



Using a Maturity Model Approach to Inventory and Assess Your Sustainable Purchasing Activities

October 9, 2019

SPLC's Mission

Develop, support and recognize purchasing leadership that accelerates the transition to *a prosperous and sustainable future.*

Founders



TODAY: ~190 members, \$300B+ in spend

30+ Public Sector Members and Partners

Alameda County, CA

California DGS

Caltrans

Canadian Forest Service

City & County of Denver

City of Austin

City of Beaverton

City of Portland

City of San Francisco

City of Santa Monica

Dakota County, MN

Dallas Area Rapid Transit

King County, WA

Los Angeles DWP

Massachusetts OSD

Minnesota HFA

Minnesota OSP

Minnesota PCA

Multnomah County, OR

NASPO

New York DES

New York OGS

NIGP

Oregon DEQ

Oregon DAS

Oregon Metro

Province of Nova Scotia

Sourcewell

US Dept of Energy

US GSA

Washington, DC

Washington State

SPLC members are **simplifying and standardizing** sustainable purchasing by creating a multi-sector program for **guiding, measuring, and recognizing leadership.**

Making it easy using Inventory Checklist...

SPLC's Maturity Model




Guidance for Leadership in Sustainable Purchasing

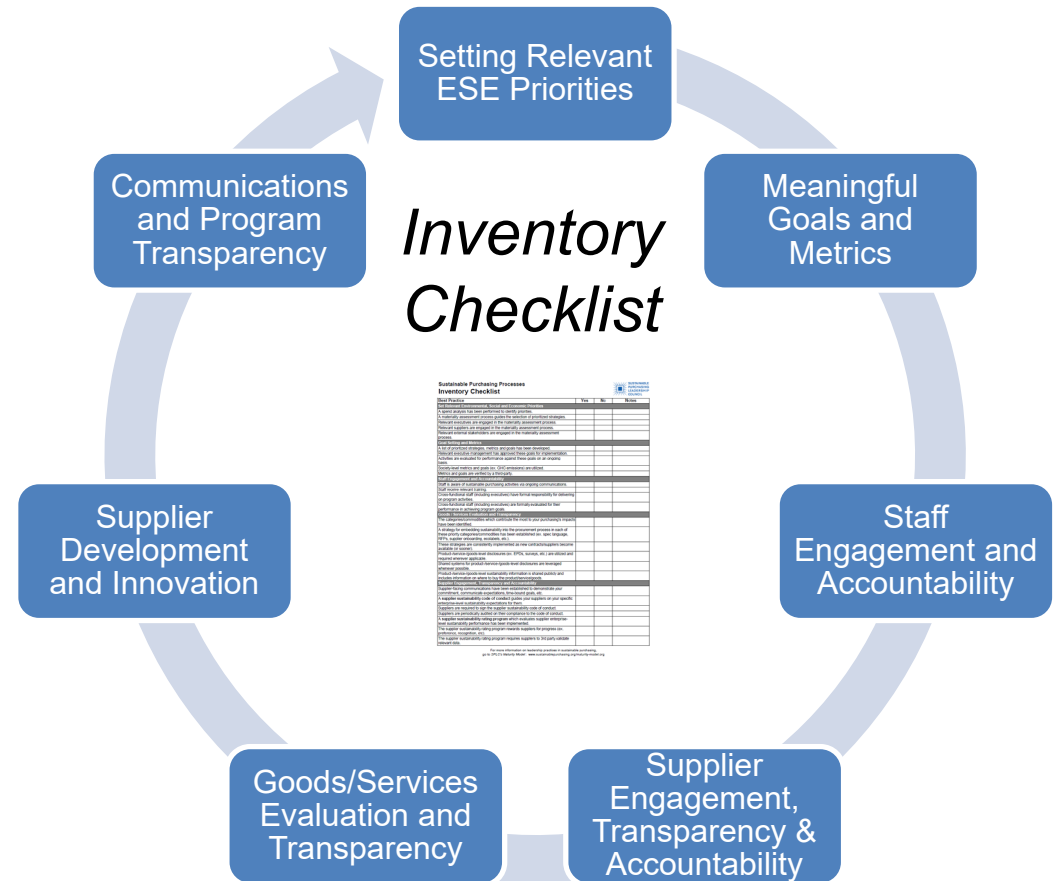
Use SPLC's *Guidance for Leadership in Sustainable Purchasing* to help your organization understand and optimize the environmental, social, and economic performance of its purchasing. The *Guidance* contains Sustainable Purchasing Program design guidance as well as category guidance for addressing key impacts and opportunities.

[Open the Guidance](#) [Video Tour](#)

[Request Orientation](#)

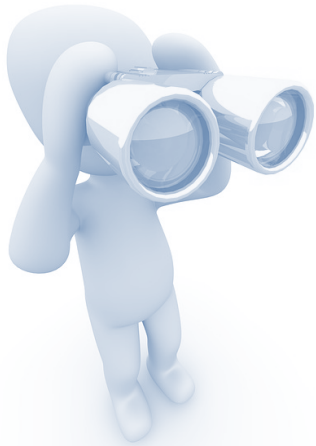


Guidance v2.0



Foundation for NPI AEP Award Criteria#15
Sustainable Purchasing!!

Today's approach...



Recognize your program components



Identify program-level opportunities



Begin to plan strategic next steps

What is sustainable purchasing?

Sustainable Purchasing

Purchasing in ways that intentionally strengthen our...

Society

- Health & safety
- Equal opportunity
- Fair wages
- Employee training
- Workers rights
- No forced labor

Economy

- Supplier diversity
- Small business
- Local jobs
- Fair competition
- Transparency
- Innovation
- Corruption-free

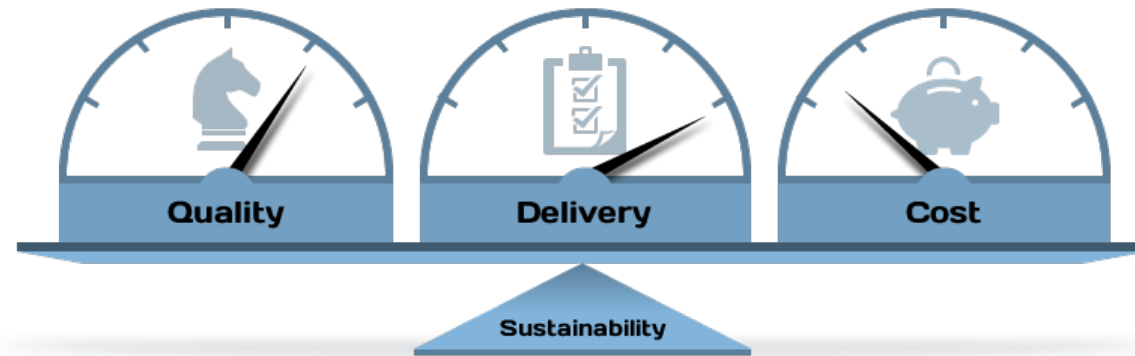
Environment

- Climate protection
- Pollution prevention
- Waste reduction
- Resource efficiency
- Habitat preservation
- Air and water quality

...so that we can all enjoy living in an increasingly sustainable world.

What is a strategic sustainable purchasing program?

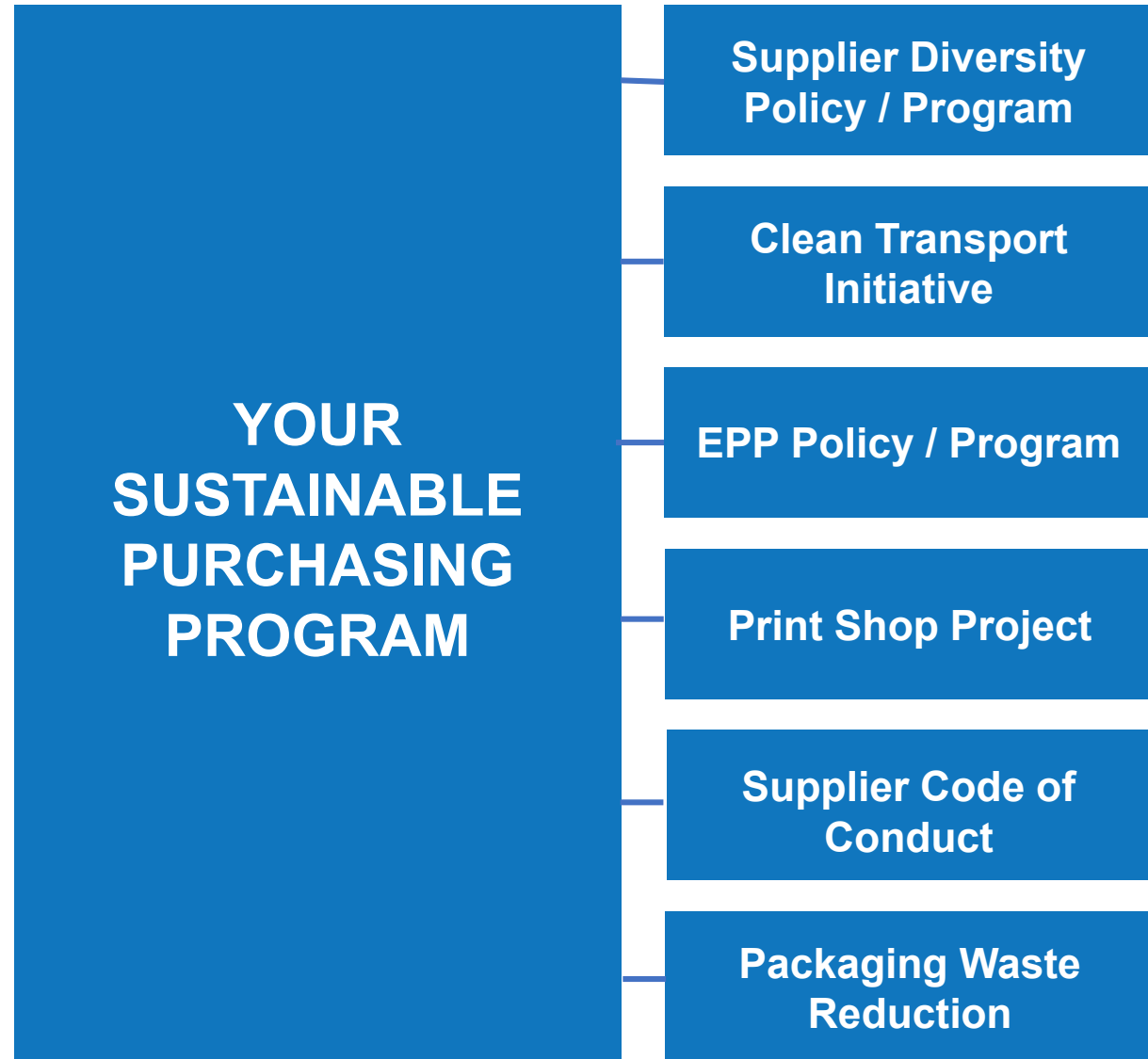
Sustainable Purchasing Program (Simplified Definition)



*A **sustainable purchasing program** is a set of strategies, policies and/or activities embedded into an organization's cross-functional purchasing processes that are meant to not only generate traditional purchasing benefits, but also benefits to the environment, society and economy.*

A Sustainable Purchasing Program is the Foundation for all Sustainable Purchasing Activities

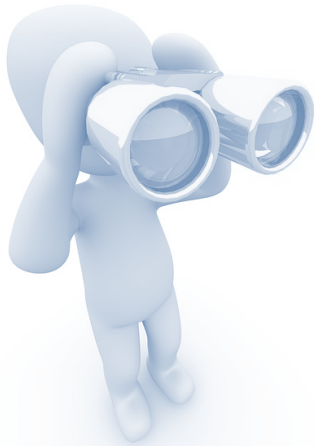
A strategic program provides coordination for the development, implementation and success of more specific *policies, programs, projects, and initiatives* as needed.



Benefits of a Program Approach

No program	With a strategic program
Silos	Cross-functional collaboration
Efforts are less impactful	Efforts are focused on high impact opportunities
Evidence of benefits is anecdotal	Benefits are tracked, aggregated and reported
No authority to prioritize related activities	“Permission” and inspiration to participate

Today's approach...



Recognize your program components



We are here!



Identify program-level opportunities



Begin to plan strategic next steps

Grab your worksheets...

Recognize your program components

Identify opportunities and plan next steps



Step 3: Identify relevant current sustainable purchasing goals or program activities. This section is for identifying the existing sustainable purchasing activities and/or goals that align to the impact priorities you identified in Step 1. If you have a sustainable purchasing program already underway, identify those goals and activities that are closely aligned with the impact priorities you identified in Step 1. If you are just beginning, consider prioritizing goals and activities that align with the organizational priorities from Step 2. To ensure your contributions can be understood and valued as pathway toward those priority goals. (Feel free to continue on another sheet if your organization has many priority activities.)

Organizational Activity	Organizational Owner(s)	Purchasing Categories (incl. IT, Transportation, etc.)	Goals and/or Metrics Used	Reporting or Publications date/vehicle

Economic Priority Impacts

Business Integrity

Community/Local B2C Development

Other:

Organizations of the world does your SRP reporting points or other

Goals in your organization align with these goals, as well as cross-industry. For example, you may report on - this is a

Reporting or Publication date/vehicle

Location of employee and customer

Quality

Privacy

Protection of Intellectual Property

Transparency

Value for Money

SUSTAINABLE PURCHASING LEADERSHIP COUNCIL

Sustainable Purchasing Processes Inventory Checklist

Best Practice	Yes	No
Identify Environmental, Social and Economic Priorities. A spend analysis has been performed to identify priorities. A maturity assessment process guides the selection of prioritized strategies. Relevant executives are engaged in the maturity assessment process. Relevant suppliers are engaged in the maturity assessment process. Relevant external stakeholders are engaged in the maturity assessment process.		
Clear Strategy and Metrics. A list of prioritized strategies, metrics and goals has been developed. Relevant executive management has approved these goals for implementation. Activities are evaluated for performance against these goals on an ongoing basis. Society-level metrics and goals (e.g. GHG emissions) are utilized. Metrics and goals are verified by a third party.		



Inventory Checklist

Product/service-specific disclosures (e.g. EPQR, surveys, etc.) are utilized and required whenever applicable.	Yes	No
Standard systems for product/service-specific disclosures are leveraged whenever possible.		
Product/service-specific sustainability information is shared publicly and includes information on where to buy the product/service.		
Business-to-business communications and communications are utilized.		
Supplier-facing communications have been established to demonstrate your commitment, communicate expectations, time-bound goals, etc.		
A supplier sustainability code of conduct guides your suppliers on your specific enterprise-level sustainability expectations for them.		
Suppliers are required to sign the supplier sustainability code of conduct.		
Suppliers are periodically audited on their compliance to the code of conduct.		
A supplier sustainability rating program which evaluates supplier enterprise-level sustainability performance has been implemented.		
The supplier sustainability rating program rewards suppliers for progress (e.g. preference, recognition, etc.).		
The supplier sustainability rating program requires suppliers to 3rd party validate relevant data.		

For more information on best-practice processes in sustainable purchasing, go to SPC's Maturity Model: www.sustainablepurchasing.org/maturity-model

Let's begin!

Recognize your program components



Identify opportunities and plan next steps



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Organizational Activity	Organizational Owner(s)	Purchasing Categories (ex: IT, Transport, All Categories, etc)	Goals and/or Metrics Used	Reporting or Publications date/vehicle

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Economic Priority Impacts
 Business Integrity
 Community/Local B2C Development

Organizational Inventory Worksheet

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...orting or Publication date/vehicle

...tion of Employee and Customer
 Privacy
 Protection of Intellectual Property
 Transparency
 Value for Money

SUSTAINABLE PURCHASING LEADERSHIP COUNCIL

SUSTAINABLE PURCHASING LEADERSHIP COUNCIL

Sustainable Purchasing Processes Inventory Checklist

Best Practice
 Environmental, Social and Economic: Decision
 A spend analysis has been performed to identify priorities.
 A maturity assessment process guides the selection of prioritized strategies.
 Relevant executives are engaged in the maturity assessment process.
 Relevant suppliers are engaged in the maturity assessment process.
 Relevant external stakeholders are engaged in the maturity assessment process.
 Data sharing mechanisms
 A list of prioritized strategies, metrics and goals has been developed.
 Relevant executive management has approved these goals for implementation.
 Activities are evaluated for performance against these goals on an ongoing basis.
 Social-level metrics and goals (ex: GHG emissions) are utilized.
 Metrics and goals are verified by a third party.



Inventory Checklist

Product-level goods-level disclosures (ex: EPDs, surveys, etc.) are utilized and required whenever applicable.			
Shared systems for product-level goods-level disclosures are leveraged whenever possible.			
Product-level goods-level sustainability information is shared publicly and includes information on where to buy the product/service/goods.			
Business Process Management (BPM) and Assessment			
Regular (living) communications have been established to demonstrate your commitment, communicate expectations, time-bound goals, etc.			
A supplier sustainability code of conduct guides your suppliers on your specific enterprise-level sustainability expectations for them.			
Suppliers are required to sign the supplier sustainability code of conduct.			
Suppliers are periodically audited on their compliance to the code of conduct.			
A supplier sustainability rating program which evaluates supplier enterprise-level sustainability performance has been implemented.			
The supplier sustainability rating program rewards suppliers for progress (ex: preferences, recognition, etc.).			
The supplier sustainability rating program requires suppliers to 3rd party validate relevant data.			

For more information on best practice processes in sustainable purchasing, go to SPC's 'Industry Model' - www.sustainablepurchasing.org/industry-model.org

Understanding your alignments

Think about your larger organizational goals and programs that potentially extend beyond purchasing.

Which of them align to sustainable purchasing?

Jot them down in Step 1.

Time for activity: 3 min

Reference: [SPLC's Making the Case Whitepaper](#)



Step 2: Identify aligned organizational-level goals or activities. This section is intended to identify existing strategic priorities in your organization that your sustainable purchasing program either already aligns to, or could align to. Think about the existing organizational-level goals or activities that align to the impacts you identified above. Be sure to think strategically all the way to the highest level of your organization, as well as cross-functionally. For each impact, list the applicable organizational priority and document as much as possible about this priority. For example, you may have an organizational-level GHG reduction goal or a waste reduction initiative. Leave blanks where you are not sure of the information – this is a quick scan that can be completed later with additional research.

Organizational Priority	Priority Owner(s) / Functional Area	Goals and/or Metrics used	Reporting or Publication date/vehicle

Pair and share!

Grab a partner, introduce yourself, and share what you wrote down.

Discuss the following:

Why are these alignments important?

What are the benefits of considering them?

Time for activity: 5 min

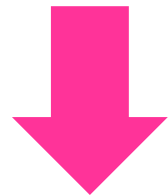
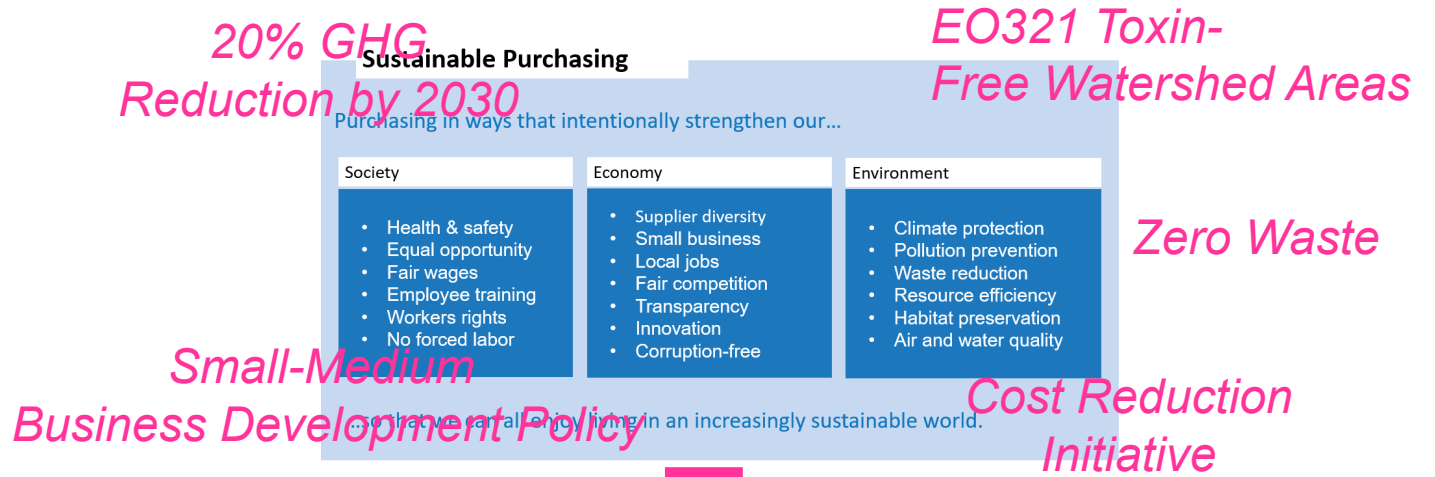


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Organizational Priority	Priority Owner(s) / Functional Area	Goals and/or Metrics used	Reporting or Publication date/vehicle

Report out!

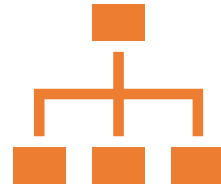
Why are these alignments important?
 What are the benefits of considering them?



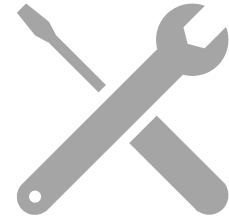
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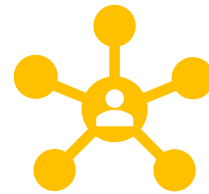
Importance of aligning to other areas of your organization



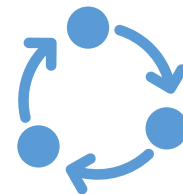
Provides organizational-level recognition for the *value* of your activities



Provides access to resources that can help (ex. expertise, exec sponsors, people resources, tools, etc.)



Grows your own understanding of your organization



Provides visibility to how your activities might be integrated into your procurement process

Your purchasing impacts

Now think about the largest environmental, social, and economic impacts of your procurement.

Select the associated Priority Impacts in Step 2.

Circle the ones that align to the larger organizational goals you wrote down in Step 1.

Time for Activity: 3-4 min

Organizational Inventory Worksheet

Step 1: Identify existing organizational impact priorities: What impacts on the environment, society and/or economies of the world does your organization already recognize and prioritize – through sustainability or diversity policies, regulations, goals, CSR reporting points or other commitments? Select the most notable impacts that your organization is aware of and/or is prioritizing below.

Organizational Priority Impacts:

Environmental Priority Impacts	Social Priority Impacts	Economic Priority Impacts
<input type="checkbox"/> Avoiding & Reducing Waste	<input type="checkbox"/> Diversity & Equal Opportunity	<input type="checkbox"/> Business Integrity
<input type="checkbox"/> Improving Human & Environmental Health	<input type="checkbox"/> Fair Trade	<input type="checkbox"/> Community / Local Biz Development
<input type="checkbox"/> Protecting Air Quality	<input type="checkbox"/> Human Capacity Building	<input type="checkbox"/> Demand Management / Needs
<input type="checkbox"/> Protecting Biodiversity & Ecosystems	<input type="checkbox"/> Human Resources Management	<input type="checkbox"/> Assessment
<input type="checkbox"/> Protecting the Climate	<input type="checkbox"/> Human Rights	<input type="checkbox"/> Good Faith & Fair Dealings
<input type="checkbox"/> Reducing the Depletion of Natural Resources	<input type="checkbox"/> Inclusive Employment	<input type="checkbox"/> Growth of Sustainable Products & Services
<input type="checkbox"/> Using Energy Efficiently & Promoting Clean Energy	<input type="checkbox"/> Labor Rights	<input type="checkbox"/> Investment in Innovation
<input type="checkbox"/> Using Water Efficiently & Protecting Water Quality	<input type="checkbox"/> Safe & Healthy Working Conditions	<input type="checkbox"/> Openness
	<input type="checkbox"/> Supplier Diversity	<input type="checkbox"/> Protecting from Conflicts of Interest
		<input type="checkbox"/> Protection of Employee and Customer Privacy
		<input type="checkbox"/> Protection of Intellectual Property
		<input type="checkbox"/> Transparency
		<input type="checkbox"/> Value for Money

Aligning and documenting your current work

Now think about the current sustainable purchasing activities that align to your purchasing's impact priorities and your larger organizational goals.

Jot them down in Step 3.

Time for activity: 3 min

Step 2: Identify aligned organizational level goals or activities. This section is intended to identify existing strategic priorities in your organization that your sustainable purchasing program either already aligns to, or could align to. Think about the existing organizational level goals or activities that align to the impacts you identified above. Be sure to think strategically all the way to the highest level of your organization, as well as cross-functionally. For each impact, list the applicable organizational priority and document as much as possible about this priority. For example, you may have an organizational-level GHG reduction goal or a waste reduction initiative. Leave blanks where you are not sure of the information - this is a quick scan that can be completed later with additional research.

Organizational Priority	Priority Owner(s) / Functional Area	Goals and/or Metrics used	Reporting or Publication date/vehicle
Reduce GHG Emissions by 20%			

Organizational Inventory Worksheet

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Organizational Priority Impacts:	Environmental Priority Impacts	Social Priority Impacts	Economic Priority Impacts
	<input type="checkbox"/> Avoiding & Reducing Waste <input type="checkbox"/> Improving Human & Environmental Health <input type="checkbox"/> Protecting Air Quality <input type="checkbox"/> Protecting Biodiversity & Ecosystems <input type="checkbox"/> Protecting the Climate <input type="checkbox"/> Reducing the Depletion of Natural Resources <input type="checkbox"/> Using Energy Efficiently & Promoting Clean Energy <input type="checkbox"/> Using Water Efficiently & Protecting Water Quality	<input type="checkbox"/> Diversity & Equal Opportunity <input type="checkbox"/> Fair Trade <input type="checkbox"/> Human Capacity Building <input type="checkbox"/> Human Resources Management <input type="checkbox"/> Human Rights <input type="checkbox"/> Inclusive Employment <input type="checkbox"/> Labor Rights <input type="checkbox"/> Safe & Healthy Working Conditions <input type="checkbox"/> Supplier Diversity	<input type="checkbox"/> Business Integrity <input type="checkbox"/> Community / Local B2 Development <input type="checkbox"/> Demand Management / Needs Assessment <input type="checkbox"/> Good Faith & Fair Dealings <input type="checkbox"/> Growth of Sustainable Products & Services <input type="checkbox"/> Investment in Innovation <input type="checkbox"/> Openness <input type="checkbox"/> Protection of Intellectual Property <input type="checkbox"/> Privacy <input type="checkbox"/> Protection of Information <input type="checkbox"/> Transparency <input type="checkbox"/> Value for Money



Step 3: Identify relevant current sustainable purchasing goals or program activities. This section is for identifying the existing sustainable purchasing activities and/or goals that align to the impact priorities you identified in Step 1. If you have a sustainable purchasing program already underway, identify those goals and activities that are closely aligned with the impact priorities you identified in Step 1. If you are just beginning, consider prioritizing goals and activities that align with the organizational priorities from Step 2, to ensure your contributions can be understood and valued as pathway toward those priority goals. (Feel free to continue on another sheet if your organization has many priority activities.)

Organizational Activity	Organizational Owner(s)	Purchasing Categories (ex. IT, Transport, All Categories, etc)	Goals and/or Metrics Used	Reporting or Publication date/vehicle
Supplier Code of Ethics				
EPEAT-certified computers				
Disadvantaged Supplier Mentoring Program				

Pair and share!

With your partner, take turns sharing your results. Discuss:

How aligned are your current activities to your impact priorities and larger organizational goals?

What steps could you take to improve this alignment?

Time for Activity: 5-7 min

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Organizational Priority	Priority Owner(s) / Functional Area	Goals and/or Metrics used	Reporting or Publication date/vehicle

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Organizational Priority	Organizational Impact		
	Environmental Priority Impacts	Social Priority Impacts	Economic Priority Impacts
	<input type="checkbox"/> Avoiding & Reducing Waste <input type="checkbox"/> Improving Human & Environmental Health <input type="checkbox"/> Protecting Air Quality <input type="checkbox"/> Protecting Biodiversity & Ecosystems <input type="checkbox"/> Protecting the Climate <input type="checkbox"/> Reducing the Depletion of Natural Resources <input type="checkbox"/> Using Energy Efficiently & Promoting Energy <input type="checkbox"/> Using Water Efficiently & Protecting Quality	<input type="checkbox"/> Diversity & Equal Opportunity <input type="checkbox"/> Fair Trade	<input type="checkbox"/> Business Integrity <input type="checkbox"/> Community / Local Soc Development

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Organizational Activity	Organizational Owner(s)	Purchasing Categories (w/ or, transparent, all Categories, etc)	Goals and/or Metrics Used	Reporting or Publication date/vehicle

Report out!

Would anyone be willing to share some of the alignment opportunities they've identified?

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Let's use this "inventory" as the definition for your sustainable purchasing program!



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	<input type="checkbox"/> Protecting Biodiversity & Ecosystems	<input type="checkbox"/> Human Resources Management	<input type="checkbox"/> Assessment
	<input type="checkbox"/> Protecting the Climate	<input type="checkbox"/> Human Rights	<input type="checkbox"/> Good Faith & Fair Dealings
	<input type="checkbox"/> Reducing the Depletion of Natural Resources		
	<input type="checkbox"/> Using Energy Efficiently & Promoting Clean Energy		
	<input type="checkbox"/> Using Water Efficiently & Protecting Water Quality		

Step 2: Identify aligned organizational-level goals or activities. This section is intended to identify existing strategic priorities in your organization that your sustainable purchasing program either already aligns to, or could align to. Think about the existing organizational-level goals or activities that align to the impacts you identified above. Be sure to think strategically all the way to the highest level of your organization, as well as cross-functionally. For each impact, list the applicable organizational priority and document as much as possible about this priority. For example, you may have an organizational-level GHG reduction goal or a waste reduction initiative. Leave blanks where you are not sure of the information – this is a quick scan that can be completed later with additional research.

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Today's approach...



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Identify program-level opportunities



We are here!



Begin to plan strategic next steps

Grab your other worksheet...

Recognize your program components



Identify opportunities and plan next steps



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Economic Priority Impacts

Business Integrity

Community/Local B2B Development

Employee and Customer

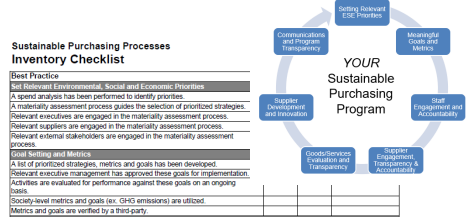
Privacy

Protection of Intellectual Property

Transparency

Value for Money

Organizational Inventory Worksheet



Inventory Checklist

Product/service goods-level disclosures (e.g. EPDs, surveys, etc.) are utilized and required whenever applicable.			
Standard systems for product/service goods-level disclosures are leveraged whenever possible.			
Product/service goods-level sustainability information is shared publicly and includes information on where to buy the product/service goods.			
Supplier ESG disclosures (e.g. surveys, etc.) are required.			
Supplier ESG communications have been established to demonstrate your commitment, communicate expectations, time-bound goals, etc.			
A supplier sustainability code of conduct guides your suppliers on your specific enterprise-level sustainability expectations for them.			
Suppliers are required to sign the supplier sustainability code of conduct.			
Suppliers are periodically audited on their compliance to the code of conduct.			
A supplier sustainability rating program which evaluates supplier enterprise-level sustainability performance has been implemented.			
The supplier sustainability rating program rewards suppliers for progress (e.g. preferences, recognition, etc.).			
The supplier sustainability rating program requires suppliers to 3rd party validate relevant data.			


Assessing your “program”

Think about the “program” you have just documented.

Scan through the first four best practices on your Inventory Worksheet.

Which of these are you doing today as it relates to your current activities?





Sustainable Purchasing Processes Inventory Checklist

Best Practice	Yes	No	Notes
Set Relevant Environmental, Social and Economic Priorities A spend analysis has been performed to identify priorities. A materiality assessment process guides the selection of prioritized strategies. Relevant executives are engaged in the materiality assessment process. Relevant suppliers are engaged in the materiality assessment process. Relevant external stakeholders are engaged in the materiality assessment process.			
Goal Setting and Metrics A set of essential strategies, metrics and goals has been identified. Relevant executive management has approved these goals for implementation. Activities are evaluated for performance against these goals on an ongoing basis. Society-level metrics and goals (ex. GHG emissions) are utilized. Metrics and goals are verified by a third-party.			
Staff Engagement and Accountability Staff receive relevant training. Cross-functional staff (including executives) have formal responsibility for delivering on program activities. Cross-functional staff (including executives) are formally evaluated for their performance in achieving program goals.			
Goods / Services Evaluation and Transparency A strategy for embedding sustainability into the procurement process in each of these priority categories/commodities has been established (ex. spec language, RFPs, supplier onboarding, ecolabels, etc.). These strategies are consistently implemented as new contracts/suppliers become available (or sooner). Product-/service-/goods-level disclosures (ex. EPDs, surveys, etc.) are utilized and required wherever applicable. Shared systems for product-/service-/goods-level disclosures are leveraged whenever possible. Product-/service-/goods-level sustainability information is shared publicly and includes information on where to buy the product/service/goods.			
Supplier Engagement, Transparency and Accountability Supplier-facing communications have been established to demonstrate your commitment, communicate expectations, time-bound goals, etc. A supplier sustainability code of conduct guides your suppliers on your specific enterprise-level sustainability expectations for them. Suppliers are required to sign the supplier sustainability code of conduct. Suppliers are periodically audited on their compliance to the code of conduct. A supplier sustainability rating program which evaluates supplier enterprise-level sustainability performance has been implemented. The supplier sustainability rating program rewards suppliers for progress (ex. preference, recognition, etc.). The supplier sustainability rating program requires suppliers to 3rd party validate relevant data.			

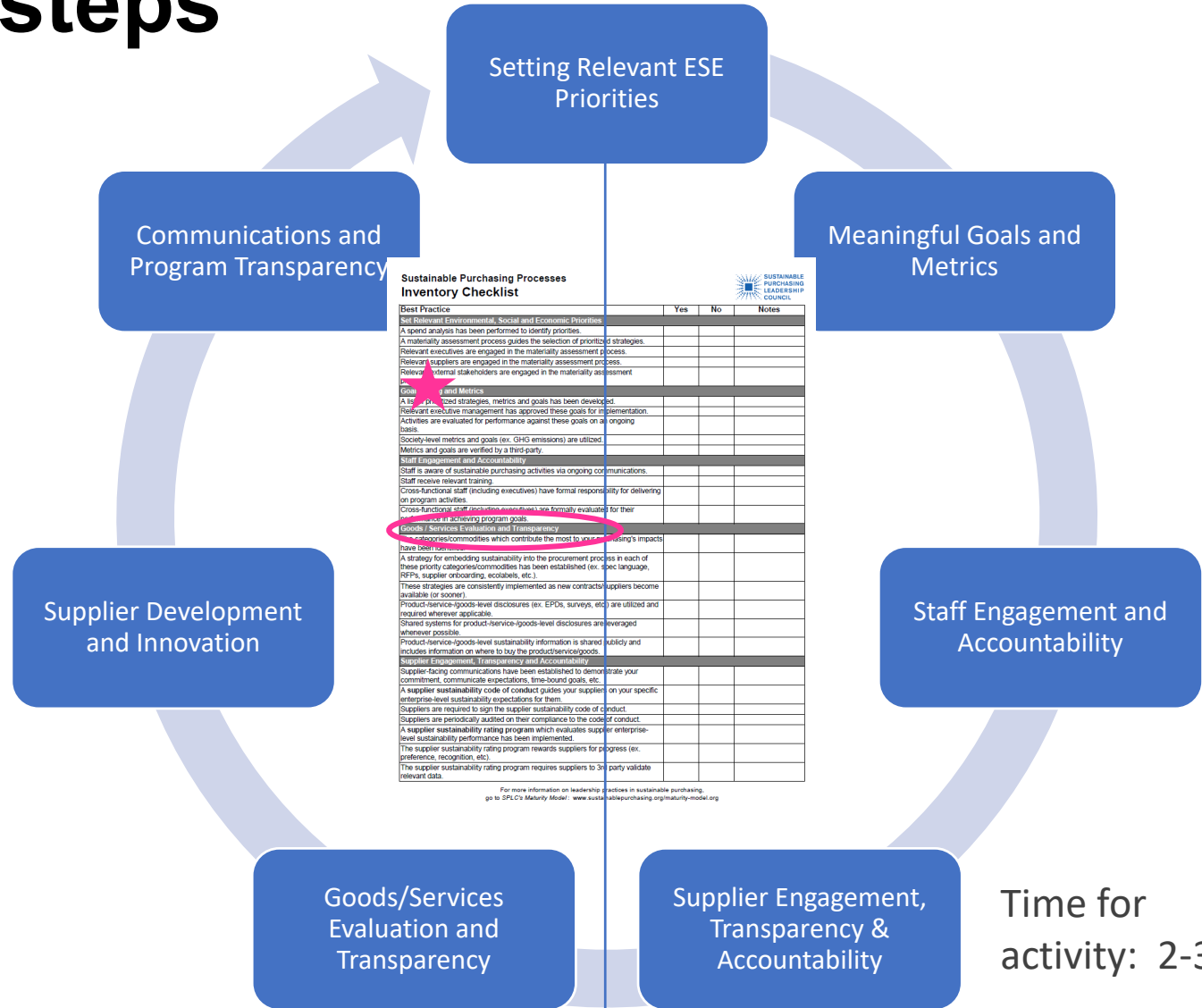
Time for activity: 5-8 min

Analysis and next steps

Review your results.

Put a star (☆) next to your strengths.

Circle 1-2 **opportunities** for improvement. Jot down ideas for addressing this area when you get back home.



Time for activity: 2-3 min

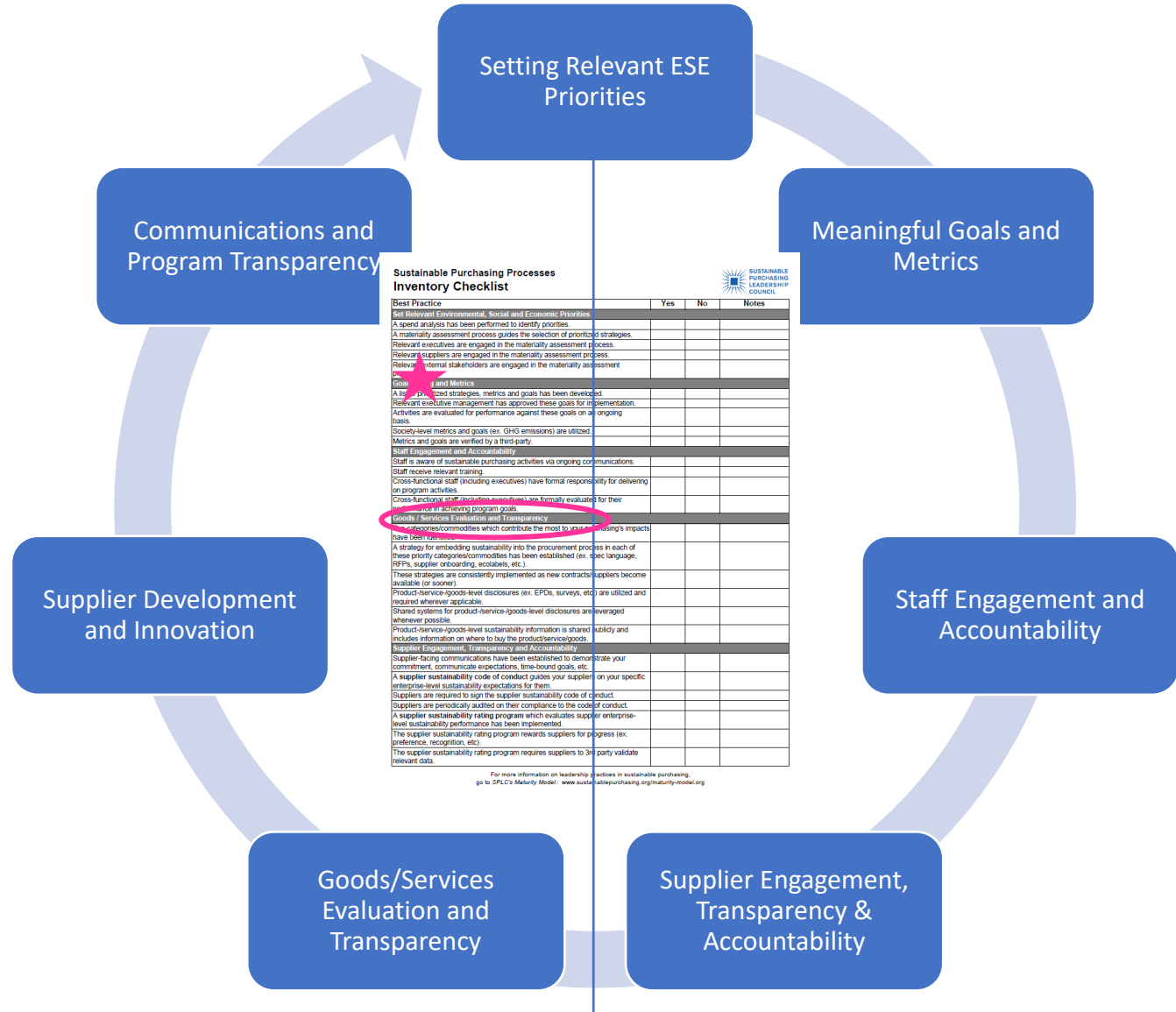
Pair and share!

Share your results with your partner. Discuss:

What are some things behind the success of your strengths?

What ideas can you come up with to address your opportunities?

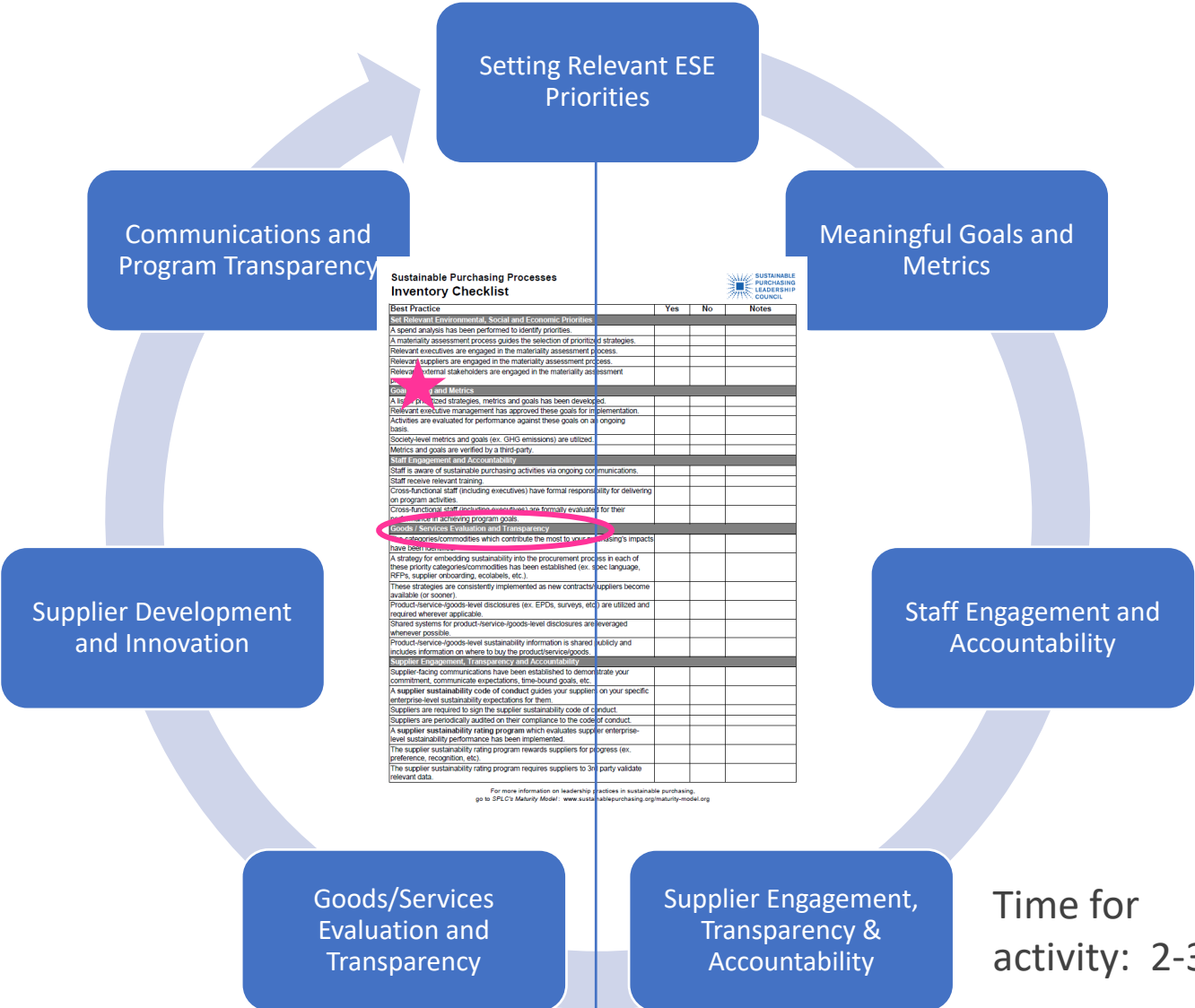
Time for activity: 10 min



Take it home!

Continue your program “assessment” back at that the office.

****INVITE PEERS TO DISCUSS AND BRAINSTORM OPPORTUNITIES!!****



Sustainable Purchasing Processes Inventory Checklist

Best Practice	Yes	No	Notes
Set Relevant Environmental, Social and Economic Priorities			
A spend analysis has been performed to identify priorities.			
A materiality assessment process guides the selection of priority strategies.			
Relevant executives are engaged in the materiality assessment process.			
Relevant suppliers are engaged in the materiality assessment process.			
Relevant external stakeholders are engaged in the materiality assessment process.			
Goal Setting and Metrics			
A top-down strategy, metrics and goals has been developed.			
Relevant executive management has approved these goals for implementation.			
Activities are evaluated for performance against these goals on an ongoing basis.			
Company-level metrics and goals (ex. GHG emissions) are utilized.			
Metrics and goals are verified by a third-party.			
Staff Engagement and Accountability			
Staff is aware of sustainable purchasing activities via ongoing communications.			
Staff receive relevant training.			
Cross-functional staff (including executives) have formal responsibility for delivering on program activities.			
Cross-functional staff (including executives) are formally evaluated for their contribution to achieving program goals.			
Goods/Services Evaluation and Transparency			
High-priority categories/commodities which contribute the most to your organization's impact have been identified.			
A strategy for embedding sustainability into the procurement process in each of these priority categories/commodities has been established (ex. specific language, RFPs, supplier onboarding, ecolabels, etc.).			
These strategies are consistently implemented as new contracts/suppliers become available (or sooner).			
Product-service-gooods-level disclosures (ex. EPDs, surveys, etc) are utilized and required whenever applicable.			
Shared systems for product-service-gooods-level disclosures are leveraged whenever possible.			
Product-service-gooods-level sustainability information is shared publicly and includes information on where to buy the product/service/gooods.			
Supplier Engagement, Transparency and Accountability			
Supplier-facing communications have been established to demonstrate your commitment, communicate expectations, time-bound goals, etc.			
A supplier sustainability code of conduct guides your supplier on your specific enterprise-level sustainability expectations for them.			
Suppliers are required to sign the supplier sustainability code of conduct.			
Suppliers are periodically audited on their compliance to the code of conduct.			
A supplier sustainability rating program which evaluates supplier enterprise-level sustainability performance has been implemented.			
The supplier sustainability rating program rewards suppliers for progress (ex. preference, recognition, etc).			
The supplier sustainability rating program requires suppliers to 3 rd party validate relevant data.			

For more information on leadership practices in sustainable purchasing, go to SPLC's Maturity Model: www.sustainablepurchasing.org/maturity-model.org

Time for activity: 2-3 min

Developing your program...

SPLC's Strategic Program Planning Process (SP³)

Included in SPLC membership!



Developing SPLC's resources...

Guidance v2.0

Guidance for Leadership in Sustainable Purchasing

Use SPLC's *Guidance for Leadership in Sustainable Purchasing* to help your organization understand, optimize the environmental, social, and economic performance of its purchasing. The *Guidance* is a Sustainable Purchasing Program design guidance as category guidance for addressing key impact opportunities.

[Open the Guidance](#) [Video Tour](#)
[Request Orientation](#)

FOOD SERVICE OPERATIONS
 Category Guidance V2.0 Executive Summary

Scope
 Covers spaces used for the preparation and sale of food and beverages for consumption, and the purchase of food and beverages that support the operation.

Top sustainable purchasing strategies

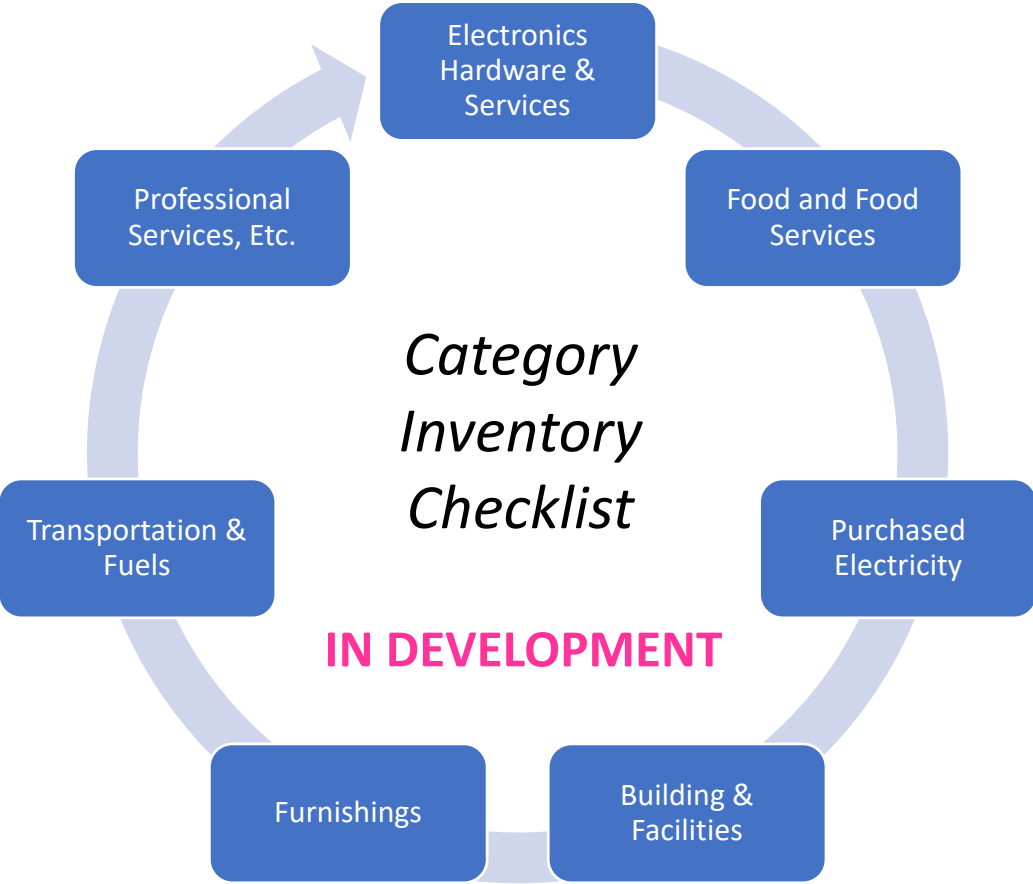
- **Reduce waste generation:** use the U.S. EPA's [Food Waste Recovery Challenge](#) as a guide.
- **Reduce energy use:** use ENERGY STAR rated kitchen equipment and appliances and use the Massachusetts Food Association [Green Guidelines](#) to address common high-energy consumption uses in food service operations.
- **Reduce water use:** use WaterSense rated kitchen equipment and appliances and use the Alliance for Water Efficiency's [Food Service Operations Guide](#) for strategies to reduce water use.
- **Properly dispose of fats, oils, and grease:** use the Town of Chapel Hill's [Guide to Water Pollution Prevention for Food Service Establishments](#) for proper disposal instructions.
- **Improve labor conditions:** ensure that all relevant regulations are being met and proper health and safety training is provided to workers. Prefer food service operators implementing a labor code of conduct for themselves and their suppliers.
- **Reduce transportation impacts:** consolidate deliveries, prohibit delivery vehicle idling, and prefer vendors whose vehicles use alternative fuels.
- **Reduce food impacts:** limit meat on the menu, and purchase sustainably certified products and regionally-appropriate seasonal food.
- **Improve health impacts of food and beverages served.**
 - Make labeling and nutrition information available to consumers whenever possible.
 - Provide a variety of foods and portion sizes. Use the U.S. GSA's [Health and Sustainability Guidelines for Federal Concessions and Vending Operations](#) for guidance on food selection and serving size.

Keys to implementing the strategies

- **Convene a team to develop strategy:** include food service and food and beverage purchasing category managers, consumer representatives, chef or prep cook, nutritional, waste management personnel, and major supply chain contributors.
- **Analyze current operations and purchasing to establish baseline:** include a waste, energy use, water, labor and contract, and food and beverage audit.
- **Set a goal:** determine short- and long-term goals to reduce the impact of food service operations. Goals may address decreased waste generated, increased energy and water efficiency in food service operation, reduced costs and improved labor conditions for food service operations. Other goals may include increased local food purchasing, reduced carbon footprint of foods and beverages, and increased use of sustainability certifications.

CONTINUED →

The Sustainable Purchasing Leadership Council is a non-profit organization whose mission is to support and recognize purchasing leadership that accelerates the transition to a prosperous and sustainable future. www.sustainablepurchasing.org



Thank you!



WWW.SUSTAINABLEPURCHASING.ORG

Backup

Program Approach: Benchmark Participants



- City of Portland, Oregon
- State of California
- State of Oregon
- State of Minnesota
- Commonwealth of Massachusetts
- State of Oklahoma
- State of Connecticut
- State of California, Office of Business Acquisition Services
- State of California, Department of Fire and Forestry Protection
- State of California, Department of Housing and Community Development
- State of California, Department of Transportation
- State of California, Department of Fish & Wildlife
- State of California, High-Speed Rail Authority
- State of California, Department of Resources Recycle & Recovery
- State of California, Department of Corrections and Rehabilitation
- State of Washington
- Michigan State University (1st University)
- *In process: Sonoco Products, City of Santa Monica*