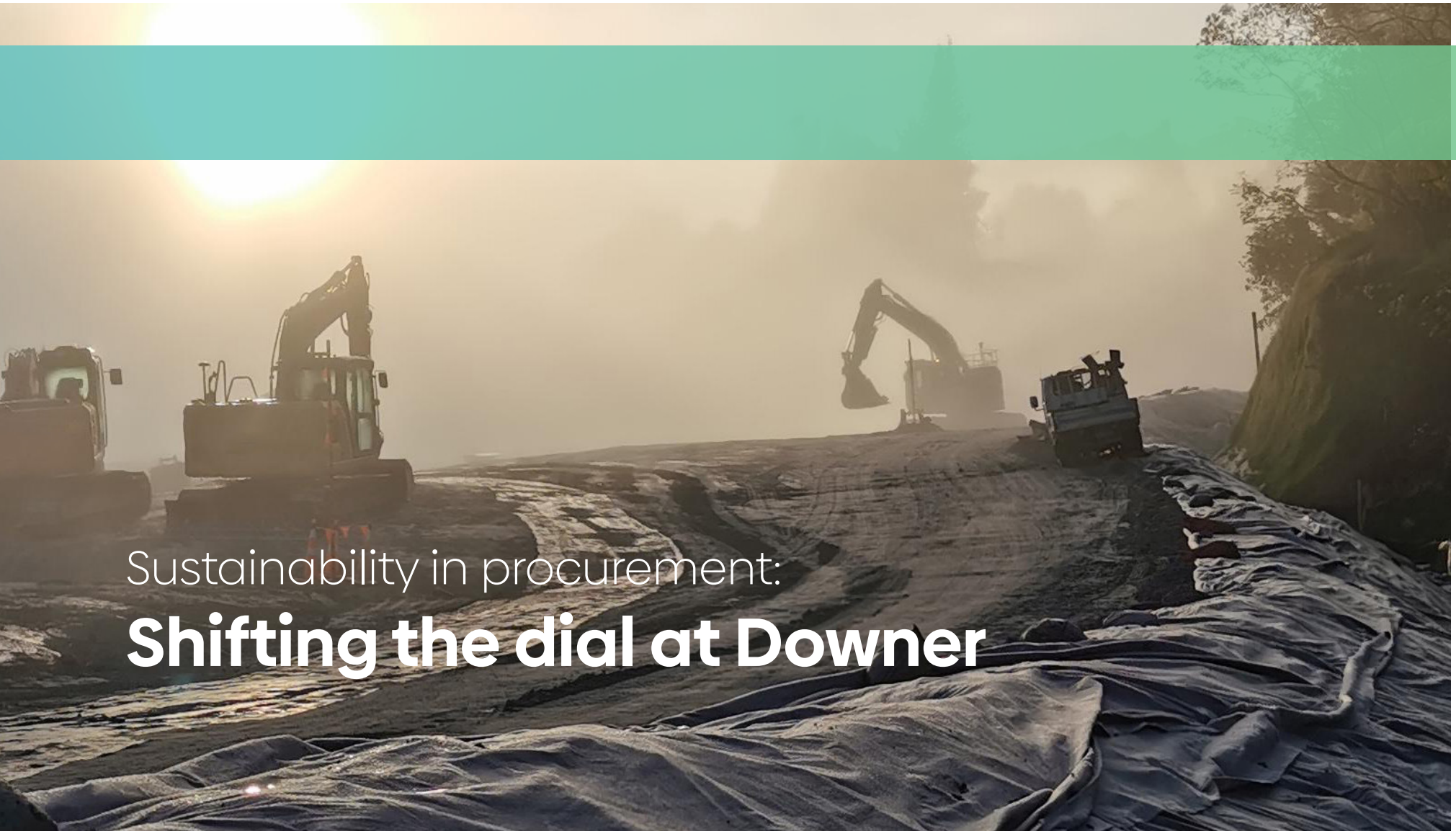


Sustainability in procurement:

Shifting the dial at Downer

Downer

Contents

1. Introduction

Infrastructure is a significant contributor to the global economy and greenhouse gas emissions - and sustainability is one of the biggest issues facing the sector today.

In response to global commitments under the Paris Agreement - a legally binding international treaty on climate change - buyers and suppliers are applying an increasing focus on sustainable procurement practices.[1] Sustainable procurement, also known as responsible sourcing, involves the integration of environmental, social, and ethical considerations into procurement

This document highlights key challenges for businesses embarking on their sustainable procurement journey, including balancing sustainability and financial drivers, and navigating regulatory constraints to shift the dial in sustainable procurement. It features successful case studies and initiatives delivered by Downer and partners spanning Elkington's triple bottom-line, or three Ps framework (planet, people, and profit) and encompassing social procurement, the circular economy, and sustainable sourcing.

1. www.transport.govt.nz/assets/Uploads/Freight-and-supply-chain-issues-paper-full-version.pdf

2. The importance of sustainable procurement in ANZ

Australia

Under the Paris Agreement, Australia committed to a 43% reduction of greenhouse gas emissions below 2005 levels by 2030. Since ratification, the Australian emissions landscape has continued to evolve at a rapid pace. Each State and Territory has set their own ambitious net zero targets, which have significant implications for how the infrastructure sector will need to operate in the coming years. [2]

In conjunction with these targets, the Federal Government's whole-of-economy Long-Term Emissions Reduction Plan released in October 2021, provides a national strategy to accelerate development and commercialisation of low emissions technologies to achieve Australia's net zero commitments. The Plan includes how Australia will help regional industries and communities seize economic opportunities in new and traditional markets.

There is both an economic and social imperative to fundamentally shift operations towards net zero, while also recognising that our critical economic infrastructure must continue to function.

New Zealand

The NZ Government sees sustainable procurement as a key pathway to a net-zero emissions economy.[3] New Zealand's small size and distance from major markets increases its vulnerability to international supply chain disruption and transportation related emissions. As such, the local supply chain plays a critical role in reducing the nation's carbon footprint.

90% of New Zealand's building materials and products are imported.[4] In the infrastructure sector, where materials are often bulky and transportation can contribute significantly to carbon emissions, sourcing materials locally is a major consideration of sustainable procurement. Emphasising local procurement can reduce transportation-related emissions and foster local economic growth and resilience.

The circular economy and local solutions

The infrastructure sector has recently experienced the impacts of supply chain disruption with delays and price increases for building materials and products post-COVID-19, as outlined in Downer's cost escalation in construction whitepaper. This situation highlights the need for more local solutions, risk and cost sharing, and collaboration.

Greater circularity and more efficient use of critical resources, such as concrete and steel, is key to reducing emissions in the infrastructure sector. In this complex ecosystem, there are many points at which opportunities exist to maximise the circularity of materials, as well as save costs - several examples are included opposite.

2. www.dcceew.gov.au/climate-change/publications/australias-long-term-emissions-reduction-plan
3. www.procurement.govt.nz/broader-outcomes/reducing-emissions-and-waste
4. www.mbie.govt.nz/dmsdocument/20250-the-future-ofbusiness-for-aotearoa-new-zealand

Case studies

Case study - Green Vision Recycling

Green Vision Recycling is bringing circularity to infrastructure projects in Auckland.

Downer-owned Green Vision Recycling sources waste construction materials from roads, footpaths, and kerbs and channels, and recycles and repurposes these materials for use back into infrastructure projects. Products include recycled aggregate, concrete, rock, and asphalt products.

Case study - Wiri to Quay Park (W2QP)

Wiri to Quay Park (W2QP) uses Green Vision Graded Crushed Concrete (RCC) for haul roads.

On KiwiRail's W2QP project, Downer constructed a 2 km long haul road using stocks of recycled RAP chip and Green Vision Graded RCC available at the time to achieve a durable, well compacted surface that reduced the carbon footprint and cost.

Green Vision released its first Environmental Product Declaration (EPD) for its RCC earlier this year demonstrating commitment to environmental responsibility and transparency. The EPD shows that Green Vision's RCC reduces the carbon impact on the environment by around 75% in comparison to using comparable quarried aggregate.

Case study - City Rail Link (CRL)

An award-winning example of sustainable procurement in large infrastructure in NZ.[5]

Over 40 buildings in Auckland's CBD were demolished sustainably to make way for the new tunnels and stations constructed by Link Alliance as part of New Zealand's largest transport project, the City Rail Link.

Through a sustainable demolition approach, Link Alliance salvaged and redistributed 52 tonnes of usable materials and recovered/recycled 18,000 tonnes of materials, sending a mere 410 tonnes of waste to landfill, amounting to a 98% diversion of waste from landfill.

Through a sustainable approach to demolition, Link Alliance sought to address two key problems.

Firstly, the construction and demolition industry in New Zealand, and globally, generates large volumes of waste that is frequently disposed of to landfill rather than being reused or recycled. In Auckland, construction waste makes up approximately 50% of all waste sent to landfill. As a project Link Alliance committed to divert more than 90% of all construction and demolition waste from landfill, so the demolition works needed to be approached in a novel way, as detailed below.

Secondly, there is a need to grow the Māori construction economy, with Māori and Pasifika owned businesses underrepresented in the industry.[6] During the planning stages of the project, Link Alliance identified that demolition works would provide opportunities for Māori and Pasifika businesses to be involved.

Link Alliance engaged TROW Group, a Pasifika-owned business, to soft strip materials from buildings and recover any reusable resources. These materials were then shipped to Tonga to assist with the rebuild of churches and schools following Cyclone Gita.

TROW salvaged more than 48 tonnes of usable materials from the buildings. Of note, over 13,000 tonnes of concrete recovered from demolition was crushed on-site and reused for haul roads and piling platforms, reducing the need to import over 9,400 m^3 of aggregate (enough to fill almost four Olympic swimming pools) and reducing the project carbon footprint by 190 tCO2-e.

In addition, two historic/iconic buildings were saved from demolition and moved to new locations, with zero waste. This included a well-known building located at the entrance of the new Karangahape Station. Instead of being demolished, Link Alliance contacted the original designer/builder who was keen to deconstruct the building and ship it to Niue where it was reassembled as a café to promote tourism.

Overall, these initiatives cost NZD100,000, but generated multiple benefits and ultimately saved the project almost NZD500,000.

5. Decarbonisation Outcome (projects over $20m), Building Nations 2050 Impact Awards; Environmental Excellence, 2023 Australasian Rail Industry Awards; Innovation, 2021 Tāmaki Makaurau Zero Waste Awards
6. www.constructionaccord.nz/assets/Construction-Accord/files/construction-sector-transformation-plan-2022-2025.pdf

3. Key sustainable procurement topics

ISO 20400:2017 defines sustainable procurement as procurement that has the most positive environmental, social, and economic impact on a whole life basis.

People, planet, and profit

Sustainable procurement involves integrating the three Ps into procurement policies and processes, and basing purchasing decisions on multiple criteria – rather than profit alone.

Procurement teams play a central role in arming business with the information they need to make informed sustainability decisions.

Prioritising action

Downer has embarked on its sustainable procurement journey, prioritising key materiality issues, as highlighted further below. In New Zealand, the focus has included social procurement, including supplier diversity, and waste minimisation initiatives.

In a sector defined by VUCA - volatility, uncertainty, complexity, and ambiguity - achieving sustainability goals requires a balance of flexibility and stability. [7]

Material issues at Downer

Downer employees, customers, suppliers, communities, investors, and partners contribute to the company's sustainability strategy. In this complex ecosystem, there are many points at which opportunities exist to maximise the circularity of materials, as well as save costs.

Several examples of local recycling and circular economy initiatives are provided opposite. Input from these stakeholders provided a foundation for a materiality assessment, conducted by an independent third party, to understand what issues matter most to the business and stakeholders by assessing the impact of activitiesand business relationships.

In 2023, Downer adopted the concept of 'double materiality', assessing materiality from two perspectives:

- Impact of Downer on the economy, environment, and people (including their human rights)
- Impact of sustainability risks and opportunities on Downer's business model, strategy, and cash flows.

Based on this assessment, topics most material to Downer's stakeholders and business include, but were not limited to:

- Climate change resilience
- Community engagement
- Greenhouse gas emissions energy
- Health, safety, and wellbeing
- Responsible procurement
- Sustainable products and services.

Partnerships

Downer has partnered with numerous organisations across New Zealand and Australia that have supported its journey, such as the Infrastructure Sustainability Council, Amotai, Supply Nation, Social Traders, and Kinaway.

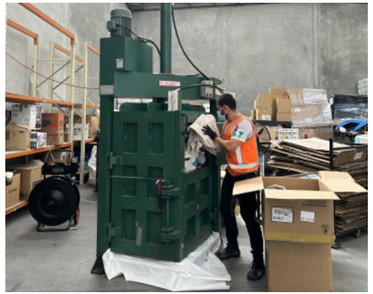
Questions to ask to help prioritise action

What's important to your organisation?

What are your values?

Where do your sector responsibilities lie?

Who can you partner with to combat any gaps or weaknesses?



7. https://www.auckland.ac.nz/en/business/our-research/research-institutes-centres/centre-supply-chain-management/past-events/supply-chain-link/December-2021/barriers-tensions-transitioning-to-vuca.html

8. https://www.downergroup.com/Content/cms/media/DWG_2023_SustainabilityReport_D13_10_.pdf

Case study – City Rail Link, Auckland

The project aims to set the benchmark for delivering sustainable infrastructure in New Zealand. The procurement process has been integral to achieving that at two levels:

1. In the procurement of the head contractors
2. Integrating sustainable procurement into the contractors' systems so the project's sustainability ambition is cascaded down to the project's subcontractors and suppliers.

Head contractor procurement

From the outset, the project's sustainability ambition was communicated to tenderers during industry briefings and then formalised with explicit sustainability targets. These included implementation of a Sustainability Management Plan (performance measure is the IS Rating Score). Link Alliance is on track for a 'leading' As-built rating.

During interactive sessions tenderers were required to show how they planned to achieve the targets through their proposed designs and construction methodologies, and this was assessed, alongside other non-price attributes, as part of the contract award process.

The non-price tender submissions were assessed to ensure that the commitments on offer were real, achievable and measurable, and post tender submission meetings were held to seek assurance from tenderers that they could deliver these outcomes.

Subcontractor and supplier procurement

The alliance contract model chosen for the main works delivery ensured that the project's sustainability ambitions were seamlessly picked up by the winning tenderer, Link Alliance, and translated into bespoke requirements for the procurement of suppliers and subcontractors. To achieve this the procurement and sustainability teams worked together to analyse the project's 519 package, $1.13B procurement schedule to identify contracts likely to have a high impact on the project's sustainability outcomes.

They then worked to include specific sustainability questions in the tender documents, assign an evaluation weighting of between 5 and 20% for sustainability and social outcomes depending on the importance of the package from a sustainability-perspective and then include specific targets in the final subcontracts. Supplier and subcontractor performance was then monitored against the targets, with a formal review undertaken annually.

Some of the key outcomes achieved to date:

- Integration of sustainability into key management systems, ensuring sustainable outcomes were considered in all decisions
- Setting of baselines to measure success
- The achievement of an independently certified "Leading" IS design rating
- A 21% cement replacement rate for the 230,000m^3 of concrete used on the project, compared to a NZ-industry average of 2%
- Implementation of a driver training programme by the project's two main spoil haulers, responsible for the transportation of 1.7m t of the project's spoil, reducing the footprint of this activity by approx. 5%.
- An overall 60,500 tCO2e reduction in the project's projected whole-of-life footprint
- Seven interns from the Progressive Employment Programme (PEP) graduated in Dec 24, with three offered fulltime employment on the project
- CRLL (Link Alliance) won the Social Impact of the Year Award at the New Zealand Procurement Excellence Awards
- Māori and Pasifika cumulative procurement spend on the project is 7% of total cumulative procurement spend
- Social Enterprises and Socially Innovative Businesses engaged FY 2023-2024 currently at 30 (2024 target is 50) .

4. Challenges in sustainable procurement

Cost and financial impacts

Certain sustainable products and methods have higher upfront costs that make it a challenge for contractors, particularly tendering for budget constrained local or central government contracts where there is little to no incentive for sustainability in the procurement process.

The case for re-evaluating and adjusting current evaluation methods in tenders, such as the Price Quality Method (PQM), to incentivise the adoption of low-carbon solutions by emphasising non-price attributes over price is discussed in Downer's carbon estimation whitepaper.

Internal alignment and culture shift ("green shift")

It takes a mindset shift to reframe and define value within an organisation beyond immediate cost considerations. Yet the concept of value for money is simply making your dollars work harder. Thinking "green" can not only benefit the planet but have positive impact on people at work – the workplace culture.

To shift from the prevailing driver of profitability to total cost of ownership (TCO) type thinking requires organisational transformation. A good start point for organisational transformation is setting targets.

Targets transform business through:

- Encouraging intentional behaviours and decisions
- Setting clear direction and milestones
- Making sustainable procurement tangible and actionable.

The evolution of health and safety as a case study

The history of health and safety in construction can be used to "learn it forward" or help us navigate current unprecedented sustainability challenges. Construction is now regarded as one of the most highly regulated industries. Yet, it wasn't always like this.

In Aotearoa, the ethos of 'safety is everyone's responsibility' required a massive cultural shift spanning decades from the Think Big era of the 80s to the Canterbury earthquakes in 2010 and 2011, which saw another turning point.

The history of health, safety, and wellbeing change over the decades shows that achieving a culture shift is about aligning hearts, minds, and data. Making safety personal has been a successful tactic in appealing to the hearts and minds of people working in construction, e.g. use of behavioural psychology programmes in major roading projects. In a similar vein, ethics - appealing to a sense of right and wrong - can be applied within the pillars of sustainability to achieve equitable change.

Cultural and generational factors can also be a barrier and an opportunity. As Gen Z and Millennials become a larger share of the workforce, they are demanding that businesses deliver social outcomes, as well as a return on investment. Studies show that 55% of Gen Z would work for a company that values sustainability and employee wellbeing over profit, even if they get paid less (refer to Downer's Gen Z whitepaper).

An example initiative is the formation of Downer's Young Professionals Sustainability Governance Group to capture the ideas of people starting out in their careers.

Data is a driving force during times of uncertainty. Data can help build a case for sustainability action (e.g. staff retention / tenure and employee satisfaction rates) and commitment from staff. However, it is important to combine quantitative and qualitative data - such as hard facts and emotionally driven insights - to improve understanding across the board story telling, e.g. via data storytelling.

Research shows that a 10% improvement in an employee's connection with the mission/purpose of the organisation would result in a 12.7% reduction in safety incidents, an 8.1% decrease in staff turnover, and a 4.4% increase in profitability .

"The true cost of doing business in the 21st century is the recognition that environmental and social capital are finite and precious as financial capital. Information is the bridge that connects these forms of capital, and it's essential for making informed, sustainable decisions."

UN Secretary-General Ban Ki-moon, 2015

Regulatory challenges

While the actions of individual organisations lead to incremental change, regulation drives systemic change – as seen in the safety space. It is imperative for the government to develop sustainability requirements to accelerate the transition toward sustainability.

The government sets the 'rules' of the market through regulation. For example, Rule 16 of the NZ Government Procurement Rules requires agencies to consider and incorporate where appropriate, broader outcomes when purchasing goods, services or construction works. Through this rule, government works to ensure that broader public good outcomes are achieved through procurement activity, which may not be prioritised by the commercial sector.

Government may designate contracts or sectors where one or more of the priority outcomes must be implemented. The role of regulators is to provide structure, discipline, and guidance toward overarching climate and sustainability goals through these sourcing and subsequent delivery requirements. An example is Infrastructure Sustainability Council (ISC) Rating Scheme, mandated on all NZTA Waka Kotahi projects with an estimated capital value of over $100M.

The government also plays a key role in coordinating action across the sector and promoting success and lessons learnt, e.g. NZ Ministry of Business Innovation and Employment (MBIE)'s Construction Sector Accord.

5. Social Outcomes

The sector needs to reframe value beyond the bottomline. Social and cultural value are often difficult to quantify, but there is growing evidence to support the use of purchasing power for good. In a report by Supply Nation for every $1 of revenue, certified suppliers generate $4.41 of social return.[9]

Social procurement

A key aspect of sustainable procurement is social procurement, which is when organisations use their buying power to generate social and public value beyond the value of the goods, services or works being procured .

We are seeing the growth of purpose-led business in Australia and NZ and the rise of social enterprise intermediaries such as Akina and Social Traders Supplier diversity is also a growing movement in both countries where intermediaries like Supply Nation and Amotai are helping shape more inclusive economies. In NZ, this growth is underpinned by the Broader Outcomes framework and its Progressive Procurement Policy, which increased from 5% spend to 8% in 2023 (volume).

Key stats

The Māori Economy is valued at $68B.

68% of employees of Amotai businesses are Māori and/or Pasifika.

Average number of employees is 11.

97% of all businesses in NZ are small to medium enterprises (many of which are purpose-led).

9. supplynation.org.au/wp-content/uploads/2018/05/Supply-Nation-launches-a-Social-Return-on-Investment-Report.pdf

Case study - DM Roads, TAS

Over a four year period from late 2018, the DM Roads team delivered all the road network and maintenance services for over 2,450 km of roads in the North West region of Tasmania.

As part of the contract with the State Government's Industry Participation Plan requirements, Downer committed to creating a minimum of 27 local jobs and providing employment opportunities to disadvantaged workers over the duration of the project. through a partnership with Equity Labour Services (ELS). ELS is a division of WISE Employment who specifically focus on extending employment opportunities to people with physical disabilities or from disadvantaged backgrounds that have low levels of literacy and numeracy, or those who have struggled to maintain ongoing employment for various reasons. In addition, Downer committed to ensuring that 60% of the costs on the project are spent locally, measured monthly throughout the project.

This particular programme of work also addressed sustainable procurement outcomes, ensuring that the asphalt laid in the construction of these roads included recycled content as a commitment to waste reduction in Tasmania.

To reinforce its commitment to the economic participation for local communities and marginalised groups, Downer in Tasmania:

- Committed to creating a minimum of 27 local jobs for each of the years of the project
- Subcontracted substantial portions of the work to local business employing local workers, including their own team of workers employed by Downer (approximately 50% of the 30+ DM Roads personnel were local).
- Committed to creating meaningful employment for disadvantaged workers through a local employment agency in providing mowing services and rest area servicing - a total commitment of $7.5 million over the ten year performance period.

To reinforce its commitment to the circular economy, Downer partnered with Close the Loop to deliver its Reconophalt product, made from up to 100 per cent recycled materials.

Reconophalt is a sustainable asphalt product containing a combination of waste derived materials that would otherwise be bound for landfill or stockpiled (e.g. plastics, glass, toner, rubber, reclaimed aggregates and sand), and Recycled Asphalt Pavement (asphalt reclaimed from roads that have reached their end of life).

Since 2018, Downer has laid 11,079 tonnes of Reconophalt in Tasmania, and 1108 tonnes of RAP has been used.

Downer started construction of an asphalt plant in northern Tasmania, spending $10.5M to ensure that significant portions of the 1.3 million tyres that reach their end of life in Tasmania annually are diverted from landfill.

Key stats

In FY 20/21, 23 personnel from ELS employed and 91% spent with local business

Diversion from landfill of 9,503,0000 plastic bag equivalents, toner from 277,300 toner cartridges, 2,652,000 glass bottles

11,079 tonnes of recycled content laid on Tasmanian roads.

The benefits of supply chain diversity include:

Buyers:

- Tapping into wider supply chains
- Unlocking untapped change agents, with diverse perspectives
- Enhanced reputation – employee and customer.

Suppliers:

- Supporting small business growth
- Providing better access to opportunities
- Sharing of knowledge and skills (reciprocity).

Society:

- Increasing economic capacity and market competition
- Closing the wealth gap
- Improving sense of identity.

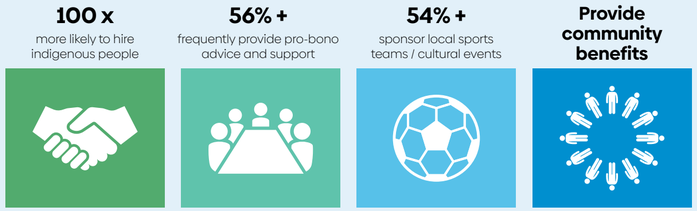
Meaningfully diversifying spend

The first step is engaging verified indigenous-owned businesses via intermediaries such as Amotai (NZ) and Supply Nation (AU). The next step is clarifying prequalification requirements and removing barriers to access and participate in meaningful opportunities. Often the missing step is incubating businesses to succeed in the long-term.

Regionalised, targeted approach

Downer is a founding member of the Bay of Plenty Buyer Supplier Diversity Kāhui. The group was established to share insights and work together to meaningfully grow spend with Māori and Pasifika businesses.

Benefits of partnering with indigenous businesses



Source: Centre for Aboriginal Economic Policy Research, ANU (2014): 'Indigenous employment and businesses: Whose business is it to employ indigenous workers?' (p11); Charles Sturt University and University of Technology Sydney (2014): 'Determining the factors influencing the success of private and community-owned indigenous business across remote, regional and urban Australia' (Pg14)

Supplier spend

	2023	2022
Annual spend with Indigenous suppliers ($AUD million)	$94.6	$87.5
Annual spend with Māori and Pasifika suppliers ($NZD million)	$55.5	$26.3
Annual spend with Social Enterprises ($AUD million)	$11.7	$9.2

Source: Downer Sustainability Report FY23

Amotai supplier, Absolute Traffic, works alongside Downer to deliver Auckland Transport Road Maintenance contracts - an opportunity that has directly supported the growth of its fleet and given the business confidence to recruit more local South Aucklanders.

Supporting social enterprises

Ripple - repurposing pre-loved clothing for Kiwi kids

Downer has recently partnered with Ripple in South Auckland, a social enterprise helping to clothe Kiwi kids living in hardship and diverting unwanted textiles from landfill through a reuse, repair, repurpose, and recycling system. Unused items are passed to ImpactTex (see below).

Circular economy initiatives

Downer's procurement team has formed a partnership with ImpactTex, who aim to reduce, re-use, and recycle textile waste, reducing GHG emissions. This partnership is achieving significant waste and emissions reductions (from waste decomposition) by collecting end-of-life Personal Protective Equipment (PPE) and corporate clothing and recycling it by transforming recycled textiles into new useful products.

Key stats (July 2022 – June 2023):

1,006 kg of textiles diverted from landfill.
3,521 kg of greenhouse gases prevented.

Downer also completed a trial with Textile Recyclers Australia in 2023, and is investigating a trial with BlockTexx, a company that has developed a unique 'separation of fibre technology' that separates poyester and cotton back into new materials.

Case study – DM Roads, VIC

The Victorian Social Procurement Framework came into effect in September 2018 and applies to all goods and services the Victorian government procures. The framework provides government procurers with guidance on social procurement objectives, including engagement with social enterprises, Australian disability enterprises, Aboriginal businesses, and disadvantaged communities. This framework has led the way in Australia and other states are expected to follow suit.

DM Roads, Downer's road network management and maintenance business in Australia, has recently engaged its eleventh social enterprise supplier as part of its Metropolitan contract with the Victorian Department of Transport.

The services are diverse – from road and traffic sign manufacture to catering, hazard reduction expertise, and specialised maintenance equipment.

The social impact delivered through these contracts has been significant – with more than 30 new jobs created and new skills training provided, as well as emissions and waste reduction.

DM Roads' social procurement journey started at the bid phase when the team engaged Social Traders to help identify opportunities to engage with social enterprises. This example demonstrates the value of having the right conversations and engaging with experts.

DM Contracts Manager, Martin Kinski, says it's important to take a long-term view and embrace the benefits of being an early adopter.

"There also needs to be a real driver within the business. Don't wait until you have corporate systems support or a dedicated resource – just get started within your remit. Some of the decisions we made were fairly organic but that set the tone. We reported to the Executive, even when it wasn't required, as to what we were doing and the results we generated. The message began to spread at high levels. This bottom-up approach was effective and the results speak for themselves."

6. The role of large corporations

The case for a regional approach to sustainability

A coordinated regional approach to sustainability can be the most effective and efficient in New Zealand, which is comprised of many isolated regions.

Regions can provide the most effective scale to promote, analyse, and prove sustainability programmes and initiatives based on relevance (fit-for-purpose), synergy, and integration. Another argument is based on the proximity principle, which implies that waste should be managed as near as possible to its place of production.

Supply chain uplift

Sustainability expectations are increasing upstream and downstream, driving the need for organisations like Downer to support suppliers to understand their emissions profiles and plan to reduce them.

In Australia, through not-for-profit organisations such as the Sedex and Carbon Disclosure Project (CDP) Supply Chain Programmes, we engage with our suppliers to understand our broader value chain emissions. This year, Downer engaged 139 suppliers and received a response from 59%.

Downer's approach to the CDP Supply Chain programme in FY23 was two-fold:

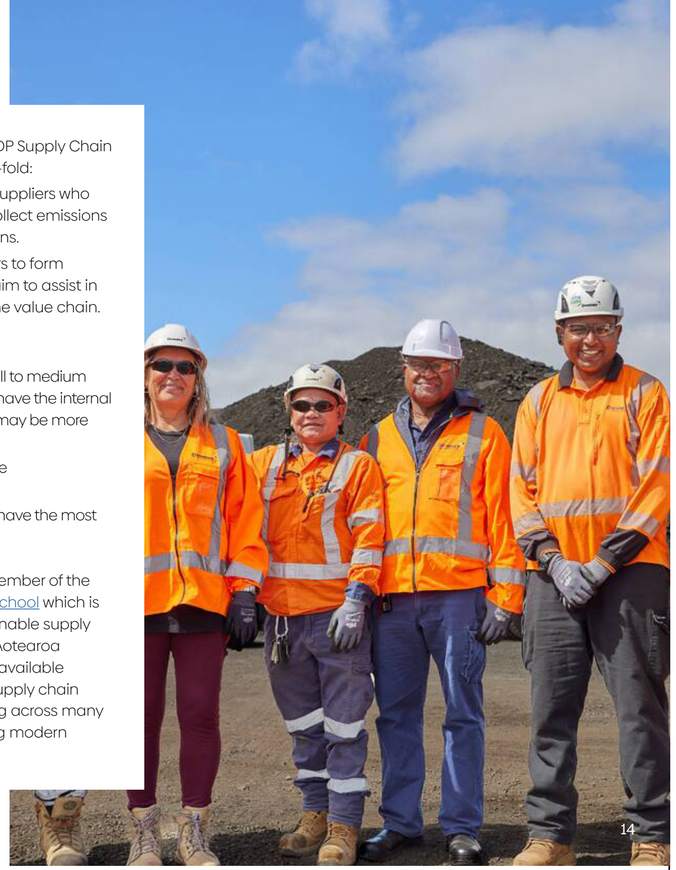
Increase the percentage of suppliers who respond to the survey and collect emissions data across their organisations.

Directly engage with suppliers to form partnerships that over time aim to assist in reducing emissions across the value chain.

Key learnings:

- Work with the willing - small to medium size suppliers who do not have the internal capability and resources may be more open to engaging.
- Not all suppliers need to be treated equally.
- Ask yourself - who do you have the most ability to influence?

Downer is also a founding member of the Supply Chain Sustainability School which is working towards more sustainable supply chains across Australia and Aotearoa New Zealand. Resources are available to Downer employees and supply chain partners to assist with training across many different ESG topics, including modern slavery.



Educating and engaging stakeholders

As stakeholders respond to the challenges highlighted in section 4 (balancing sustainability and financial drivers and accelerating cultural change), businesses are having to rethink their role, purpose, and operating models to remain relevant and viable.

This is about switching the conversation from cost to value and seizing everyday opportunities to engage and educate about our sustainable procurement position (external and internal staff/buyers).

Organisations can highlight the importance of sustainability when having conversations with current and prospective suppliers about their sustainability targets and initiatives, enabling suppliers to present innovations and solutions to meet their needs.