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Galvanizing Action: Strategies to Maximize Engagement in Sustainable Public Purchasing

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EXECUTIVE SUMMARY

A growing array of public-sector organizations are placing sustainability near the top of their agenda to achieve positive outcomes for economic, environmental, and community health. As they do so, public-sector leaders recognize sustainable purchasing as one of the most direct means for their organizations to operate in more sustainable ways.

Every contract that a government, public university, or health system uses to purchase goods and services is an opportunity to advance sustainability goals. These include reducing or reversing negative impacts—on the climate, environmental quality, and worker health and safety—as well as creating benefits through community development, robust supplier relationships, transparency, and equity.

But once a public-sector organization—or the voting public—sets a sustainable procurement program in motion, what must happen next to make the program successful? How do sustainable purchasing leads ensure that their efforts move from piecemeal or single-attribute approaches to an integrated program that strategically addresses the issues that matter to their government or institution? How can these purchasing professionals grow their efforts in scope and impact over time? What lines of reasoning most effectively persuade colleagues throughout the procurement organization to help integrate sustainability into their solicitations and awards?

We asked the sustainable purchasing champions in seven U.S. and Canadian government agencies to share their struggles and successes. Their responses surfaced a common theme:

The real work of “making a case” for the activities and objectives of sustainable purchasing happens more on the front lines than in the executive office. Once a mandate exists, a successful program depends more on lateral communication to engage stakeholders and continue to build impact than it does on soliciting top-down support.

Our panel of sustainable purchasing advocates stake their success on:

- Addressing the mandates under which they operate
- Demonstrating how a sustainable approach to purchasing helps achieve other top departmental and organizational priorities
- Making program objectives and responsibilities clear
- Simplifying and supporting sustainable purchasing compliance through easy-to-use tools and processes
- Clearly measuring and regularly communicating the program's benefits



DRIVERS OF SUSTAINABLE PURCHASING IN THE PUBLIC SECTOR

Many of our public-sector sustainable purchasing champions indicated that their program's scope, budget, and staffing are largely determined by the statute or policy requirements. Instead of having to win support from senior leaders, which is commonly required in private-sector sustainability efforts, the greater challenge for a state or municipal program lies in performing against its initial mandates while also aligning sustainable purchasing strategy with other key departmental priorities.

Public-sector advocates win support in all quarters by demonstrating effectiveness, quantifying success, and making their programs simpler for procurement managers to navigate. They also gain buy-in by showing colleagues that sustainable procurement does not have to require sacrifices in other key areas—such as cost, quality, selection, or availability.

“When you don’t tell people the why—and ‘what’s in it for me?’—you tend to not get as much buy-in as you could have if you spent time educating people and getting them excited about why sustainable procurement is important.”

— Angela Shell, Chief Purchasing Officer,
State of California



WALKING THE TALK: 6 PROVEN WAYS TO BUILD ENGAGEMENT AND ACTION

Our panelists' experiences with winning stakeholders' support for their sustainable purchasing initiatives revealed six common storylines that succeed at translating needs into opportunities to add value.

In the sections that follow, we examine how to "walk this talk" with key stakeholders whose support is vital to making sustainable procurement succeed in the public-sector environment. We have grouped the collected wisdom into different outcomes that our panelists identified as highly valued both inside their organizations and among constituents.

Along with the how-to tips from our sustainable purchasing champions, we have also captured success stories that show what these approaches can achieve in practical terms.

"Just talk to people about what they care about, what they're trying to achieve. Chances are you'll find something that aligns with sustainability; you can bring all the other details in later."

— Lynda Rankin, Manager of Sustainable Procurement Integration, Province of Nova Scotia

1 DEVELOP AND SHARE A STRATEGIC APPROACH

Be crystal-clear about your organization's sustainability destination and how day-to-day purchasing choices will get you there.



WHY it works

When you connect individual actions to organizational objectives, your stakeholders have more incentive to get on board. Following a cohesive strategy also helps you prioritize and focus program investments in the areas that can generate the highest returns.

HOW to do it

- **Map to your mandates.** Especially in the first 1-2 years of a sustainable procurement program, your most essential task might be to ensure the organization's purchasing practices line up with its statutory and policy-based requirements. Stakeholders understand the value of supporting a program that will demonstrably help their department and the overall organization achieve compliance. "Start by getting people to understand and accept the policy," says Julia Wolfe, Director of Environmental Purchasing for the State of Massachusetts. "Then you can develop a program around it."
- **Keep the big picture in focus.** Even colleagues who are generally on board with the organization's sustainability agenda might not intuitively grasp why they are being told to buy a different brand of copier paper or swap fluorescent lighting for LEDs. When you introduce a new sustainable purchasing guideline, frame it in terms of the broader strategic goal. "We've got to give people the 'why' along with the 'what,'" says Shell. "Otherwise, there's no reason for them to get excited about sustainable procurement and their buy-in won't be as great."
- **Welcome—and value—everyone's input.** When you are inviting people on a journey of change, they deserve a say in how to reach the destination. Bring your colleagues into the conversation about sustainability and show them why they have a meaningful role in your program's success. Give them opportunities to co-author a sustainable purchasing strategy that they can not only live with, but actually feel inspired to fulfill. "We want to see stakeholders engaged from the beginning," says Tim Dombeck at the City of Austin. "They give us insight into what they really need from us in order to get these things done without it becoming a long, drawn-out process."

"What has kept our program alive is that it's fully aligned with the legislation, mandates, and policies of various government departments."

— Lynda Rankin, Manager of Sustainable Procurement Integration, Province of Nova Scotia

WHAT success looks like

MINNESOTA With more than 2,000 purchasing contracts in the state system, Betsy Hayes and Melissa Peck are continually seeking to prioritize their Sustainable Procurement Program resources where they can make the biggest impact. Through an Environmental Protection Agency grant in 2013, program members launched an analysis of which product categories created the highest environmental impacts and, within those categories, which contracts represented the largest share of total spending.

"We were able to pinpoint 19 contracts that accounted for 61% of the goods and services in a handful of product categories that were hitting most of our high-impact environmental attributes," Melissa says. "That analysis helped us really home in on environmentally preferable sourcing for items like chemical-intensive cleaning supplies, dishwashing and laundry fluids, paints, and electronics."

As a result, the program has expanded its influence without over-taxing its staff or budget.

"Narrowing our focus down to a more manageable set of contracts gave us the chance to start showing early success and building momentum," says Betsy. "We aren't flailing around trying to figure out what we should do and when to do it. We can be a lot more efficient and effective."

NOVA SCOTIA Ratified in 2008, the Environmental Goals and Sustainable Prosperity Act spurred Nova Scotia to create its first Sustainable Procurement Policy the following year. "Before that, we were trying to do some ad hoc things and had a bit of success," Lynda Rankin says. "But not the broad-based success we did once we created our Sustainable Procurement Policy."

By initially applying this landmark piece of environmental legislation in highly visible categories of sustainable procurement, the province has succeeded in appealing to a wide spectrum of departments. The Procurement organization built early support for the policy by linking its broad goals with specific sustainable purchasing actions in areas that most staff members interacted with every day, such as IT equipment, office supplies, furniture, and vehicle use.

"Alignment was the key," Rankin says. "We made sure our policy aligned with what people in the organization actually care about."

2

FOCUS ON RESULTS

Tout your program's successes in ways that are both concrete and inspiring. Merely taking action is insufficient; touting your accomplishments will increase buy-in and support.



WHY it works

Measuring and reporting the tangible impacts of your efforts does not just help you rally supporters, but also guides you toward the next wave of opportunities to grow and improve your program.

HOW to do it

- **Get specific.** Translate the impact of your sustainable purchasing policies into trackable data points, such as how much fuel or paper you expect to save as a result of adding environmental criteria to vendor contracts. From there, put tools and systems in place to document the results. “We’re very big on measuring our progress in concrete numbers to help reinforce why a certain policy is important,” says Betsy Hayes at the State of Minnesota, whose procurement office publishes an annual sustainability report. “Everyone can then carry the message forward that purchasing needs to be part of our overall sustainability focus.”
- **Cultivate early champions.** Before they agree to change products or vendors, your purchasing stakeholders may want to see that others have made the same transition smoothly. Doing a small-scale pilot project or lining up a few customer testimonials can help allay any concerns. “Whenever you have someone to help spread the word about why a program or product is good, it makes your job easier,” says Julia Wolfe. “Keep those case studies handy.”
- **Follow the dollars.** If limited program resources or bandwidth are a challenge, focus on driving change in your organization’s largest purchasing contracts. Those are also likely to be the contracts with high environmental impacts. “You can get an outsized positive gain from a handful of product categories,” says Melissa Peck at the State of Minnesota.
- **Build on what is already working well.** Look around inside your organization, your supplier base, and elsewhere for examples of successful sustainability practices that you can take to the next level. Pool resources and share information with like-minded partners to expand the impact of your efforts. You will move faster, be more effective, and avoid re-inventing the wheel. “Before you try to build something from the ground up, see what’s already out there,” says Stephanie Lopez. “Have no shame in saying, ‘Their program sounds amazing—how can I learn from it, and what can I add?’”

WHAT success looks like

MASSACHUSETTS Starting in the early 1990s, the state’s purchasing department mandated that all copy paper sold on statewide contract contain at least 30% post-consumer recycled content. Over the past few years, as prices for recycled copy paper have increased, some municipalities had contacted Julia Wolfe to ask about cheaper, non-recycled alternatives. Even after Wolfe secured a price break from vendors, the expense of switching to recycled paper still rankled some local officials.

She won back their support with hard evidence of the bigger financial benefits that Massachusetts gains from its overall support of recycling initiatives.

“Purchasing managers were saying, ‘We can’t afford this, it’s crazy,’ and I get that,” Wolfe says. “We have to deal with those types of concerns.”

“But a lot of municipalities weren’t seeing a whole other piece of the picture,” she adds. “The commonwealth’s Department of Environmental Protection (DEP) distributes millions of dollars in grants to help communities build their recycling programs.”

Showing those bigger numbers to local leaders—and reminding them that buying recycled-content products is one of the criteria for receiving these DEP grants—helped shift the conversation.

“We got folks thinking more broadly than just bottom-line price,” says Wolfe.

“When you are trying to get that initial buy in or really take a program off the ground, focus on the data and the numbers as much as you can. Be realistic about what you want to accomplish and whether or not you can report against those goals.”

— Stephanie Lopez, Special Programs Manager, University of California Office of the President (UCOP)

3 USE SUSTAINABLE PROCUREMENT INITIATIVES TO SOLVE PROBLEMS

Shift the perceived focus from, "How could our procurement be more sustainable?" to, "How does sustainability make our procurement better?"



WHY it works

Colleagues recognize that you are an ally, not an add-on, in the purchasing process. Sustainability aligns with “best value” metrics and becomes an authentic priority because of the genuine value it delivers.

HOW to do it

- **Relieve a pain.** Find out what challenges your purchasing managers, vendors, and organizational leaders need to solve. Then work with them on a sustainable approach to it. “We never want to be in the position of saying, ‘You have to do this, and it really doesn’t matter what your needs are,’” Angela Shell says. “They’re still truly the experts in what they need to build. We spend a lot of time with our major departments to find out how we can meet them in the middle.”
- **Create a gain.** Pitch your program activities on the value they bring to individual procurements and the organization. Show how others have succeeded in addressing similar problems with a sustainability-focused approach. “We have to ask our stakeholders and users, ‘What is important to you with this particular procurement?’” says Betsy Hayes. “The answer may vary from contract to contract. And so that open communication is such a critical component.”
- **Make sustainability simpler.** Find ways to shorten the time people spend on sustainability-related tasks—such as compliance, reporting, vendor selection, and RFP development—so the benefits of your program feel effortless to attain. “Any time you can do it, grease the wheels and show people that this isn’t a difficult program,” Melissa Peck says. “It goes back to communicating with vendors, appealing to their priorities.”
- **Stay flexible.** You can create explicit sustainability targets for your organization without necessarily dictating that every team or department moves in lock step. When and where possible, put colleagues in control of how they reconcile sustainability alongside other key priorities such as cost, quality, and local availability. That could mean hitting a lower threshold of energy savings in one particular contract and building a higher energy efficiency standard into the next contract. “Be willing to compromise when it helps to keep stakeholders engaged and moving forward,” Stacey Foreman says. “Sometimes, working out the details with people means you have to go slower than you originally hoped.”

WHAT success looks like

PORTLAND Several years ago, Stacey Foreman observed that custodial teams at different municipal facilities did not consistently use cleaning products that met the city’s sustainability requirements. When Foreman discovered that the custodial service provider bought its own supplies, she started working on a contract amendment to have the city make those purchases.

In talking with several facilities managers about the planned change, Foreman saw that it could also yield other payoffs beyond sustainability. She learned that under the current arrangement, pricing varied widely and managers often struggled to track the amounts of supplies being used.

Foreman built a custodial supplies initiative that cut expenses by more than 30% through competitive bidding, improved departmental usage tracking through online order fulfillment, and raised environmental standards compliance through site-specific approved product lists. Once facilities managers saw how well the new arrangement worked in pilot tests at two Portland Parks and Recreation (PP&R) community centers, widespread support within PP&R fell into place.

“This was really about relieving a pain for the building managers,” Foreman says. “The solution that I wanted to bring to the table from a sustainability perspective also made their jobs easier in other key ways.”

“I keep building on the previous results and use that as momentum when I’m coming to someone with a new idea, to show them how this can be strategically advantageous to their program.”

— Stacey Foreman, Sustainable Procurement Program Manager, City of Portland

4

SHARE YOUR PROGRAM'S PURPOSE

Make sure colleagues, supervisors, and executive leaders understand the underlying objectives behind your organization's sustainability requirements.

"When you're trying to get a program off the ground, be realistic about your goals and clear about you want to accomplish."

– Stephanie Lopez, UCOP



WHY it works

You shift the focus from complying with a rule to accomplishing a goal. Your colleagues gain a shared sense of ownership in sustainability and a reason to feel passionate about the program outcomes.

“I don’t start with, ‘Buy these goods and services,’” Shell says. “I start with, ‘Here is how you can think about becoming more sustainable—and by the way, then here are products that can help you get there.’”

HOW to do it

- **Get tangible.** Lofty visions of reducing global climate change or breaking the chain of modern slavery may actually work against your program’s success if stakeholders do not feel capable of moving such a big mountain. Instead, talk about how a specific action—like replacing gas-powered lawnmowers with electric models to reduce carbon emissions—can benefit people in your community, state, or campus. “I think we need to become more local in the way that we persuade people that sustainability is valuable and important,” says Rankin. “We have to come down to things they actually care about day to day and can impact day to day.”
- **Start by listening.** Ask your purchasing leads and other stakeholders what sustainability means to them. Learn what your program looks like from their perspective. Then use those insights to find common ground. If someone is unclear—or even dubious—about the concept of sustainable purchasing, use that opening to answer their questions. “In the first year of developing our Sustainable Procurement Policy, we had to do a lot of coalition building,” Lynda Rankin says. “We trained and we talked—that was pretty much it.”
- **Give them reasons to believe.** “Mandates don’t inspire change,” says Stacey Foreman. Show people how sustainable purchasing guidelines align with a shared value. For example, if employee health and safety is a key performance metric for your organization, build your case for a phase-out of toxic cleaning supplies around protecting custodial workers in addition to protecting the environment.
- **Meet their goals through yours.** If you have been struggling to gain traction under your sustainable procurement objectives, one issue could be that stakeholders are not seeing what’s in it for them. Take a step back to make sure you understand how their team or department’s success gets measured. Then show them how your program can help. “At the end of the day, the most attractive thing about a product for our departmental end users is that they know it’s going to work,” says Tim Dombeck at the City of Austin.

WHAT success looks like

CALIFORNIA Angela Shell has driven support and action by showing other state government leaders how her group’s Environmentally Preferable Purchasing directives can advance their own big-picture sustainability priorities.

“Every large department in the state is thinking about greenhouse gas emissions, water consumption, reducing toxins, and conserving natural resources,” Shell says. “So, when I talk with people about sustainable purchasing requirements, one of the things I’m always trying to reinforce is how these actions move the state closer to being sustainable overall.”

She also appeals to the pride and ownership that individual employees feel in California’s quality of life. “People are very interested in how we can take care of our environment; it’s just part of our DNA here in California,” Shell says. “We need colleagues to be excited about sustainability so that they bring us fresh ideas on how we can be better.”

AUSTIN Tim Dombeck and his colleagues in various city departments have aligned their community development objectives under an ambitious five-year plan. Strategic Direction 2023 lays out the city’s visionary blueprint for creating a complete community where every Austinite can experience and contribute to economic opportunity, mobility, culture, lifelong learning, safety, personal health, and environmental sustainability.

“This process has been a great chance for me to connect not just with other city employees, but also with community members, local nonprofit organizations, and businesses,” he says.

Dombeck is helping the city’s Office of Sustainability shape a Community Climate Action Plan as part of Strategic Direction 2023. A cross-functional team will spend 2020 putting the initial goals into action.

“I think the most important thing I’ve learned through experiences like this is, don’t worry about drawing a line between where sustainability stops and where procurement begins,” Dombeck says. “If it is a sustainability initiative, try to find a procurement solution to it. And if it is a procurement initiative, try to see it through a sustainability lens.”

5

DEMONSTRATE + COMMUNICATE SAVINGS

Show organizational leaders, purchasing colleagues, and the public how investments in sustainable purchasing pay off in other areas.



WHY it works

You are countering the persistent but inaccurate assumption that sustainably sourced products and services inevitably cost more or that your program itself is a drain on the organization's budget. When stakeholders recognize the bottom-line savings potential in a sustainability initiative, supporting it becomes an opportunity instead of an obligation.

HOW to do it

- **Take credit where it is due.** Document the value of your actions—such as reducing waste in the supply chain, encouraging greater recycling and reuse, and using locally sourced materials or services that require less fuel to deliver. “Saving money for the universities is a big part of our value proposition,” Stephanie Lopez says. “We want people to see how we support actions that are both better for the environment and also very cost effective.”
- **Think in total-value terms.** Help budget decisionmakers and downstream teammates see beyond the initial expenses associated with a sustainability investment. For example, point out how a \$50,000 software purchase to automate searches for environmentally preferable vendors and products will save \$75,000 worth of staff time a year. “No matter what kind of program you're talking about, not just in sustainability, there are usually some up-front costs,” says Stacey Foreman. “So, I always try to bring the conversation back to: ‘This is how we innovate. This is how we achieve something bigger and better.’”
- **Be patient.** Set realistic expectations for achieving cost-oriented returns on the investment in your program; they may not come until your efforts gather momentum. “Do what you can, when you can,” says Melissa Peck. “The impacts will start to add up.”

WHAT success looks like

MASSACHUSETTS What's the bottom-line value of sustainable purchasing? Massachusetts state government stakeholders have their answer pinned down to the dollar.

The Operational Services Division (OSD) documented nearly \$5.8 million in savings tied to its Environmentally Preferable Products (EPP) Procurement Program in 2019—a key performance indicator that's prominently featured in the division's Annual Report. An online Vendor Report Management System allows OSD to calculate and report various cost reductions as well as environmental and health benefits associated with EPP purchases across more than 55 statewide contracts.

For Julia Wolfe, Director of Environmental Purchasing, the ability to show a credible return on investment in categories such as energy-efficient lighting, alternative-fuel vehicles, and EPEAT-registered computing equipment is hugely influential.

“Quantifying cost savings helps build the business case for incorporating EPPs into more of our contracts,” says Wolfe. “It's also an important metric for our OSD leadership.”

“For the divisions that we support campus by campus, it's so important to speak to things like total cost of ownership and really provide those powerful examples where sustainability adds value in other ways.”

— Stephanie Lopez, UCOP

6

MAKE SUSTAINABLE PURCHASING EASIER

Help ensure that purchasing managers can fulfill their sustainability commitments without the need for handholding in each new solicitation.

“Make sustainability reporting as easy as possible for the vendors and for every stakeholder that’s involved. Anytime you can grease the wheels, it helps show people that compliance isn’t difficult.”

– Melissa Peck, Environmental Specialist,
State of Minnesota



WHY it works

Supplier relationship management and sustainability ratings platforms—available at a relatively low cost from third-party providers—enable your purchasers to locate information and evaluate vendors on their own. By streamlining teams' work, you can relieve stress and overcome resistance.

HOW to do it

- **Automate and simplify.** Look for a platform that allows you to roll out standardized reporting forms, consistent processes, and convenient portal access. Your purchasers and suppliers will be more inclined to participate and rely on tools that are easy to use.
- **Be encouraging.** Make your sustainability ratings and scorecarding efforts about collaboration rather than just compliance. Recognize and reward high-performing vendors, but also provide meaningful guidance for lower-rated suppliers that want to improve.
- **Take advantage of existing solutions.** You don't have to build your own platform from the ground up. Third-party tools are not only reliable but also tend to be more cost effective and faster to implement.

WHAT success looks like

UCOP When the UC system updated its Sustainable Procurement Policy and Guidelines in 2018, key objectives included establishing a means of assessing overall supplier practices consistently and accurately. Stephanie Lopez knew from past experience that her team needed outside help to succeed. "When we tried to do these kinds of assessments in-house, it often cost us in resources and time, and it wasn't scalable," she says. "It's something that just has had us running in circles for many years."

Lopez and her team implemented a supplier sustainability ratings platform from an external provider as UC's foundation for measuring progress against its supply chain goals, including a new requirement that at least 15% of the points used in competitive solicitations be allocated to sustainability criteria.

The technology generates a scorecard of overall sustainability along with ratings in specific areas such as environment, labor and human rights, ethics, and sustainable procurement for each supplier. UC also uses the platform to benchmark suppliers' performance over time, identify best practices, and prioritize areas for improvement.

As a result, UC campus purchasing managers can find complete and insightful details about supplier performance to help guide their decisions. The system also benefits UC's suppliers by recognizing their sustainability efforts and creating incentives for them to go further. (Learn more in this [case study](#).)

"We've moved the conversation with our suppliers beyond just compliance to really address, 'How are you thinking about sustainability in your organization, and how can we collaboratively make our procurement more sustainable over time,'" Lopez says.

MASSACHUSETTS In her role of administering Executive Order 515, the 2009 law that established the state's environmentally preferable purchasing (EPP) policy, Julia Wolfe used to be part of many sourcing teams that wrote bids to ensure they incorporated the state's EPP specifications. Her direct involvement required Wolfe to spend several hours a week meeting with these teams.

"There was just too much time involved," she says. "We have over 55 statewide contracts with EPP specs in them, and speed is really the big concern for a lot of these teams." Contracts sometimes came to her as little as two days before they were scheduled to go out to bid, which added friction around the EPP process.

"Either we had to scramble and potentially miss some EPP specifications, or I had to say no, we can't do this in two days," says Wolfe. "The onus was on me to understand who was doing what."

She relieved the time crunch by moving to a less centralized and more proactive review process. "Now I work with each sourcing team lead at the beginning of the process to review and suggest EPP specs that they bring back to the team," she says. "Leads check in with me at the beginning of the solicitation development instead of waiting until the last minute to have me review something."

Wolfe also contributed to building a successful case for deploying vendor report management software to include automation of many EPP-related data that her department had handled manually. "We require vendors to report quarterly sales to us, and I have integrated environmental questions about products and services into this system," she says. "Now I can more easily access data that allows me to quantify our spend, cost savings, and environmental benefits like the reduction in metric tons of carbon equivalent for inclusion in our EPP annual report."

The vendor reporting portal also has the ability to allow contract managers to verify bid compliance details without relying as much on Wolfe. This software investment is paying for itself by supporting higher productivity and more consistent EPP compliance.

"The reporting portal has probably cut out two months of work by enabling vendors to work directly with contract managers," Wolfe says. "This system is allowing us to plan earlier and plan smarter."



BUILDING SUSTAINABLE PROCUREMENT ON COMMON GROUND

You can take multiple pathways to creating an effective sustainable procurement program. Since public-sector organizations ideally exist to serve their constituents above all, staying responsive to local needs and priorities is an indispensable success factor.

But when it comes to building strong support within your organization, there is another common denominator: talking about the value of sustainable procurement in the same language as stakeholders. Our panelists agreed that they get the most traction by talking about how sustainable purchasing advances other organizational goals.

Finally, reducing challenges and obstacles by providing support, information, tracking, and reporting can reduce friction and speed adoption by all parties.

In addition to the six proven best practices featured in this paper, consider framing sustainable procurement as a lever for:

- Minimizing organizational risks
- Showing leadership
- Attracting businesses
- Enhancing employee satisfaction and retention
- Strengthening supplier relationships and performance

These and other touchpoints for the value of your program are powerful precisely because they do not portray sustainability as merely doing good for goodness' sake. When sustainable procurement gets recognized as a proven driver of organizational success, people across your organization will ultimately invest in learning more about the environmental and social benefits of sustainability too.

OUR PANELISTS

The Sustainable Purchasing Leadership Council (SPLC) is grateful for the insights provided by these experienced professionals:



Angela Shell
Chief Procurement Officer,
State of California



Julia Wolfe
Director of Environmental
Purchasing, Commonwealth
of Massachusetts



Tim Dombeck
Business Process Specialist,
Purchasing, City of Austin (TX)



Lynda Rankin
Manager of Sustainable
Procurement Integration,
Province of Nova Scotia (Canada)



Stacey Foreman
Sustainable Procurement Program
Manager, City of Portland (OR)



Melissa Peck,
Environmental Specialist,
State of Minnesota



Stephanie Lopez
Special Programs Manager,
University of California
Office of the President



Betsy Hayes
Chief Procurement Officer,
State of Minnesota



Justin Sullivan
Director of Strategic Sourcing,
University of California
Office of the President

“When we speak to the more idealistic members of our community, the message that we’re trying to get across is that we support them and we’re trying to bring the values that they care about to more of our business decisions than we have in the past.”

—Justin Sullivan, Director of Strategic Sourcing, UCOP



ADDITIONAL RESOURCES

Explore additional resources to support your sustainable purchasing efforts at www.sustainablepurchasing.org/galvanizingaction.

ABOUT THE SUSTAINABLE PURCHASING LEADERSHIP COUNCIL

Founded in 2013, the Sustainable Purchasing Leadership Council (SPLC) is a non-profit organization whose mission is to support and recognize purchasing leadership that accelerates the transition to a prosperous and sustainable future. SPLC convenes buyers, suppliers, and public-interest advocates to develop programs that simplify and standardize sustainable purchasing efforts by large organizations. For SPLC, sustainability includes social, economic, and environmental stewardship. Learn more about SPLC at www.sustainablepurchasing.org/about.