

CONTENTS

About the author viii

Preface x

Acknowledgements xi

Introduction 1

PART 1 Our current situation 5

- 01 Situation planet Earth 1: The planet** 7
Six areas of critical threat and detrimental impact 10
- 02 Situation planet Earth 2: People and communities** 45
Impacts on people 45
Impacts on communities 70
Impacts of AI, digital and data on people 74
- 03 *Homo sapiens*: Extinct in a hundred years?** 87
Future planet – with or without people? 87
How unsustainable are we? 93
Everybody wants to change the world 95

PART 2 The sustainability imperative 103

- 04 Introducing sustainable procurement** 105
The ability to exist constantly 106
Sustainable procurement 109
- 05 The business case for sustainable procurement** 119
The business of business is business 119
Selling the business case 151

- 06 Setting the direction for sustainability 157**
Defining the vision for sustainability 158
Frameworks for sustainability 171
Setting the sustainable procurement strategy, goals and targets 198

PART 3 Sustainable procurement 207

- 07 Assessing the supply base 209**
Where to start with assessment 209
Hot spot analysis 218
GHG emissions analysis 250
- 08 Prioritizing risks, impacts and opportunities 266**
Prioritization 268
- 09 Evaluating potential sustainable procurement projects 280**
Fact finding 284
Driving new sustainable value 293
- 10 Making what we buy sustainable 302**
A completely new approach 303
Analysing what we buy 310
- 11 Driving sustainability in our suppliers 333**
A new dimension to SRM 335
Redefining relationship requirements 342
Contracting for sustainability 347
Driving supplier improvements 350
- 12 Audit and assessment of suppliers 361**
First-hand understanding 361
Defining the minimum 365
Supplier assessment 369
Auditing a supplier 379

13 Driving sustainability in the supply chain 397

Understanding supply chains 397

Supply chain/SVCN mapping 405

Driving supply chain improvements 415

14 Making it happen, measuring outcomes and driving success 435

Implementing sustainable procurement 436

Measuring outcomes and sharing success 447

The future is (possibly) bright 466

Appendix 476

References 493

Index 508