



Sustainable
Procurement
Pledge

WORLD SUSTAINABLE
PROCUREMENT DAY

MARCH 25-26, 2026

Turning Scope 3 Ambition into Action: Building Governance to Drive Real Progress

#ActionOverNoise



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- No discussions about pricing and other purchasing conditions in contracts.
- No exchange of other commercially sensitive information.
- No agreement not to compete.
- Stay within the limits of the agenda of the session.

This applies at all times, not just during the formal session, but also any time we interact.

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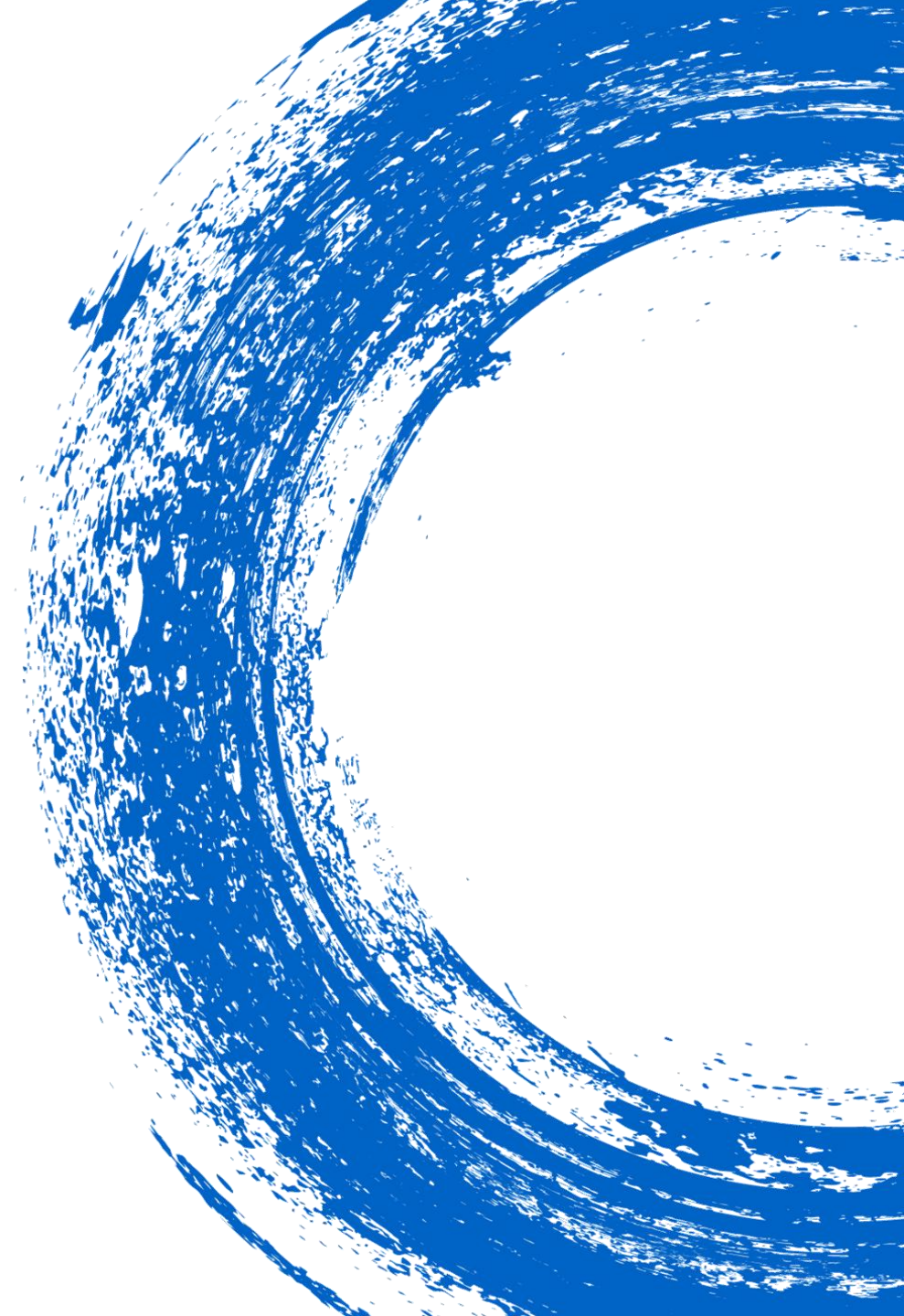
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Use the tools on the screen to ask questions, share resources and chat with participants.

Spread the word online: *#ActionOverNoise*

WSPD is SPP in action!

Together, we make sustainable procurement the default! Join the community that gets it done!





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Your speakers



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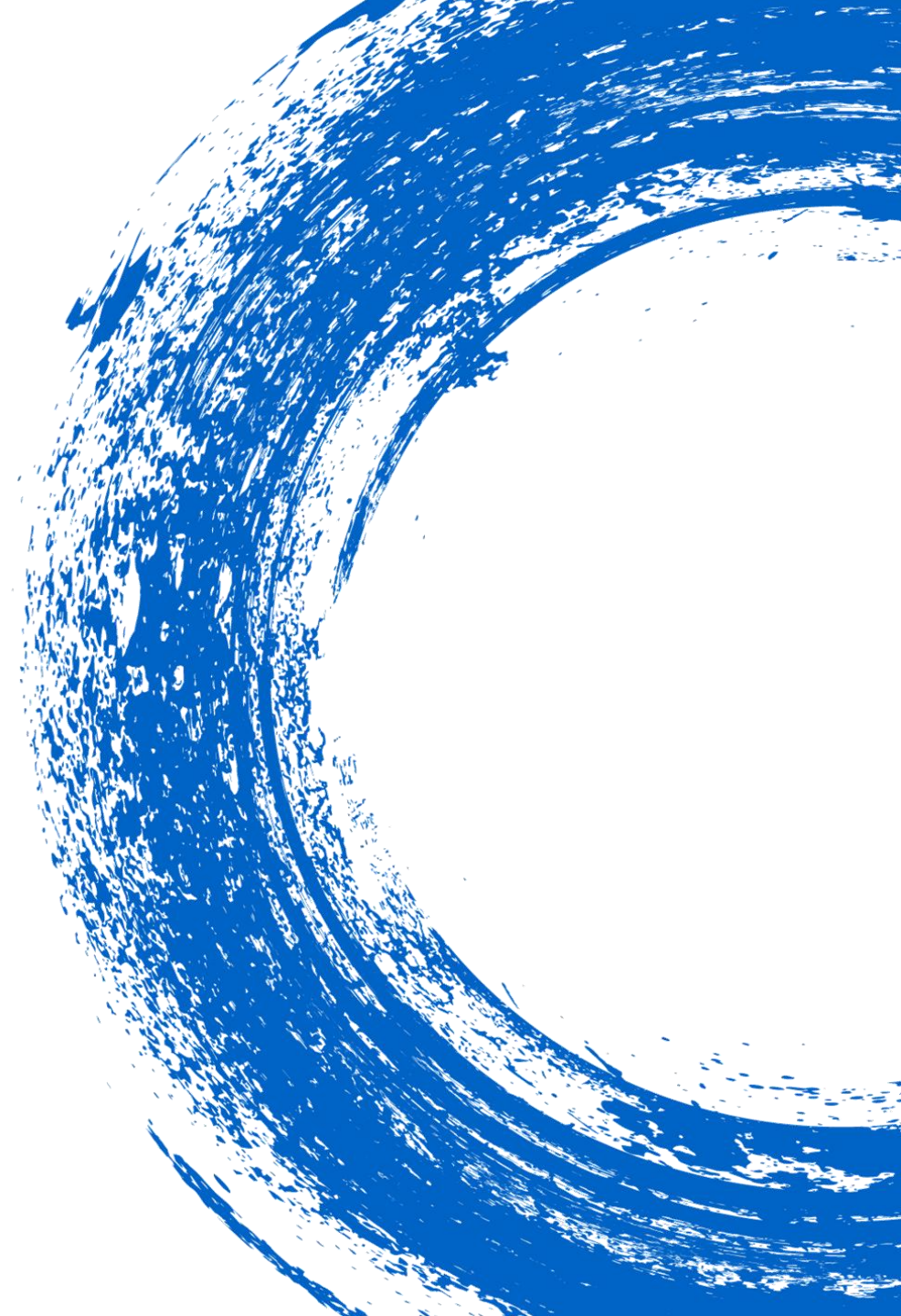


NANCY GILLIS
Lead, Innovation & Strategy
Scope 3 Peer Group

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Agenda

- What we are hearing
- Insights and progress from the S3PG to date
- A closer look at the framework dimensions
- Practical tools and templates to take action
- Open discussion and Q&A



S3PG Governance Working Group explores how to get the right people around the table, clarify roles, foster ownership and build accountability to advance your organization's scope 3 decarbonization goals

What we are hearing

- Gaining engagement and buy-in from functions outside of procurement remains a challenge in driving alignment and delivery on scope 3 goals
- Many procurement leaders are seeking better ways to educate, share resources, and collaborate with the right functions across their organization

What we are doing

- Sharing real-world examples of how organizations are structuring teams and processes to get the right people working together
- Discussing practical ways to put these structures into action and make sustainability a natural part of how your organization operates
- Exploring what works and what looks different depending on your company's size, business model and climate maturity



The framework is being shaped by peers for peers based on real-world approaches and experiences



Facilitated monthly working group meetings with 50+ peers to define and refine what effective scope 3 governance looks like in practice



Conducted 1:1 interviews with 10+ peers to understand existing governance structures, what is working well and where challenges exist



Hosted a workshop at the Scope 3 Strategy Days in London with peers to identify the most valuable tools in helping organizations drive scope 3 progress



Pilot a diagnostic with select peers to further test and refine the framework and deepen our understanding of how it applies across different organizations

Next steps



Peers from companies of different sizes, business models and climate maturity are contributing to make the framework actionable



*Note: The list of peers above is not exhaustive.

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A practical framework for scope 3 governance

FRAMEWORK OVERVIEW

- Based on working group members own governance models
- Emphasizes cross-functional engagement
- Provides relevant templates, charts and examples to support implementation
- Takes into consideration varying organizational sustainability maturity levels and models
- Includes a diagnostic to assess existing governance model and how to improve

FIVE GOVERNANCE DIMENSIONS ADDRESSED

1	ORGANIZATIONAL STRUCTURE	How scope 3 responsibilities, coordination and decision authority are organized across the company
2	LEADERSHIP AND OVERSIGHT	How leadership sets direction, provides accountability and enables delivery over time
3	CROSS-FUNCTIONAL INTEGRATION	How teams engage, collaborate and make decisions across functions
4	SHARED LANGUAGE AND MESSAGING	How scope 3 value, expectations and implications are understood across the organization
5	ACCOUNTABILITY AND PERFORMANCE MANAGEMENT	How expectations are reinforced, enforced and used to guide decisions

A closer look at what each dimension means and how it applies in practice

CROSS-FUNCTIONAL INTEGRATION

- How to coordinate across teams and functions effectively
- Mapping who is responsible for what and how functions are interconnected
- Where collaboration breaks down and what helps decisions move faster
- How to manage trade-offs and clarify who makes the final decision

SHARED LANGUAGE AND MESSAGING

- What “shared understanding” of scope 3 means in practice beyond just knowing the definition
- How to communicate scope 3 in ways that resonate with different functions and roles
- Where understanding breaks down and why people struggle to connect it to their own work
- Why one-size-fits-all messaging rarely works

ACCOUNTABILITY AND PERFORMANCE MANAGEMENT

- How scope 3 goals translate from company level down to individual teams
- Where formal targets exist and where ownership is still unclear
- The critical role middle managers play in day-to-day delivery
- How incentives can reinforce (or work against) your governance structure

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Practical tools and templates to help build the governance needed to drive real progress within your organization

CROSS-FUNCTIONAL INTEGRATION

- **Interface map:** who engages when and how on scope 3
- **Role interdependency table:** function-specific roles and collaboration points
- **Prioritization and trade-off criteria template:** principles to guide cross-functional decision-making

SHARED LANGUAGE AND MESSAGING

- **Function translation guide:** how scope 3 connects to each team's priorities
- **Internal narrative examples:** messaging that has worked across peers
- **Finance framing guide:** how to position scope 3 in financial decision terms

ACCOUNTABILITY AND PERFORMANCE MANAGEMENT

- **RACI template:** mapping ownership from corporate goals to team-level execution
- **Incentive alignment:** examples of the types of incentives that drive progress and why

Are there any additional tools and enablers that can help you drive progress within your own organization?



Questions for your panelists?



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Follow us on LinkedIn or reach out directly to continue the conversation



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