

# Green Procurement

Best practice, the future and what it means for your business

October 2022

4C

Delivered by:



On behalf of:



# Workshop agenda

This workshop will give you the foundations needed to understand what net zero means for their business and how to engage their supply base to work with suppliers to measure and reduce Scope 3 emissions

Section	Purpose	Timing
Introduction	Who are 4C and what are the training objectives	09:00 – 09:15
The Basics	What is carbon output, net zero and the Scopes	09:15 – 09:30
Key Activities	Key activities in developing a sustainable procurement strategy	09:30 – 09:50
Best Practice	What is best practice, certification and who is leading the way?	09:50 – 10:00
Break		10:00 – 10:15
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Break		11:15 – 11:20
Planning for medium to long term	Creating strategy and roadmap for emissions measuring, reducing and reporting	11:20 – 12:20
Wash Up	Bringing it all together	12:20 – 12:30
Lunch and Q&A		12:30 – 13:00



# Introduction to our team

This team consists of sustainability specialists who have worked with a several client in this area



## Edward Court, Sustainability Lead

Ed will create the material and run some of the SME workshops. These will communicate sustainability opportunities and show future benefits to the SMEs.

**Experience:** Ed is 4C's sustainability lead, working with academics and clients to continually grow 4C's Prosperity offering, taking account of academic research, industry developments and best practice



## Janet Conteh, Analyst

Support in the development of material and support the delivery of the workshops.

### Experience:

Janet is a Analyst at 4C's Analysts Centre of Expertise team, providing analytical support on projects. Janet has great enthusiasm for and has worked on projects surrounding sustainability including in 4C's work with The Crown Estate.



BERWICK  
LODGE  
SINCE 1890



Bristol  
ZOO  
Gardens



TOBACCO  
FACTORY

Tell us about your business and your challenges



A  
AMSCHELA



Sanderson  
Weatherall



# Who are 4C Associates

We have the people, experience and insight to deliver a step change in our clients' operations

- ❑ Leading European procurement and supply chain consultancy services firm since 2000
- ❑ Proven track record across multiple industries, spend categories and geographies



- ❑ 150+ highly capable and experienced consultants from over 20 countries
- ❑ Depth in technology and analytics to drive faster and better decisions



- ❑ LEAN trained focus on procurement and supply chain effectiveness
- ❑ We have depth and credibility across all our areas of expertise



- ❑ We are practitioners, not just advisors – we will deliver results, with you, every step of the way
- ❑ Our fees are typically tied to results and we guarantee an attractive ROI for relevant programmes



1



**Diagnostics and Opportunity Assessment**

2



**Cost Optimisation Programmes**

3



**Transformation Programmes**

4



**Managed Services**

5



**Technology Services**

# Some of our clients

Our extensive client base spans across various sectors

### Financial

Aldermore  
worldpay  
METRO BANK  
LLOYDS BANK  
alterDomus\*  
ING  
WESTERN UNION WU

### Consumer

Nestlé  
ARYZTA  
Cuisine de France  
iglo  
UB United Biscuits  
Heineken  
JTI  
KP  
DANONE  
McCormick  
the Greenery  
HOVIS BAKERY  
pladis

### Retail

HOLLAND & BARRETT  
JUST EAT  
COSTA  
TESCO  
BURGER KING  
MAJESTIC  
NBROWN  
hunkemöller  
Nando's  
HEMA  
BICESTER VILLAGE

### Oil & Gas

Shell  
bp  
centrica  
SPIRIT ENERGY  
PremierOil  
BG GROUP

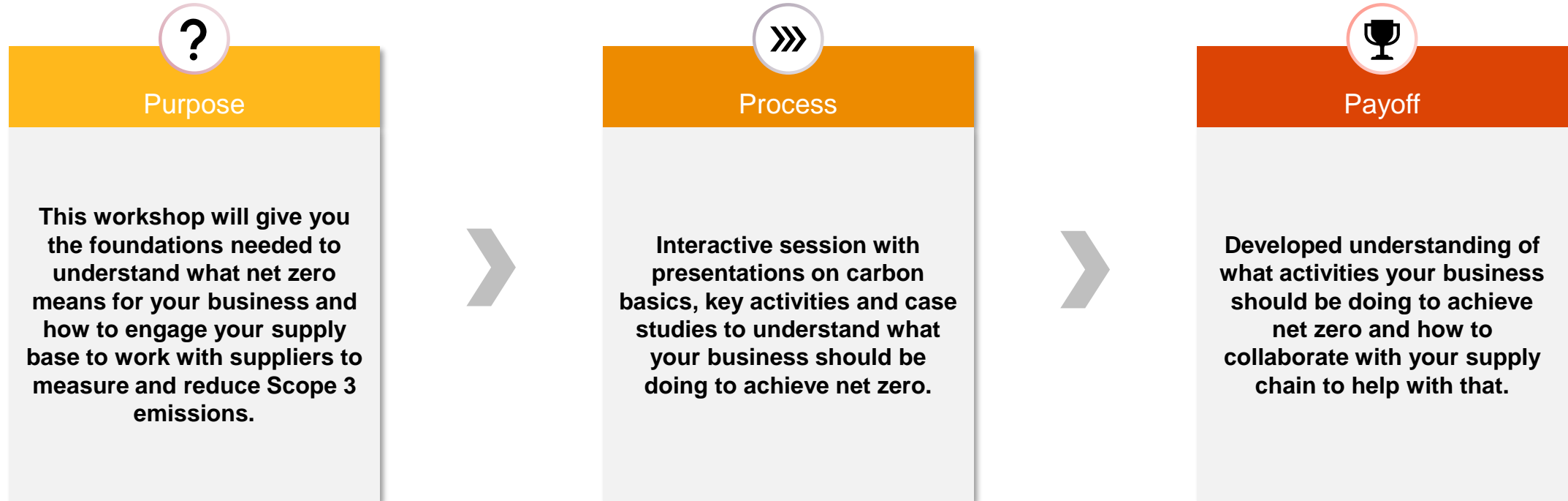
### Public

Transport for London  
Home Office  
NetworkRail  
Cabinet Office  
ageUK  
Crown Commercial Service  
The FA  
Department of Health & Social Care  
Department for Education

### Others

MEGGITT  
BAE SYSTEMS  
CANCER RESEARCH UK  
national express  
ENDEMOL SHINE GROUP  
BT  
BD  
O2  
Fitness First  
PERMIRA  
AstraZeneca

# Workshop objectives





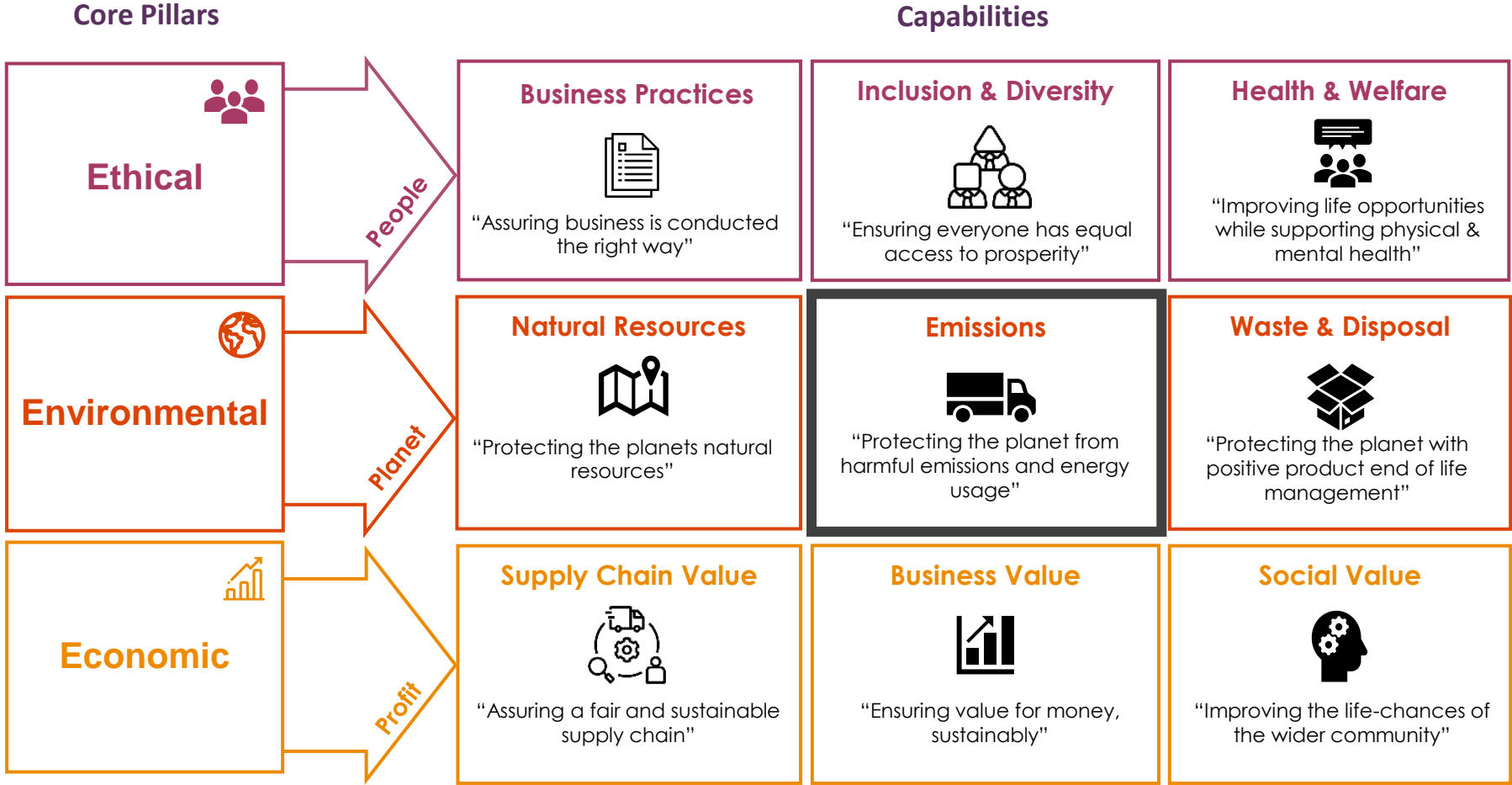
# What does sustainability mean to you?





# Prosperity Framework

We assess the status quo and existing business goals to understand opportunities and risk exposure.



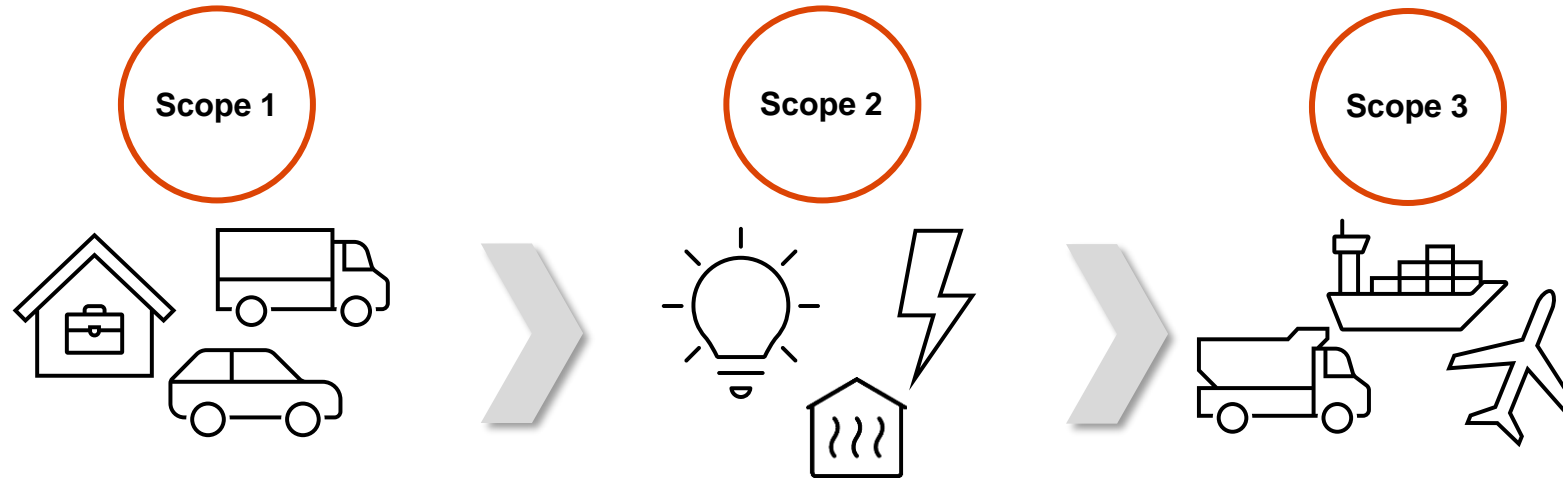
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# Carbon basics

## What is carbon output, net zero and the 3 scopes

Carbon emissions accounts for the total amount of greenhouse gases produced directly and indirectly to build and operate the business and is split into 3 different Scopes.



Scope 1 measures the green house gas emissions caused by **direct** activities of the company usually company vehicles. This is from the company's owned or controlled sources

Scope 2 measures the **indirect** emissions caused by the company's purchase and use of energy usually electricity and heat. This is from sources the company does not own or control

Scope 3 measures all the **indirect** emissions caused by the company's activity (not captured in scope 2) usually emissions of the **supply chain** including both upstream and downstream. **Measuring** scope 3 can be **hard**.

### Carbon Targets:

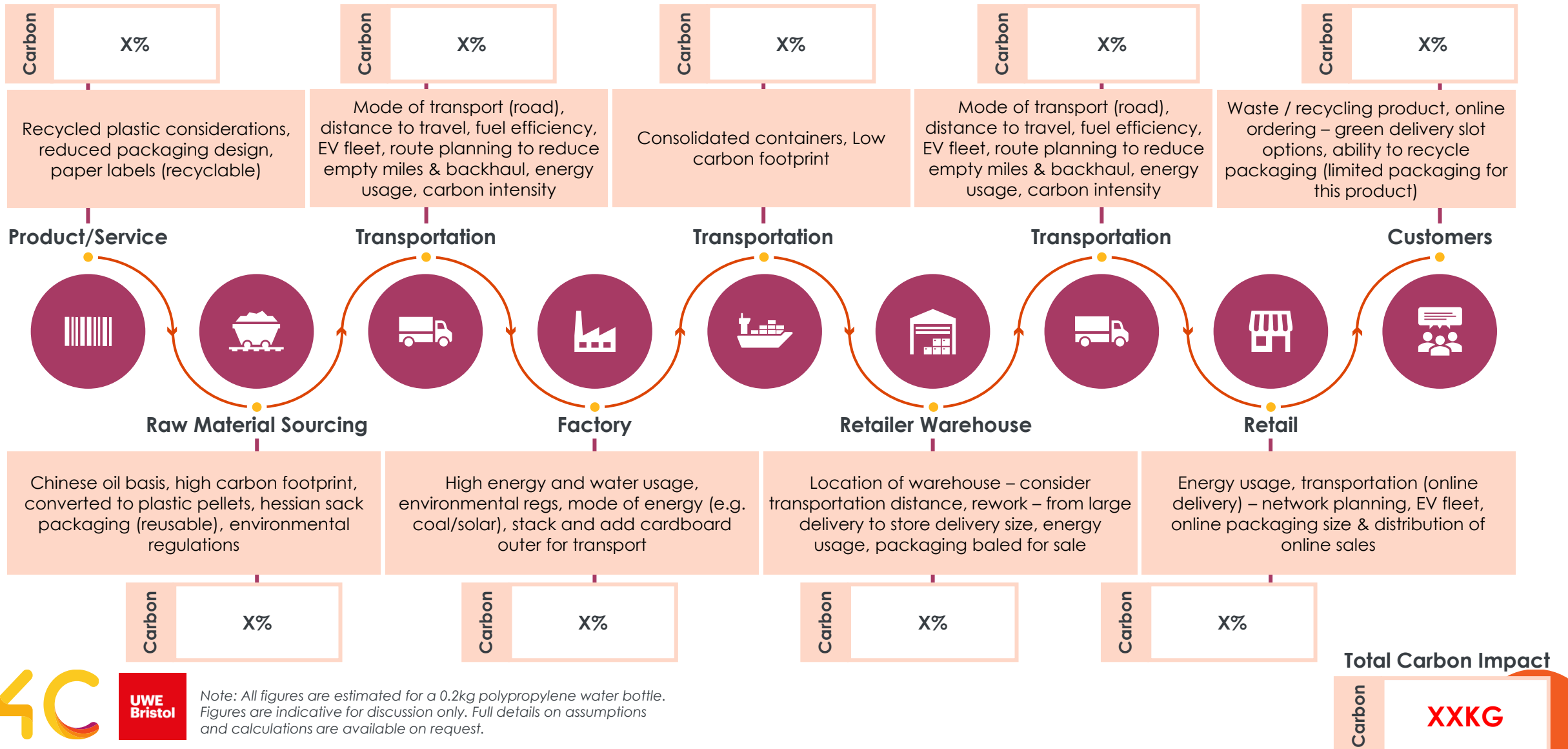
**Net Zero:** a neutrality between carbon emitted into the atmosphere and carbon removed from it.

The UK has a target to reach net zero by **2050**.

More than three-quarters of this will be done through the UK government's target in the law to **reduce emissions by 78%** by 2035 compared to 1990 levels.

Some companies have also set targets around carbon emissions through the 3 different scopes and climate change.

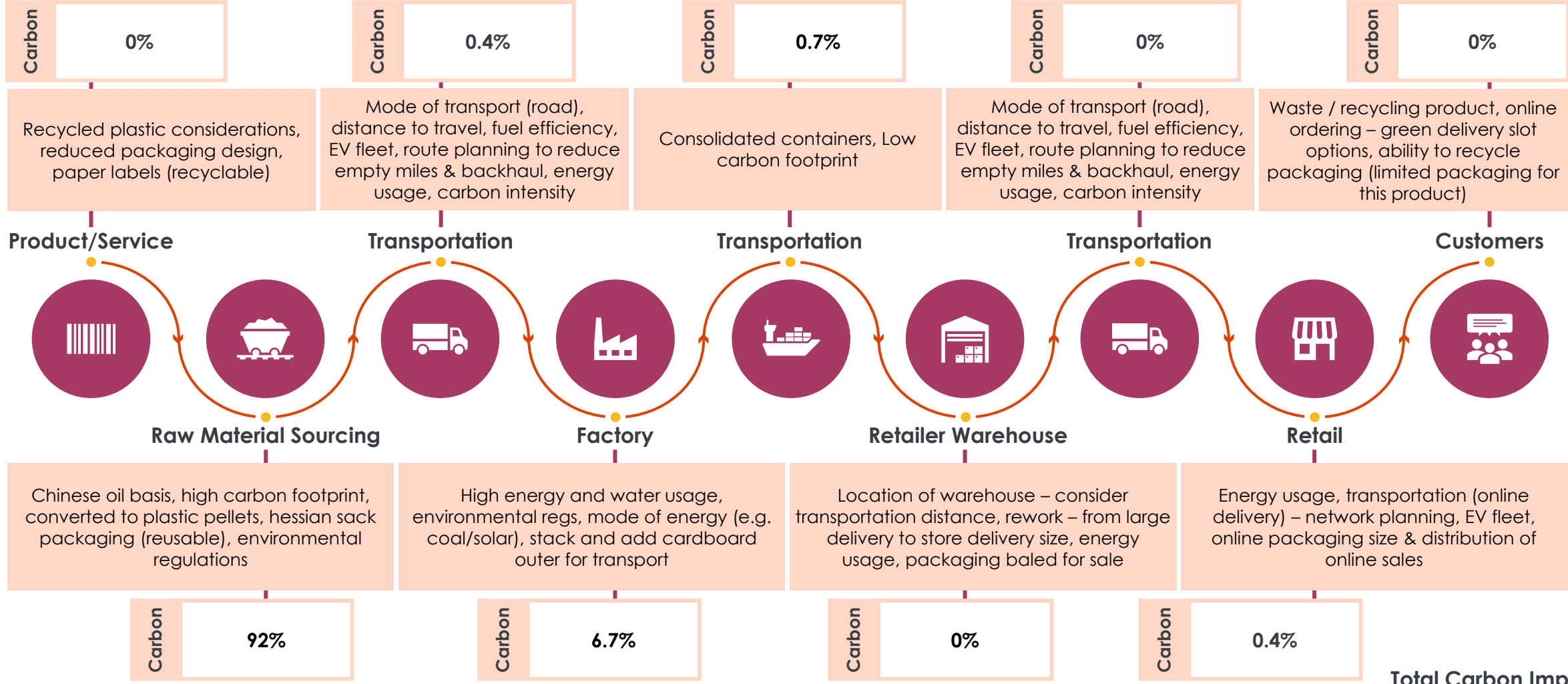
# Plastic water bottle – carbon reduction initiatives across the supply chain



Note: All figures are estimated for a 0.2kg polypropylene water bottle. Figures are indicative for discussion only. Full details on assumptions and calculations are available on request.



# Plastic water bottle – carbon reduction initiatives across the supply chain



**Total Carbon Impact**  
Carbon **4.6KG**



Note: All figures are estimated for a 0.2kg polypropylene water bottle. Figures are indicative for discussion only. Full details on assumptions and calculations are available on request.

# Quiz Time - How well do you know the 3 Scopes?

Mentimeter code: **2125 9128**

QR Code:



## Quiz Time - How well do you know the 3 Scopes?

Questions	Answers
What scope would a company vehicle be measured in?	Scope 1
What scope would an employee's travel be measured in?	Scope 3
What scope would waste generated in operations be measured in?	Scope 3
What scope would a company's electricity supply be?	Scope 2

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# Key activities to get to a net zero supply chain

Your journey to net zero procurement will be unique and may take more than 20 years but the activities of how you get there are the same for everyone

The same capabilities and experience that you have developed to deliver procurement savings programmes can be leveraged to partner with your suppliers to deliver a rigorous and structured programme for baselining your Scope 3 carbon footprint and then engaging the supply base to first reduce, and then offset, the Scope 3 carbon footprint in your supply chain.

## Engage

- Prioritise your supply base
- Communicate your intention and requirement of supplier support
- Identify targets, initiatives and timeframes
- A positive and inclusive Carbon Partnership Programme
- Create a GHG sourcing policy

## Measure

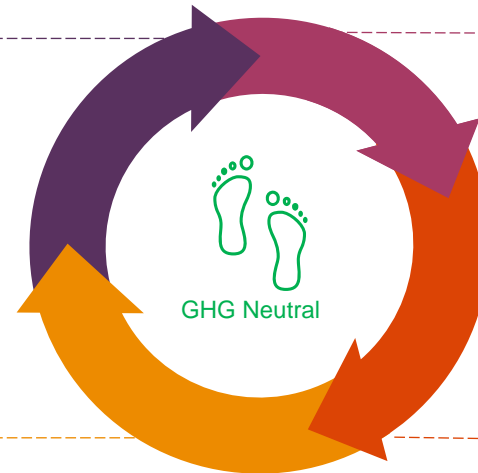
- Establish the methodology for measuring Scope 3 emissions
- Calculate scope 3 emissions generated by each supplier
- Consolidate actual measurements with lower priority estimates
- Tracking and reporting year on year progress at supplier level

## Offset

- Work with Supply base to purchase cost effective offsets
- Purchase offsets from the major standards in the voluntary offsets market
- Share the marketing dividend by certificating relationships as carbon neutral

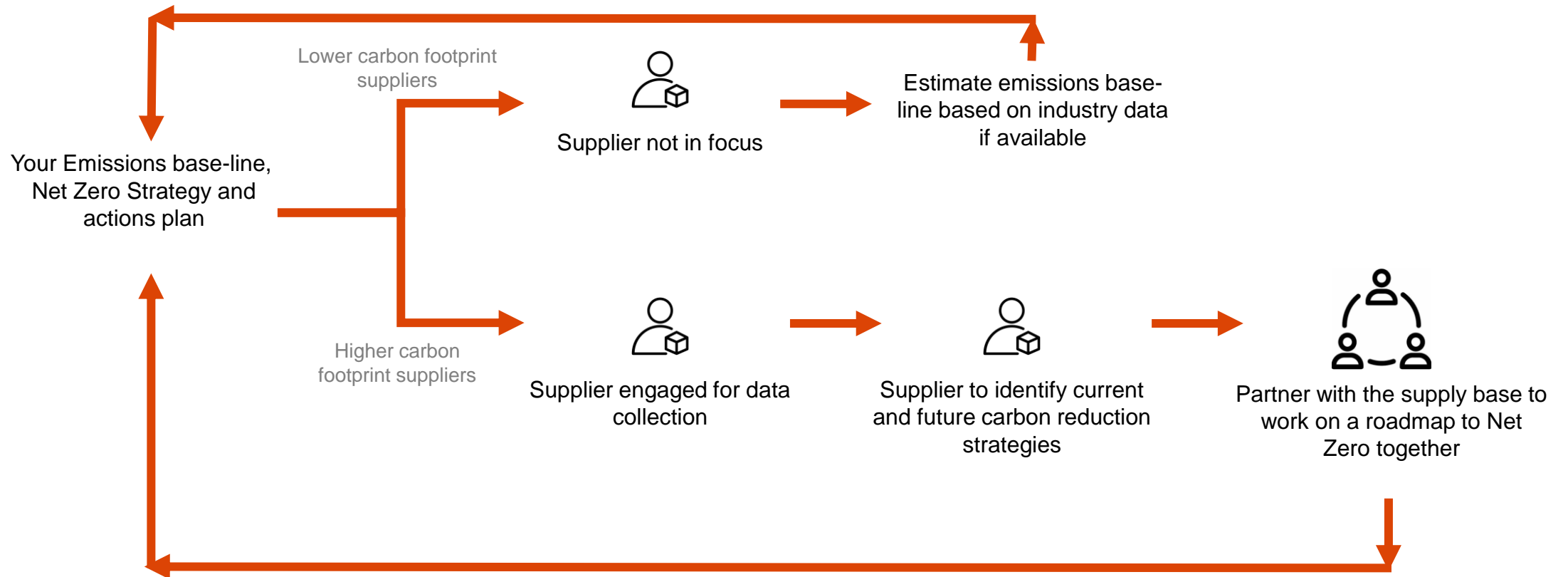
## Reduce

- Progress from estimates to actuals
- Track and monitor supplier defined reduction initiatives
- Work with suppliers to identify new reduction opportunities
- Share best practice the leaders to followers with fewer resources
- Year on year reductions on reported emissions



# Engage – Prioritisation of your supply base

Once key suppliers are identified you can begin working with them on initiatives to support your Net Zero Strategy. This is an iterative process allowing to make progress year on year



Over time all suppliers will be eventually be assessed and part of your Net Zero carbon partnerships.

# Engage – Prioritisation of your supply base

The Scope 3 priorities will be different for different industries. Understand your high-risk areas. Everyone will have a Scope 3 carbon footprint in their purchased goods supply chain

Category	Agriculture	Manufacturer or Processor	Logistics Provider	Wholesaler	Retailer	Hospitality retailer	Property and Facilities	Financial & Professional services	Service Retailer	Construction and Building Services	E-commerce retailer
Purchased goods	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
Purchased services	Grey	Grey	Grey	Grey	Grey	Grey	Green	Green	Grey	Grey	Grey
Capital goods	Grey	Grey	Grey	Grey	Grey	Grey	Green	Grey	Grey	Green	Grey
Fuel and energy activities not included in Scope 1 or 2	Green	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey
Upstream transport and distribution	Green	Green	Green	Green	Green	Green	Grey	Grey	Grey	Green	Green
Waste generated in operations	Green	Green	Grey	Grey	Grey	Green	Grey	Grey	Grey	Yellow	Grey
Business Travel	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Green	Grey	Grey	Grey
Employee commuting	Grey	Grey	Grey	Grey	Grey	Grey	Yellow	Green	Grey	Grey	Grey
Downstream transport and distribution	Green	Green	Green	Green	Grey	Grey	Grey	Grey	Grey	Grey	Green
Processing of raw materials	Grey	Green	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey
Use of sold products	Grey	Green	Grey	Yellow	Yellow	Yellow	Grey	Grey	Grey	Green	Yellow
End-of life waste and disposal	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Green	Yellow
Leased assets	Grey	Grey	Grey	Grey	Grey	Grey	Green	Grey	Grey	Grey	Grey
Franchisee emissions	Grey	Grey	Grey	Grey	Yellow	Yellow	Grey	Grey	Grey	Grey	Grey
Investment emissions	Grey	Grey	Grey	Grey	Grey	Grey	Green	Green	Grey	Grey	Grey

# Measure – recommend starting with purchased goods

Do not be overly concerned about the quality for your data at the outset because it will improve over time as you continue you and your suppliers continue your journey





# Measure – 4Carbon methodology

The 4C carbon footprint estimating tool takes inputs from a range of reputable external sources of secondary research to make our spend data estimate measures as accurate as possible

## Inputs



Department for Environment Food & Rural Affairs



Department for Business, Energy & Industrial Strategy

International DEFRA/BEIS equivalent data sources (I.e., Carnegie Mellon; DoD; USEEIO; Base Carbone)



Carbon output levels for an extensive range of goods & services



BEIS Advanced conversion factors



Client Spend data  
Standard taxonomy  
Supplier CO2e database

## Analysis

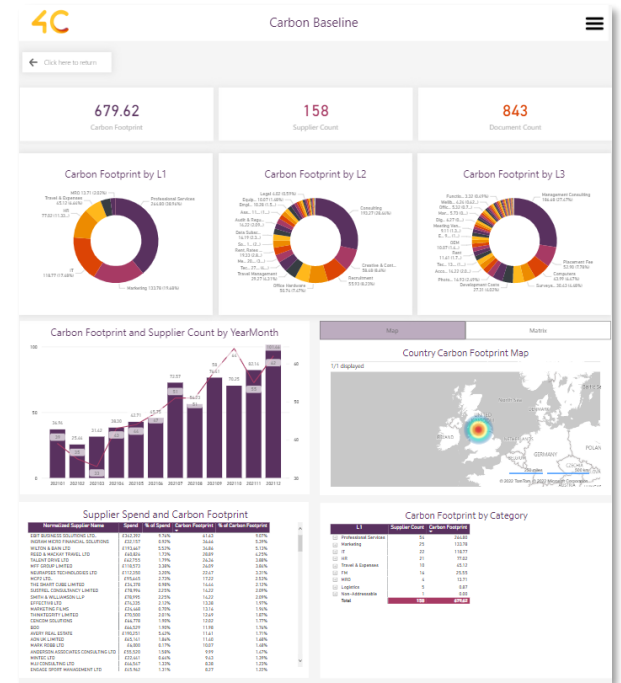


4Carbon tunes the model using advanced conversion factors

Code	Concordance 1	Concordance 2	Concordance 3
A12	1	1	1
A13	0.71	0.73	0.75
A14	1	1	1
A21	0.49	0.46	0.45
A23	0.19	0.19	0.19
A24	0.86	0.85	0.84
A31	0.86	0.85	0.84
A32	1	1	1
A34	0.86	0.85	0.84
A41	0.49	0.46	0.45
A42	1	1	1
A44	0.33	0.34	0.36



## Outputs



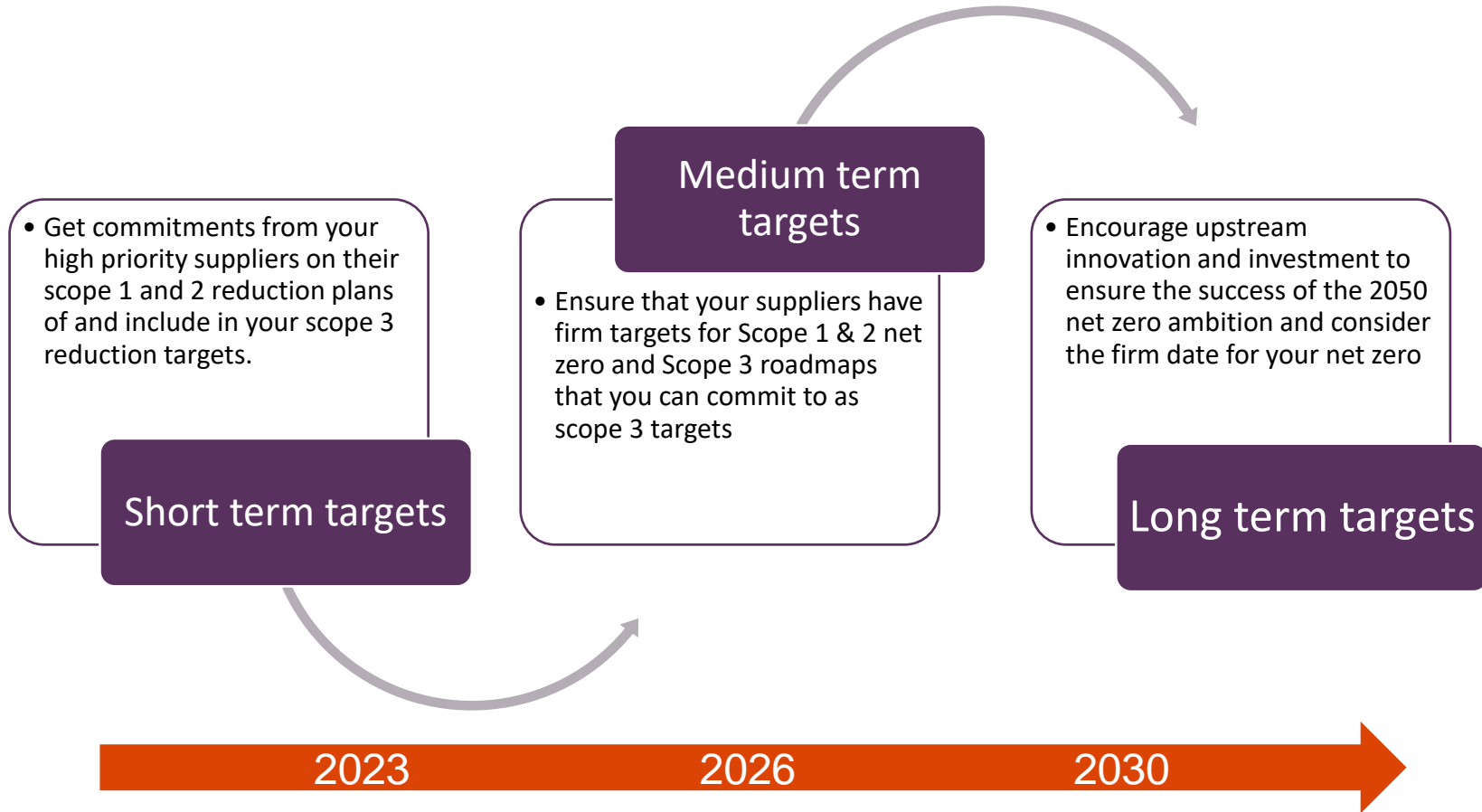
4Carbon provides a breakdown of CO2e output on a product, supplier and location level



Example only: other tools are available

# Reduce – start with what you know and build from there

It is your responsibility to ensure your supply chain has a Scope 1, 2 and 3 emissions reduction plan – they should already have a scope 1 and 2 plan that you can review and include as part of your scope 3 targets



# Offset - Credit Standards

Through partners we are able to source high quality carbon credits from major global standards at a highly cost effective rate

- Three major Global Standards:
  - UNFCCC CDM
  - Gold Standard
  - Verra VCS
- Global benchmarks for highest integrity and providing greatest impact
- Provide infrastructure required to issue, trace, transfer and retire carbon offsets
- Show evidence of ownership, preventing double-counting
- Assure buyers' emissions reductions are real, quantifiable and additional
- Rigorous third-party monitoring, reporting and verification procedures
- Measure and verify contributions to a minimum of three Sustainable Development Goals



# Offset - Credit Standard Documentation and Retirement Certification

For all carbon credits purchased, comprehensive project overviews and full technical documentation ensures a robust, reliable and certified audit trail evidences your carbon neutrality.

PROJECT ISSUED TO	Metristepe Wind Farm Project, Turkey (GSIO67)	
SERIAL NUMBER	GS1-1-TR-GSIO67-12-2012-3847-5856-14105	
STATUS	↓↓ Retired Note: Retired on behalf of Offset Earth	PRODUCT
NUMBER OF CREDITS	8250	MONITORING PERIOD
ISSUANCE DATE	Dec 12, 2014	VINTAGE
RETIREMENT DATE	Mar 06, 2020	
<b>HISTORY</b>		
856 – 42781	• Split 41926 VERs into two blocks	
856 – 5855	5000 VERs	
5856 – 42781	36926 VERs	
5856 – 42781	• Split 36926 VERs into two blocks	
5856 – 14105	8250 VERs	
14106 – 42781	28676 VERs	
5856 – 14105	→ Undefined transferred 8250 VERs to ENVIRONMENTAL MARKET SERVICES LTD	
5856 – 14105	↓↓ Retired 8250 VERs	
856 – 5855	↓↓ Retired 5000 VERs	



### Highveld Air Quality - Highveld Central Project

Gold Standard Project Design Document (PDD_09.05.2013_v1.pdf)	<a href="#">Download Document</a>
Other Document 1 (PDD_10.18.2013_v2.pdf)	<a href="#">Download Document</a>
Other Document 2 (PDD_10.18.2013_v2.2.pdf)	<a href="#">Download Document</a>
Other Document 8 (Monitoring Report_5th monitoring period_05.01.2016 to 04.30.2017_v1.pdf)	<a href="#">Download Document</a>
Other Document 9 (Monitoring Report_6th monitoring period_05.01.2017 to 04.30.2018_v1.pdf)	<a href="#">Download Document</a>
Other Document 10 (Verification Report_1st monitoring period_05.01.2012 to 04.30.2013.pdf)	<a href="#">Download Document</a>
Other Document 11 (Verification Report_1st monitoring period_08.08.2012 to 04.30.2013.pdf)	<a href="#">Download Document</a>
Other Document 12 (Verification Report_2nd monitoring period_05.01.2013 to 04.30.2014.pdf)	<a href="#">Download Document</a>
Other Document 13 (Verification Report_3rd monitoring period_05.01.2014 to 04.30.2015.pdf)	<a href="#">Download Document</a>
Other Document 14 (Verification Report_4th monitoring period_05.01.2015 to 04.30.2016.pdf)	<a href="#">Download Document</a>
Other Document 15 (Verification Report_5th monitoring period_05.01.2016 to 04.30.2017.doc)	<a href="#">Download Document</a>
Other Document 16 (Verification Report_6th monitoring period_05.01.2017 to 04.30.2018.pdf)	<a href="#">Download Document</a>
Other Document 3 (Monitoring Report_1st monitoring period_08.08.2012 to 04.30.2013_v4.pdf)	<a href="#">Download Document</a>
Other Document 4 (Monitoring Report_1st monitoring period_05.01.2012 to 04.30.2013_v2.pdf)	<a href="#">Download Document</a>

### CEARÁ RENEWABLE ENERGY BUNDLED PROJECT

GS ID: 1042

REGION: Brazil

PRODUCT: VER

ISSUED: 343367

RETIRED: 246718

CERTIFIED SDG IMPACTS:

PROJECT TYPE: Biomass, or Liquid Biofuel - Heat

STATUS: Gold Standard Certified Project

PROJECT DEVELOPER	Sustainable Carbon - Projetos Ambientais LTDA	CREDITING PERIOD	Jan 15, 2010 – Jan 15, 2020
METHODOLOGY	-	ANNUAL ESTIMATED CREDITS	36,173
STANDARDS VERSION	Gold Standard for the Global Goals	PROJECT TYPE	Biomass, or Liquid Biofuel - Heat

**DESCRIPTION**  
The project activity is the bundled project of five red ceramic factories belonging to Grupo Tavares, a family business that owns several ceramic factories in the State of Ceará, Brazil. The following ceramic factories are included in this project: Antonio Ceramic, Ceará Ceramic, Ceagra Ceramic, Elaine Ceramic and Santa Rita Ceramic. The project includes fuel switching and energy efficiency measures that will reduce the greenhouse gases (GHG) emissions through the substitution of non-renewable biomass for renewable biomasses to generate thermal energy.

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# Steps taken to measure Scope 3

Steps taken to measure your Scope 3 emissions to get to best practice





# Best practice

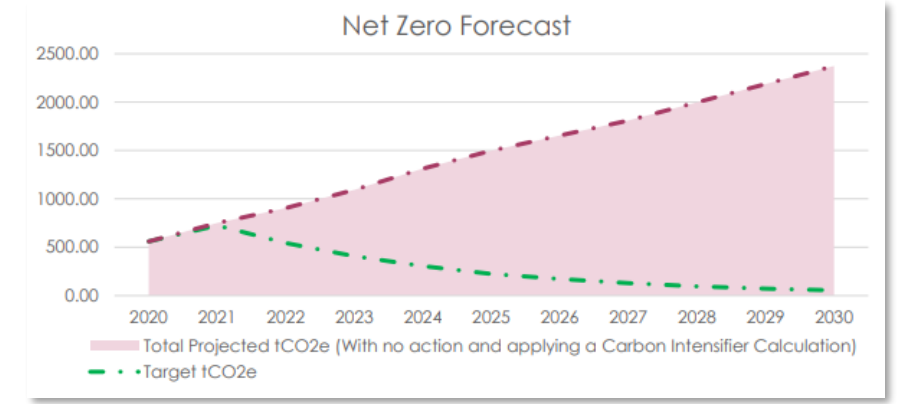
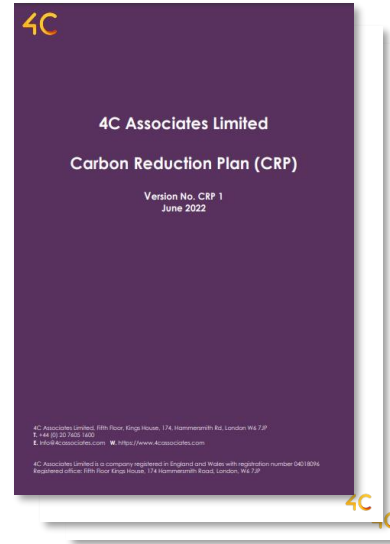
We are setting the standard, and helping our suppliers meet them

4C are committed to achieving **net-zero emissions by 2030**, setting ambitious carbon reduction targets and encouraging our staff to take action. This is part of our focus on **delivering growth in a sustainable way** and provide long term climate solutions.

Our in house team of experts have taken a **methodical approach** to determine our path to decarbonisation, taking into account our growth ambition. From here we have developed a **carbon reduction plan** that outlines the activities we commit to undertaking to support this. This commitment will **accelerate our ambition to deliver a sustainable future**, empowering our team to change how we shape our future.

## Projects include:

- Travel policy update
- Renewable Electricity and Energy Efficiency
- Carbon Offset Initiatives
- Supplier Initiatives
- Carbon partnership discount investment



	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Spend	£ 2,710,000	£ 3,507,875	£ 4,286,441	£ 5,115,360	£ 6,186,432	£ 7,015,351	£ 7,746,116	£ 8,476,882	£ 9,353,801	£ 10,220,720	£ 11,107,639
Employees	75	120	145	175	210	240	265	290	320	350	380
Employee % increase		60%	21%	21%	20%	14%	10%	9%	10%	9%	9%
CO2e	640.00	749.37	906.49	1092.83	1311.40	1498.74	1654.86	1810.98	1998.32	2186.64	2373.01
Carbon Intensifier*	1.29	1.21	1.21	1.20	1.14	1.10	1.09	1.10	1.09	1.09	0.00
*On the assumption we grow year on year as forecasted and targeted (these have been tailored from the 5 year strategy which is out of date)											
Spend per resource	£ 36,133	£ 29,231	£ 29,531	£ 29,231	£ 29,231	£ 29,231	£ 29,231	£ 29,231	£ 29,231	£ 29,231	£ 29,231
Resource per tCO2e	7.47	6.24	6.24	6.24	6.24	6.24	6.24	6.24	6.24	6.24	6.24

## Carbon discount investment partnership

We want to support initiatives that will continue to support carbon capture and carbon reduction. Therefore, to enable carbon offsetting to continue, 4C will be working with key suppliers on a carbon discount investment scheme, asking suppliers to commit a £ value for each tonne of CO2e our relationship causes



# Companies taking action

Large, medium and small companies across the UK have set their own targets to reach Net Zero by specified years and to help fight climate change.



Set a target to reach Net Zero by **2030** and to optimise the **green energy** potential of the UK's **seabed**. This commitment targets Scope 1-3.



In 2020, Healthy Nibbles transitioned to fully sustainable packaging and collateral. Their packaging is **UK sourced** and printed, is **recyclable, plastic free** and made with **water based ink**. This directly targets scope 1.



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# Certifications

Examples well know sustainability certifications



**Description:** One of the most well-known sustainability certifications focusing on the entire business operation.

**Pros:** Recognised globally, encourages social responsibility, any size company can apply, free and provides material to improve.

**Cons:** Only for-profit businesses are eligible for the B Corp Certification with as least a year of operations.



**Description:** Provides a scorecard in four sustainability themes; environmental labour and human rights, ethics, and sustainable procurement and a dedicated score card on carbon.

**Pros:** Sustainability alerts available, supplier management support, industry benchmarking opportunities and e-learning courses available.

**Cons:** An annual assessment must be completed and evidence needs to be submitted to achieve a high score.



**Description:** Framework outlining requirements to enhance environmental performance, comply with obligations and achieve environment objectives.

**Pros:** Recognised globally, helps to reduce waste and minimise the carbon footprint of a company and lowers energy tax and insurance bills.

**Cons:** Can be very administrative and costly. Audited every year to ensure continual improvements are made.



**Description:** Enables companies to define greenhouse gas emission reduction targets.

**Pros:** Recognised globally, aligns with regulation as the government continues to implement the Paris Climate Agreement.

**Cons:** Requires a high level of granularity which may be difficult to measure, particularly for Scope 3 emission and only focuses on emissions

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# Spooky PLC

Starting the journey towards Net Zero



## Company background

Spooky PLC is an SME that manufactures and distributes plastic fangs across the UK with an increasing portfolio of international vampire clients and thrilling contracts.

As they are currently expanding their business and winning more work across the UK and internationally, they have seen increasing demands from some of their client base for higher standards across all forms of sustainability (since they are immortal and will need Earth forever).

Due to being a small business, sustainability is not something Spooky Incorporated has looked at throughout their operations and supply chain.

## Task

As a group of Spooky Incorporated Senior Employees, you have been approached by the board to create a high-level plan on how to start their journey towards net zero.

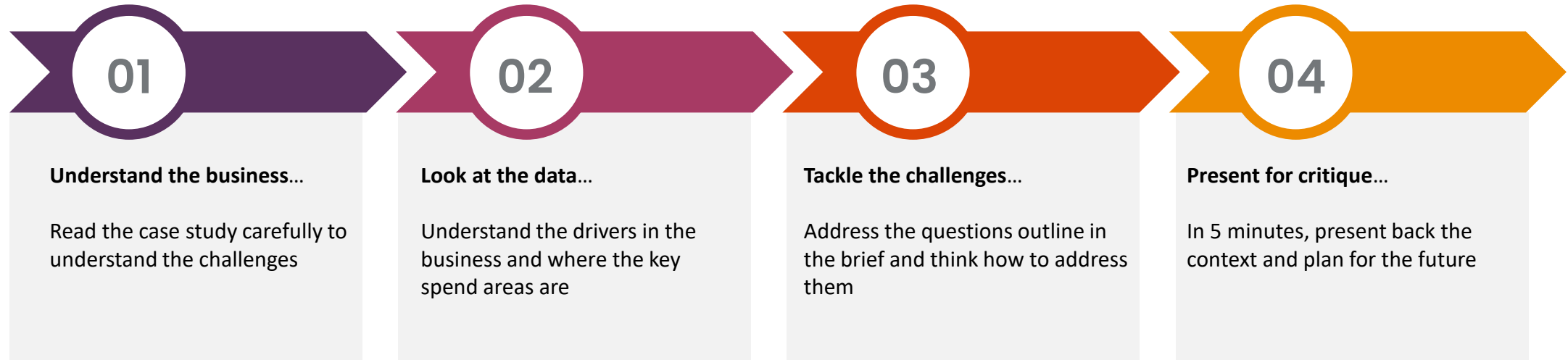
In teams of 5 or 6 utilise the spend data in Appendix 1 and map out how Spooky Incorporated should engage their supply chain to shift business operations towards a greener business model.



# Spooky PLC

Time to put it all into practice...

# 40:00



# Spooky PLC

## The answers

Questions	Possible answers
Which categories should we be targeting and why.	Manufacturing, goods and materials
What questions should we be asking around acquiring data from suppliers.	How did we get that data?
How can we use the data to inform decision making.	Create an action plan with that data to promote working with suppliers to reduce carbon emissions.
How can we work with suppliers to reduce carbon footprint.	Carbon reduction programmes, Finding their scope 1 and 2 emissions that are a significant part of your scope 3
Problems, solutions, implementation barriers.	Getting access to their data, prioritisation and low motivation.
How can we engage with these suppliers.	Have different strategies for each, understand best practice.
How do we plan to measure scope 3 emissions.	Spend data, Survey results
How working with these suppliers can improve sustainability within the company.	Working with those leading suppliers and understanding what they are doing can help operations within the company and provide guidance to smaller suppliers.

# Workshop agenda

Section	Purpose	Timing
Introduction	Who are 4C and what are the training objectives	09:00 – 09:15
The Basics	What is carbon output, net zero and the Scopes	09:15 – 09:30
Key Activities	Key activities in developing a sustainable procurement strategy	09:30 – 09:50
Best Practice	What is best practice, certification and who is leading the way?	09:50 – 10:00
Break		10:00 – 10:15
Getting started	What should SME businesses be doing to start their journey to net zero?	10:15 – 11:15
Break		11:15 – 11:20
Planning for medium to long term	Creating strategy and roadmap for emissions measuring, reducing and reporting	11:20 – 12:20
Wash Up	Bringing it all together	12:20 – 12:30
Lunch and Q&A		12:30 – 13:00

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# Planning for medium to long term

Time to put it all into practice...

# 40:00



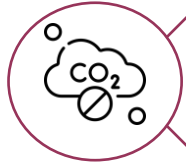
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# Bringing it all together

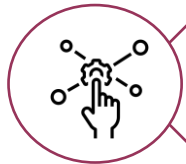
What have we covered today...



**Carbon and the scopes:** understand what each scope means and what are the common emitters in the supply chain



**The fundamentals of making a difference:** explore the key activities of tackling carbon output in your supply chains



**Learnt what the leaders are doing:** investigated best practice and what the certification in the industry mean



**Put it into practice:** used a case study and your businesses to realise the difference that can be made

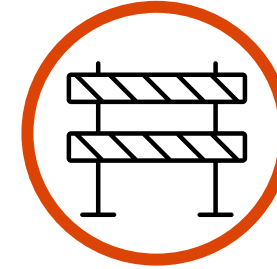
# Annual Survey 2021 Insights

What are supply chain and procurement leaders telling us about sustainability?



What are the **primary drivers** of sustainability strategy?

- Maintaining a strong public image/reputation
- Compliance to increased regulation
- Responding to changing customer demands and preferences.
- Minimise supply chain risks

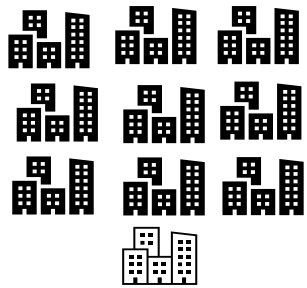


What are the **barriers** to successfully managing sustainability?

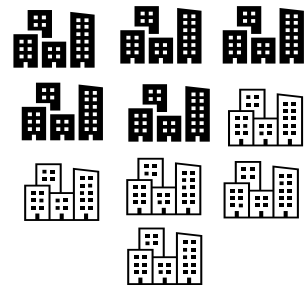
- Lack of understanding sustainability issues on the part of managers within the organisation
- Lack of understanding sustainability-related supplier/supply chain risks
- Lack of access and visibility into tier 2+ suppliers
- Lack of capability to monitor/measure performance in the supply chain.

# How are procurement and supply chain faring?

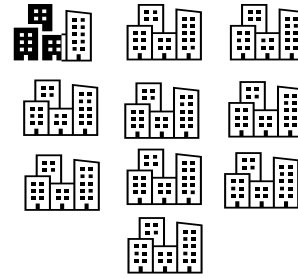
What are supply chain and procurement leaders telling us about sustainability?



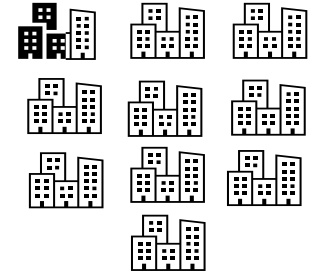
79% of procurement organisations have a limited approach, at best, to sustainability



55% of procurement functions had no or very limited sustainability measures on supplier scorecards



Only 5% stated that their sustainability approach was fully developed



Only 4% had comprehensive sustainability measures on scorecards

# Feedback

Mentimeter code: **2125 9128**

QR Code:



# Thank you

From: Edward Court & Janet Conteh



Delivered by:



On behalf of:



# Skills for Clean Growth Workshops – October / November 2022

	Theme	Organisational Learning & Value	Date	Venue
October	Sustainable Certifications (inc B Corp)	What certifications can help your organisation and how to approach them	19 <sup>th</sup> Oct 2022 0900-1200	Future Leap Gloucester Rd
	Supply Chain Greening & Procurement	Measuring Scope 3 emissions & working with suppliers and value chain to reduce these	31 <sup>st</sup> Oct 2022 0900-1300	St Nicholas House Bristol City Centre
November	Digital Emissions	Understanding impact and options of sustainability in digital working	9 <sup>th</sup> Nov 2022 0930-1230	Future Leap Gloucester Rd
	Carbon Measurement & Reduction	How to approach, measure and reduce Scope 1 & 2 carbon emissions	16 <sup>th</sup> Nov 2022 0915-1130	Future Leap Gloucester Rd
	Workforce Engagement	Bringing colleagues across your organisation on board with your sustainability journey and managing climate anxiety	29 <sup>th</sup> Nov 2022 0830-1130	Arnolfini Bristol City Centre