YOUR CHOICES MATTER

SUSTAINABILITY & PROCUREMENT

Webinar: 25 September 2018, Tanya Harris

ACFID QUALITY PRINCIPLE 8 ACQUIRE, MANAGE AND REPORT ON RESOURCES ETHICALLY AND RESPONSIBLY
Acknowledgement to Country

I would like to acknowledge the Traditional Custodians of the land on which we meet, where we work and where we live and recognize their continuing connection to land, water and community.

I pay respect to Elders past, present and emerging.
Todays webinar: spotlight on quality principles

ACFID QUALITY PRINCIPLE 8

RESOURCE MANAGEMENT

Development and humanitarian organizations acquire, manage and report on resources ethically and responsibly.

8.1 We source our resources ethically.....
Social Procurement, buying social, responsible sourcing, ethical and sustainable procurement, green procurement, buying green, eco buy, sustainable procurement.

What does it actually mean, and how do we do it?
It’s confusing isn’t it?

Today we will cover (some areas in more detail than others);

• ‘normal’ procurement;

• Sustainable procurement – what’s the difference?
  • Sustainable development goals and where sustainable procurement fits
  • Sustainable Procurement ISO 20400:2017 (its very helpful)
  • How established procurement approaches can identify key sustainability issues like human rights (e.g. modern slavery) and environmental degradation. Ideas to consider
  • What do our own supply chains look like?
  • Sustainability core subjects (which look a lot like the ACFID QP’s) and suggested sustainable procurement actions

...
Sustainability, Procurement, what has this got to do with me?

Does your organisation use auditors, law firms, research and development consultants or other professional services? Do you buy flights and accommodation? What about computers and mobile phones? Promotional materials, Fundraising and donation support? Or the software technology to process those donations? Solar panels or other energy sources to power your organisation?

Buying is the end outcome of a procurement process......The decisions that YOU make are critical when spending your organisations money are critical to achieve sustainable sourcing or procurement outcomes.
Procurement is much more than just buying stuff, it’s a repeatable process on how an organisation acquires those goods and/or services, and how the relationship is managed ongoing.

1. Identify the need
2. Define the specification
3. Run a competitive ‘sourcing event’
4. Evaluate and negotiate
5. Contract
6. Contract and relationship management
7. Continuous improvement

In the commercial sector, the traditional approach to procurement is focused on the lowest cost possible
The purchase price is the tip of the iceberg, and isn’t actually representative of true or total costs which include social & environmental externalities, the use and end of life costs....
What about greenhouse gas emissions?

The cost of carbon and scope 1, 2 and 3 along the value chain

HEALTH data: Healthcare emits: 10% GHGs in the US\textsuperscript{1}, 7% GHGs in Australia\textsuperscript{2}, and 5% GHGs in England\textsuperscript{3}

Deforestation and degradation of the environment to meet market demand for products. The unintended consequences of NOT asking where the ‘stuff’ in your ‘stuff’ comes from
Community impacts, human rights violations with slave or forced labour, or unfair working conditions, use of conflict minerals in every day electronic equipment. Do you know how your supplies were made? Calculating these costs would undoubtedly influence decision making.
Risks of fraud, bribery and corruption through the award of contracts, ineffective governance and financial management processes, undue supplier influence in industries, global supply chains and importation....

Internal processes - PWC states that in 2016 “29% of organizations worldwide have been victims of procurement fraud”1

The Financial Cost of Fraud 2018 report, estimates that the UK economy could be boosted by £44 billion annually if organisations stepped up efforts to tackle fraud and error.

Increasing obligations with national and international regulations that apply to civil society, public and commercial sectors: Supply Chain Reporting Acts in the EU, UK and USA.

Last Monday the Modern Slavery in Supply Chain Reporting Act passed the House of Representatives and in June NSW also passed legislation. There is e-waste legislation, recycling obligations, organisational policies and procedures.

Non-compliance can bring reputational damage, extensive consequences to individuals and organisations.
ABOUT TO SPEND MONEY WITH A SUPPLIER?
THEN YOUR CHOICES MATTER

All of these aspects are a part of the procurement process, very much the governance and compliance areas – as you can see procurement is much more complex than just buying ‘stuff’. Can non-profits afford to not invest in their own procurement process and the skills in the staff who manage it?

So lets move beyond compliance to where the innovation and really interesting opportunities lie : Sustainable Procurement!
Sustainable procurement definition ISO 20400:2017

“Procurement that has the most positive environmental, social and economic impacts possible over the entire life cycle.”

Note 1: Sustainable procurement involves the sustainability aspects related to the goods or services and to the suppliers along the supply chains

Note 2: Sustainable procurement contributes to the achievement of organizational sustainability and goals and to sustainable development in general.

Sustainable Procurement is the process of making purchasing decisions that meet an organization’s needs for goods and services in a way that benefits not only the organization but society as a whole, while minimizing its impact on the environment. Making the most POSITIVE impact across environment, social and economic pillars

You can see this definition from the ISO 20400, for me it is just using common sense by broadening the focus of procurement or buying from the purchase price to holistically considering much more....

Sustainable procurement is incorporating considerations of potential positive and negative impacts across the social, environmental and economic pillars as is relevant to your organization.

We’ll come to the ISO in a sec
Sustainable procurement practices directly support the Sustainable Development Goals. All of them, in particular SDG 12.....
SDG 12: RESPONSIBLE CONSUMPTION & PRODUCTION

Bringing the moving parts together

The United Nations Secretary General has highlighted significant gaps regarding SDG 12 on “ensuring sustainable consumption and production patterns”, which is currently covered in a fragmented and piecemeal way. The ambition and breadth of the Sustainable Development Goals (SDGs) make them simply unattainable without robust partnerships. As such the scale and pace of concerted actions all actors of society – government, business, civil society etc. – needs to be embraced and dramatically stepped up in support of the 2030 Agenda.

Though a stand-alone goal (SDG 12) has been included, SCP should be seen as an enabler for the implementation of a range of other goals and many of their targets.

With so many moving parts - across sectors, regions, organisations, initiatives - the massive potential of Sustainable Consumption and Production can get lost in the noise.

http://www.oneplanetnetwork.org/platform-sustainable-development-goal-12

SDG 12: responsible consumption and production

A recent quote “The United Nations Secretary General has highlighted significant gaps regarding SDG 12 on “ensuring sustainable consumption and production patterns”, which is currently covered in a fragmented and piecemeal way......the scale and pace of concerted actions all actors of society – government, business, civil society etc. – needs to be embraced and dramatically stepped up in support of the 2030 Agenda.

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http://www.oneplanetnetwork.org/platform-sustainable-development-goal-12
**SDG 12....THE MOVING PARTS**

1. Sustainable Tourism
2. Consumer Information for SCP
3. Sustainable Buildings and Construction
4. Sustainable Food Systems Programme
5. Sustainable Lifestyles and Education
6. Sustainable Public Procurement

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So what is SDG12?

1. Sustainable Tourism – everyone travels and we should be considering the impacts when we do make those choices;
2. Consumer Information for Sustainable Consumption & Production – allowing consumers to make informed choices and create positive behavioral change;
3. Sustainable Buildings and Construction, embedding good practices and sustainability criteria in a high risk and critical societal pillar;
4. Sustainable Food Systems focused on more sustainable food consumption and production patterns;
5. Sustainable Lifestyles and Education to create a new norm in lifestyle choices through adoption of resource efficiency and biodiversity conservation, climate change mitigation and adaptation, poverty eradication and social well-being; and......
6. Sustainable Public Procurement, using the estimated €5.8 trillion (AUD$ 9.3 trillion) spent on public procurement in the OECD alone1, as a powerful force for positive change;

Oh yes – SDG target 12.7: **promote public procurement practices that are sustainable in accordance with national policies and priorities** measured by number of countries implementing sustainable public procurement policies and action plans.

We have our own SDG target! Which brings me to the sustainable procurement ISO


1 [http://oecdinsights.org/2017/06/02/public-procurement-is-making-the-world-a-better-place-one-order-at-a-time/](http://oecdinsights.org/2017/06/02/public-procurement-is-making-the-world-a-better-place-one-order-at-a-time/)
SUSTAINABLE PROCUREMENT ISO20400: IMPORTANT WHY?

There was no global standard on procurement at all…….

Global bodies (UN, OECD, WTO, ITU) recognize how integral (both risk & opportunity) procurement & supply chain is in not just minimizing, but also positively impacting equitable & viable business outcomes. WIN!

The convergence of for-profit organizations applying philanthropic philosophies in BAU & NFP/NGO’s leveraging business efficiencies & technology platforms/processes provides the perfect petri dish for sustainable procurement across all sectors;

For NGO’s this puts our business model on the forefront of business innovation. Just as it does the procurement team in any organisation.

In 2013 (after the Social Responsibility ISO 26000 was published) a global standard for sustainable procurement was considered a critical priority to be able to achieve the SDG’s……

Why? Where is the most ideal place to maximise positive impacts in a modern global consumer society? When you spend money. What was missing? An practical guidance on how to ‘do’ sustainable procurement that can be applied irrespective of country, size or sector of the organisation
It was developed over 4 years with 52 nations, representing 65% of the world's population, 85% of global GDP and 73% of total CO2 emissions.

Country Representation: Argentina (IRAM), Brazil (ABNT), Chile (INN), Colombia (ICONTEC), Costa Rica (INTECO), Mexico (DGN), Australia (SA), Barbados (BNSI), Canada (SCC), United States (ANSI), China (SAC), India (BIS), Japan (JISC), Singapore (SPRING SG), Côte d'Ivoire (CODINORM), Egypt (EOS), Nigeria (SON), Rwanda (RSB), Israel (SII), Saudi Arabia (SASO), Austria (ASI), Belgium (NBN), Croatia (HZN), Denmark (DS), France (AFNOR), Ireland (NSAI), Italy (UNI), Netherlands (NEN), Norway (SN), Portugal (IPQ), Serbia (ISS), Sweden (SIS), Switzerland (SNV), Ukraine (DSTU), United Kingdom (BSI)

Observing: Armenia (SARM), Congo (OCC), Czech Republic (UNMZ), Finland (SFS), Gabon (ANTT), Germany (DIN), Hong Kong (ITCHKSAR), Iraq (COSQC), Korea, Republic of (KATS), Lithuania (LST), Poland (PKN), Spain (AENOR), Thailand (TISI)
With liaisons across the inter-governmental agencies and key ISO standards. The sustainable procurement ISO forms a part of the baseline guidance and measurement indicators across UN agencies programs in this space.

I will whizz through the structure: as you can see here there are 4 sections, each designed to provide practical guidance on how to include sustainability aspects across an organisation. I have a bit more information in the notes.

**Fundamental section:** An overview of sustainable procurement. It describes the principles and core subjects and organizational drivers of sustainable procurement. Important considerations should be made about managing risks (and opportunities), addressing adverse sustainability impacts through due diligence, setting priorities, exercising positive influence and avoiding complicity that are specific to the type of organization and operating context.

**Policy and Strategy section:** how sustainability considerations are integrated at a strategic level within the procurement practices of an organization to ensure that the intention, direction and key sustainability priorities of the organization are achieved. This clause assists top management in defining a sustainable procurement policy and strategy.

**Enablers section:** organizational conditions and management techniques needed in order to successfully implement and continually improve sustainable procurement. The organization ensures that such conditions and practices are in place in order to assist individuals with responsibility for the procurement of goods or services integrate sustainability considerations into the procurement process

**Procurement Process section:** is intended for individuals who are responsible for the actual procurement within their organization as it describes how
sustainability considerations are integrated into existing procurement processes
Now this is where sustainable procurement gets interesting, providing wonderful opportunities for lateral thinking and greater shared value creation in a commercial context. Perfectly aligned to civil societies purpose and applied to the ‘back office’ – often considered the least exciting area of an organisation. I declare my complete bias, I find the potential to deliver benefits and opportunities with real long term positive impacts through sustainable procurement, particularly in an international development context, really exciting/fascinating/inspiring.

**Accountability:** The Foundation is accountable for its own impacts on society, the economy and the environment. In the context of procurement, this specifically includes accountability for impacts of The Foundation’s supply chains, with a “life cycle perspective” on goods or services.

**Transparency:** The Foundation is transparent in the decisions and activities that impact the environment, society and the economy. In the context of procurement, this specifically includes being transparent in its procurement decisions and activities and encouraging our suppliers to be transparent. Transparency is the basis for stakeholder dialogue and collaboration.

**Ethical behaviour:** The integrity of The Foundation’s personnel when using The Foundation’s funds to procure goods and services reflects our internal culture, values and ethics, our belief in The Foundation’s objectives in addition to reflecting on the individuals involved in the process. The Foundation promotes ethical behaviour throughout its supply chains. The Foundation considers that its procurement process should comply with The Foundation’s ethical standards.

**Full and fair opportunity:** The Foundation will avoid bias and prejudice in all procurement decision-making. All suppliers, including local suppliers, small and medium-sized organisations and suppliers owned or operated by disadvantaged populations and communities (e.g. suppliers owned by and/or employing people with disabilities or indigenous communities) will have a full and fair opportunity to compete.

**Respect for stakeholder interests:** The Foundation respects, considers and responds to the interests of stakeholders impacted by our procurement activities.

**Respect for the rule of law and international norms of behaviour:** The Foundation strives to comply with all applicable laws and international norms of behaviour throughout its supply chains, including but not limited to those concerning the avoidance of anti-competitive conduct, bribery, fraud, conflicts of interest, consumer protection, corruption, labour conditions, anti-discrimination, human rights and anti-human slavery. The Foundation strives to be aware of and remedy any violation of applicable laws and international norms of behaviour. The Foundation actively encourages our suppliers to abide by the same principles and to assess and address any compliance issues if they arise.

**Respect for human rights:** The Foundation has respect for internationally recognized human rights and undertakes a proactive approach to identifying the actual and potential adverse human rights impacts of its procurement decisions and activities, with the aim of avoiding and mitigating those impacts.

**Innovative solutions:** The Foundation seeks solutions to address our sustainability objectives and encourage innovative procurement practices to promote more sustainable outcomes throughout our entire supply chain.

**Focus on needs:** The Foundation reviews demand, buys only what is needed and seeks more sustainable alternatives.

**Analysis of all costs:** The Foundation strives to consider the cost incurred over the life cycle, value for money achieved, and the costs and benefits for society, the environment and the economy resulting from its procurement activities.

**Continual improvement:** The Foundation works towards continually improving its sustainability practices and outcomes and encouraging organisations in its supply chains to do the same.
The 7 core subjects of sustainable procurement reflect the globally accepted sustainability issues. Which also closely align with the ACFID Quality Principles.

1. **organizational governance**: decision-making processes and structures;

2. **human rights**: due diligence, human rights risk situations, avoidance of complicity, resolving grievances, discrimination and vulnerable groups, civil and political rights, economic, social and cultural rights, fundamental principles and rights at work;

3. **labour practices**: employment and employment relationships, conditions of work and social protection, social dialogue, health and safety at work, human development and training in the workplace;

4. **the environment**: prevention of pollution, sustainable resource use, climate change mitigation and adaptation, protection of the environment, biodiversity and restoration of natural habitats;

5. **fair operating practices**: anti-corruption, responsible political involvement, fair competition, promoting sustainability in the value chain, respect for property rights;

6. **consumer issues**: fair marketing, factual and unbiased information, fair contractual practices, protecting consumers’ health and safety, sustainable consumption, consumer service and support, and complaint and dispute resolution, consumer data protection and privacy, access to essential services, education and awareness;

7. **community involvement and development**: community involvement, education and culture, employment creation and skills development, technology development and access, wealth and income creation, health, social investment.
OK, I GET THE SUSTAINABILITY CONCEPTS, PROCUREMENT?

Given how much there is to consider – how do you prioritize?
Procurement professionals use the term ‘segmentation’:

1. What is relevant for your organisation?
2. How critical is it?
3. How much control do you have?
4. What kind of effort is needed?

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So how do you actually apply the concepts? Procurement is much like each of our organisations, projects, geographic locations, partners and core focus – all a bit different according to who, what, where and why.

Using a traditional procurement method of spend and supplier segmentation with a sustainability lens, you can prioritize where to apply the effort and focus specific to your supply chain risks and opportunities

1. **So what is relevant to YOUR organisation?**
   a. Do you have a gender or First Nation people focus? Do you work in remote or local communities? Are you environmentally or animal rights focused? What is your core mission? Our sector has natural alignment with sustainability themes. That is an excellent place to start with key criteria in your procurement process

2. **Criticality**
   a. You start with the most important things: not ideal however if the lever is purely compliance against codes of conduct, legislation, its not a bad place to start because it is a start. You cannot operate if you do not comply.
   b. Beyond compliance, what do you spend the most on? Is it auditors, law firms, research and development consultants or other professional services? Is it your travel, or vehicles? Your IT, computers and mobile phones? Fundraising and marketing? Or the software technology to process those donations? Solar panels or other energy sources to power your organisation?
   c. If your organisation stopped doing this [insert activity here] you may as well shut the doors because your donors would no longer be interested? That would definitely count as critical
   d. The risk bits….what could shut you down if you didn’t consider it (say, if silicon prices went up globally then the silicon based prosthetic foot you provide to recipients would quadruple in price and your organisation would no longer be able to buy them and/or the amount of positive impact you have is quartered affecting the future of your organisation)

3. **Control? A strange word to use…..**
   a. Can you manage or ‘control’ the desired outcome? i.e. is your organisation is well respected in that area / has a lot of leverage due to brand, spend, celebrity name attached to it and other organisation’s are willing to deliver your requirements? OR
   b. Is it an area you are able to influence? Perhaps there is not enough brand power, volume of spend, advocacy at national level, can a consortium or collective of similar minded organisations work together to deliver positive influence behavior or outcome? Or could your own benchmarks, case studies and learnings provide value to partners or suppliers to positively influence change?

4. **Effort to deliver the outcome?**
   a. Starting with the low to moderate effort/high impact concepts to demonstrate the benefits and wins, and plan when you can get to the higher effort initiatives;
   b. Strategic and core organizational focal areas if they are not already included in your spend targets, are easier to get internal buy in and deliver against. An easy example for Eye Health agencies: partnering with renewable energy power solutions and engineers for future hospital and building construction designs to adopt natural disaster building safety standards and include self-generating renewable energy to reduce the impact of unreliable power and the associated reduction in medical interventions as a result.
**Electronic equipment manufacturing example of a sustainability issue mapping exercise:**

While I might map the risks or key considerations in a different way, it demonstrates how you can prioritize the areas of focus.

If you are an electronic manufacturer impacts to the environment across your entire value chain are critical.

Human rights and labour practices are the next highest priority.

Working with the suppliers that are providing the goods/services across the Life cycle stream along the top, to address the identified material sustainability issues down the left to achieve an improved sustainable supply chain, with quantifiable outcomes.

Managing the procurement process
1. Identify the need
2. Define the specification (include sustainability certifications or standards, emissions and natural resource usage minimization questions, include minimum wages and working conditions, ask for end of life disposal opportunities challenge for innovation and new practices around the core issues)
3. Run a competitive ‘sourcing event’
4. Evaluate and negotiate (analyse the total cost, check for evidence, and if the supplier doesn’t meet the standard you seeking – are they willing to work with you to get there?)
5. Contract (use the information in the evaluation to agree smarter contracts based on what both parties know, clearly articulate what has been agreed, include reporting and monitoring as well as opportunities to have open dialogue to meet or exceed expectations)
6. Contract and relationship management (when the ink is dry, it is just the start of the partnership – and we should be seeking partnerships in commercial relationships)
7. Continuous improvement
In summary, after understanding the organisations priorities, assessing the material risks AND opportunities in the supply chain and have an impact statement if no action is taken

The need for sustainable options in the procurement process is clear, the sustainability criteria is defined, suppliers can be sourced against these requirements, evaluation against sustainability core subjects and specific criteria is simplified, contract negotiation includes objectives for both parties, with ongoing performance and monitoring as a collaborative partnership
ITS IN YOUR HANDS.....

• TALK! Discuss with your colleagues, friends, other ACFID members etc: do you have the commitment to implement environmental and social sustainability principles in purchasing? YOU CAN SET POLICY & STANDARDS

• Inform your choices – do you know:
  • WHO you are buying from
  • WHAT you are buying
  • WHY you require that type of product

• Use your influence – you have the ear of suppliers and manufacturers. Can this deliver an opportunity for a collaboration with another organisation(s) to get to the same or better outcome?

• Require POSITIVE internal change to deliver higher quality outcomes across so many important principles and subjects

WE ARE STRONGER TOGETHER!

Meet your colleagues, collaborate with your peers. Talk about what you and/or they are doing!

Do you have a public commitment to sustainability principles in your decision making for purchasing? If you do not, you are empowered to have those policies and minimum standards created. You can choose to only work with brands or award contracts to suppliers that credibly demonstrate they do have those commitments AND ARE DELIVERING ON THEM

Meet your procurement team (if you have one), ask them, include them in your planning and design

WHO you are buying from – what's their track record? How do they treat their employees? Who are your suppliers suppliers? What due diligence with sustainability criteria has been conducted?

WHAT you are buying, what is in the products you are using? Where did it come from? What is the energy efficiency? What kind of sustainability certification has it achieved?
WHY think strategically – is that new vehicle really needed?
In Pakistan and Cambodian it is very expensive or hard to get certified sustainably sourced paper in both of those countries.

In Africa, new vehicles do not have the same emissions standards as they do in Europe, Australia or Nepal.

In Bangladesh a (now much larger) women owned cleaning business sorts the type of waste and distributes to the appropriate waste facility for end of life treatment.

In Australia door to door fundraising companies provide the same services to most of the charities.

Imagine what we could do together? Australia is lagging with case studies and examples of SDG actions – how can we as a sector drive greater adoption internally and externally?
1. **Governance**: lead by example applying the principles of sustainable procurement, share that knowledge and frameworks and look how we collaborate more (a shared, robust code of conduct for suppliers in Australia?). OR consider, adopt and share lifecycle costings and circular economy approaches.

2. **human rights**: develop and share due diligence assessment process to identify any potential adverse human rights in the supply chain, share known high risk categories and/or locations through the ACFID blog and establish a Community of Practice for greater exchange of knowledge for sustainable procurement practices.

3. **labour practices**: ensure the staff of our suppliers and supply chain as well as our own staff, have effective governance and occupational health and safety systems and processes to prevent any harm to health through working conditions including being transparent with any gender equity pay gap.

4. **the environment**: Consider the embedded carbon footprint (not just carbon emissions) associated with goods or services, ask for information during the selection process. Partner with other agencies who specialize in renewable energy, water conservation, or the efficient use of materials (including end of life): ask them to present to your staff to kick start new concepts. Ask for evidence of international standards or environmental management systems as a part of your supplier evaluation and promote positive principles in areas of influence.

5. **fair operating practices**: invest and advocate in your staff, as well as your supply chain, partners and other organisations – effective procurement, financial and legal internal processes and education programs to prevent corruption, fraud, collusion and bias. Consider how small-medium enterprise can participate in your organisational spend and how your feedback and time could build capacity and improve their business.

6. **consumer issues**: Provide, in collaboration with suppliers, information about sustainability issues and impacts across the supply chains of goods or services. Make use of reliable and effective, independently verified, labelling schemes or other verification schemes (e.g. environmental labelling, or auditing activities) to communicate positive environmental aspects, energy efficiencies, and other socially and environmentally beneficial goods or services.

7. **community involvement and development**: Consider, in consultation with suppliers, the economic and social impacts of entering or leaving a community, including impacts on basic resources needed for the sustainable development of the community. Consider giving preference to local suppliers of goods or services and contributing to local supplier development where possible. Highlight to suppliers the importance of fulfilling their responsibilities: regulatory, better practice or helpful innovations.
The United Nations has a wealth of information: [http://www.oneplanetnetwork.org/platform-sustainable-development-goal-12](http://www.oneplanetnetwork.org/platform-sustainable-development-goal-12)


Most National Governments have their own guidance which available on their websites.

The ISO 20400 community: [www.iso20400.org](http://www.iso20400.org) (which has excellent free resources you can use, including a fantastic gap analysis tool)

Various ISO sustainability standards: [https://www.iso.org](https://www.iso.org)

Most procurement professional industry bodies will include guidance materials and a code.

Global Reporting Initiative (GRI) has an NGO Supplement which is vary handy: [https://www.globalreporting.org/Pages/default.aspx](https://www.globalreporting.org/Pages/default.aspx)

The UN Global Compact includes resources for Sustainable Procurement: [https://www.unglobalcompact.org](https://www.unglobalcompact.org)


The resources of the development sector are considerable – too many to list and often sector specific (i.e. healthcare), however some of the ACFID members might want to provide suggestions (as I know there are experts within the member base);

Ellen McArthur Foundation is excellent for Circular Economy: [https://www.ellenmacarthurfoundation.org/circular-economy/building-blocks](https://www.ellenmacarthurfoundation.org/circular-economy/building-blocks)
"The basic attribute of mankind is to look after each other."

Fred Hollows

Or... be the change you want to see

And you are always welcome to send me an email