380 Guiyu dump 43-44 Fukushima 17 'functional awareness' 422 helium 33 help, hurt, heroes approach 342 G7 summit 98 hierarchy of sustainability 127, 128 gallium 35 hot spot analysis 224, 226-57, 272, 415 Gellert, Ryan 153 biodiversity loss 237, 255, 256 Generation X 144 geography hot spots 226, 236-37, 238-55 Generation Z 144 information, sources of 226-29 genetic modification of crops 475 process hot spots 224, 233-34, 233-34, global agenda, the 169-71 235-36 global targets 170 process of 255, 257 Global Atlas of Environmental Justice 227 product hot spots 224, 229-30, 230-32 Global Corruption Barometer 227 hours, long 68-69 global destination sustainability index 178 humanity, future of 91-92 Global Reporting Initiative (GRI) 144, 178 human rights 49, 50-76, 103 Global Rights Index 229 blood diamonds 54, 231 Global Warming Potential (GWP) 258 bribery / corruption 71-76 goals for sustainable procurement, setting and culture 72 206, 207 forms of 74-76 Good On You 229 impact on sustainability 72-73 Google 84, 87 child labour 1, 43, 55-59, 93 graft 76 addressing 57-58 Granovetter's continuum 104, 105 auditing for 397-98 green capitalism 112 Minimum Age Convention 1973 greenhouse gases (GHGs) 19, 206 (ILO Convention 138) 55 Covid-19, impact of 473-74 types of 57 emissions, analysing 257-68, 272 Worst Forms of Child Labour CO2 equivalent (CO2e) 190, 258, Convention (ILO Convention 409 182) 55 'down on the ground' assessment conflict minerals 53-54 264-65 discrimination 59-61 emissions factor, determining an 260 gender inequality 60, 66 example analysis 266, 267 racism 60-61 Global Warming Potential (GWP) European Convention on Human Rights 258 (ECHR) 50

future of 92–95	ISO 20400 177, 181, 195, 197, 383
autocracies, rise in 94-95, 98	ISO 26000 177, 181, 194, 383
Human Rights Act 1998 50	ISO 50001 182
investor focus on 144	internet censorship 82-83, 94
modern slavery 51-53	intersectional discrimination 59
forms of 51	investment, securing 156-57
signs of 52	costs 157
sand mafia, the 54-55	Ishikawa diagrams 358
Universal Declaration of Human Rights	ISS-oekom 381
(UDHR) 50, 93-94, 190, 373	ISS Ratings and Rankings 380
working conditions 61-71, 62, 235-36	
job quality 66-67, 70-71	keiretsu 428
physical hazards 63-65, 67-69	key performance indicators (KPIs) 456,
wages 66, 69-70	459, 464
workers' rights 65, 69	kickbacks 74
working environment 65-66, 67-69	Kneese, Allen 183
Human Rights Act 1998 50	Kyoto Protocol 258
Human Rights Environmental Due	
Diligence (HREDD) 134	landfill 44
human trafficking 51, 52	lead, in exhaust fumes 7-8
hydrofluorocarbons (HFCs) 259	Lean 120
	Legislative Decree No 254 133
impact assessment 277-79	Lieferkettensorgfaltspflichtengesetz (Supply
impact assessment and prioritization	Chain Due Diligence Act) 133,
matrix 278, 280	136
process of 279	lithium 30
incineration 44	lobbying 75
indirect discrimination 59	logic, inarguable 447, 448
indium 34	
infographics 468	Mandatory Greenhouse Gas Reporting
'injelititus' 446	(MGHGR) 131
'inside-out' assessment 375, 377-80	Mazars 192
qualitative vs quantitative data 377	measurement, of sustainability 450-66
success factors 379-80	benefit types 457-58
Integrated Reporting (IR) 180	components of 455
intergenerational responsibility 112	importance of 216-17
Intergovernmental Science-Policy Platform	key performance indicators (KPIs) 456
on Biodiversity and Ecosystem	459, 464
Services (IPBES) 227	measuring system, process of designing
intermediaries 424–26	a 453–54
types of 424–25	performance indicators 456
International Labour Organization (ILO)	positive impact stories 456, 458-59
228	products / services 460-63
Declaration on Fundamental Principles	total cost of ownership (TCO) 461
and Rights at Work 1998	462
(updated 2022) 179, 190, 380	total impact of ownership (TIO)
Minimum Age Convention 1973	333, 461–63, 462
(Convention 138) 55 Worst Forms of Child Labour	purpose of 450–51
	qualitative measures 454, 456
Convention (Convention 182) 55 International Organization for	quantitative measures 456
Standardization (ISO)	suppliers 463–64, 465
ISO 9001 367, 383	supply chain 466
ISO 14001 181, 383–84	methane 19, 25, 39, 44, 258, 259 Microsoft 84, 370
ISO 14064 181, 195	Millennials 144
200 2.001 101, 170	Transciniais 177

modern slavery 51-53	'outside-in' assessment 375, 376
forms of 51	'outward-in' thinking 114
signs of 52	
Modern Slavery Act 2015 (UK) 131	palm oil 224, 231, 427
Modern Slavery Act 2018 (Australia) 135	Paris Agreement 19, 23, 170
molybdenum 34	Parkinson, Cyril Northcote 446
Moody ESG Solutions Group 380	PAS 2050 182
Morgan Stanley Capital International	PAS 2060 182
(MSCI)	Patagonia 153–54
Global Standard Index 180, 380, 381	perfluorocarbons (PFCs) 259
motivational hierarchy, the 128, 273	permafrost 25
Myers, Norman 255	Perrier 138
	persistent organic pollutants (POPs) 16-1
nachhaltiger Ertrag 110	personal data, value of 81–82
Negotiation for Procurement and Supply	PESTLE analysis 219, 221–24, 272,
Chain Professionals 2	415–16
nepotism 75	areas to consider 222–24
net zero, reaching 23, 170, 267, 429	example PESTLE analysis 225
New Circular Economy Action Plan 183	process of 221
Nike 138	Philip Morris 154
'nine planetary boundaries' 99	phosphorus 33, 37
nitrogen trifluoride (NF3) 259	plastics 17–18, 38, 39, 99
nitrous oxide (N2O4) 19, 259	e-waste 43
Non-Financial Reporting Directive (NFRD)	microparticles 18
134	in the ocean 17–18, 40
No One is Too Small to Make a Difference	single-use plastics 18, 38, 170, 262
149	Porter, Michael 115
	positive impact stories 159-60, 456,
ocean degradation 13-18	458–59
acidity levels 16, 18	precious metals 33, 35, 43, 231
causes of 14	predictive modelling 120
climate change, impact of 15, 18, 92	prioritization 270-82, 274
impacts of 13	impact assessment 277-79
noise, impact of 18	impact assessment and prioritization
overfishing 13, 15	matrix 278, 280
pollution and litter 16-18	process of 279
OMEIA® methodology, the 117–18, 163,	opportunity analysis 279-81
169, 209, 219, 270, 285, 307,	opportunity analysis matrix
310, 338, 366, 402, 438	281, 281
full process 121	process of 281
prioritization of projects 271	prioritization heat cube, the 282, 283,
Stage 1 164	368
Stage 2 218	risk assessment 273, 275-77
Stage 3 286	example risk assessment 276
open dumping 44–45	process of 275, 277
opportunity analysis 279–81	risk prioritization matrix 275, 277
opportunity analysis matrix 281, 281	and targets 282
process of 281 Orchestra of SRM® 120, 340, 341	product breakdowns 322–25, 324
Organisation for Economic Co-operation	profiling, intelligent 87–88
and Development (OECD) 179	programmatic advertising 85–87
Guidelines for Multinational Enterprises	projects, choosing potential 285–305 fact-finding
179	data sources 293–94
Orwell, George 87	markets 294–97, 296
Ostrom, Elinor 470, 472	planning for 289–91, 292

suppliers 294, 295	Royal Society of Chemistry 228
supply chains 297, 297	Russian invasion of Ukraine, 2022 94, 137,
scoping 286–87	219
process of 287, 288	217
stakeholder management 287, 289	S&P Global ESG Scores 380
RACI analysis 289	sand 32, 232
value levers, sustainable 297–300, 300	sand mafia, the 54–55
in full 301–05	
Public Services (Social Value) Act 2012 131	Science Based Targets initiative (SBTi) 170,
purchase price cost analysis (PPCA) 265,	
322–25	scorecard, supplier 463-64, 465 Sedex 227
vs product breakdown for sustainability	service-level agreements (SLAs) 461, 463
324	shareholder consultation 165
321	shareholder demands 141–45
Quakers, the 154	
quality management systems 367	public companies 145
quanty management systems 307	socially responsible investments (SRIs)
RACI model (Responsible, Accountable,	112, 142–45, 143
Consult or Inform) 171, 172,	Shift 192
289	should-cost analysis see purchase price cost
RAQSCI model (Regulatory, Assurance of	analysis (PPCA)
supply, Quality, Service, Cost,	Six Sigma 120
Innovation) 316–17, 319, 325,	smartphones 42
329, 347, 352, 460	SMART targets 216, 359-60
rare earth metals 34, 232	socially responsible investments (SRIs) 112,
Refinitiv 380	142–45, 143, 472
remote assessment 217	greenwashing in 144–45
RepRisk 380	social responsibility (SR) 112
request for information (RFI) 175	Social Value Act 145
resource depletion / waste mismanagement	Spreckley, Freer 186 SRI BES index 227
26–45	
causes of 28	SSTP tool (Sustainability Situation, Target,
circular economy, the 45	Proposal) 217, 219, 220, 270, 272 stakeholder expectations 125, 148–51
disposability 37-39, 40-42	communities 151
e-waste 42-44	consumers 150
non-biodegradability 39-40	employees 150–51
overconsumption 29-30	STPDR process, the 355-62, 357, 422, 430
population growth 27, 29	do 361
recycling 36, 44	plan 360
scarcity of resources 31-36, 31-35	review 361-62
waste streams 39	study 356, 358
Rio Declaration on Environment and	target 358-60
Development 190	'strategic purchasing trilogy' 2
risk assessment 273, 275-77	strategy, for sustainable procurement
example risk assessment 276	mobilizing 209–10
process of 275, 277	setting 204-05, 207
risk prioritization matrix 275, 277	Streamlined Energy and Carbon Reporting
risk management 137-40	(SECR) 131
reputational damage 138-39	'strong sustainability' 101
supply failure 137–38	sulfur hexafluoride (SF6) 259
supply-side risk areas 139, 140	Supplier Relationship Management 2, 116,
road map, your 271-72, 442-45, 443	120, 122, 261, 340
process for building 444-45	supplier relationship management (SRM)
RobecoSAM 381	119-20, 340-47, 208, 402
Roosevelt, Eleanor 50	Orchestra of SRM® 120 340 341

Tariff Act (1930) 131 segmentation of suppliers 342-47, 344 criteria for sustainability 343, 345, 346 Task Force on Climate-related Financial supply and value chain network, the Disclosures (TCFD) 181 (SVCN) 116 Taylor, Breonna 60 improvement projects 420, 422-36 team, your 439, 441, 441-42 flows 423, 432-34 Thunberg, Greta 23, 149, 469 goods / services 423, 434-35 Timber Regulations 135 incentivization 423, 435-36 Top Glove 52-53 relationships 423, 427-32 topsoil 32, 99 structure 422, 423-27 total impact of ownership (TIO) 333-35, structure and flow, understanding 334, 461-63, 462 406-08, 407 'toxic colonialism' 42 supply and value chain network Transparency Act 133 management (SVCNM) 120, 122 Transparency in Supply Chains Act 132, sustainability in challenges of 404 triple bottom line (profit / people / planet) elements of 403 177, 186-90, 187, 470 information flows, effective 408-10 Balanced Scorecard 189 SVCN mapping 410-20 metrics 189-90 environment and context 415-16 lenses, sustainability 416, 417-19 UN Climate Action Summit 2019 469 refining 419-20, 421 UN Climate Change Conference 2015 structure and linkages 411-13, 414 (COP21) 170 supply chain management (SCM) 120, 122, UN Climate Change Conference 2021 208, 405 (COP26) 19, 23, 24, 137, 170, pillars of 405-06 267 Sustainability Accounting Standards Board David Attenborough at 97 (SASB) 144, 181 UN Climate Change Conference 2022 sustainability, defining 8, 112 (COP27) 19, 23, 267 sustainability, history of 110-12, 111 UN Conference on Trade and Development sustainability initiatives 158, 158-60 (UNCTAD) 229 non-financial benefits 158-59 UN Convention Against Corruption positive impact stories 159-60 190 sustainability, key themes of 9, 9 UN Declaration on the Rights of Indigenous sustainability vs profit 123-24 Peoples 179 'sustainability zeitgeist', the 1 UN Environment Programme 226 Sustainable Finance Disclosure Regulation UN Framework Convention on Climate (SFDR) 134 Change 170 sustainable procurement, defining 115-17 UN Global Compact 177, 179, 190-91, areas of focus 117 sustainable procurement framework UN Guiding Principles 177, 179, 191-92, 197-204, 198 373 expanded goals 199-204 Universal Declaration of Human Rights sustainable value engineering 331-35, 336, (UDHR) 50, 93-94, 190, 373 461 UN Principles for Responsible Investment process of 225 (PRI) 144, 181 total impact of ownership (TIO) UN Sustainable Development Goals (SDGs) 169, 177, 179, 190, 192-94, 193, 333-35, 334, 461-63, 462 value engineering, defining 332-33 197 Sustainalytics 381 synergies in 193-94 Swiss Responsible Business initiative 132 US Department of Labor 229 US Geological Survey 228 tantalum 34, 232 US presidential elections 2016 95

Uyghur Forced Labour Prevention Act

UFLPA 132

targets for sustainable procurement, setting

206-07, 207

value chain, the 115-16 value creation 151-56 altruism, 'true' 155 'corporate philanthropy' 151, 154-55 Patagonia 153-54 vertical integration 424 Vienna Declaration and Programme of Action 50 VIPER model 347-52, 348, 349, 370, 460 effectiveness of operations 350 innovation 351 performance 350-51 risk 349-50 value 351 Virgin Atlantic 188 vision for sustainability, setting the 163-76, 164 global agenda, the 169-71 global targets 170 impacts, primary 165-69 assessment tool 167, 167, 168 steps for assessing 169 shareholder demands 164-65 stakeholder expectations 171-76 engagement methods 174-76 expectation mapping 172-74, 173

RACI model (Responsible, Accountable, Consult or Inform) 171, 172 voice of the customer (VOC) 175 Volkswagen CO2 emissions scandal 138 von Carlowitz, Hans Carl 110 'weak sustainability' 101 willingness, supplier 362-64 preferencing tool 362, 363 working conditions 61-71, 62, 235-36 job quality 66-67, 70-71 physical hazards 63-65, 67-69 wages 66, 69-70 workers' rights 65, 69 working environment 65-66, 67-69 World Bank 226 World Business Council for Sustainable Development 195, 227 World Economic Forum 228 Stakeholder Capitalism Metrics 144, World Health Organization 21 Worldometers 227 World Resources Institute 195, 227

zinc 34