



Turner & Townsend

# Sustainable Procurement

Harnessing supply chains for  
sustainable outcomes



making the **difference**

# Responding to a changing world

Global challenges around population growth, climate change, resource depletion and food security are now key concerns for organisations, as well as for governments and communities.

Private and public sector organisations recognise the threats these pressures can pose to their current and future viability, particularly where enterprises operate extended and **complex supply chains**. In addition to having the potential to cause reputational damage, pressures can impact on already narrow margins and **challenge operational effectiveness**. At the same time, legislative change is making new and increasing demands on already strained global supply chains.

## Driving success

Turner & Townsend understands the challenges of this fast-evolving environment and equips you to respond to and manage change to drive success.

Our sustainable procurement approach enables you to:

- Develop a deeper understanding of your changing operating environment, and the implications for procurement and supply chain functions
- Establish end-to-end governance, risk and resolution solutions
- Give customers, investors, legislators and other stakeholders confidence in your stability, resilience and growth, while addressing today's challenges
- Build your capability for the long term, with the help of our technical training, knowledge sharing and expert advice.

We bring insights to programme, project and procurement teams and the wider organisation, drawing on our expert knowledge, global expertise and experience across sectors and 75 year heritage.

## Knowledge transfer

We believe that the key to ensuring that any approach is adopted for the long term is **knowledge transfer**. Our teams are highly experienced in providing **technical training, knowledge sharing and expert advice**, and in utilising reach-back from our global business community.

We are passionate about making the difference and delivering better outcomes, leaving a lasting legacy on our commissions and upskilling our clients.

## Leading the way at Heathrow Airport

**Heathrow Airport launched a refreshed sustainability strategy in February 2022, setting out its goals and targets to achieve net zero in the air and on the ground.**

### Challenge:

“Our challenge in procurement is to unify our partner organisations who have the most significant role to play behind that strategy, while creating space for them to innovate and bring the best of what they have to offer to aviation.”

### Solution:

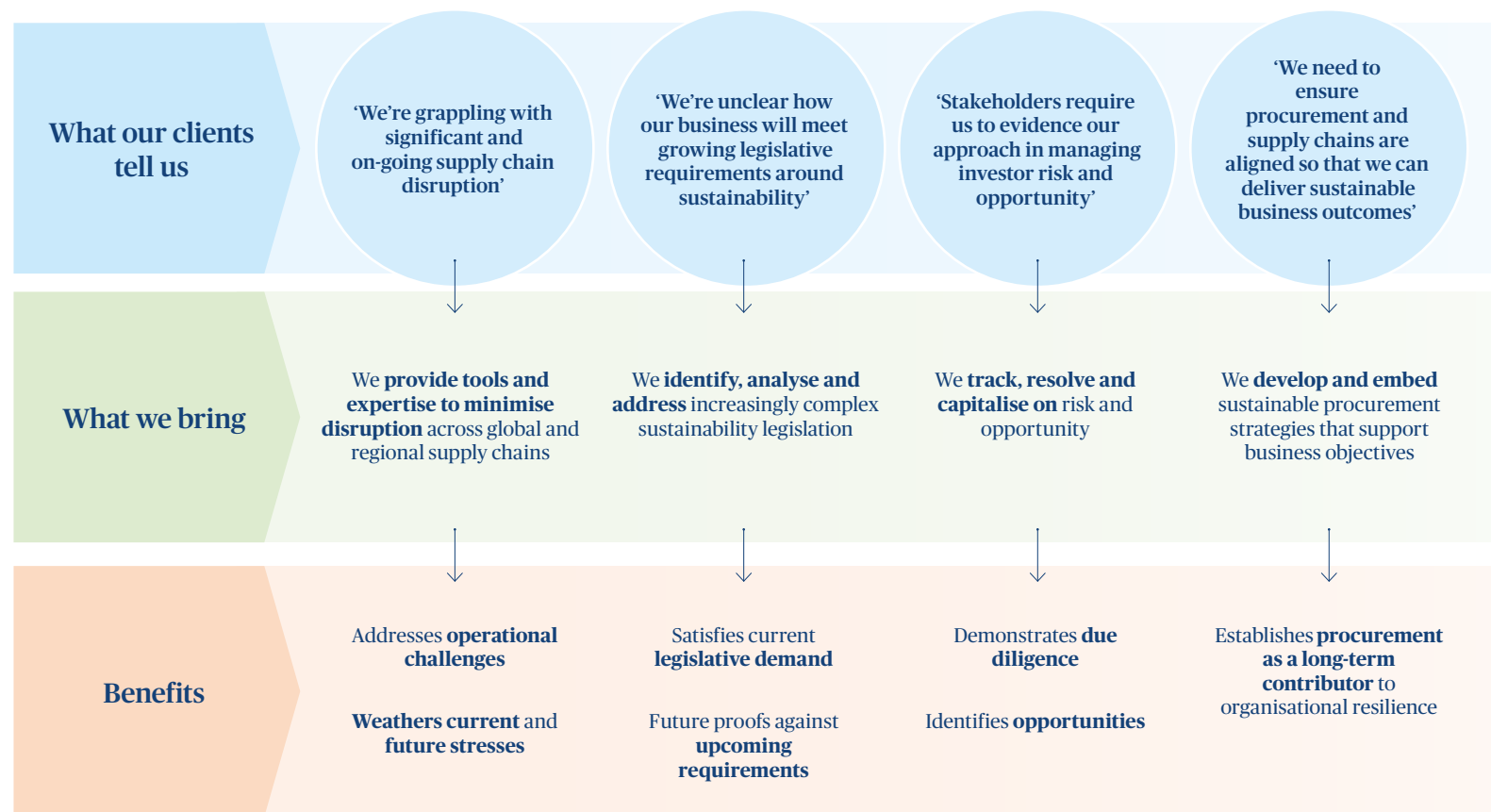
“The construct of the balanced scorecard is the method Heathrow have chosen, and with the support of Turner & Townsend this has grown and developed to articulate more detailed sustainable procurement aims and guidance for our supply chain partners, an emerging set of success factors, and the engagement and collaboration to help our partner supply chain explore what they can achieve at Heathrow.”

“Turner & Townsend continue to play a key role as we move towards converting those partner commitments into performance indicators so we can progress Heathrow's 2.0 strategy into delivery.”

**Paul Doherty**

Procurement Director, Heathrow Airport

# Understanding your challenges



*"A perfect storm... supply side, transport, and labour are coming together to blow a stagflationary wind through the global economy..."*

**The Guardian,**  
2nd October 2021

*"70% of supply chain leaders are planning to invest in circular economies..."*

**Supply Chain,**  
17th May 2021, 'Circular Economy'

*"Keeping pace with constant regulatory updates has become a mammoth task for businesses and investors..."*

**S&P Global,**  
21st July 2022

*"Global ESG assets under management are set to hit \$53 trillion by 2025..."*

**Bloomberg,**  
23rd February 2021,



# Our method

## How we work with you

Our Sustainable Procurement Framework is based on more than two decades of best practice experience, gained across multiple sectors:

**Strategy and set-up** establishes the drivers, vision and objectives and targets of sustainable procurement, while maintaining focus on risk management.

**Supply chain enablers** translate strategy into functional operations, deploying resources to ensure strategic objectives are embedded in organisational and suppliers' commitments.

**Procurement execution** creates a business-as-usual model, where sustainable procurement is given increased prominence.

**Contract management and benefits realisation** develops contracts that support the measurement of sustainability performance, and assesses whether anticipated sustainability impacts have been realised.



## How we drive success as your procurement partner

### Strategy and set-up

- Assessing client needs and risks to define sustainable procurement objectives
- Setting clear direction on where sustainability is best incorporated into the procurement process.

### Supply chain enablers

- Equipping internal stakeholders with governance and operational controls
- Assessing new and existing suppliers' ability to respond to sustainability objectives
- Driving sustainable procurement performance.

### Procurement execution

- Embedding the sustainable procurement vision in tendering and contracting
- Ensuring processes and tools are in place to support new and existing suppliers to achieve sustainability objectives and targets.

### Contract management and benefits realisation

- Develop, measure and report on a sustainability performance model with SMART metrics and KPIs to commercialise sustainability performance
- Setting out data capture requirements
- Determining sustainability benefits.

# Selection of case studies

## Global nutrition client (€ confidential)



Project management, cost management and health and safety services to support our client in the fit-out of their new headquarters. Our role was to achieve their sustainability objectives, specifically in the areas of green procurement, sourcing of low carbon materials, minimising waste to landfill and reducing the carbon footprint of the project.

## Transport infrastructure client (€4bn)



We advised on sustainability matters for this transport infrastructure scheme. Our roles include development of sustainable procurement strategies and procurement plans for a series of discrete contracts that, when combined, represented a fully functioning metro system.

## Global aviation client CapEx and OpEx (£ confidential)



As the appointed sustainable procurement lead we embedded environmental, social and governance (ESG) objectives and methodologies into CapEx and OpEx operations across the airport.

# Why Turner & Townsend

## Why us

- We draw on our in-depth knowledge and expertise, spanning multiple sectors and our 42-country global network
- Our bespoke Sustainable Procurement Framework is designed for public and private clients across all sectors, including emerging, advanced and frontier practitioners
- We empower our clients, embedding sustainable procurement into programmes, projects and established supply chains across real estate, infrastructure and natural resource sectors
- We harness the potential of procurement to drive business objectives, transforming sustainability ambitions into tangible benefits
- We leverage our 75 year heritage in cost management to help realise your business objectives.



## Our people

- Our people are central to the way we work. At Turner & Townsend we believe in:
- Our purpose: We are making the difference, transforming performance for a green, inclusive and productive world
- Our values: These guide our team's behaviours, to transform performance and help us live our Purpose
- 98% of our procurement experts have, or are working towards, accreditation with the Chartered Institute of Procurement and Supply (CIPS) or are degree educated and above, and our Contract Services business has achieved CIPS Procurement Excellence accreditation. We are the first consultancy in this space to be recognised for providing services to clients that are aligned to CIPS best practice
- We build trust between clients, suppliers, governments and society through the commitment, capability and care our teams bring, and deliver outcomes that have a positive impact on the world around us.



Through the commitment, capability and care our team brings we build trust between clients, suppliers, governments and society. Delivering better outcomes that have a positive impact on the world around us.

We work smarter to face the challenges of the future; bringing the clarity that helps teams realise their full potential across the real estate, infrastructure and natural resources sectors.

It's how we've made the difference for 75 years.

Transforming performance for a green, inclusive and productive world.

[www.turnerandtownsend.com](http://www.turnerandtownsend.com)

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