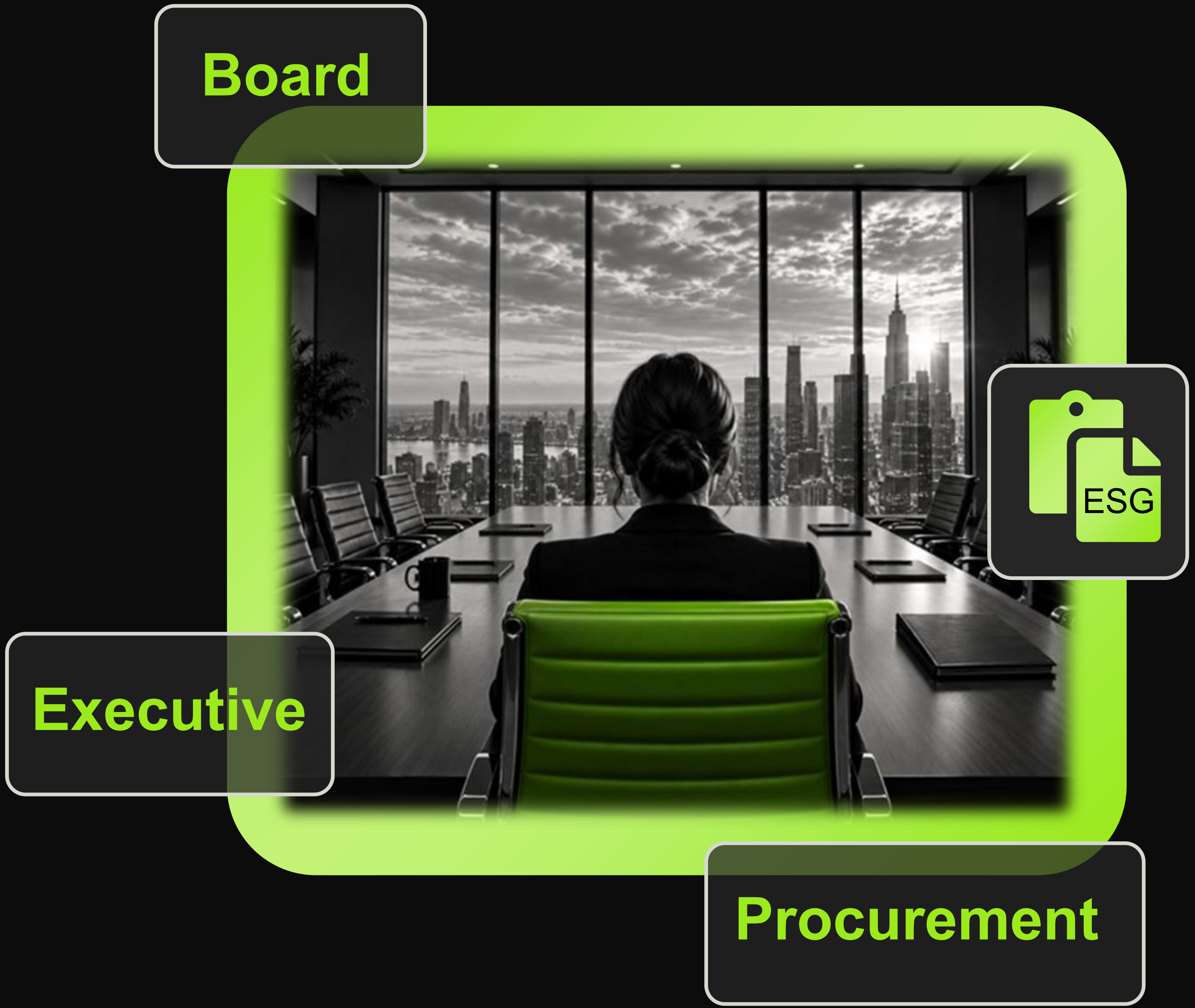
Using Procurement as a strategic lever for **Resilience, Risk** & **Sustainability**



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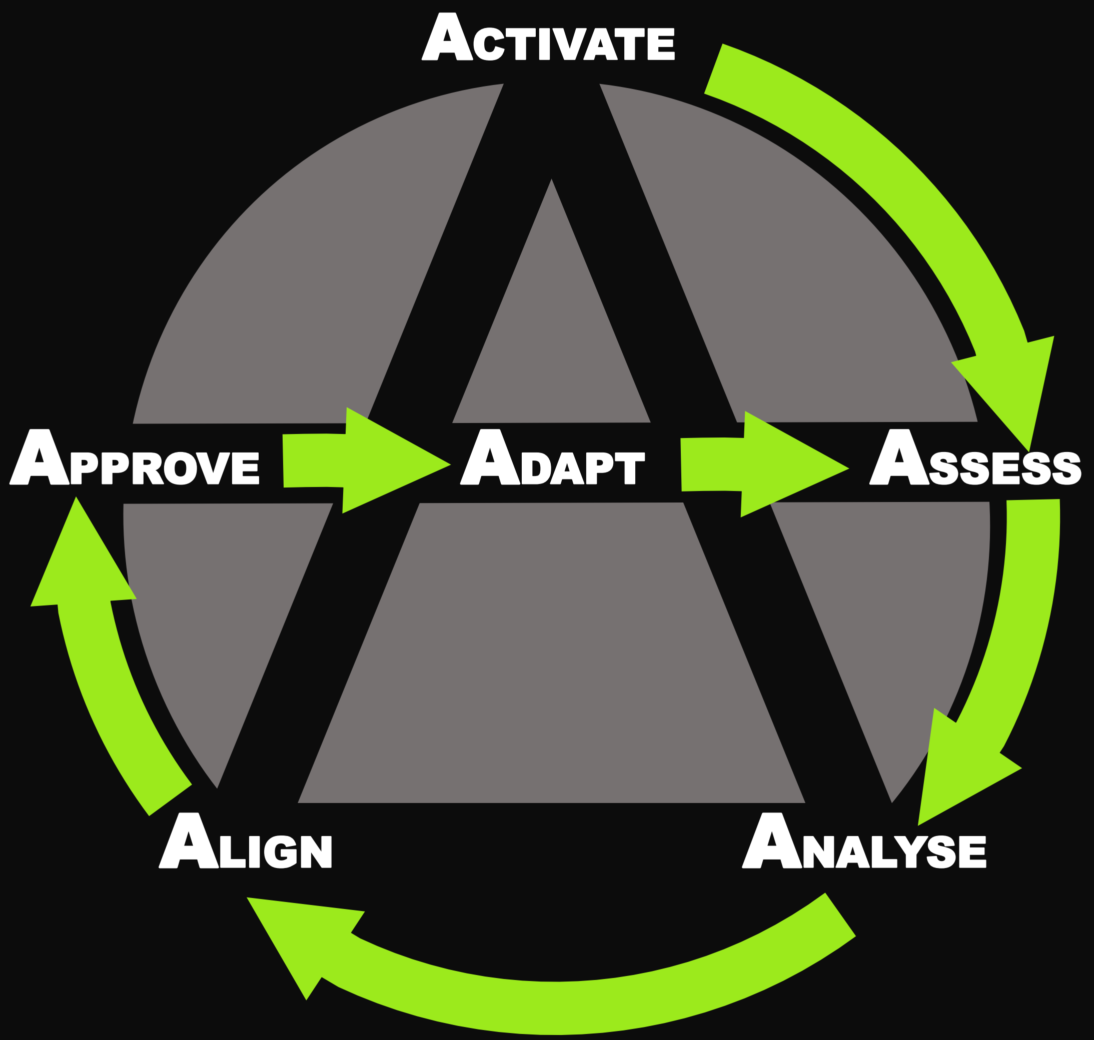
The World **Procurement** Now Operates In

- Very few functions in an organisation have visibility across as much external risk, innovation, capability and opportunity as procurement does.

The 6A **Category** Management Framework

- ESG needs to move from compliance to commercial design – consider and communicate at every phase of the category lifecycle.



Language of **Business** Governance

AASB S2:
"report about climate-related risks and opportunities that could reasonably be expected to affect the entity's cash flows, access to finance or cost of capital…. anticipated effects on business model or value chain"

ASIC:
"A sustainability report must include a directors' declaration which is a declaration by the directors of their opinion on whether the contents of the sustainability report are in accordance with the Corporations Act"

APRA:
"ultimate responsibility rests with its board of directors…
climate risks can and should be considered within an institution's overall business strategy and risk appetite statement, and a board should be able to evidence its ongoing oversight"

Australian Institute Company Directors:
"Supply chain resilience has become a core strategic and governance issue… building supply chain resilience should be actively discussed around board tables…. Develop a supplier classification matrix based on criticality"

Governance Institute:
"Companies with a multi-dimensional environmental and social governance mindset can effectively address risks in a variety of ways including increased investor pressure, regulatory change, stakeholder influence, climate change and enhanced risk management"

Cost.
Resilience.
Carbon.
Continuity.
Social value.
Reputation.

Materiality

TRADE-OFFS

Consequences

Our job is not to eliminate the trade-off. It is to make it visible, deliberate and defensible.

Boardroom Currency is **Judgement**

- Exposure
- Choices
- Consequences
- Confidence
- Recommendation

- An influencing framework to create clear, concise and compelling recommendations that land.

Data **Insights** Judgement **Intent** Action **Impact**

Boardroom statements:

1. “Show me how **resilient** our business model is—not just how sustainable it looks.”
2. “Focus on what is **material**, not everything that can be measured.”
3. “Sustainability belongs **in** the business strategy, not beside it.”
4. “Tell me the **trade-off** we are making—and whether it sits within our risk appetite.”
5. “Translate the sustainability issue into enterprise and financial **value**.”
6. “Tell me what happens when our **assumptions** are wrong.”
7. “Don't show me the target without showing me the **pathway**.”
8. “Our risk does not stop at our organisational boundary.”
9. “Tell me who is accountable for the **outcome**—not who owns the report.”
10. “Show me the **evidence** behind the claim.”
11. “Would we be comfortable explaining this decision **publicly**?”
12. “Where is the opportunity to become **stronger**, not simply more **compliant**?”

13. “What decision are we making differently because we know this?”

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