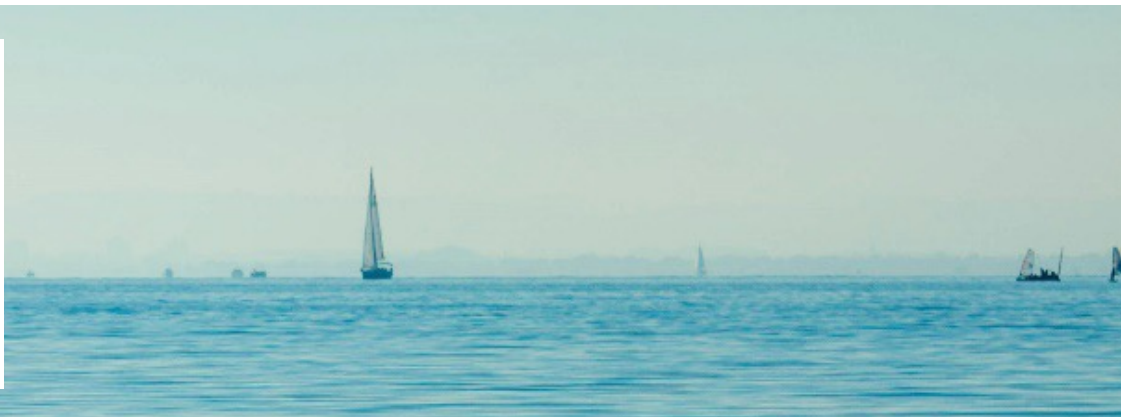


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Green Procurement

January, 26, 2026 – prof. Fabrizio Baldassarre

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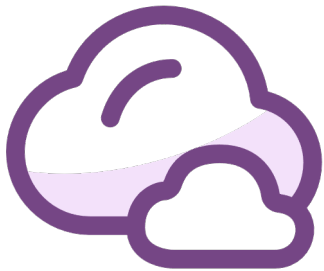
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***If you plan for a year, plant a seed.
If you plan for ten years, plant a tree.
If you plan for a hundred years, teach the people.***

(Kuan-Tzu)





What comes to your mind when you hear “green or sustainable procurement”?



The Slido app must be installed on every computer you're
presenting from

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How much does sustainability influence your purchasing decisions today?



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Sustainable & Green Procurement for SMEs

- Green Procurement Playbook (WEF + Kearney)
- ISO 20400 Sustainable Procurement Guidance

Why Sustainable Procurement Matters for SMEs



- Increasing regulatory and customer expectations



- Cost efficiency through life-cycle thinking



- Stronger and more resilient supply chains



- Competitive advantage and improved reputation



- Better access to tenders, partnerships and finance

What Is Sustainable Procurement (ISO 20400)

- Integrating sustainability into purchasing decisions
-
- Considering environmental, social and ethical aspects
-
- Creating long-term economic value
Across the full procurement lifecycle

Key Principles of ISO 20400



• Accountability and transparency

• Ethical behavior

• Respect for human rights

• Risk-based approach

• Continuous improvement

• Alignment with business strategy

Green Procurement Playbook – SME Perspective

The Playbook emphasizes:

- Practical and scalable actions
 - Business value, not only compliance
 - Progressive maturity models
 - Supplier engagement as a key impact lever
-

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Stages of Excellence overview: where are we?

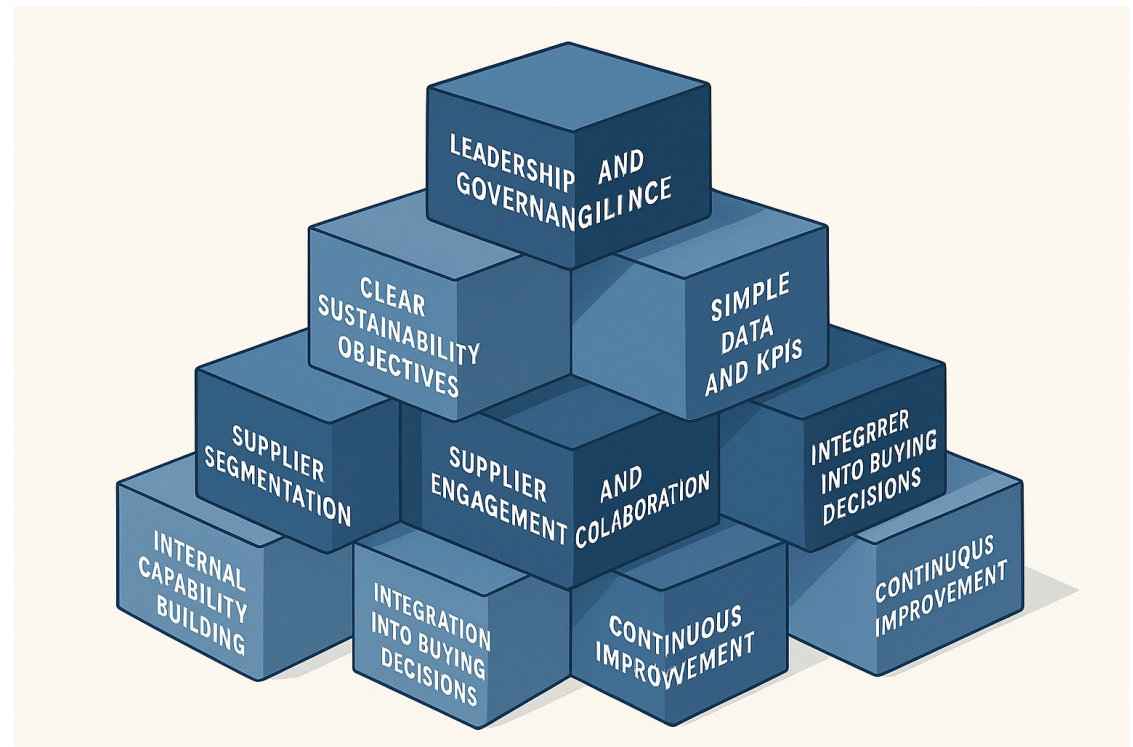
The Stages of Excellence Assessment is a practical tool for assessing a company's maturity with green procurement, helping them to understand where they stand and where to focus.

				IV
		II	III	Sustainability leader
		Risk manager	Value creator	
Not yet started	I Compliance driver	<ul style="list-style-type: none">— Procurement supports company-wide sustainability through risk mitigation and foundational practices.— Selected tools, standards or processes are used to address sustainability risks in operations and supply chain.— Leadership and cross-functional support are emerging but not yet consistent or embedded.— Sustainability is acknowledged as important, but not yet positioned as a driver of value.	<ul style="list-style-type: none">— Procurement is aligned with corporate sustainability goals and contributes through structured, measurable initiatives.— Sustainability is embedded in key procurement processes, governance and decision-making frameworks.— Collaboration across functions, suppliers and partners generates shared value.— Clear performance targets and KPIs link green procurement to business and sustainability outcomes.	<ul style="list-style-type: none">— Procurement is recognized as a strategic driver of the company's sustainability transformation.— CPO and team proactively shape ambition, influence enterprise-wide priorities and lead innovation.— Sustainability is institutionalized across tools, incentives, partnerships and culture.— Procurement decisions consistently deliver environmental and social impact alongside business results.

Source: Kearney, 2025.

8 Building Blocks

1. Leadership and governance
2. Clear sustainability objectives
3. Simple data and KPIs
4. Supplier segmentation
5. Supplier engagement and collaboration
6. Internal capability building
7. Integration into buying decisions
8. Continuous improvement



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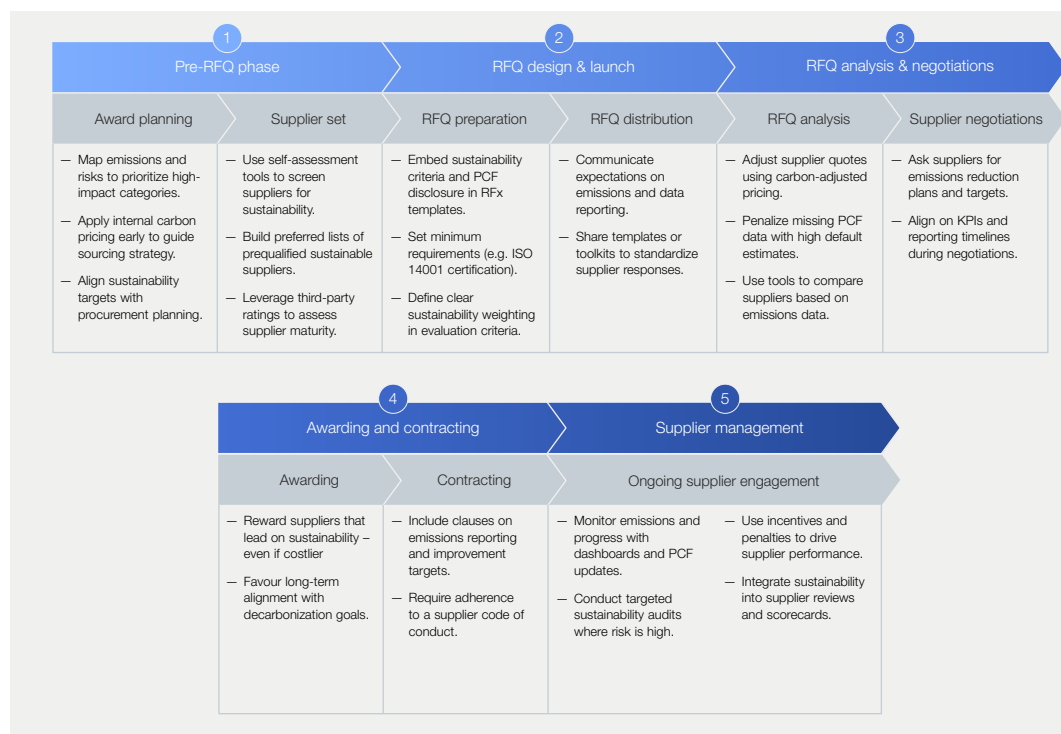
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Sustainability considerations for the procurement process

Leading companies structure their approach around five key steps in the standard sourcing cycle



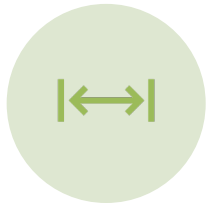
Practical First Steps for SMEs



- Define a basic sustainable procurement policy



- Identify high-impact spend categories



- Introduce minimum sustainability criteria



- Start supplier self-assessments



- Leverage existing certifications and standards



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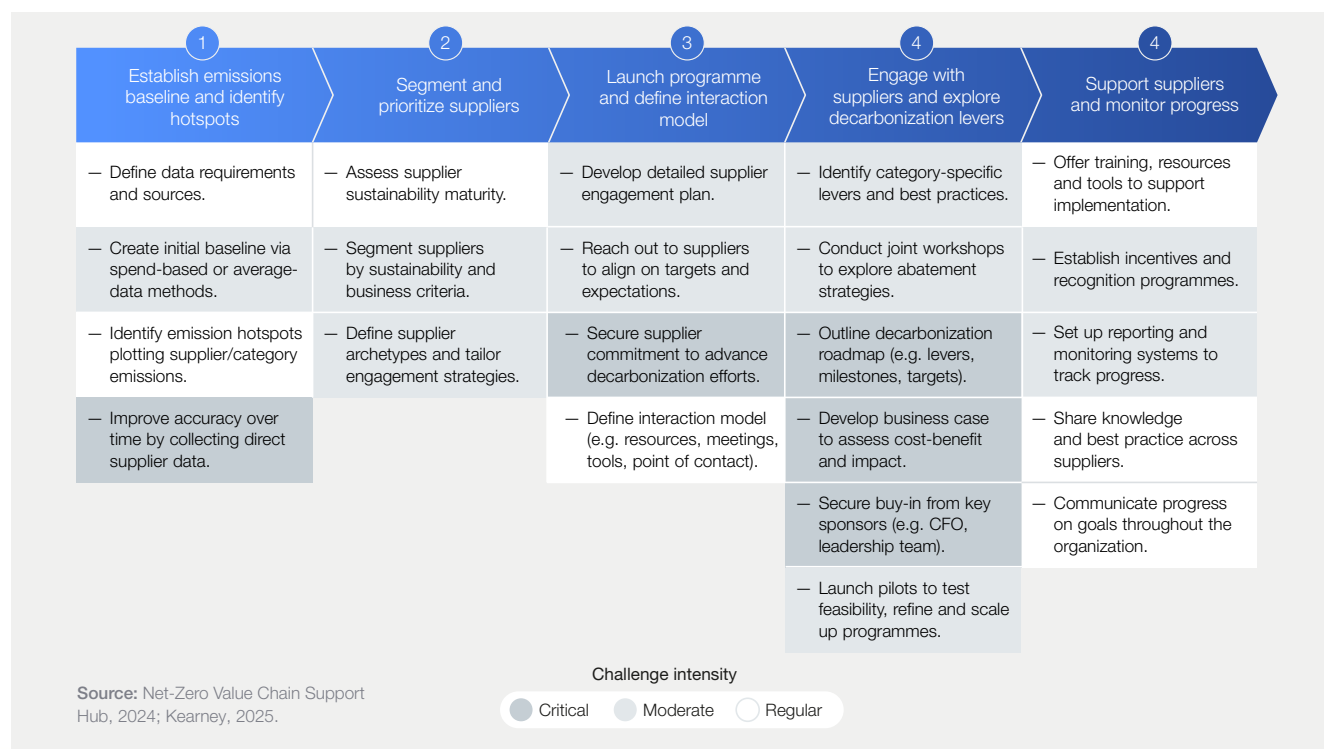


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Supplier engagement programme – standard approach



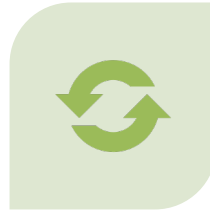
Tools SMEs Can Use Today



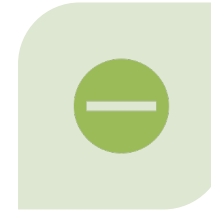
- SUPPLIER CODE OF CONDUCT



- SUSTAINABILITY QUESTIONNAIRES



- BASIC LIFE CYCLE COSTING (LCC)



- ENVIRONMENTAL LABELS (EU ECOLABEL, FSC, ETC.)



- ISO STANDARDS (9001, 14001, 45001)



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- Common green procurement KPIs

% of total spend with certified or sustainable suppliers	% of suppliers disclosing scope 1, 2 and 3 emissions	% of suppliers aligned with CDP or SBTi reporting	% of suppliers completing training or capability-building programmes
% of buyer performance reviews including sustainability KPIs	Total scope 3 emissions by procurement category	Average sustainability score across supplier base	% of RFx with sustainability criteria
% of awarded contracts with sustainability-linked clauses	% of key suppliers in decarbonization programmes/plans	% of procurement staff with sustainability training	% of supplier data entries verified through audits or third-party platforms
% of sustainably sourced and deforestation-free commodities	% of suppliers disclosing on waste and water performance	% of suppliers offering greener alternatives to materials	% of suppliers using renewable energy or green fuels for production

Source: Kearney, 2025.

Benefits Across Sectors

- **Manufacturing:** efficiency, cost reduction, resource savings

- **Construction:** regulatory compliance, GPP alignment

- **Services:** reputation, low implementation cost

- **Retail & trade:** transparency and customer trust



Key Success Factors



- Start small and scale gradually



- Focus on material impacts



- Engage suppliers early



- Align procurement with business strategy



- Measure what really matters

Key Takeaways for SMEs

Sustainable procurement is:

- A business opportunity, not just compliance
 - Feasible with limited resources
 - A continuous improvement journey
-

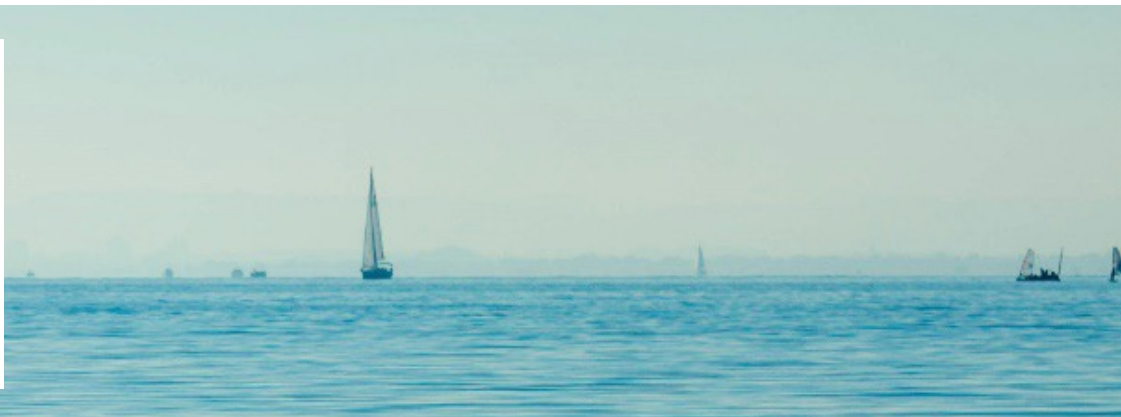
Start now. Improve step by step.

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