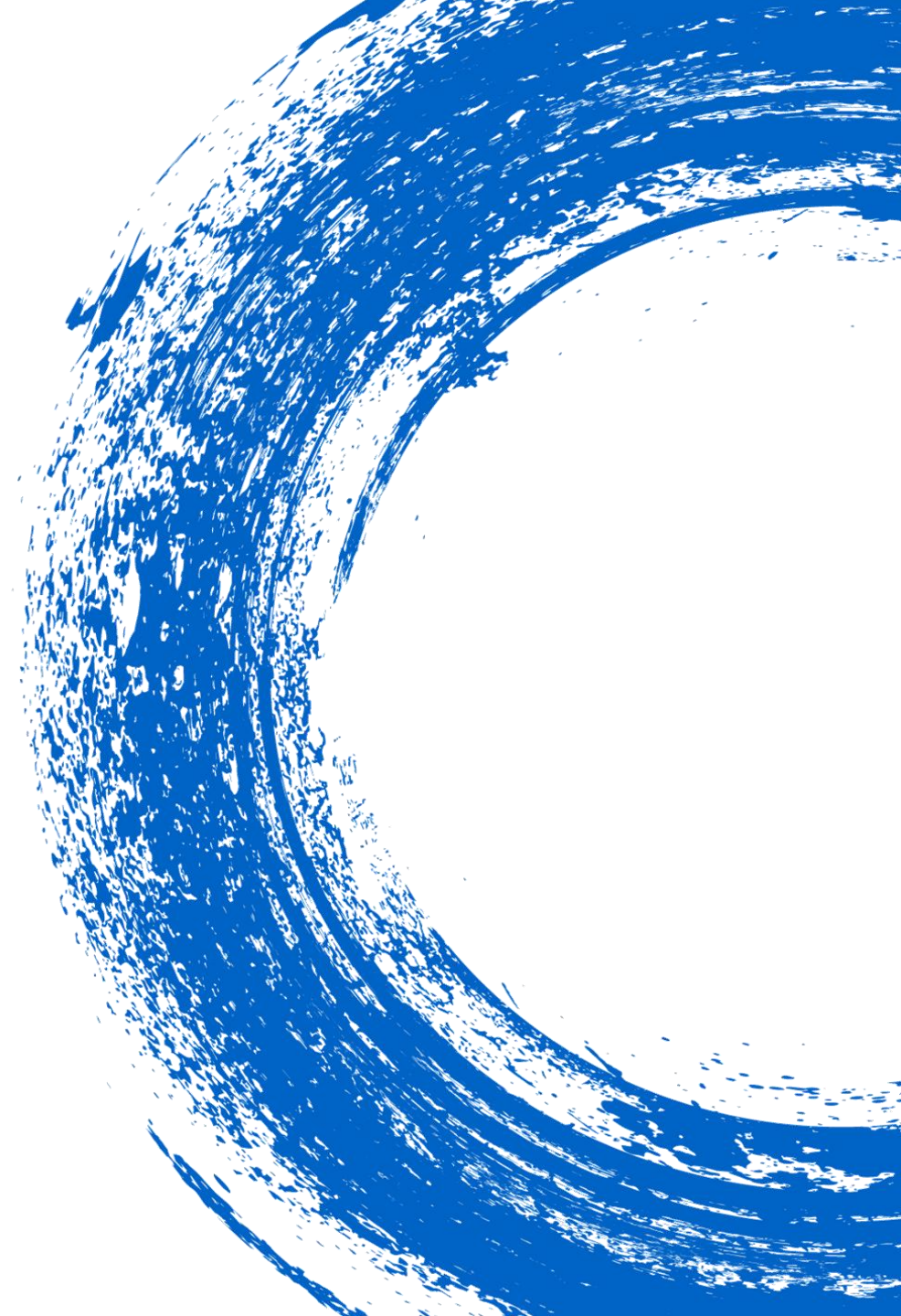


WELCOME!

SMALL BUT MIGHTY: The Suppliers Behind Resilient Supply Chains



IMPORTANT REMINDER

Taking part in WSPD sessions is subject to you being familiar with **anti-trust** issues and how to avoid them. We must all refrain from entering into any discussion, activity or conduct that may infringe any applicable competition law. Please find below some **key rules** that apply throughout the event:

- No discussions about each other's cost of sales, sales plans, planned sales territories, cost of purchase, trade secrets, discounts, margins, rebates, credit terms, customer quotes, supplier relationships.
- 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.

For more information, please review the SPP Netiquette: spp.earth/netiquette.



This session will be recorded.

Subscribe to our YouTube channel to watch the recorded sessions.



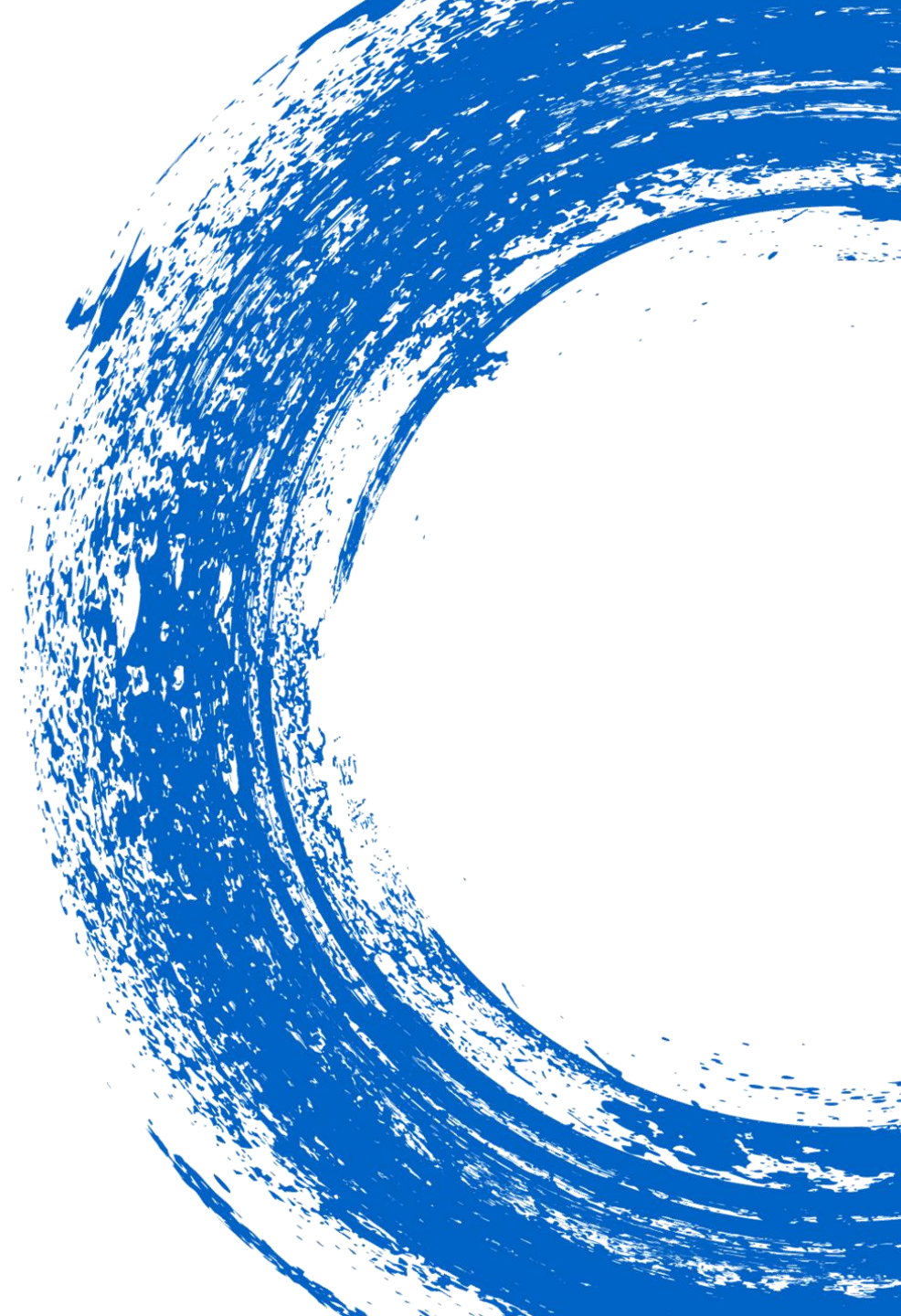
Interact with your community.

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!





Supplier Diversity Chapter

- ✓ Many facets to our work
- ✓ Core with global experience
- ✓ Variety of resources
- ✓ Visit our SPP site
- ✓ Join our LinkedIn group



Today's Focus

- ✓ SMEs
- ✓ Sustainable Supply Chains
- ✓ Value generation



Eliot Metzger
Director of Sustainable
Business & Innovation
WRI



Ashwini Hingne
Assoc. Program Director- Climate,
Economics and Finance
WRI



Nalini Bates
Co-Chair
SPP Supplier Diversity
Chapter

The best supply chain story you've (likely) never heard



BY THE NUMBERS

Supply Chains, SMEs, and Sustainability

80 – 90%

Percentage of greenhouse gas emissions many corporates report as linked to their suppliers' extraction or production processes¹

4,000+

Number of large corporates that increasingly look to their SME suppliers to help them achieve sustainability goals²

3 in 4

Number of leaders who prioritize supply chain resilience as a strategic investment³

Only 3%

Percentage of corporates that have goals to support SMEs and reskill or upskill workers¹

¹ *Elephant in the Boardroom: People are Missing in Corporate Supply Chain Goals* (<https://www.wri.org/research/elephant-boardroom-people-are-missing-corporate-supply-chain-goals>)

² *Science Based Targets: Target Dashboard* (<https://sciencebasedtargets.org/target-dashboard>)

³ *Global Value Chains Outlook 2026: Orchestrating Corporate and National Agility* (https://reports.weforum.org/docs/WEF_Global_Value_Chains_Outlook_2026.pdf)

What happens if we fail to support SMEs and reskill workers in global supply chains?



WORLD
RESOURCES
INSTITUTE



CREST
An Arcs Charitable Foundation Initiative

WORKING PAPER

Elephant in the boardroom

People are missing in corporate supply chain goals

Evana Said, Grace Flynn, Eliot Metzger, and Shahana Chattaraj

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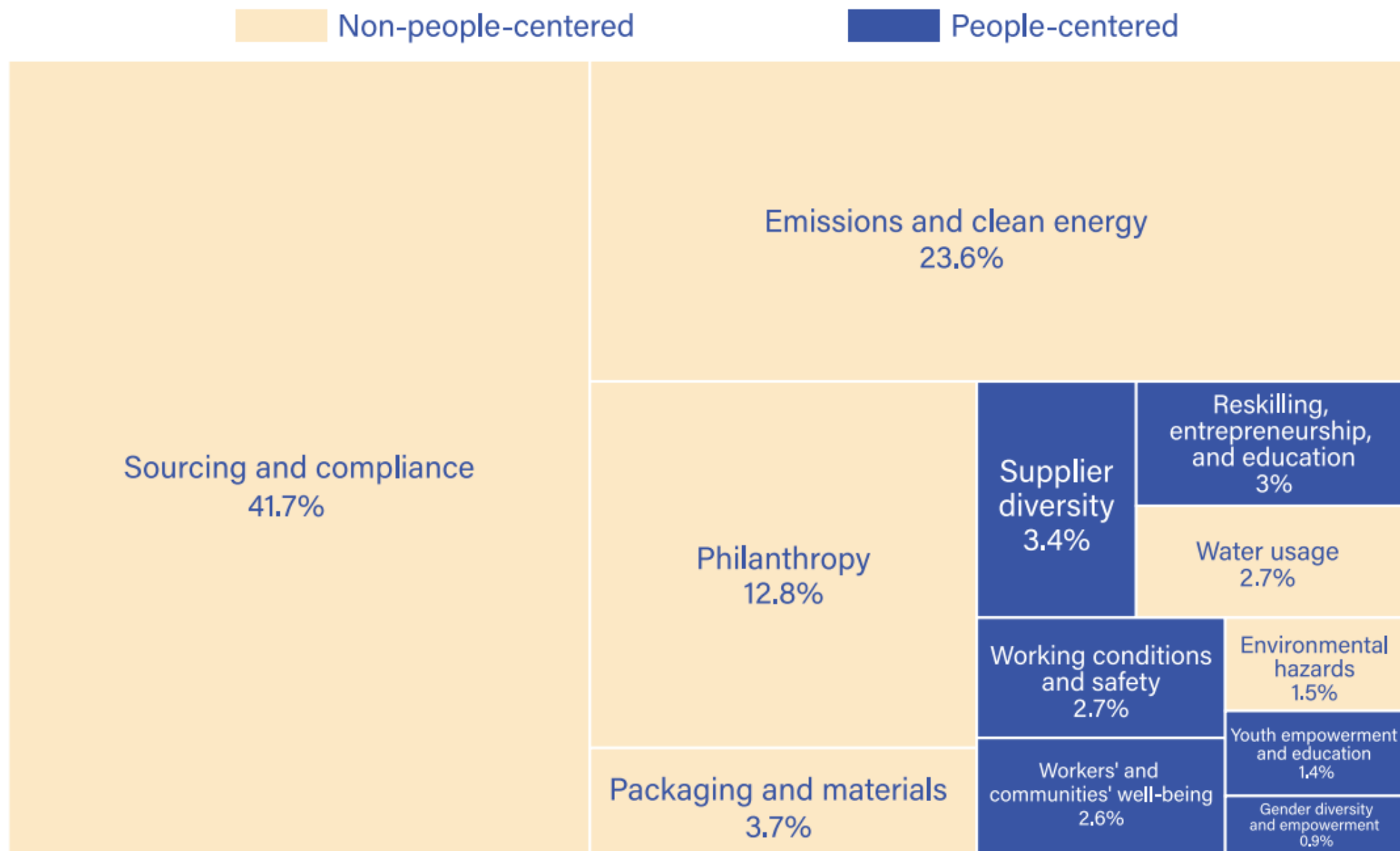
- Highlights1
- Executive summary2
- Introduction3
- Background4
- Looking for people in corporate supply chain sustainability goals.....6

Highlights

- **Sustainability will be won or lost in supply chains.** Most pany's impact on people, nature, and climate occurs in its su many, 80-90 percent of their greenhouse gas (GHG) emissio suppliers' extraction and production processes.
- **However, supply chains are competitive and complex, driving suppliers to produce goods at the lowest possil companies' sustainability goals create additional expectator**



Figure 3 | Most supply chain sustainability goals are not people-centered



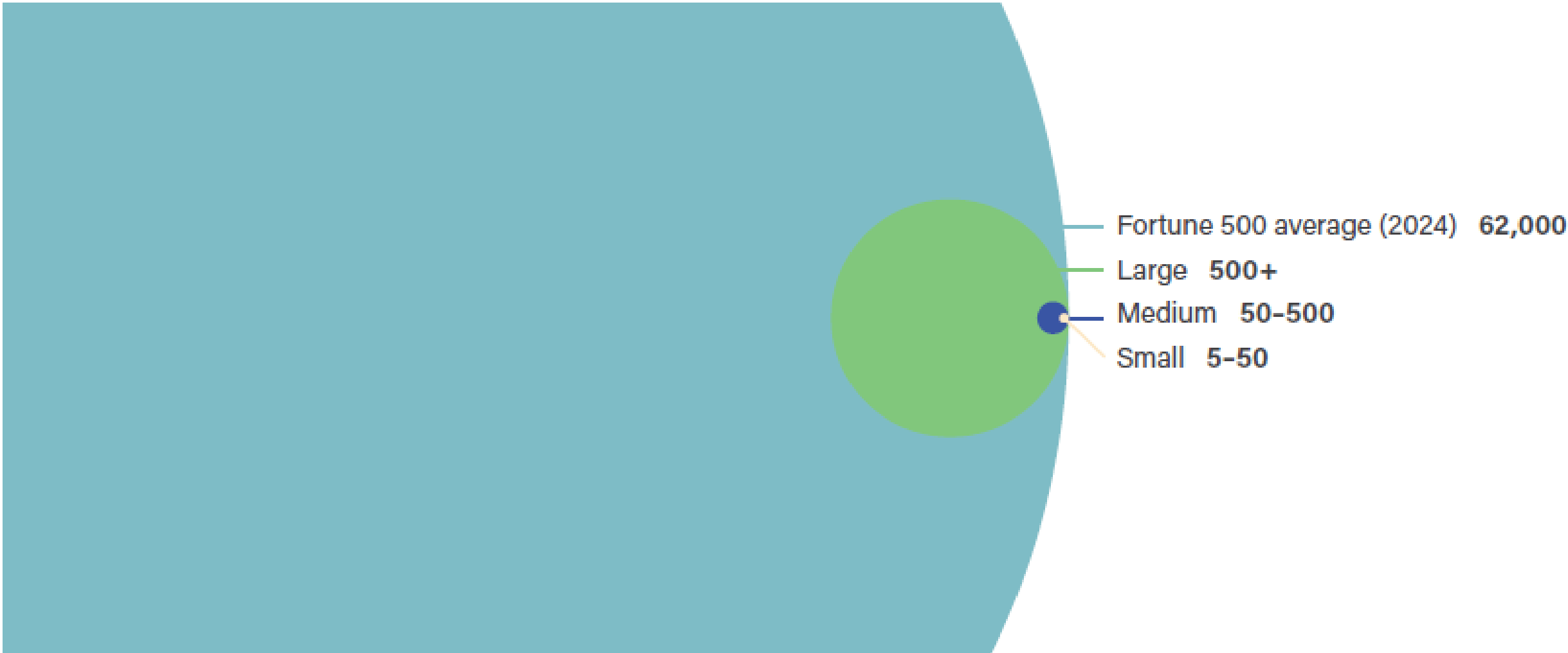
Source: Based on raw data from Pivot Goals (n.d.), modified/aggregated by WRI.

Figure 4 | Out of more than 1,000 supply chain goals reviewed, approximately 900 were pushing and pulling suppliers to meet the large companies' sustainability targets



Source: WRI authors.

Figure 1 | Size of workforce for SMEs compared to large and US Fortune 500 companies

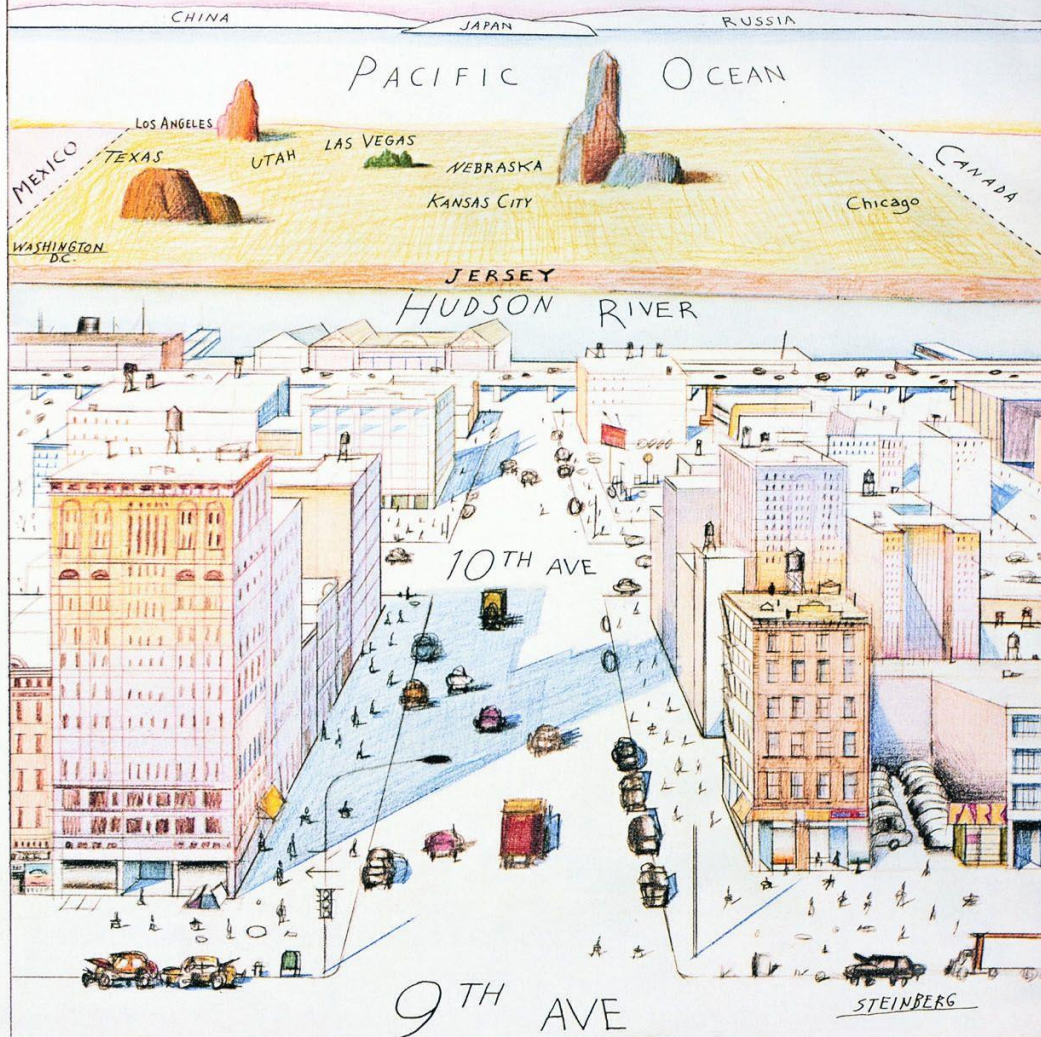


Sources: Cole et al. 2012; Gov.UK 2012; Government of Canada 2017; Eurostat 2022; SBA 2025.

Mar. 29, 1976

Price 75 cents

THE NEW YORKER



WHO IS IMPACTED BY THE TRANSITION TO SUSTAINABLE SUPPLY CHAINS?

ACTION: MAP AND IDENTIFY.
IDEA: GO FIND THE PAIN POINTS BEYOND DIRECT SUPPLIERS.

WHAT IS IN IT FOR THEM?

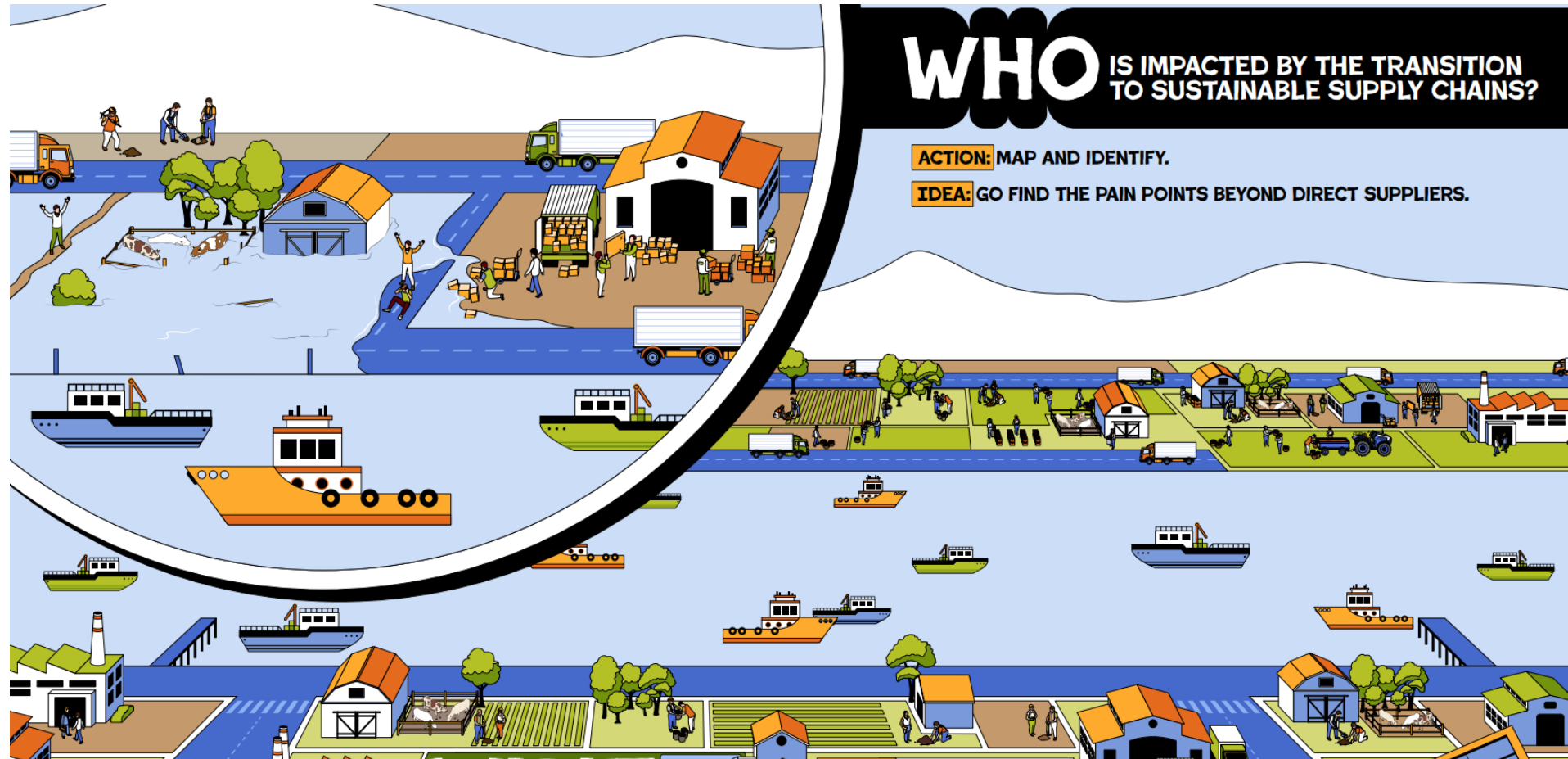
ACTION: LISTEN AND LEARN.
IDEA: SEND EXTENSION AGENTS INSTEAD OF COMPLIANCE AUDITORS.

WHERE CAN WE INVEST FOR MUTUAL BENEFIT?

ACTION: ASK AND OFFER. **IDEA:** TEST NEW CONTRACTING MODELS THAT EMPHASIZE CO-BENEFITS.

EMPLOYEES SHARE HOLDERS **CEO** BOARD MEMBERS ELEPHANT CONSUMERS

MAPPING



MATCHING



MONEY



A man with dark hair, wearing a blue t-shirt, is looking towards the camera. He is in a factory or industrial setting. In the background, other workers in light-colored shirts are visible, slightly out of focus. The lighting is somewhat dim, typical of an indoor industrial environment.

Suraj Namdev

Assistant Operator, Dye House
Pratibha Syntex

The workers faced issues while
untangling steaming fabric...

Thank you!

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Ashwini Hingne (ashwini.hingne@wri.org)



WORKING PAPER

Elephant in the boardroom

People are missing in corporate supply chain goals

Evana Said, Grace Flynn, Eliot Metzger, and Shahana Chattaraj

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The National Laundry Group

A Network of Small and Medium Sized Launderers for
the UK's Hospitality Industry



The National Laundry Group
hosts 32 strategically located
Launderers across their
network – operating a model
that prioritises flexibility,
consistency and
dependability.



Supplier Relationship Management
Efficiency



Supplier Quality
Assurance



ESG Regulation Vetting and
Compliance Checks



Contingency
Planning

Call to action

- Understand what SMEs can bring to the table
- Invest in knowledge sharing
- Join our network

