

Don't wait to start. Learn while you do.



Is your case study linked to an 'ugly truth' or a 'key success factor'? The success factors we have learnt to date!

What does the case study help tackle?

It provides our experience on engaging suppliers on sustainability. We work together with our suppliers, customers and other stakeholders to achieve net-zero GHG emissions across the value chain (scopes 1, 2 and 3) by 2050 from a 2019 baseline, a target which has been approved by SBTi. Our net-zero trajectory comprises reduction, mitigation, and compensation measures across our operations as well as relevant parts of the value chain, from raw materials to impact of sold equipment and packaging. We recognise that we can't achieve this alone and so, in 2020, we launched an initiative for our strategic and high-impact suppliers called 'Join Us in Protecting the Planet'.

What was the outcome and how did you measure it?

The goal of 'Join Us in Protecting the Planet' is to meet our 2030 climate targets, but also to support our ambition on nature, circularity, and social sustainability, through nine actions. As of 2023, we have had a 22% reduction in Base Materials emissions from the 2019 baseline and we have recently extended the initiative to some of our key suppliers for equipment and services.

Who was involved? How did you justify it to the business?

'Join Us in Protecting the Planet' is an initiative from the Innovation & Sustainability team in Supplier Management, with close support from our Climate & Nature team. The initiative was supported by the business – Category Managers were consulted at the outset and had the opportunity to

provide input based on their expertise. We built a virtual sustainability learning journey to help upskilling them, and they have personal KPIs linked to their suppliers' performance in the initiative. Over time, Procurement colleagues have become engaged and are now actively driving the discussions with suppliers.

What were the key success factors?

Don't be afraid of "learning by doing". When we started, we opened ourselves up to the possibility of learning from our suppliers - each industry and geography has its own challenges. We involved both Procurement and Sustainability colleagues when developing the initiative and asked for their input: this helped internal engagement and brought valuable insight to build the initiative. 'Join Us in Protecting the Planet' was incorporated into the supplier management process. Parts of the initiative made it into contracts, and Category Managers consider the sustainability performance of their suppliers when working on the category strategy and 3-year plan. The main lever is Supplier Relationship & Performance management. To track and incentivise progress, we include sustainability performance measures into supplier scorecards alongside more traditional metrics. We have also introduced a Sustainability Award to recognise the supplier that has made the most significant contribution during the year. Finally, Supplier Managers follow-up with suppliers on their performance, keeping an agenda item on sustainability as part of regular meetings. When suppliers start truly engaging with the initiative, we get amazing results: since we asked suppliers to help us reduce upstream emissions, including the supplier's upstream scope 3, one of our suppliers whose emissions are highly dependent on raw

materials launched their own supplier sustainability initiative.

What are your watch-outs for others attempting this?

Suppliers are currently being inundated with sustainability and regulatory requests. To simplify our process and minimize their data collection obligations, we relaunched the initiative in 2023 with a clear focus on actions that both are strategic priorities for us, and relevant for the specific context of the suppliers. In addition to this, the program focuses heavily on capability building and relies on technology to ensure the efficient sharing of data within the supply chain. We hope this approach will serve to make the program a force for good which benefits many of our suppliers.

How would you recommend those with less resources attempt this?

It is better to start small and develop as you go, rather than wait for everything to be in place. Focus on an initial scope where you have a high chance of engagement and that can deliver quick wins. Building on these achievements creates momentum, gathers internal support, and increases expertise.

Who were the main drivers (the people that were boots on the ground), and the main leadership sponsor?

The initiative has received wide-scale support from across the company. The main leadership sponsor is our CFO as well as our VP for Supplier Management, and our VP for Climate & Nature. The initiative is coordinated by myself and colleagues in the Innovation & Sustainability team, and our Category Managers are driving progress with the suppliers, with our support.



Clara Grandry
Sustainability Specialist,
Supplier Management