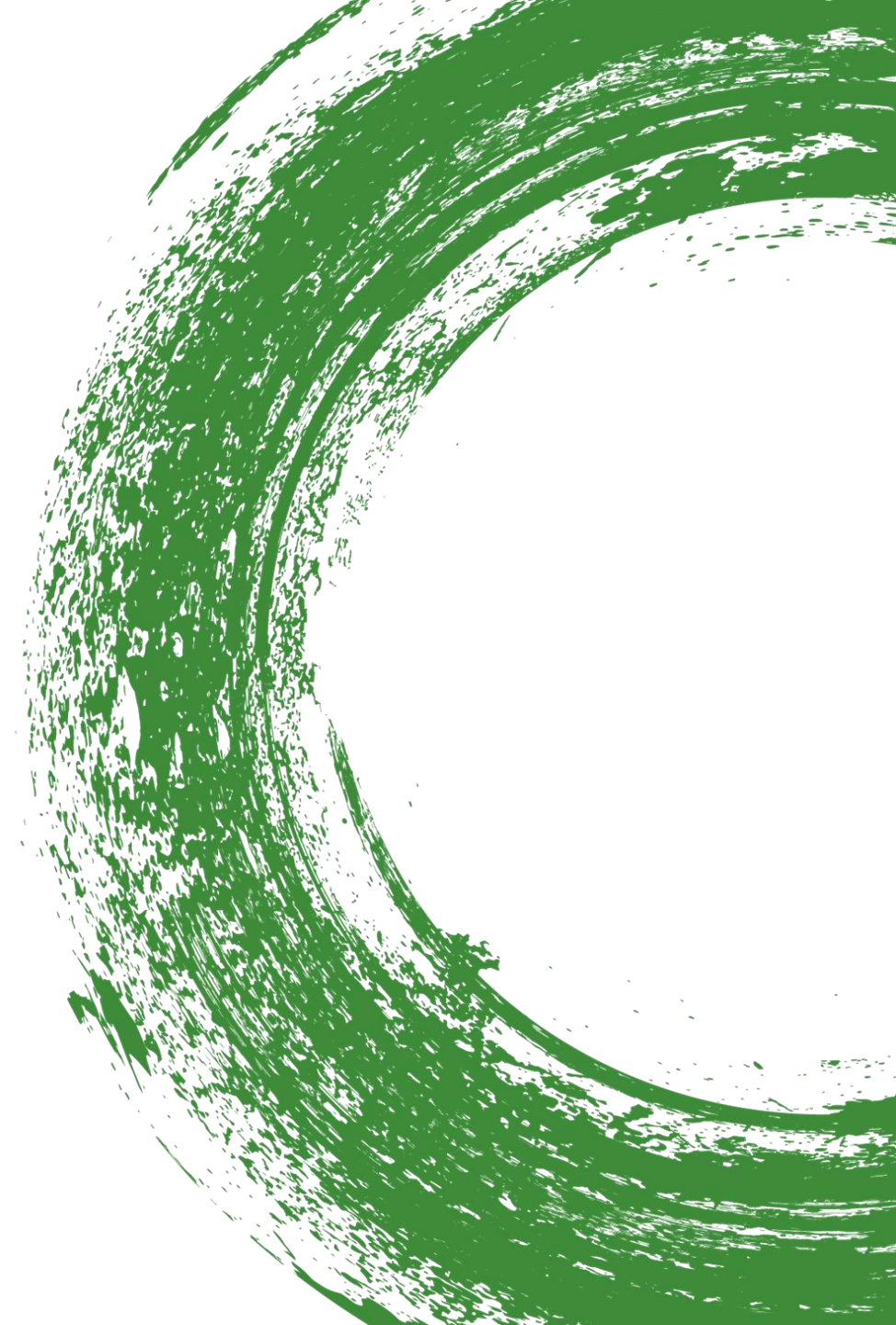


Supplier Decarbonization

From target setting to real-world impact



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Science-Based Targets as a Lever for Supply Chain Decarbonization

Diana Farmer

North American Regional Lead

ABOUT THE SBTi



SCIENCE
BASED
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

The Science Based Targets initiative (SBTi) is a corporate climate action organization that enables companies and financial institutions worldwide to play their part in combating the climate crisis.

We develop standards, tools and guidance that allow companies to set greenhouse gas (GHG) emissions reductions targets in line with what is needed to keep global heating below catastrophic levels and reach net-zero by 2050.

FOUNDING PARTNERS



United Nations
Global Compact



WORLD
RESOURCES
INSTITUTE



WWF

10 YEARS OF THE SBTi

10,400+

Companies with
validated targets

91%

Of companies with validated
targets reported an overall
positive impact on their
business*

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ABOUT SCIENCE-BASED TARGETS



Grounded in climate science - aligned to the rate of decarbonization required to **reach net-zero** by 2050



Based on a **company's unique GHG emissions inventory** and modeled to reflect the company's selected base year and target year



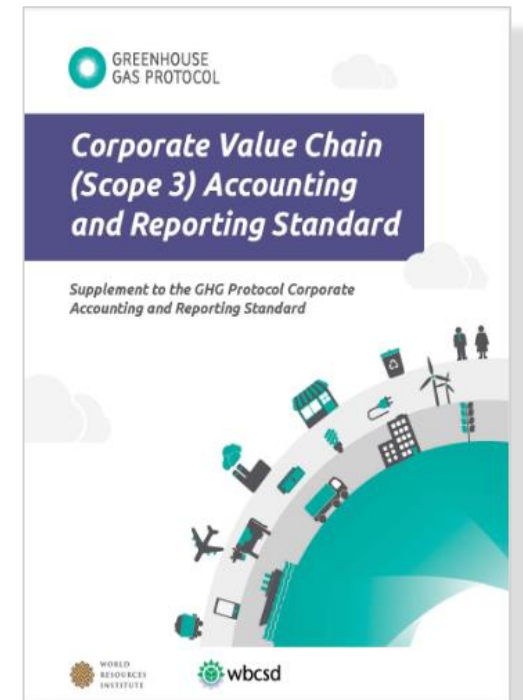
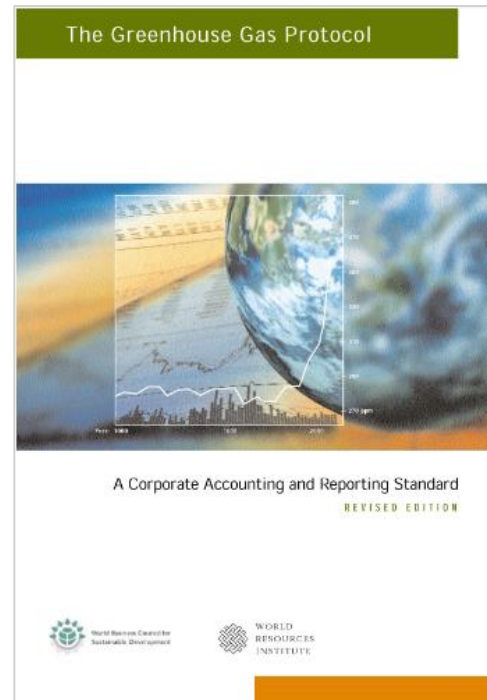
Companies can set near-term targets (5-10 years) or set a **net-zero target** for the long-term (2050 latest)*



GHG INVENTORIES ARE FOUNDATIONAL FOR TARGET-SETTING

The SBTi references greenhouse gas **accounting standards** developed by the Greenhouse Gas Protocol (GHGP) as the appropriate methodology to use when developing a GHG **inventory**.

This GHG inventory then forms the basis of target-setting.



All companies must cover scopes 1 and 2 with a target. Non-SMEs must set scope 3 targets if scope 3 contributes 40% or more of a company's overall GHG inventory.



GETTING STARTED WITH SBTi



REGISTER

STEP 1: Register on the [SBTi Services Validation Portal](#) and complete the company form.

COMMIT

STEP 2: Navigate to the 'commitment' section in the Portal and make a commitment. Review and agree to the [Commitment Compliance Policy](#).

DEVELOP

STEP 3: Develop targets using [SBTi's standards, criteria and guidance](#).

SUBMIT

STEP 4: Prepare your target submission forms and submit to SBTi Services to start your validation.

IMPLEMENT

STEP 5: Announce the target and inform stakeholders. Start implementing your science-based targets and annually disclose progress.

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TARGET IMPLEMENTATION GUIDANCE



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TARGET IMPLEMENTATION GUIDANCE

Team roles and responsibilities

- **Roles and responsibilities:** Identify a primary program manager embedded within sourcing or procurement team.
- **KPIs:** Introduce formal objectives and incentives to ensure accountability and success.
- **Training and support materials:** Sourcing and procurement teams should be trained on new supplier expectations, including how to provide support.

Defining supplier expectations and timelines

- **Systems:** Determine how often and through which channels suppliers need to report GHG data.
- **Expectations:** Align on how expectations will be framed to suppliers: is setting and reporting GHG data or setting targets positioned as a “requirement”, “expectation”, or “encouraged”?
- **Documentation:** Update procurement processes, such as supplier contracts and codes of conduct.

Supplier communication

- **Clarity and consistency:** Use consistent communication channels to keep suppliers informed of expectations, especially if they change over time.
- **Context:** Explain the “why” and help direct to the “how”.
- **The “right” contact:** Identifying the most adequate supplier contact may take some time.

Supplier resources

- **Provide resources:** Develop and share resources to guide suppliers in GHG accounting and SBT-setting.
- **Don’t reinvent the wheel:** Third-party resources may already exist and suit your / your suppliers needs.
- **Training and capacity-building:** Consider supporting training cohorts or directing suppliers to free online training programs.

LEARN MORE AT SBTi ACADEMY



To help develop the knowledge, skills and understanding of SBTi's standards and tools, we launched a **first-of-its-kind science-based targets Training and Certification Program** last year.



Find out more at
sciencebasedtargets.org/academy

Pfizer's Supplier Decarbonization

Dana Doerfler

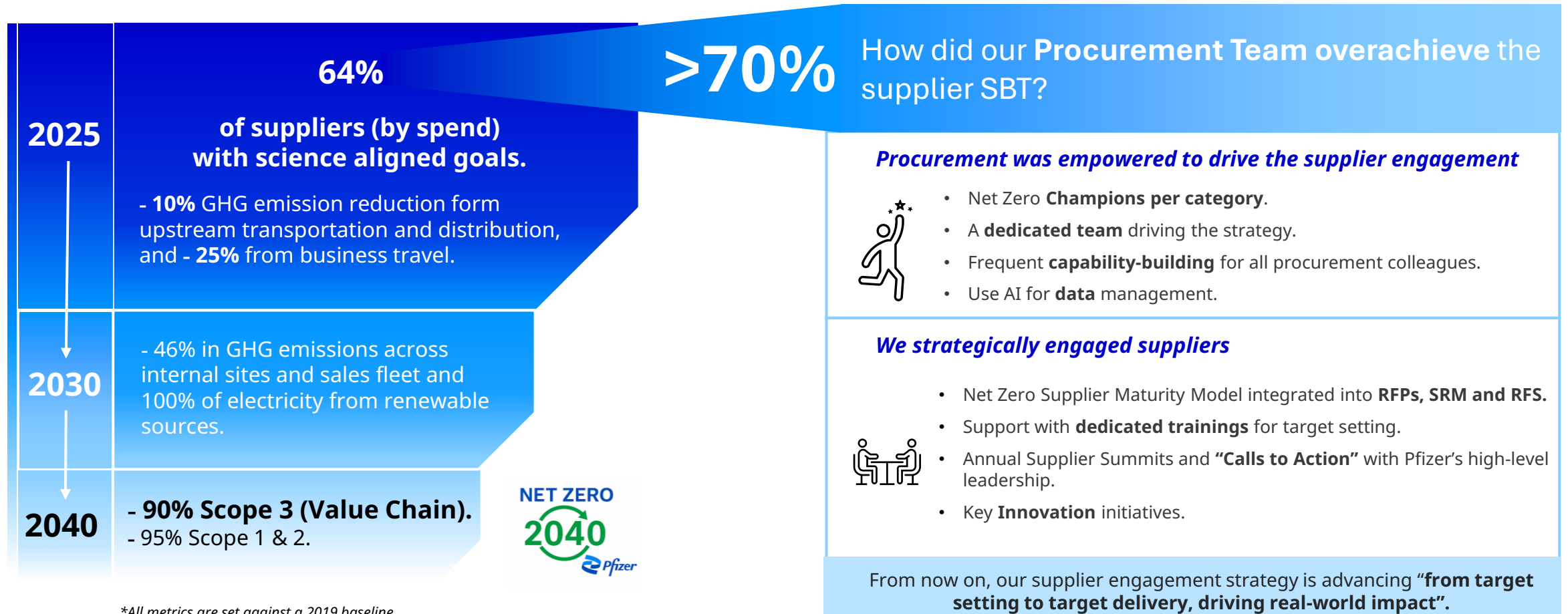
SEO Reporting and Disclosures Lead

Maria Terracina

Global Supplier Impact Lead

Pfizer Procurement Impact for the Planet

Current Near- and Long-term Targets



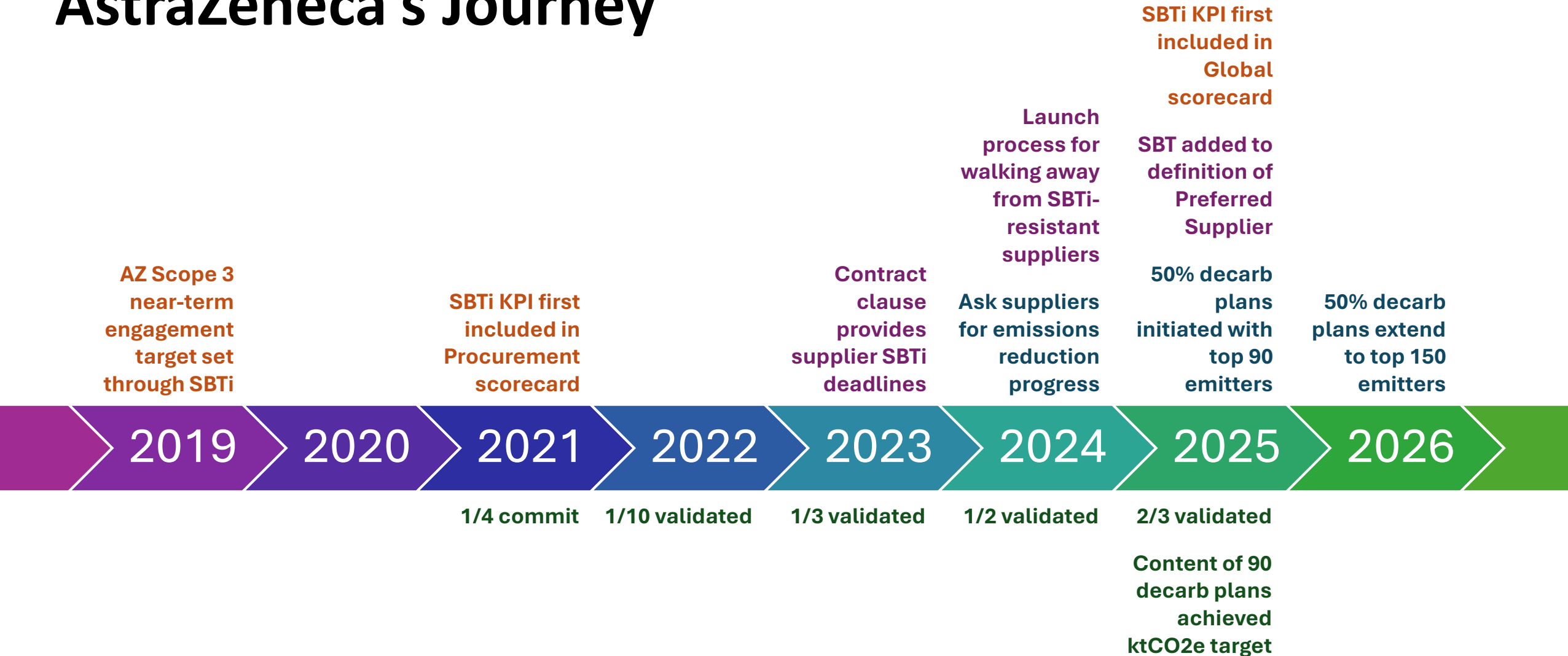
*All metrics are set against a 2019 baseline.

Astrazeneca's Journey on Supplier Decarbonization

Jen Valsler

Sustainable Procurement Director

AstraZeneca's Journey





PAVE to ZERO

Supplier sustainability engagement program

Vedant Patil

Supplier Sustainability Engagement Specialist


A case study on: Converting SBTi targets into action

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Novonesis at a glance


We exist to
**Better our world
with biology...**


using our advanced
biosolutions toolkit

 Enzyme

 Proteins

 Cultures

 Probiotics

 Yeast

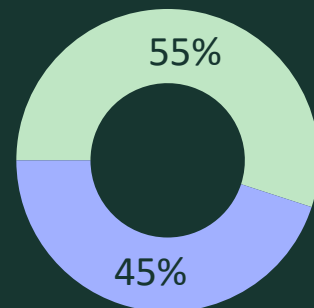
 HMO

2025 revenue
pro-forma

€ 4,157.6 million

split across two
divisions

Planetary Health
Biosolutions



Food & Health
Biosolutions



+11,000
employees
worldwide



+30
production
sites



~40
R&D and
application
centers



~10,000
patents



6/6

Milestone targets
achieved in 2025

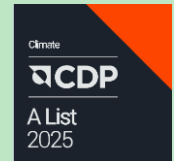


36%

Gender parity
in senior management



>80% of sales
documented and
aligned to UN SDGs



MSCI
ESG RATINGS



CCC B BB BBB A AA AAA



SCIENCE
BASED
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION



THE NET
ZERO
STANDARD

APPROVED NET-ZERO TARGETS



From Targets to Scope 3 Action

What we committed

Novonesis targets are validated by the Science Based Targets initiative.

Our 2050 target is net zero.

2030 targets:

- Reduce absolute GHG from operations (Scope 1 & 2) by 75%*
- **Reduce absolute GHG from value chain (Scope 3) by 35%***



*vs 2018 baseline

Why targets aren't enough


~88% of Novonesis' emissions are Scope 3
Largely from purchased goods and suppliers — entirely upstream.

10000+ diverse suppliers need to act
Scale and diversity require a structured model — not ad-hoc engagement.


SBTi sets the ambition. Execution is the real challenge.

PAVE to ZERO

Procurement-led supplier engagement program launched

 **Understand supplier climate maturity & align action**

 **PCF and ESG data disclosure**

 **Specific initiatives & collaborations**

Procurement as the lever



Intention

Action



novonesis
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PAVE to ZERO: Procurement's Execution Engine for Scope 3



2025 served as the foundation year for PAVE to ZERO, focusing on engaging top suppliers and achieving close to one-third spend coverage, while building the engagement framework and capabilities.

Outcome based engagements

01

Promote supplier climate action

Focused support for less-mature suppliers to start their decarbonisation journey and set science-based targets.

02

PCF and ESG data disclosure

Improving data quality and transparency — standardised reporting on Product Carbon Footprint and ESG metrics.

03

Innovation and specific initiatives

Collaboration with mature suppliers to co-develop and deliver concrete, measurable emission reduction initiatives.

Enablers for engagements

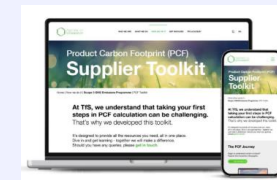
Category & supplier insights

Category climate one pagers and emission insights
Emissions and hotspot analysis

Trackers to track progress & KPIs

Track engagement & outcomes
Capture & mature new initiatives – and prioritization matrix

Engagement kit and tools



novonesis

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PtZ Scaling path: Way forward



Following a structured engagement approach in Year 1, PAVE to ZERO generated visibility on supplier maturity and impact, allowing suppliers to be transitioned into differentiated, action-oriented quadrants.

What this means going forward

From engagement to delivery

Focus shifts to maturing initiatives

- The engagement system is in place
- Priority moves from starting conversations to delivering reductions

Translate action into numbers

Link supplier initiatives to Scope 3 trajectory

- Supplier initiatives are connected directly to Novonesis' reported Scope 3 pathway
- Enables attribution beyond activity tracking

Measurable Scope 3 Progress

Reinforcing loop for SBTi trajectory

- Initiative tracking → maturity → measurable reductions
- Creates a feedback loop supporting SBTi delivery

Prioritize by impact

Collaborate (High impact . High maturity)

Co-develop reduction roadmaps. SBTi guidance & 1:1 workshops. Highest spend & emission impact.

Promote action (High impact. Low maturity)

Group webinars, toolkits & peer-learning sessions to build capacity and drive disclosure.

Monitor (Low impact · High maturity)

Regular PCF and ESG data collection, periodic check-ins to ensure alignment, find opportunities to collab.

Key Takeaways



Science-based targets are key milestone in decarbonization - They provide direction to real-world action



We showed best practices on what to do and how to go from target set to action



Watch the space- SPP Pharma chapter will soon launch a best-practice sharing initiative

Now it's your turn!



Sustainable
Procurement
Pledge

Sign the pledge!
Activate your power



#ProcureTomorrow

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