



Insights From Successful Supply Chain Sustainability Practices

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Publisher

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About This Report

After years of struggling to get traction, the momentum toward sustainability transparency is finally starting to transform the business practices of both customers and supply partners around the globe.

NAEM's research demonstrates that it's now a common practice for leadership companies to measure their environmental impact along the supply chain, to integrate sustainability into the product design process and to require suppliers to commit to performance improvements in areas ranging from energy usage to employee overtime hours. What's even more surprising is how many companies are now preparing to introduce such practices, demonstrating that the tipping point, has indeed, arrived.

Despite the noteworthy progress, however, supply chain sustainability is a complex journey fraught with obstacles. This report was designed to elucidate the root causes of some of the most common challenges companies face along the way, and as a guide to those of you who are building the foundations of a successful program.

We asked sustainable supply chain pioneers how they got to where they are, what challenges they still face and how they continue to innovate going forward. We asked suppliers how they navigate the long list of customer requirements while managing tight margins, resource constraints and cultural norms.

These interviews revealed that supply chain sustainability is a long-term commitment to building relationships, if not a new way of doing business altogether. As such, their stories are also a strong reminder of how vulnerable these relationships can be to a change in leadership, a merger or even just a change in staffing.

By showcasing some of the companies who are leading the way, we hope you'll find practical information you can use to make the business case for your program, overcome a communication barrier or align your suppliers with your own goals.

About This Report

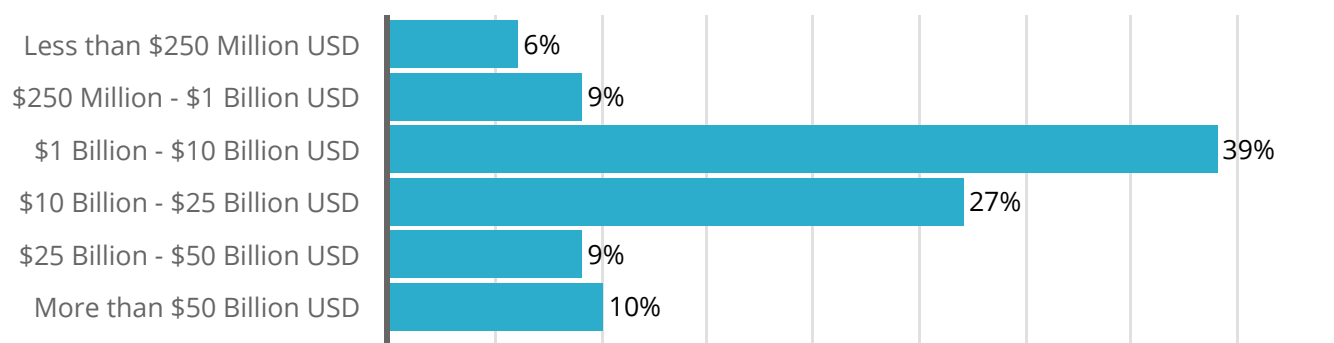
Research Approach

To document the maturity of corporate programs, the first part of the report derives data from NAEM's 2018 trends survey, a biannual benchmark of selected environment, health, safety and sustainability (EHS&S) initiatives among leadership companies.

The data featured in this report was collected in August 2018 and included survey responses from 79 companies across industries. For each activity, respondents were asked to indicate whether they had an existing program in place ("Yes/No"), or whether they are in the piloting or planning to launch such a program over the next three years ("Evaluating").

The following is a snapshot of the demographics of the respondent pool.

Company Annual Revenue

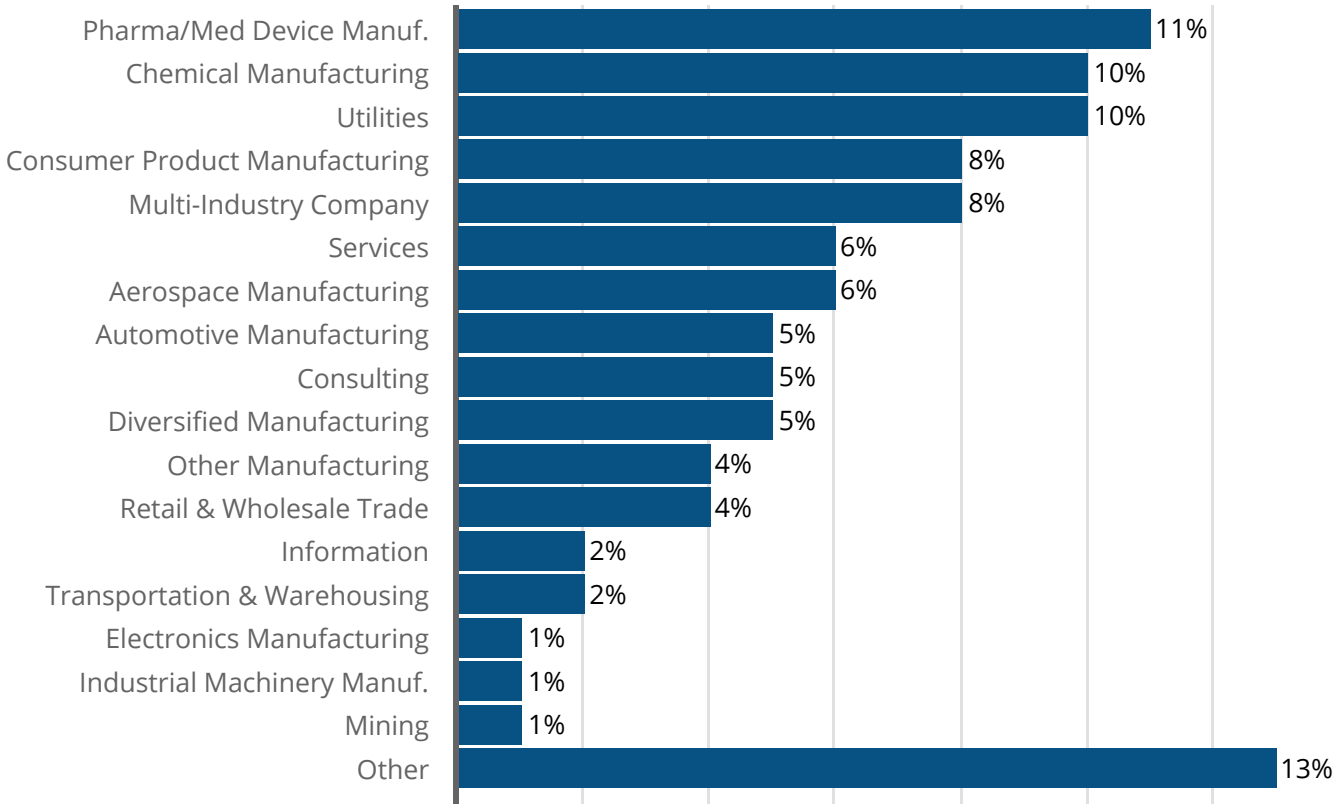


Source: NAEM's 2018 Trends research

N = 79

N = 79

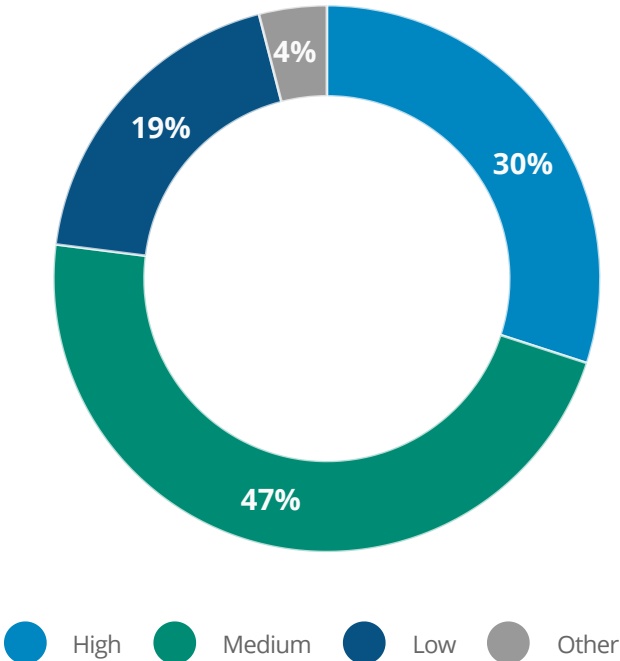
Industry Sector



Source: NAEM's 2018 Trends research

N = 79

Maturity of Sustainability Program



Source: NAEM's 2018 Trends research

N = 79



About This Report

To better understand the mechanics of these programs, NAEM then conducted in-depth interviews with EHS&S professionals to:

- Document the leading practices;
- Identify common challenges and solutions for program development;
- Document case studies, advice and lessons learned.

Company Classification



66%	Publicly traded
20%	Privately held
6%	Public sector / government
3%	Non-governmental organization
5%	Other

N = 79

Source: NAEM's 2018 Trends research

Editorial process

The results presented in this report were independently researched and analyzed by NAEM. The report sponsor did not influence the content of this publication.

In this report, you will find quotes and ideas from our external panel integrated into the analysis as well as highlights from the quantitative survey. All quotes, however, have been anonymized for the presentation of these results.

By sharing their perspectives with us, these contributors and their respective companies were neither responsible for the outcome of our findings, nor do they explicitly endorse the veracity of the results.

Supply Chain Sustainability Is Starting to Take Hold



Sparked by stakeholder inquiries and facilitated by new technology tools, supply chain sustainability has finally reached the tipping point among leadership companies. Over the course of the past decade, the shift in expectations from key customers has created a ripple effect that has cascaded down through supply chains, transforming business relationships in its wake.

“Most of the chemical manufacturers and our direct suppliers will tell you that this is a pretty common ask nowadays,” one corporate EHS&S leader explained.

The following provides a summary of key insights from NAEM’s research demonstrating how far the supply chain sustainability conversation has evolved and what constitutes a business norm today.

Supply Chain Sustainability Is Starting to Take Hold

Most companies are now measuring their environmental impacts along the supply chain

Whether companies have decided to embrace sustainability initiatives, or just determined the risk is too great if they don't, close examination of the supply chain can uncover risks, inefficiencies and opportunities to reduce a product's environmental, social and governance (ESG) impact.

According to NAEM's 2018 trends survey, 89% of companies are looking at their environmental impact along the supply chain or are planning to do so.

What's striking about this number is that even survey respondents who said their company has "low-maturity" EHS&S programs were quickly adopting these practices: 27% of "low-maturity" companies are already measuring their supply chain impact while 47% are planning to do so.

Taken together, these numbers suggest that transparency is changing how customers relate to their suppliers and how suppliers, in turn, are doing business.

For many companies, digging into their supply chain data revealed that their greatest environmental impacts were in unexpected areas. According to one interviewee, material choice turned out to be the biggest aspect.



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"Most people might think it's energy or transportation or something like that, but our carbon footprint is really focused heavily around what materials we choose, whether it be their embedded energy, their environmental and health impact, their weight; all of those different factors kind of are carried into the material choices," the interviewee said. "That's why we spend so much time in our supply chain helping [our partners] understand the importance of good choices."

Another company is now going beyond the traditional life cycle assessment to use a social life cycle assessment for the first time.

"I think this social life cycle assessment may uncover some potential impacts that we just haven't seen yet," the leader said. "I wouldn't have guessed that the cardboard box that we stick our products into is the single biggest source of water pollution associated with our products, [and] we may find similar things with this social lens."

What is a Social Life Cycle Assessment?

A life cycle assessment analyzes the impact a single product or process will have on the environment, focusing only on its path from design, to production, through life, and finally to reuse or recycle.

A social life cycle assessment looks at all of the materials and processes involved with creating a product, from planting cottonseeds, to dyeing textiles, to molding plastic, to harvesting wood. The analysis includes a look at the impact on the environment, the local economy, residents, and anything else the materials, product, or process touches. The results provide a much more detailed, layered picture of supply chain performance.

Supply Chain Sustainability Is Starting to Take Hold

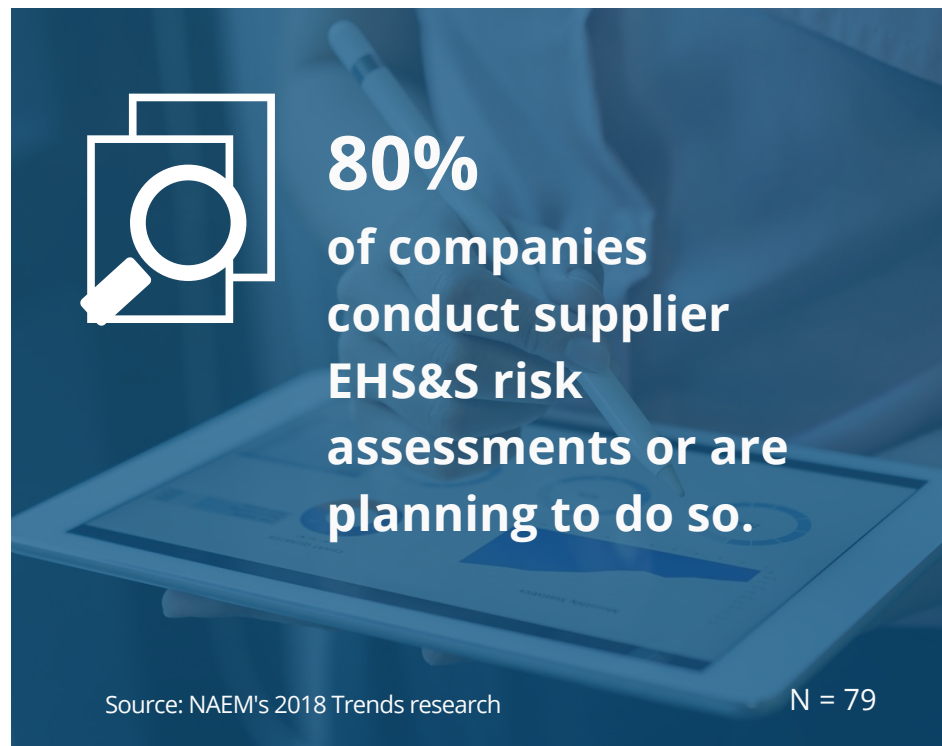
Supplier risk assessments are also common among respondents

In addition to evaluating product impacts, the majority of the companies surveyed by NAEM (80%) also conduct supplier risks assessments from an EHS&S perspective. This added layer of analysis takes into account such factors as: suppliers' willingness to be transparent, capacity to collaborate on the customer's sustainability goals and exposure to climate risks.

"We're trying to understand where our suppliers are struggling or where they have something that we don't want in our supply base. And then once we have that [information], we work together to try to remove it or improve it," one corporate leader explained.

These assessments may also take into account deeper levels of sustainability performance such as succession plans, capital investments and investments in human resources. The outcome is significant insofar as it affects the business relationship between the customer and supplier, including the amount of business rewarded and the level of collaboration.

Naturally, the suppliers who receive the greatest scrutiny are those who are most vital to a company's production. A one-time supplier might be asked to perform a self-assessment based on the customer's code of conduct, for example, while a top-tier supplier is more likely to be directly audited.



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“It really is prioritized by the amount of business that is given to a supplier,” one interviewee said. “The more business that [our company] does with them, the more detail that goes into the types of questions. And then for those suppliers that we spend \$50,000 or more with, we get into an on-site audit.”

For customers with a strong commitment to supply chain sustainability, these inspections are as thorough as the ones the company does with its own internal operations, the leader said.

“They go in, in-person and speak to the people on the floor and the people in the office and have questions that need to be answered. It’s a pretty robust audit. There’s a lot to it.”

From the customers perspective, these assessments are not just about risk management, but about identifying opportunities, too. One participating company asks suppliers to share metrics on energy use, waste to landfill, and water.

“We’re asking them to report on metrics not to disqualify them or to identify risks, but to show that they have capacity and capabilities to align with our 2030 goals,” one leader explained.

The ultimate goal, the leader said, is to usher the supplier along the path toward sustainability.

“In time we’re going to ask them to set some clear targets and then over time, we’re going to ask them to align with our targets.”



Supply Chain Sustainability Is Starting to Take Hold

Sustainability requirements are now baked into purchase requirements

Another big shift that demonstrates the progress toward integrating sustainability into the supply chain is the explicit inclusion of sustainability criteria the procurement of goods and services. Indeed, according to NAEM survey results, 76% of companies are considering sustainability in the procurement process or are planning to do so.

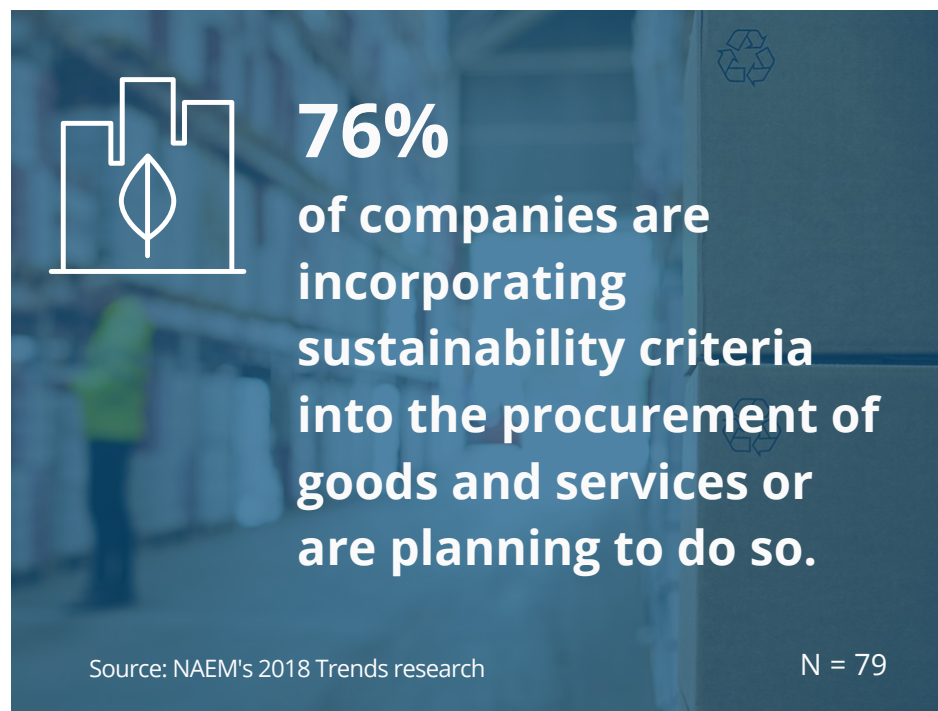
“We’re communicating it right up front, when a supplier receives our terms and conditions ... so there’s no way for them to get around it,” one interviewee said. “When a supplier agrees to do business with us, it has all of these guidelines about what they can send to us and what they can’t.”

Nowadays, it’s more common for suppliers to expect to receive such requests, the interviewees said. It’s also helped that suppliers know it’s now the cost of doing business.

“I don’t think suppliers put up too big of a fuss if they were really interested in keeping the business because they knew it was part of the job,” one interviewee said.

For this company, part of the success stemmed from its history of walking away from a supplier that did not comply with its early requests for cooperation with its product stewardship program.

“I drew a line in the sand that said, ‘If you’re not willing to give us the formula to future formulations, we aren’t going to award new business to [you],’” the interviewee said.



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“We actually ended up paying a couple more pennies a pound early on where we had a supplier who wouldn’t give us a formulation...that sent a message that [our company] was serious about this.”

Another interviewee shared a similar experience of having to find a new supplier when a prior partner was not open to change.

“There have been instances where we’ve walked away and identified an alternative supplier just because they didn’t have a solution that we were looking for, or they weren’t willing to partner with us,” the leader said.

And as the horizon for sustainability continues to expand, suppliers are expected to evolve alongside their customers into emerging areas such as diversity and inclusion and zero waste-to-landfill.

Suppliers are now being asked to reduce the amount of packaging they send to their customers, or explore alternatives such as reusable packaging.

“That’s to help us with our sending waste to landfill and recycling. So it says certain packaging is not allowed because we can’t recycle it or because we don’t have a stream for it,” one interviewee said.



Supply Chain Sustainability Is Starting to Take Hold

Companies are redesigning their products with sustainability in mind

With the benefit of the insights from supply chain impact assessments, many companies are now taking the next step to integrate this knowledge into the product development process.

"We're looking at things like regulatory impact, end-of-life and waste creation throughout the new product development," one leader said.

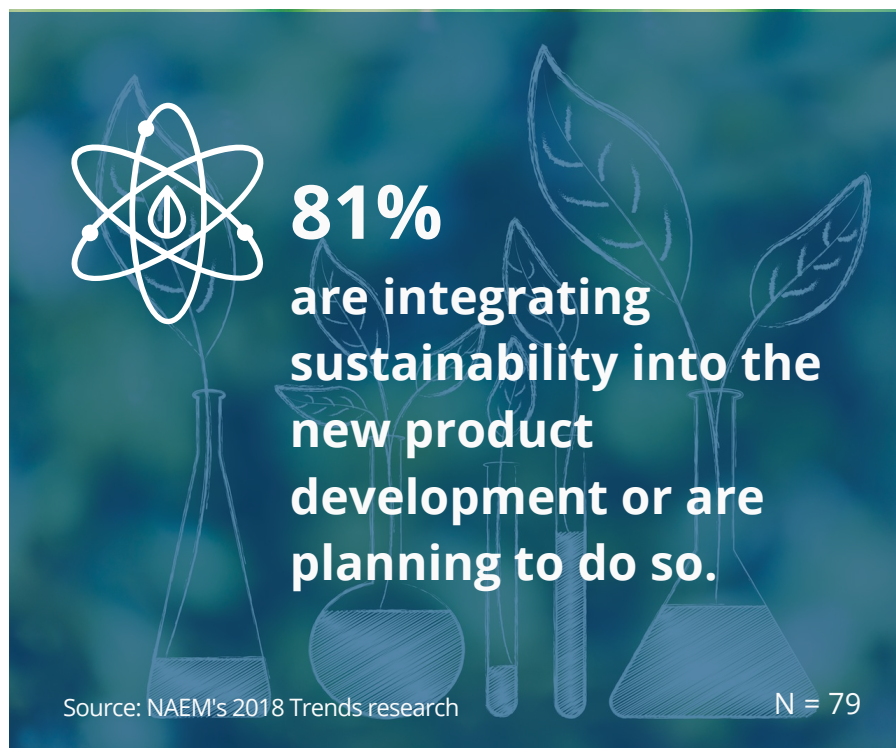
Not surprisingly, this analysis is informing the new product development process.

One approach, called "Design for Environment," involves evaluating the product at various points in the design and flagging issues or potential concerns.

This often results in the use (or development) of new materials, but also in changes to how products are packaged and how they are assembled for end-of-life disassembly.

"What's in it for our suppliers is a better understanding of requirements for safe chemicals," one leader said. "When we do bring new products to market there's less likelihood that we'd have to eliminate chemicals of concern."

Although sustainability has become a recognized, integral part of doing business in the past two decades, embedding it into a company's supply chain is a complicated task, requiring trust, frequent communication and an organizational investment in collaboration. In the next section, we explore five of the most common challenges, along with practical ideas that can help you find your path forward.





Sustainability is still an emerging concept for many suppliers

Because companies with high brand recognition are usually the most visible part of the supply chain, they are often the ones to suffer from the negative public relations when a sustainability-related product issue arises. That being the case, some suppliers may still be in the early stages of program development or even assigning resources to manage EHS&S issues.

“What is hard is when you’re engaging with a supplier that doesn’t have someone, so they’re assigning someone to take on more responsibility,” one leader explained.

Even with dedicated and committed EHS&S staff on the supplier side, a lack of overall organizational commitment can slow efforts to respond to customer requests. Such was the case for one supplier, whose decade-long CDP reporting efforts were limited to just one business unit—until now.

“The company is finally getting the message of how important sustainability is,” the leader said. “As a result our corporate group in the last couple of years has gone from two to three people to up to eight to 10 people.”

Oftentimes, the issue may come down to a lack of executive-level buy-in, even if the suppliers’ internal EHS&S leaders are on board.

For one company, it was investors’ interest in the sustainability activities that helped pave the way for organizational alignment.

“It’s not only coming from a customer viewpoint but from an investor viewpoint, so that’s why we’re seeing more push...if you can’t answer your investors, who are putting money into your company, that’s an issue.”



Create a solid business case for cooperation

If persuasion, collaboration and communication are the tools of the trade for sustainability professionals, this is doubly true for those who are integrating sustainability into supply chain practices. Sitting at the intersection of operational efficiency and relationship management, sustainability supply chain leaders are navigating competing demands and complex requirements that don't always have clear solutions.

Explain your own business needs

One of the most effective strategies is to share the business case for your own programs, in terms of customer expectations, investor interest and overall market trends.

"I spend a lot of my time within the supply chain helping them understand why we need it [sustainability disclosures]," one leader said. "I think when people understand the 'why', they are more apt to at least open the doors for conversation"

Doing so is not always easy, however.

"I think about one (very big) particular supplier, and their answer was, 'No,' and the door was shut. So I spent some time really going through their CSR report and going through ours and finding where there was alignment. I wrote a letter talking about just how similar some of our characteristics are, and it opened the door to start having a conversation."

Provide clear expectations

At many companies, sustainability is now a standard part of the upfront sourcing decision, along with price and quality.

“In the last five years, the sustainability requirements have gone from the backside of a report card to the front side of a report card, where we’re going to make a decision to buy your products based on your sustainability records. And that includes things like diversity, product compliance and audits,” one leader said.

Those with more mature programs incorporate sustainability criteria into the supplier code of conduct, or in the purchase agreement itself.

“We’re communicating it upfront when we send our terms and conditions and every purchase order they accept,” one leader said. “There’s no way for them to get around it.”

Having explicit expectations not only benefits customers, but can help make the business case to suppliers that don’t yet have formal sustainability programs or dedicated staff.

“In some cases, some of the suppliers are so small that they may not have already had [sustainability] policies in place, or didn’t necessarily understand the expectations. By asking the questions and requiring documentation around it, it helps them to improve their own requirements within their supply chain.”

Make it worth their while

Another strategy to strengthen the business case is to provide financial incentive to suppliers that agree to partner with you on sustainability. For one company with a preferred supplier program, there is an even a concerted effort to increase the percentage of spending every year.

“We see them as our long-term business partners and people that we want to do business with. If they’re struggling, or they need more support, that’s what we’re here for. If they don’t meet a certain guideline for reporting, let’s say, I would help them get up to speed,” the leader said.

“We don’t look at it as a means of disqualification; but more of pinpointing who needs the most help.”

Supply chain sustainability is a global challenge

Sustainability has permeated industries around the world in vastly different ways where its definition and implementation varies from region to region, between states, countries and continents, not to mention between divisions and business units.

"It's still a very significant challenge for companies to manage the global organization that a lot of [companies] have become."

One leader we spoke with, for example, works for a company that does business with global retail giants with robust product stewardship requirements. As the company continued to grow, and its operations became even more globally dispersed, the sustainability teams started to struggle with managing regulations that varied widely between geographic locations, business divisions and products.

"A person who has a regulatory affairs role in our supply chain / sourcing department, located in the United States, wouldn't necessarily have any responsibility for those functions in our Latin America operations," the leader described. "As you can imagine, at that time, across 15 different manufacturing locations around the world, with 20,000 employees— just getting everyone to understand and interpret those requirements correctly was a tall order."

And as the trend toward mergers and acquisitions continues to change the business landscape, even companies with mature supply chain sustainability programs are being put to the test.

"While the brands [we've acquired] have strong alignment from a values perspective, we as the original mother brand have decades of experience and leadership in sustainability, and some of the brands just haven't had the time or the resources to enact the same level of performance," one leader explained.

Dedicate resources to look at the big picture

Trying to keep up with regulations in just a single location takes time and attention to detail, but trying to keep apprised of the moving targets of regulations in all the locations across the globe is a monumental task. Distributing the task to employees across several locations can be time-consuming and prone to error.

That's why some companies are dedicating EHS&S staff that can focus on regional, or even global issues. These groups can take on the task of translating and defining all requirements and regulations in one single way for the entire company, which can streamline the process and give all employees one consistent point of contact to answer any questions.

One company, for example, established a global sustainability department within the corporate legal function. The team supports the operating businesses in interpreting and developing programs to implement new regulations and customer requirements,

"Unlike in a centralized company, where I would be responsible for implementing, let's say, a social responsibility program all the way down to the people on the shop floor, instead I'm responsible for making sure that the divisions have a mechanism to do that themselves, and supporting them in doing that."

This global sustainability department is now the entire company's single source for regulation and requirement interpretation and implementation, which improves consistency and helps pave the way for consistent compliance.

Solution #2

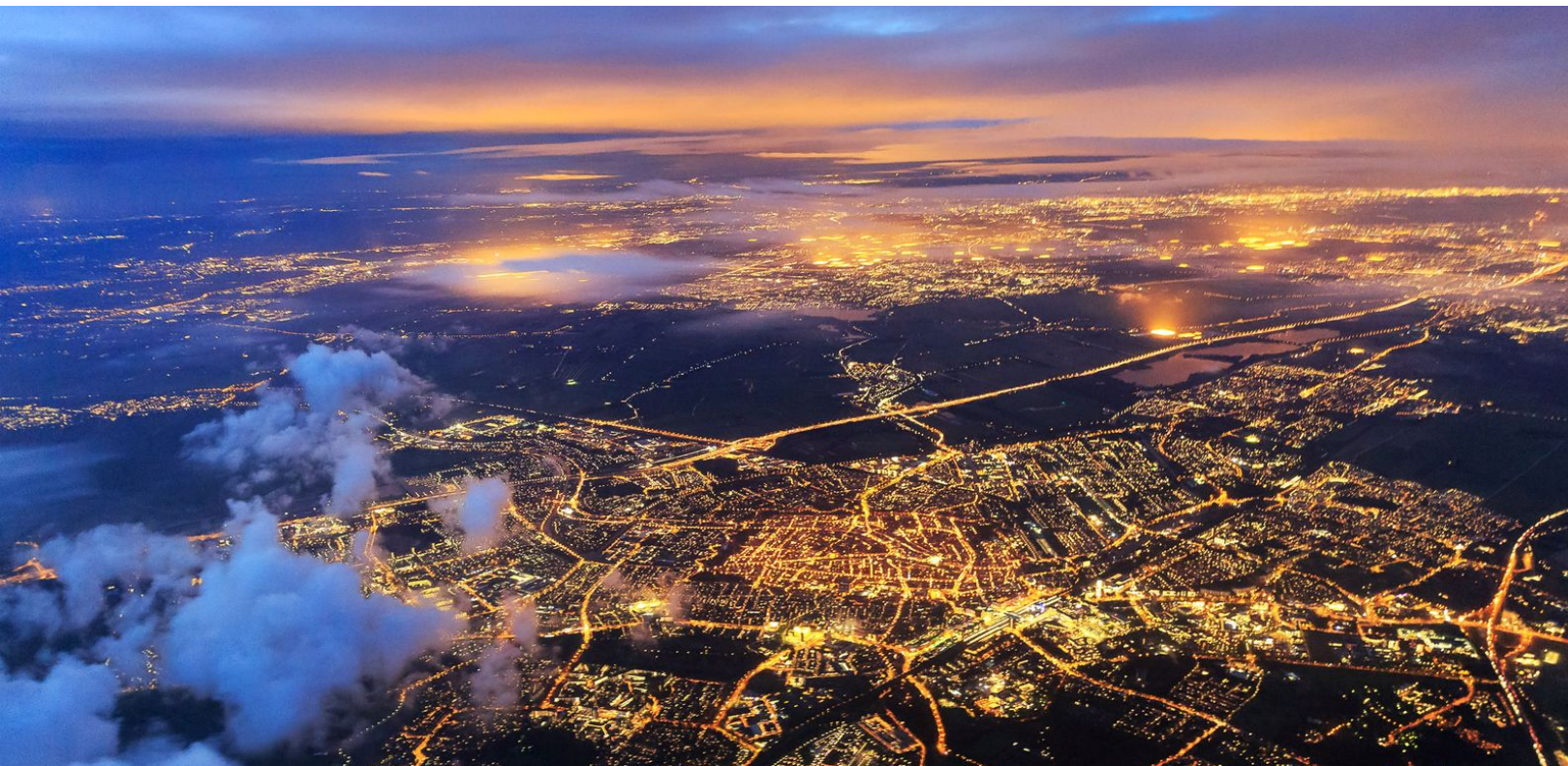
"I look at the various major issues or topics affecting the businesses, for example, regarding corporate social responsibility. It is part of our contract with 30 of our major retail customers, so it affects the entire corporation," the leader said.

The benefit of building expertise in global regulatory requirements, according to one leader whose company employed this strategy, is that it allows the EHS&S function to anticipate changes and be proactive in its response.

Another variation of this staffing strategy is to embed an EHS&S resource within the global procurement group. Such is the approach at one leadership company. The EHS&S leader said having a seat at the table makes it a lot easier to standardize processes.

This leader also represents procurement on the company's internal sustainability council that is responsible for integrating sustainability across business operations.

"I've been in this role in different companies, and I feel like by being a part of the organization and not just a part of the sustainability group, it allows more time to investigate current practices for implementing sustainability," the leader said.





Suppliers are reluctant to disclose proprietary information

For customers who need detailed product information, it may feel like a straightforward request, but for chemical suppliers, the very expectation of disclosure may be at odds with their business interests.

"Asking for [chemical] formulations is like going to Google and asking for their search algorithms," one leader said. "It's a pretty big ask."

To those who are initiating these conversations, a supplier's reluctance to share detailed formulation information may present itself simply as a lack of response to a questionnaire. More than one leader encountered not only heavy resistance, but flat refusals.

"There were suppliers that would say, 'No way, I'm not giving you that.'"

From a supplier's perspective, though, it's challenging to be caught between customer requests and the realities of working within a business.

"Sometimes what the customer wants is not always doable," one leader said. "We have to balance what the industry really can do, because our bottom line is, we're here to make money. As an EHS professional, you've got to balance that with what is good for the environment, too."

Over time, as more customers have started asking for this information, suppliers have started to be more compliant with these requests, but it remains a challenge, leaders said.

"It's still hard today. It's still way too hard today to get this information, so across the board, I think we still struggle."

ANSWER

QUESTION

Ask for only what you need

Before approaching a supplier to request proprietary information, it's important to take the time to do your background research.

"You have to understand the relationship between the company and the supplier before you go to the supplier and start asking them to [invest in new programs] when they were just asked to make a price cut," one leader advised.

Set achievable baselines

At the outset of a new engagement, leaders also advise focusing your efforts by limiting the amount of information you require.

"Attack certain areas by prioritization and get some small wins under your belt that will improve momentum," one interviewee said.

One way to do this is to start with the disclosures that are required by law.

"For any ingredients coming into our facilities, we need a safety data sheet," one leader explained. By law, they have to report those. So to me, that's the baseline, a first path of understanding if there are certain ingredients of concern present. That's kind of a baseline that is done for any ingredients that we're bringing into our facilities."

Protect your supplier's intellectual property

Another way to improve suppliers' willingness to disclose is to provide assurance that the information will only be used by the sustainability team to evaluate a product's environmental performance.

"We let the suppliers know that the information was going to be held in strict confidence and we weren't sharing it with our supply management team," one leader recalled. "And we were only going to use the information to evaluate the environmental impacts from the products, not to look for cost reductions. I think given our brand and our reputation, we were able to win some of those suppliers overnight."

Another company found success by obscuring the exact source of the ingredients while still providing transparency to its customers.

"When a chemical manufacturer makes a specific grade, it's going to have the polymer, but it's also going to have different ingredients that make it unique to its performance characteristics. A lot of times what we'll do as part of our self-disclosure is we will use their generic cast members and not just specific ones, of the formulation, to be able to give our customers a sense of the ingredients without giving out the formulation," the EHS&S leader said.

Doing so, of course means creating an open dialogue with customers so they understand the terms of the information exchange.

"What our customers don't understand is we can't just take that information and say, 'Here you go,' because in order to be able to access it, we had to do so under a nondisclosure agreement," one leader said.



Suppliers might not be able to deliver on sustainability expectations

Despite the best intentions, suppliers sometimes don't have the time, staff, management systems or software required to meet customer expectations around sustainability.

"Some of them are much smaller suppliers and they don't have the capacity, or they don't have a person or the knowledge base," one leader observed.

Some issues arise from the financial burden involved with meeting customer expectations.

"What happens when you have a supplier that can't meet your 85% threshold?" one leader asked. "Do you work with them and help them get up to speed? Or does that disqualify suppliers? How does it work when maybe a request is financially difficult for them?"

And sometimes the issue comes from the nature of the request itself.

"I've had customers who were unrealistic because they didn't know the rules well enough to understand what they were asking for," one leader said.



Invest in their success

Integrating sustainability into the supply chain requires trust, frequent communication and an investment in collaboration.

Indeed, many of those who have built successful supply chain sustainability programs see their supply base as business partners, and as such, are investing their own resources to help these businesses succeed.

Prepare to collaborate

One company formed a supplier council to provide feedback on challenges as well as ideas for education. It produces training webinars on topics of interest to the company, as well as on areas of need for suppliers to strengthen their own supply chain sustainability efforts.

“We’ve been very open to our suppliers that we’re willing to share and communicate to them and help them out with their other suppliers,” the leader said.

One area, for example, is in how to develop sustainability culture internally to offset resource challenges.

“We’ve talked to our supplier council about the importance of a volunteer army because there are a lot of people in organizations who have their day job, but are actually very interested in doing projects or assessments based on sustainability. And in a smaller company those might be your people,” the leader said.

Solution #4

The return on the investment in suppliers today comes in the form of stronger cooperation and better performance tomorrow.

"If you've developed and supported these suppliers enough so that they have their own programs and their own people responsible, it becomes a lot easier to continue to engage with them," one leader said.

Leverage industry collaborations

Another key to integrating sustainability into the supply chain is working with industry consortiums such as the Sustainable Apparel Coalition, Sedex and the Responsible Business Alliance (RBA), which offers resources to help both customers and suppliers efficiently achieve their goals.

The RBA's code of conduct, for example, is a tool that many companies use in conjunction with audits to ensure a supply chain that adheres to a common set of standards.

"It helps with the supply chain fatigue, whether it's on an audit process or understanding requirements," one leader said. "The concept is to try to help the industry not become fatigued or having to look at 20 different listings, whether it's a code of conduct or 20 different material declaration requirements."

Participation with groups like the RBA can also lighten the auditing load for both suppliers as well as customers: Since many companies may share a single supplier, the group also shares the results of an RBA audit with all of its members.

Take a long-term view of success

As customers develop stronger relationships with their suppliers, those companies are able to evaluate today's sustainability performance in terms of what they'd like to achieve over the longer term.

One company, for example, is rolling out a new, larger strategy to bring their preferred suppliers in line with its values as the company moves to be a net positive company by 2030 (carbon neutral, zero-waste-to-landfill, net positive water).

"If you really want your suppliers to align with you and join you on your sustainability journey, it's on you to really bring them along," the EHS&S leader said. "Not only will [our company] strive toward zero-waste-to-landfill but the suppliers will as well."



Your product contains chemicals of concern

While the focus of supply chain sustainability is currently on supplier performance and transparency, sometimes the solutions are upstream in the product design itself.

“Whether we’re buying paints, powder, coats, plastic or wood products...we realized that what we bought or what we specified for our products ultimately dictates many of the environmental impacts associated with our products,” one leader said.

Sustainable alternatives may be costly for your suppliers to deliver, or may not have the same performance as the original material.

“Ideally at the front, you catch and screen those products and identify issues in concept with supply management, and then you make a business decision about where we want to be. And that’s sometimes the gray area,” one leader said.



Co-create ingredient alternatives or design them out of your products altogether

As programs mature and sustainability leaders have a seat at the design table, there are more opportunities to influence the upfront material choice.

According to those who have had success in working with suppliers on more sustainable choices, the key is to prioritize your efforts.

"We didn't come out and say, 'We expect thousands of these chemicals of concern to just go away.' We said: 'Here's how we're going to prioritize those and go after these.'"

Another leader echoed that approach.

"If I list out the Top 40 nasty chemicals that either regulators or our customers don't want—that's sort of our first filter from a product development standpoint. And then I would say each product is different in terms of what we go after from a sustainability perspective," another leader added.

Within this company, the sustainability team participates in the product design process, which begins with a creative briefing.

"We would decide which environmental attribute we think we want to maximize or go after. Do we want to lower the carbon footprint? Do we want to incorporate or maximize recycled content?"

Invest in alternatives

The benefit of strengthening trust between customers and suppliers work can result in new opportunities for both companies.

When one company's product assessment flagged a material of concern, the supplier came back with a unique proposal.

"We've actually had a very large manufacturer of chemicals say, 'Okay, so maybe we're not aligned on how you assess this material. But we're willing to co-design an alternative.'"

The customer then worked directly with its supplier to identify the same performance characteristics while staying within a reasonable cost.

Another leader explained that its product requirements actually helped grow its supplier's business.

"We have another supplier that opened a facility closer to where we're actually manufacturing certain products, so it's expanded their business," the leaders said. "They've been a great partner when looking at process changes for efficiency, for all different sorts of things."

Over time, supply chain sustainability success begets success, as those with long-standing programs attested.

"Suppliers often seek [us] out to bring something new from a sustainability perspective. That happens on a regular basis," one leader said.

Acknowledgments

Contributors

NAEM extends its deepest appreciation to the following experts who contributed their knowledge and perspectives to this report.

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Environmental Program Manager; Responsible Business Alliance

Emily Vesling

Manager of Supply and Sustainability; Ingersoll Rand

Gabe Wing

Director of Safety, Sustainability Product Stewardship; Herman Miller

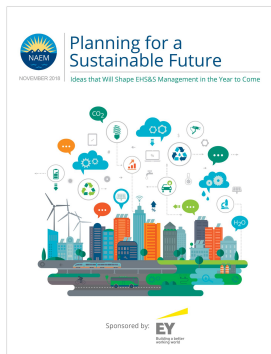
Mark Yannett

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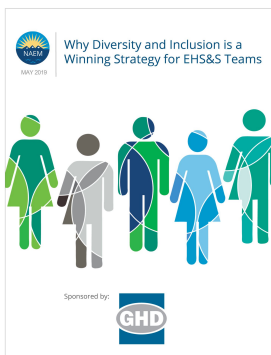


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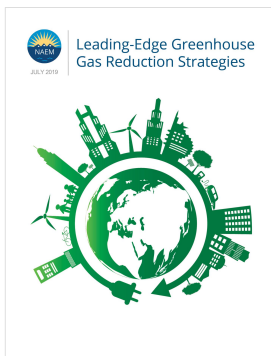
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