



Procurement Leadership Group

2017 Scope of Work

DECEMBER 2016

The mission of the Procurement Leadership Group (PLG) is to bring together procurement professionals across industries to explore and innovate leading approaches to supply chain sustainability that create business value and positive social and environmental impacts.

Group Overview and Objectives

The group consists of 5-10 member companies across industries. Company representatives in the group are typically managers or directors of procurement, sourcing, purchasing, or sustainable procurement. BSR will aim to ensure the right mix of participants to maximize value to all.

PLG's overarching objective is bring together sustainability and procurement professionals to build more efficient and effective models for sustainable procurement that enable fair, inclusive, and sustainable supply chains; and in doing so, allow participating companies to:

- » Benchmark your program against BSR's supply chain maturity model
- » Gain a deeper understanding of leading edge and emerging best practice in sustainable supply chain management
- » Improve efficiency, effectiveness and impact of your sustainable procurement program through adopting best practices and testing new approaches and tools

Impacts and Outcomes

As a mission-driven organization, BSR aspires for this collaborative work to drive broad-reaching outcomes and impacts that create social and commercial value. These include:

PROJECT OUTCOMES

- » Catalyze the evolution of a new model for sustainable supply chain management
- » Enable cross-industry adoption of shared vision, goals, and approaches to drive impact

- » New approaches and case studies that demonstrate the value of adopting new models of sustainable procurement

The measure of progress will be assessed from the following metrics:

- An annual qualitative survey will be issued to members in order to gather feedback and ensure alignment with the project objectives and goals above
- The publication of a white paper reflecting the group's work and perspective on procurement leadership

2017 Plan of Activities and Outputs

PLG OUTPUTS (DELIVERABLES):

To achieve the PLG objectives, the group aims to produce the following outputs:

- » Facilitated dialogues on what is needed to improve program effectiveness and impact
- » Collection, analysis, and sharing of individual company and group examples and best practices
- » Engagements with experts on macro trends impacting supply chains and with third party organizations providing promising solutions and insights
- » Publication of a white paper capturing the group's work and perspective

PLG MEETINGS: 3 VIRTUAL + 1 IN-PERSON

The 2017 PLG will hold three virtual meetings in Q1, Q2, and Q3, plus one summit in New York alongside the BSR Conference.

The following key activities are proposed for the 2017 group agenda:

- » **Benchmark your program against BSR's supply chain maturity model**
 - BSR will provide the group with the information and tools needed for each member to evaluate their existing responsible sourcing / sustainable procurement program using BSR's supply chain maturity model
 - Group discussion on aggregate benchmarking results, including strengths and gaps, and areas where the group is most interested to explore new approaches and learn about new tools
 - Provide an opportunity for peer and expert feedback on elements of your sustainable supply chain program, including new or innovative tools you are testing

- » **Enable members to explore and test promising new approaches to improve the efficiency and effectiveness of sustainable procurement programs**
 - Based on the results of benchmarking and BSR's perspective on most promising emerging approaches, BSR will curate a topic list reflecting new thinking, leading trends, and tools to bring to members.
 - Topics will be determined through consultation with members, and may include:
 - Human rights due diligence in supply chains
 - Climate change
 - Decent work and good jobs
 - Empowerment of women & vulnerable groups
 - Innovative supplier financing
 - Worker voice platforms
 - Emerging traceability tools, e.g. Blockchain
 - To provide an opportunity for learning and sharing on these topics, BSR will:
 - Facilitate peer to peer sharing among group members to showcase promising approaches in practice
 - Invite experts to deep dive into specific topics and engage with the group, where applicable
- » **Develop and communicate a holistic perspective on effective, high-impact sustainable procurement to enable cross-industry adoption of a renewed vision and approach**
 - Draft and publish a white paper to capture the group's perspective
 - Launch paper alongside the BSR Conference, October 2017

2017 PLG SCHEDULE

An approximate schedule is provided below:

Q1 (January-March 2017):

- » Quarterly conference call (60 to 90 minutes in length)
- » Review PLG agenda, objectives, and expectations for 2017
- » In-depth discussion of BSR's supply chain maturity model
- » Initial dialogue on opportunities to evolve practice
- » Discussion of members' interest to learn more about emerging approaches and selection of 3-5 topics for deep dives in future calls

Q2 (April-June 2017):

- » Quarterly conference call (60 to 90 minutes in length)
- » Discuss aggregate maturity model benchmarking results, including strengths and gaps
- » In-depth discussion of 1-2 high interest emerging approaches
- » Share company examples of good practice, pilot studies, or unsuccessful attempts to implement new approaches
- » Explore interest among group members to adopt and test one or more leading edge approaches
- » Discuss framework and outline of white paper

Q3 (July-September 2017):

- » Quarterly conference call (60 to 90 minutes in length)
- » In-depth discussion of 1-2 additional high interest approaches
- » Share company examples of good practice, pilot studies, or unsuccessful attempts to implement new approaches
- » Follow-up on pilot opportunities / progress made by group members
- » Discuss first draft of white paper and initiate virtual review over the summer

Q4 (October-December 2017):

- » In-person meeting alongside the BSR Conference: October 24th, Huntington Beach, CA (dial-in will be provided)
- » Launch white paper
- » In-depth discussion of 1-2 additional high interest approaches
- » Provide feedback on PLG in 2017, and ideas for PLG in 2018

Roles and Responsibilities

Achievement of project objectives is contingent on both BSR and PLG Participants fulfilling the following roles.

BSR's Role

- In preparation for each meeting: conduct research and benchmarking on relevant topics, arrange speakers, coordinate logistics, develop agendas for meetings and webinars, facilitate the meetings and webinars, and share summary meeting notes
- Prepare and facilitate meetings
- Circulate all relevant materials from each meeting to the group

Participants' Role

- Participants gain maximum value from this Collaborative Initiative when they share a common set of expectations. As such, Participants are expected to:
 - Identify a primary contact to maintain continuity of company representation with the initiative over time
 - Contribute actively to discussions and key activities as defined herein, e.g., sharing case studies and best practices and presenting a relevant company initiative, providing input into group materials, discussing what's worked/lessons learned, promoting the work of the group as appropriate to peers, etc.
 - Commit time to attend meetings and webinars

-
- Attend a majority of the calls and in-person meetings. Substitutions are welcomed and encouraged, particularly on thematic calls where it may be useful to engage colleagues from other functions.
 - For participants based in different time-zones to the majority of other participants (e.g., Asia), BSR will strive to provide one-on-one support to allow these participants to share, learn and contribute outside the regular group calls/meetings