MAKE IT ZERO
DECARBONISE DIY

Supplier Engagement Standard for the DIY Industry

Make it Zero

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Executive Summary

The DIY sector faces a critical challenge in reducing greenhouse gas emissions, with most of its footprint arising from Scope 3 emissions, particularly emissions from products sold to customers. While many organisations have made progress on direct emissions, addressing these upstream sources requires coordinated action across supply chains. This Supplier Engagement Standard (the Standard), developed by Make It Zero, provides a unified framework for retailers and suppliers to collaborate on decarbonisation, for consistency, transparency and efficiency across the sector.

The Standard is designed for voluntary adoption by members of Make It Zero and is applicable to sustainability, procurement, operations and leadership teams. Its primary focus is managing the emissions from Tier 1 suppliers, where organisations have direct commercial relationships. While centred on carbon reduction, the principles also offer a foundation for broader ESG engagement. The framework aligns with recognised methodologies such as the GHG Protocol, Science Based Targets initiative (SBTi), and ISO standards, supporting compliance with emerging regulations like the EU's Corporate Sustainability Due Diligence Directive (CSDDD) and Corporate Sustainability Reporting Directive (CSRD).

The objectives of supplier engagement are threefold:

- Understand supplier maturity on the decarbonisation journey.
- Encourage credible emissions reduction targets and active participation in achieving them.
- Promote consistency and reduce administrative burden through standardised data requests and clear expectations.

By prioritising high-impact suppliers and fostering collaboration, the Standard aims to accelerate emissions reductions, strengthen supplier relationships and improve data quality for Scope 3 reporting. Ultimately, this approach enables the DIY sector to take collective responsibility for its environmental impact and drive meaningful progress toward net zero.

The Make it Zero Supplier Engagement Standard is based on a series of principles which a participating member agrees to implement in their supplier engagement programs. Each module contains up to four principles. The modules and principles are as follows:

Prioritising Suppliers

1. Conduct a supply chain emissions assessment – across scopes 1, 2 and 3 to identify suppliers contributing significantly to Scope 3 emissions.
2. Segment Suppliers by Impact
3. Prioritise High-Impact Suppliers
4. Review Prioritisation Periodically

Data Collection

1. Tailor Data Request to Align with Supplier Prioritisation
2. Only Request Scope 3 Emission Datapoints from MIZ Standard Data Requests
3. Only Request Datapoints with a Clear Value and Purpose
4. Ensure Data Requests are Applied Fairly
5. Repeat Data Collection from Suppliers Periodically

Supplier Engagement and Training

1. Set Clear Expectations
2. Provide Support
3. Provide Feedback
4. Monitor Engagement Metrics

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1. Introduction

The DIY sector faces a pivotal challenge in addressing its greenhouse gas emissions. While many organisations have made progress in reducing direct emissions from their own operations, most emissions lie beyond their immediate control. These indirect emissions, known as Scope 3 (Figure 1), typically account for the largest share of a company's greenhouse gas (GHG) inventory. In the DIY sector, Scope 3 Category 1 - Purchased goods and services (Figure 2). is particularly significant as it encompasses the upstream emissions from raw materials and manufacturing processes carried out by suppliers.

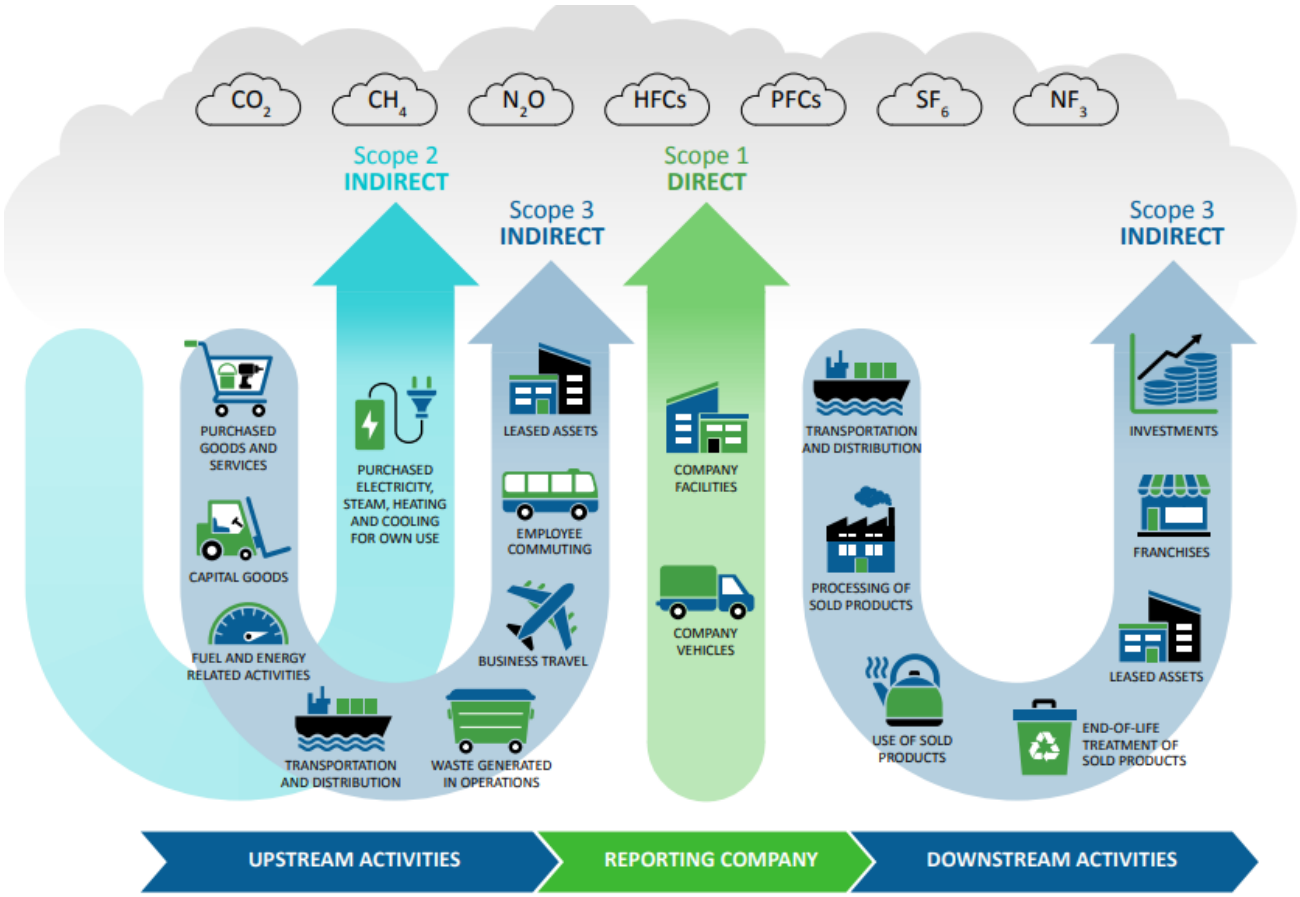

Figure 1: Scopes 1, 2 and 3 according to the GHG protocol.

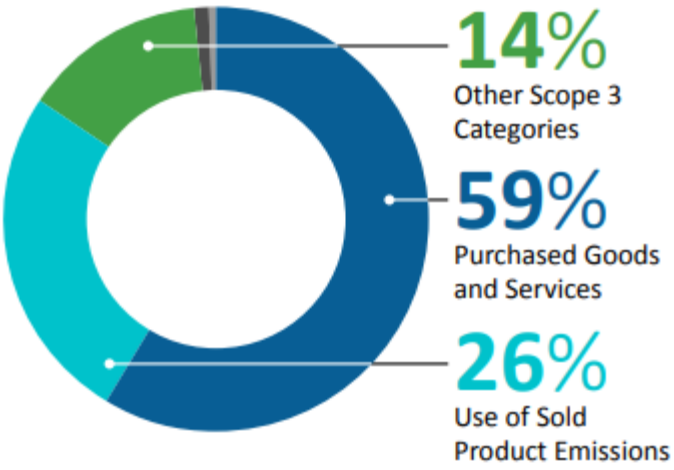

Figure 2: Typical Emissions profile for a DIY retailer - Based on a Make it Zero Survey

Despite growing awareness of carbon emissions, addressing Scope 3 sources remains a complex yet vital challenge to many organisations' net zero targets. Its sources are dispersed across global supply chains, making progress toward decarbonisation difficult without coordinated action. This is where supplier engagement becomes essential. By fostering greater visibility, transparency and collaboration across supply chains, organisations can begin to influence and support the decarbonisation efforts of their suppliers. Moreover, harmonising the approach to supplier engagement across the sector amplifies its effectiveness, enabling suppliers to respond consistently and efficiently to multiple organisations with shared expectations.

This Standard has been developed by Make It Zero, a sector-wide initiative committed to decarbonising the DIY industry. It is designed to be used by both organisations and suppliers; whereby organisations can adopt it to demonstrate consistent and effective supplier engagement and suppliers can adopt it to also enact further engagement within their own supply chains. This document offers practical guidance for sustainability teams and professionals across procurement, operations and leadership. The Standard sets out a common framework that organisations and suppliers can adopt to accelerate progress toward net zero, recognising that this journey is shared, and that collaboration is key.

At the heart of this framework is the supplier decarbonisation journey (Figure 3). The goal of engagement is not simply to collect data, but to understand where suppliers are in their own transition and to support them in moving forward. Many suppliers will be at different stages of maturity, and this Standard is designed to be inclusive and supportive, providing clarity, consistency and encouragement. For organisations further along in their own decarbonisation efforts, engaging suppliers in this journey can be mutually beneficial, helping to align goals and unlock shared value.

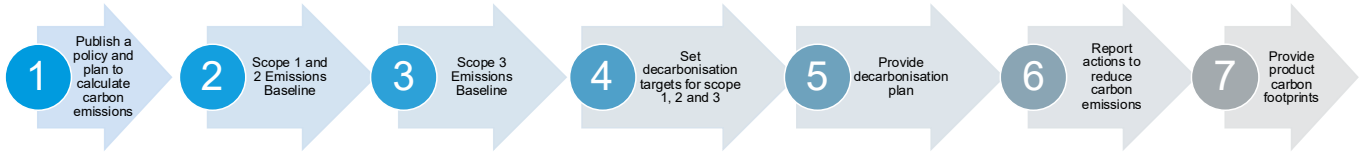

Figure 3: Key stages in the decarbonisation journey for a supplier.

The Standard promotes an impact-led approach to supplier engagement (Figure 4), focusing efforts on priority suppliers where the greatest emissions reductions can be achieved. It acknowledges that engagement is iterative and will evolve over time through continued dialogue, training and knowledge sharing.

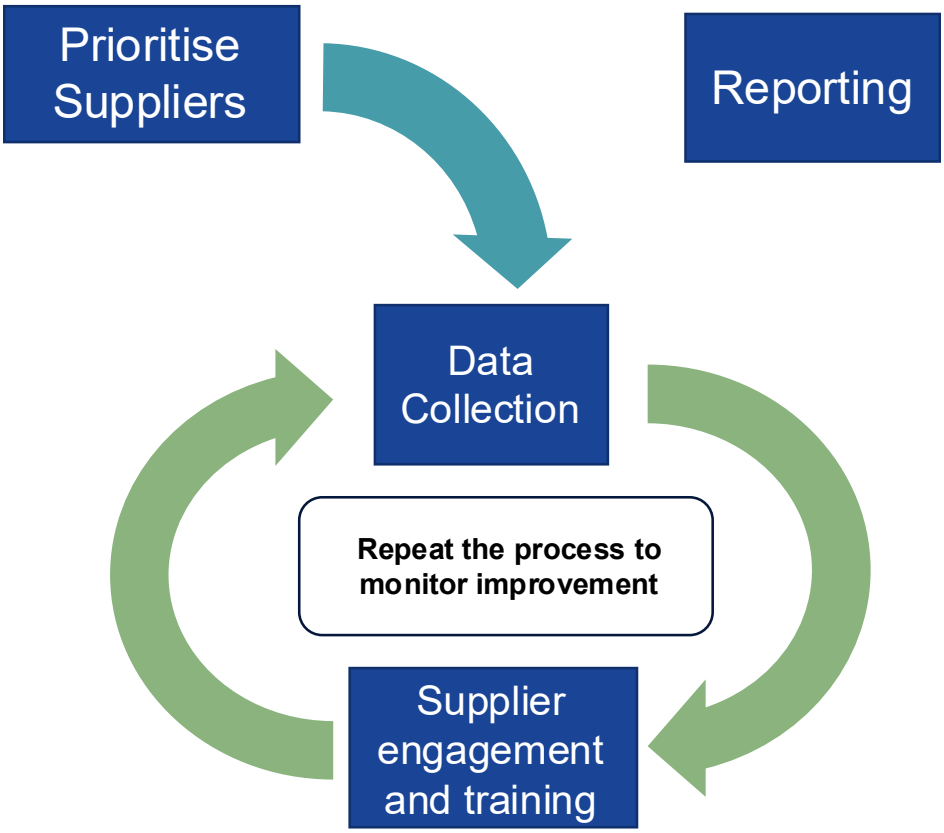

Figure 4: Key stages of supplier engagement, including the 3 modules which principles will be based.

To guide this process, the Standard is structured into three distinct modules. Each module contains a set of principles with clear actions that organisations can adopt to engage suppliers effectively. Alongside this, a revised standardised data request template is available to streamline information gathering and reduce inconsistency in the questions asked of organisations. This integrated approach will help organisations collect high quality, comparable data and gain internal buy-in.

The benefits of this Standard are twofold (Figure 5). For organisations, it offers clear guidance, simplifies data collection and strengthens internal alignment. For suppliers, it provides consistency in expectations, improved support and a more manageable engagement process. As more organisations adopt the Standard and it becomes embedded in mainstream practice, a feedback loop will form and positively reinforce supplier engagement, making the process more impactful, efficient, easier to complete and aligned with a shared goal of industry-wide decarbonisation.

Figure 5: Benefits of the standard.

This work is also being undertaken at a timely point. Legislative and regulatory pressure is intensifying worldwide, including UK, EU, USA and Asia, with a wave of new requirements compelling companies to take responsibility for the environmental and social impacts of their value chains. The EU's Corporate Sustainability Due Diligence Directive (CSDDD) will require large companies operating in the EU to identify, prevent, mitigate, and account for adverse environmental and human rights impacts across their operations and supply chains. This includes setting and implementing climate transition plans aligned with the Paris Agreement. Similarly, extended producer responsibility (EPR) schemes are expanding in scope, placing financial and operational responsibility on producers for the environmental impacts of their products throughout their lifecycle — from design and production to post-consumer waste. Additional ESG due diligence regulations, such as the EU's Corporate Sustainability Reporting Directive (CSRD), are mandating more detailed and standardised disclosures on scope 3 emissions, supply chain risks and sustainability performance.

Decarbonisation is a shared challenge. It demands trust, transparency and long-term partnership between retailers and suppliers. This Standard is a step toward that future. A practical, collaborative framework to help the DIY sector move forward together.

2. Scope and Applicability

This Standard is intended for use by both retailers and suppliers and ensures accessibility to professionals across sustainability, procurement, operations and leadership when evaluating supplier engagement. While the primary focus is on carbon emissions, the principles outlined here are relevant to anyone seeking to build more collaborative and transparent relationships across their supply chain.

This Standard can be adopted by all members of Make It Zero, and members are encouraged to do so publicly on a voluntary basis. Members adopting this standard are expected to have followed each of the principles outlined the principles are designed to be applied together, forming a coherent engagement approach that can be tailored to different organisational contexts. While the Standard provides a consistent framework, it recognises that companies and supply chains vary widely. Each principle will provide considerations for a member to consider during implementation. The exact approach taken to engage suppliers will depend on factors such as product category, supplier maturity, geographic location and

internal capacity. The standard is meant to form the basis for a consistent approach to supplier engagement not and is not to form the basis of any coordination among competitors towards suppliers.

The scope of this Standard is limited to greenhouse gas emissions. It is focused on engagement between an organisation and a direct supplier to the organisation (Figure 6). Tier 1 suppliers sell products or finished goods directly to an organisation. Tier 1 suppliers may supply a mix of internally manufactured products and externally sourced products. As a result, Tier 1 suppliers may have varying levels of access to product-level emissions data and varying degrees of influence over upstream suppliers. This boundary has been set to ensure clarity and feasibility, particularly for organisations that are just beginning their supplier engagement journey. However, deeper engagement across multiple tiers may be necessary to address specific carbon-related challenges. Organisations may choose to develop additional programmes to support this.

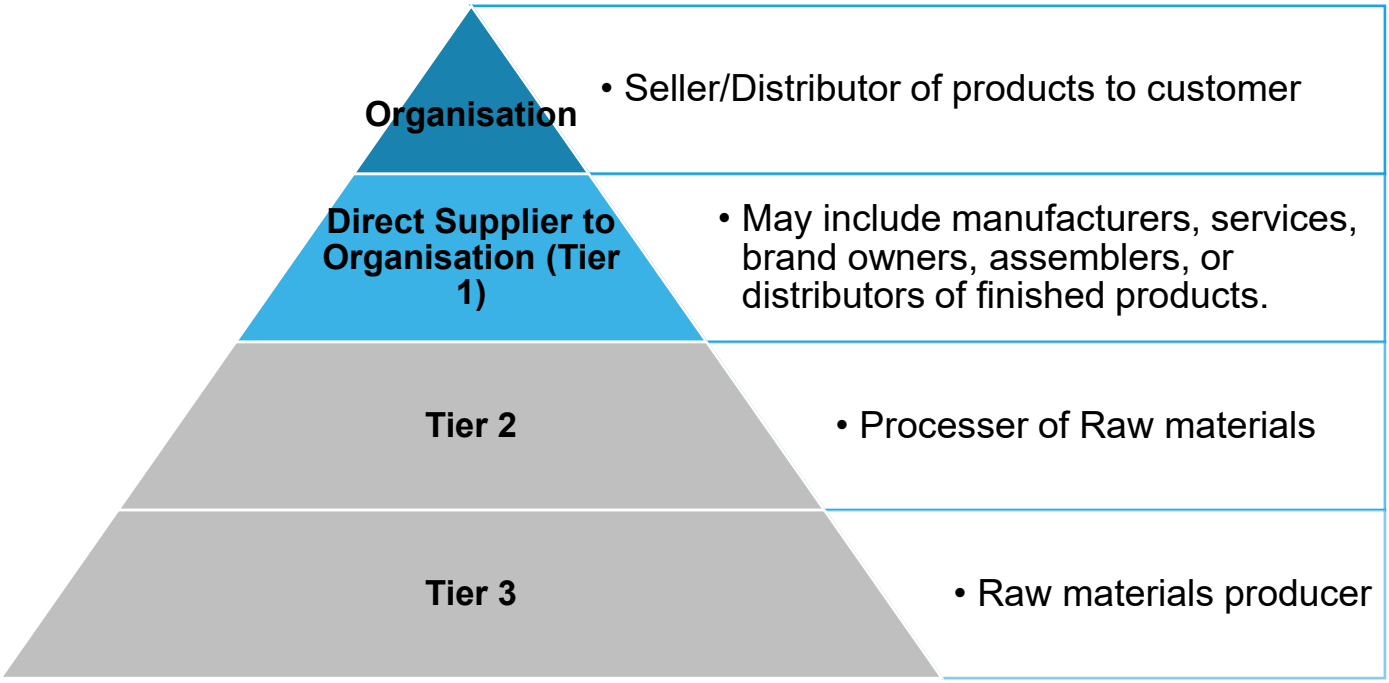

Figure 6: Illustrative diagram of supplier tiers.

Retailers and suppliers are both able to use this Standard. Suppliers will be pivotal to the success of the DIY sector's decarbonisation as they are recipients of retailer/customer engagement and have a responsibility to engage their own suppliers. A shared process across the sector ensures consistency, helps suppliers contextualise what is being asked of them and enables them to cascade expectations and support through to their own supply chains. This is especially important in a global context, where sustainability maturity varies widely. Throughout the Standard, guidance is provided on how to support suppliers at different stages of their decarbonisation journey.

Implementing supplier engagement on carbon emissions should be a collaborative exercise that brings together sustainability teams, procurement, buying departments and other relevant internal stakeholders. Success depends on embedding engagement into existing supplier management processes rather than treating it as a standalone initiative. Organisations are encouraged to assess how suppliers are currently engaged on other topics such as product quality, safety, compliance or innovation, and use those established channels as a foundation for carbon-related engagement. This not only streamlines

implementation but also helps normalise sustainability as a core business priority. Early alignment between sustainability and procurement functions is critical to ensure that supplier engagement is consistent, credible and commercially viable. It is also important to secure executive sponsorship to reinforce the strategic importance of decarbonisation and to allocate appropriate resources for training, data systems and supplier support. This Standard provides a harmonised way to engage with suppliers across any supply chain. While the Standard harmonises an approach to engagement across the sector, it also provides flexibility to each individual organisation to enact supplier engagement in the way that is most suitable to their internal business environment and the relationships they hold with each individual supplier. As such, suppliers need to be aware that engagement will be enacted to varying degrees and at different times of the year. While the level of engagement will change between organisations, the standardised approach will remain, meaning suppliers can effectively prepare and streamline communications at each point of engagement.

While this Standard focuses solely on carbon emissions and decarbonisation, it acknowledges that supplier engagement must also consider a broader range of ESG risks and procurement decisions. Issues such as human rights, labour conditions, biodiversity and circularity are critical to responsible procurement. Organisations with limited ESG due diligence capabilities may find that the principles outlined here offer a useful starting point for developing engagement approaches on other topics.

The Standard aligns with widely recognised frameworks and methodologies, including the Greenhouse Gas Protocol, Science Based Targets initiative (SBTi), CDP and ISO standards. This alignment ensures credibility and interoperability with existing reporting and disclosure requirements.

This Standard will be reviewed and updated periodically to reflect evolving best practices, legislative developments and the growing maturity of supplier engagement efforts across the DIY sector. It is a living framework, designed to evolve alongside the organisations and suppliers who adopt it.

3. Objectives of Supplier Engagement

The core objectives of supplier engagement are to understand where a supplier is on their decarbonisation journey, to encourage the setting of credible emissions reduction targets and to promote active involvement in achieving those targets. By focusing efforts on the largest emitting suppliers, organisations can maximise their impact and accelerate sector-wide progress.

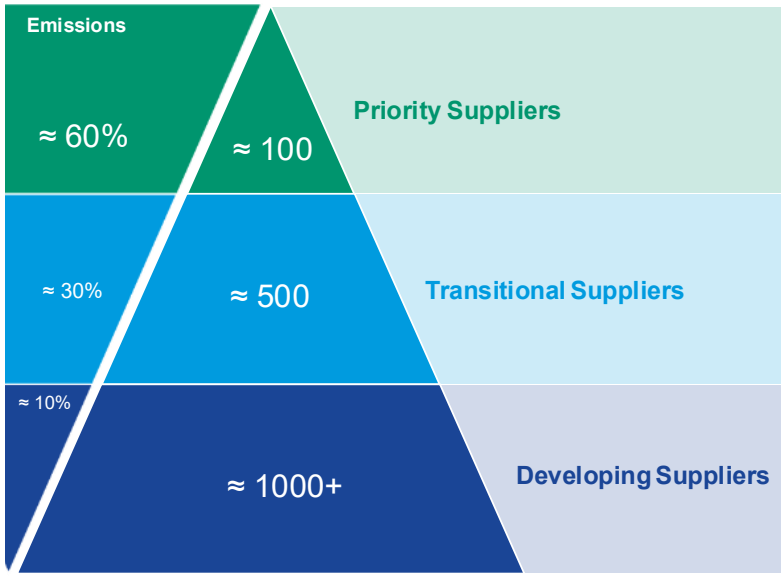

Figure 7: Example of how to segment suppliers to ensure the greatest impact by focusing on the largest emitting suppliers.

A key challenge this Standard addresses is the burden suppliers face when responding to multiple, inconsistent customer requests. This can divert time and resources away from internal decarbonisation efforts. By promoting a consistent approach and standardised data requests, the Standard aims to reduce this burden and enable suppliers to focus on driving impact within their own operations.

Another common barrier is the lack of clarity around what suppliers are expected to do to demonstrate effective carbon management. The Standard outlines clear expectations, including the types of data to be shared and the actions that signal meaningful progress. For many organisations, supplier engagement on carbon is a new area. By setting out practical principles and data points, the Standard simplifies implementation and supports integration with existing supplier management processes. Importantly, organisations should recognise that even priority suppliers may require time and iterative engagement to develop the capabilities, data availability and systems needed to meet data requests.

The benefits of supplier engagement extend beyond emissions reduction. It strengthens supplier relationships, improves the accuracy of emissions reporting and builds credibility with investors, employees and customers. As supplier-specific data becomes more available, organisations can move away from generic assumptions and toward verified insights in their carbon accounting, allowing for decarbonisation efforts to be realised in reporting. A collaborative and standardised approach to supplier engagement enables the DIY sector to take collective responsibility for its environmental impact and drive meaningful change across the value chain.

4. Principles of Engagement

4.1 Module 1 – Prioritising Suppliers

Prioritising suppliers for engagement is crucial in making a greater impact towards reducing overall scope 3 emissions, progressing towards decarbonisation targets, improving corporate sustainability ratings with bodies like CDP and aligning with regulatory requirements.

By focusing on suppliers that have the greatest emissions impact, the strongest relationships, or best potential for partnership, resources can be allocated efficiently and drive measurable progress. This targeted approach enables businesses to collaborate and co-develop low carbon solutions, foster innovation and build carbon accounting capabilities.

4.1.1 Principle 1.1: Conduct a Supply Chain Emissions Assessment

Before setting any supply chain emission reduction target or supplier engagement target, companies must complete a full scope 3 greenhouse gas inventory. Calculating supply chain emissions begins with conducting a comprehensive assessment across scopes 1, 2 and 3, with a particular focus on identifying suppliers that significantly contribute to scope 3 emissions.

4.1.1.1 Rationale and Intent

This principle has been included to ensure all users of the standard are starting with a strong understanding of their organisation's emissions as subsequent principles relate to selecting suppliers based on the emissions they produce. Ideally an organisation looking to implement this standard has an established decarbonisation target that can be at the foundation of their supplier engagement efforts. This process involves mapping the entire value chain that is relevant to the company, collecting activity such as spend, specific material volumes, logistics information, processes for end-of-life waste management of products sold and calculating greenhouse gas outputs using appropriate emission factors. This Standard is focused on addressing scope 3 emissions, but it is important that an organisation has a complete inventory including scopes 1 and 2, to properly understand an organisation's direct emission inventory in addition to scope 3. This also ensures the member implementing the Standard is taking the same steps that are expected of a supplier.

By collecting and analysing this activity data, emissions can be quantified across categories which can highlight greenhouse gas emission 'hotspots' and prioritise suppliers for engagement, collaboration and targeted reduction initiatives in these areas.

For a company in the DIY sector, it is not necessary to calculate all 15 scope 3 categories in detail. Instead, the company should screen all categories to determine the relevance to the company's activities then focus on those that contribute most significantly to emissions output. Figure 8 illustrates which scope 3 categories are most relevant to scope 3 emissions for a company in the DIY sector.

The categories are shaded to show the most relevant emissions sources to the home improvement sector:

Blue – highly significant Light blue – significant Green – rarely applicable

Category	Name	Typical emission sources for retailers	Suggested initial data/methodology	Data from:
1	Purchased Goods and Services	Goods for resale: *See chapter 5.* Business overheads: accountancy, consultancy, insurance, training, property and vehicle maintenance Taxes and employee wages are not reportable	Spend-based. Product carbon footprints if available.	Accounts, invoices
2	Capital Goods	Capital investment in assets such as property, IT and vehicles	Spend-based. Product carbon footprints if available.	Accounts, invoices.
3	Fuel and Energy Related Activities	Transmission and Distribution Losses and Well to Tank (WTT) from consumed electricity and fuels.	Quantity of fuel consumed (m^3, kWh, litres), mileage.	Scope 1 and 2 input consumption data.
4	Upstream Transportation and Distribution	All third-party transport and storage where the reporting company pays: • Collection from suppliers and internal distribution • Outsourced warehousing • Deliveries to customers.	Quantity of fuel consumed (litres, kWh), mileage, or can use Spend-based if required.	Invoices, mileage, fuel consumption reports.
5	Waste Generated in Operations	Solid and liquid waste disposal from stores, warehouses, offices and any owned manufacturing.	Calculate from quantity of waste generated (m^3, tonnes or litres for sewage) and conversion factor for treatment method. Or can use spend-based if required.	Internal waste records, waste handling notes, invoices.
6	Business Travel	Staff travel for business purposes in non-company owned vehicles: private cars, rail, air, taxi, boat. Can include hotels (optional).	Quantity of fuel consumed (litres), mileage, spend or travel agency emissions reports.	Invoices, mileage, expenses data, travel agent reports.
7	Employee Commuting	Regular staff travel to work. Can include home working (optional).	Can estimate from staff numbers, work patterns and national statistics. Or calculated from employee survey on commuting distances and habits.	Staff surveys, Human Resources address and contractual data, or national commuting statistics e.g. UK Department for Transport.
8	Upstream Leased Assets	Energy usage in short term leased buildings e.g., in shopping malls, airports or serviced offices.	Scope 1 and 2 emission data, or energy usage data (fuels , electricity).	Landlord or use local energy benchmarks.
9	Downstream Transportation and Distribution	Customer travel to stores. Customer-arranged and paid-for collections and storage.	Quantity of fuel consumed if available, otherwise estimate from customer numbers and travel distances.	Customer surveys, dispatch notes, fuel usage reports. Note: this is only transportation not paid for by your company.
10	Processing of Sold Products	Industrial processing of sold materials e.g. timber, chemicals, aggregate. (Rarely applicable to retailers).	Scope 1 and 2 emissions of downstream companies allocated to your sold product.	Customer emissions data, sustainability reports, or engineering calculations (estimates).
11	Use of Sold Products	The energy consumption during the operational lifetime of sold appliances. Direct emissions from sold fuels.	Estimate the energy consumption and emissions per product. *See chapter 6 for full details.*	Product specification (i.e. energy efficiency or rating, expected lifetime, energy consumption).
12	End of Life Treatment of Sold Products	Disposal of sold goods, by customers.	Quantity generated from disposal of products or packaging (m^3, tonnes or litres). Then, as per Cat. 5.	Sales data by product, invoices, or expense data.
13	Downstream Leased Assets	Commercial property. Vehicle and plant hire.	Scope 1 and 2 emission data, or tenant energy usage data (fuels or electricity).	Energy invoices. Vehicle mileage.
14	Franchises	Franchised retail outlets.	Scope 1 and 2 emission data, or energy usage data (fuels or electricity) of the franchise.	Franchise's sustainability report or invoices.
15	Investment	Joint Ventures or investments (equities, assets) in third parties outside the reporting company's operations. Investments in funds such as pensions (Optional).	Scope 1 and 2 emission data. Fund carbon intensity metrics.	Investees' own emissions data. Published fund carbon intensity metrics.

Figure 8: Extract from the Make it Zero Carbon accounting guide explaining the common scope 3 categories and their applicability to DIY companies.

Focusing data collection and supplier engagement in the most relevant categories enables more meaningful collaboration and focuses improvement planning on initiatives that will bring the most significant reductions.

4.1.1.2 Implementation Considerations

Organisations have multiple options when developing their scope 3 inventory, but all approaches should be rooted in the GHG Protocol[1] to ensure consistency and credibility. When building a supplier engagement strategy, the most practical starting point is spend-based data, as this provides an initial indication of which suppliers are likely to have the largest emissions. The next level of accuracy is to investigate the quantity of purchases for each supplier, followed by supplier specific data. This approach enables companies to identify priority suppliers early on, even when high-quality supplier-specific data is not yet available.

Despite sector differences, certain supply chain-related categories are almost always material and should be prioritised for calculation and supplier engagement. These typically represent most of an organisation's indirect emissions and offer the greatest opportunity for impact through collaboration with suppliers:

Category 1 – Purchased Goods and Services

- All upstream (cradle-to-gate) emissions from products and services purchased by the company, covering both direct and indirect procurement.

Category 2 – Capital Goods

- All upstream (cradle-to-gate) emissions from the production of capital goods purchased by the company, such as facilities, buildings, vehicles and equipment.

Category 4 – Upstream Transportation and Distribution

- Emissions from the transportation and distribution of products purchased by the company, occurring between the tier-one supplier and the company's own operations.

Category 11 – Use of Sold Products

- Emissions that occur during the use phase of products sold by the company. This includes energy consumption, fuel use or other emissions generated when customers operate or consume the product e.g. power tools, lawnmowers, BBQ fuels. For many companies, especially those selling energy-intensive goods or appliances, this category can represent a significant share of total scope 3 emissions and should be carefully assessed.

4.1.2 Principle 1.2 – Segment Suppliers by Impact

Effective supplier engagement begins with prioritisation and recognising that not all suppliers contribute equally to a company's emissions output. To ensure resources are focused where they can achieve the greatest impact, members should segment suppliers into categories based on a combination of emissions

[1] Corporate Standard | GHG Protocol

impact and strategic importance. These categories allow the organisation to tailor engagement approaches, allocate time and resources efficiently and achieve meaningful reductions in scope 3 emissions.

Table 1: Example categories of supplier priority.

Supplier Category	Example - Number of suppliers	Example – Emissions covered
Priority Suppliers	100 - 200 suppliers	50% of Purchased goods and services emissions
Transitional Suppliers	300-400 suppliers	25% of Purchased goods and services emissions
Development suppliers	1000 + suppliers	15% of Purchased goods and services emissions

4.1.2.1 Rationale and Intent

This approach allows members to maximise the impact of their supplier engagement activities while ensuring efficient use of their time and resources.

Figure 9 illustrates the diminishing additional carbon emission impact of suppliers when they are ranked from highest to lowest emitters.

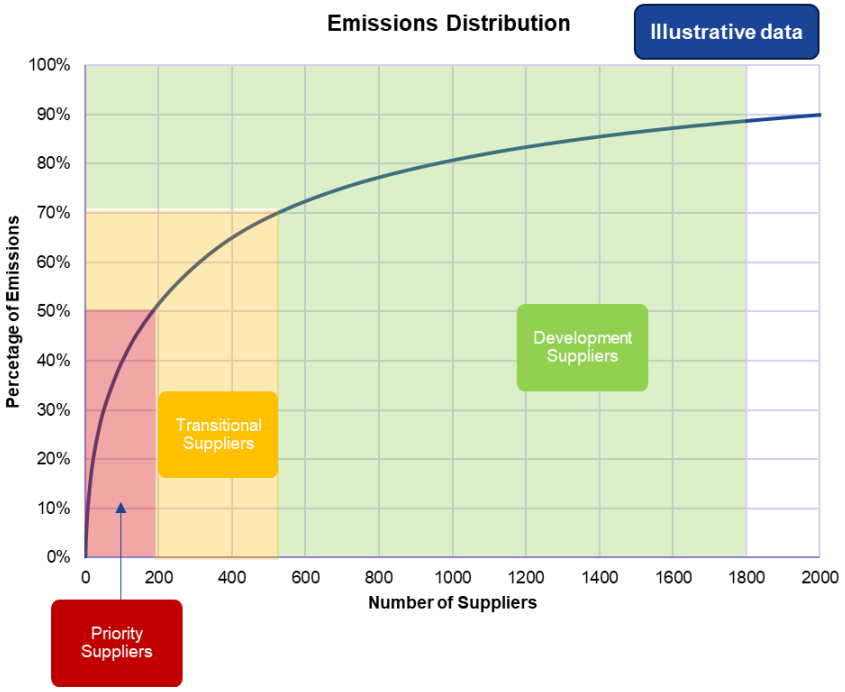

Figure 9: Typical distribution of emissions across suppliers and how to segment suppliers.

In this example, the top 200 suppliers ranked by emissions impact account for 50% of overall purchased goods and services emissions therefore they are segmented as the top priority suppliers to engage. This area of the purchased goods and services supplier emissions distribution is where emissions are most concentrated, and supplier engagement has the potential for the greatest impact.

Transitional and Development Suppliers are also important to supplier engagement strategies, even if they contribute less to overall emissions. Engaging these suppliers helps to build a culture of sustainability across the entire value chain, ensuring environmental considerations become embedded at every level of procurement. While they require less focus than priority suppliers, they benefit from tailored guidance and support offered by supplier engagement strategies such as training on carbon accounting, sustainability practices and access to shared templates. Over time, sustainability capabilities and data quality will improve, and these suppliers will be in a better position to contribute more towards carbon reduction targets.

4.1.2.2 Implementation Considerations

Given the breadth of suppliers, emissions data quality will vary widely and supplier engagement actions should not be delayed by data gaps or waiting for high-quality quantity data. Companies should be pragmatic and begin with spend-based estimates to identify hotspots, then progressively improve data quality as supplier relationships mature.

Companies in the DIY sector may want to include some specific implementation considerations with regards to supplier engagement due to the unique conditions of the industry, these include:

Diverse Product Mixes	Emissions sources vary greatly between categories (E.g. embodied carbon in metals vs upstream transport emissions for bulky materials). DIY sector companies may find it useful to segment suppliers by product category **and** emissions, recognising that each material category may require different engagement approaches with suppliers.
Supplier Maturity and Size	DIY supply chains often include a mix of large multinational manufacturers and smaller regional suppliers. Scaled engagement pathways may need to be implemented where high-impact suppliers receive detailed collaboration plans and SMEs receive simplified guidance or templates for sustainability reporting to encourage participation without creating barriers.
Type of relationship	Organisations have different types of relationships with suppliers, with some long-term strategic relationships and some short-term transactional relationships. An organisation may wish to focus on the long-term strategic suppliers to have long term engagement on decarbonisation.

4.1.3 Principle 1.3 – Prioritise High-Impact Suppliers

4.1.3.1 Rationale and Intent

Prioritising high-impact suppliers is a practical way to maximise the effectiveness of a supplier engagement programme. Focusing efforts on suppliers with the highest emissions and the greatest influence over product and service-related emissions outputs enables a company to target the areas where actions will deliver the largest reductions in scope 3 emissions. These suppliers often provide emissions-intensive materials or have the technical and operational capacity to implement meaningful changes such as improving manufacturing efficiency, redesigning products for sustainability or providing greater quality customer specific emissions data.

4.1.3.2 Implementation Considerations

When implementing a supplier engagement strategy, the number of suppliers prioritised for engagement by the member should reflect the available resources, expertise and time within the sustainability or

procurement teams. Engaging too many suppliers too quickly can dilute impact and lead to inconsistent follow-up, whereas a focused approach starting with a manageable number of high-impact suppliers allows for deeper collaboration and stronger outcomes.

Engagement intensity is another key consideration for supplier engagement. High-impact suppliers may require detailed, hands-on collaboration, such as carbon footprint accounting support, reduction planning and regular progress reviews. However, medium and low-impact suppliers can be supported through simpler actions like workshops, shared tools and guidance resources or sustainability questionnaires.

The engagement strategy should include clear governance and tracking mechanisms to monitor progress, evaluate supplier participation and update priorities as data quality and internal capacity evolve over time.

4.1.4 Principle 1.4 – Review Prioritisation Periodically

4.1.4.1 Rationale and Intent

To ensure the supplier engagement strategy remains aligned with evolving business priorities and scope 3 emissions inventories, a company should reassess supplier prioritisation on a periodic basis, such as every one to two years. This approach recognises that both business operations and supplier performance can change over time, for example, through shifts in procurement volumes, product and service mix, market and regulatory developments, updated emissions data or a change in emissions data quality or supplier decarbonisation progress.

A regular review enables the organisation to maintain an up-to-date understanding of its most material suppliers, ensuring resources are continually directed where they can achieve the greatest decarbonisation impact and time, and resources are used most efficiently. By regularly revisiting prioritization and repeating the supplier engagement, progress made by high-impact suppliers, new high-impact suppliers, and new engagement methods can be used as data quality improves over time and suppliers benefit from the support received.

4.1.4.2 Implementation Considerations

Organisations should review supplier segmentation regularly to focus on the biggest emitters. Most do this annually, aligned with carbon reporting, since suppliers change each year and purchasing volumes shift. For high-turnover or high-impact categories like timber or chemicals, more frequent reviews may be needed.

An important consideration with reviewing supplier prioritisation is matching the segmentation with the resources available to carry out engagement. Sustainability teams and procurement teams need to carry out meaningful engagement as described in later principles, so the optimal number of suppliers should be selected based on available resources to carry out the engagement. A focused approach ensures meaningful engagement with the highest-emitting suppliers rather than spreading efforts too thin.

4.2 Module 2 – Data Collection

To support the decarbonisation objectives of the DIY sector, companies will need to implement a structured approach to collecting carbon emissions related data from their suppliers. This data collection will be based

on clearly defined levels of engagement with data provision requirements increasing in line with the suppliers' level of strategic importance outlined in Module 1.

Each level will specify the type and depth of information required, ranging from basic compliance to more detailed GHG reporting, targets and carbon reduction initiatives. The engagement structure will outline how and when data is to be collected, whether through annual supplier questionnaires, integration into procurement systems or direct reporting via sustainability platforms. Clear timelines, templates and communication channels will ensure that data collection is consistent, comparable and aligned with the organisation's broader reporting and decarbonisation framework.

4.2.1 Principle 2.1 – Tailor Data Request to Align with Supplier Prioritisation

4.2.1.1 Rationale and Intent

As detailed in Module 1, suppliers are prioritised into three categories to ensure efficient data collection based on their relevance to the company's overall scope 3 emissions footprint. This prioritisation considers spend, volume of products provided, and/or the GHG emissions associated with their services. Priority Suppliers will be engaged first and in the greatest depth as they represent the largest share of spend or GHG emissions. These suppliers could be asked to provide comprehensive environmental performance data, including.

- GHG inventory data
- Decarbonisation targets
- Disclosure of GHG reduction initiatives
- Product carbon data on key emitting products

In contrast, Transitional or Development Suppliers should be requested to complete proportionate data requests aligned with their impact and ability to provide the data. For example, Transitional Suppliers (Table 1) may be asked to disclose basic GHG emissions data, while Development Suppliers may simply confirm compliance with environmental standards or legislation. This segmented approach ensures that engagement efforts are targeted where they will have the greatest influence and impact, while maintaining a manageable reporting burden for smaller suppliers. Over time, a member can expand engagement to include a broader base of suppliers as data maturity and capacity improves across the supply chain.

To standardise the datapoints that a supplier is requested to provide, Make it Zero has created a standard data request (Figure 10). This involves a series of data modules specifying datapoints that allow for the assesment of a given area of the supplier's carbon management.

Illustrative framework

Supplier Tier	Data Modules	Data points
Priority Suppliers	Product Carbon Footprints Decarbonisation efforts for products Decarbonisation effort for operations Corporate carbon inventory (All of Below)	Product carbon footprints for products Decarbonisation trajectory Details of decarbonisation efforts for Scopes 1,2 &3 Scope 1,2 and 3 emissions figures (All of below)
Transitional Suppliers	Decarbonisation targets (All of Below)	Decarbonisation target specifics (All of below)
Development suppliers	Carbon emissions management	Carbon management policy and timeline

Figure 10: Example framework of data requests for different categories of suppliers.

4.2.1.2 Implementation Considerations

When implementing a tiered supplier data collection approach, members should consider the organisational capacity, maturity in sustainability reporting, and the existing quality of supplier relationships. The data collection system should be designed to balance consistency across members with the flexibility needed to reflect various levels of readiness and influence over suppliers.

Members can curate their own data requests using the modules in the Make it Zero standard data request according to supplier priority level and their own engagement capability. For example, members with advanced sustainability teams and established supplier relationships may choose to request more detailed datasets (e.g., supplier-specific Scope 1 and 2 emissions, product-level life-cycle analysis data or evidence of emissions reduction targets). In contrast, those in earlier stages of maturity might begin with simpler data points such as decarbonisation targets.

4.2.2 Principle 2.2 – Only Request Datapoints from the Make it Zero Standard Data Request

4.2.2.1 Rationale and Intent

To ensure consistency, comparability and efficiency across the data collection exercise, it is essential that data requests for supplier carbon emissions data are primarily based off the standard data request provided by Make it Zero. This enables suppliers, many of whom work with multiple members, to respond to a single, harmonised set of questions, reducing duplication and administrative burden. It ensures that all collected data aligns with recognised reporting frameworks and can be meaningfully aggregated at sector level to demonstrate collective progress on decarbonisation. By adhering to datapoints within the modules (Figure 10), trust can be built with suppliers, data quality can be improved and a more coherent and scalable approach to environmental performance measurement across the DIY supply chain can be developed.

4.2.2.2 Implementation Considerations

When implementing the standardised data collection approach, it is important to ensure that all supplier data requests are drawn from the provided standard data request. The standard data request contains sections to break down the data points into modules which can be used to evaluate a supplier's performance on different topics. Members can use these sections to curate their data request to align with their capabilities as described in Principle 2.1.

Members should also consider the practical aspects of integrating the standard data request into their procurement and supplier management processes. This may involve aligning internal systems and template standards, training procurement or sustainability teams on its correct use and clearly communicating to suppliers that all environmental data requests will follow the same standardised format. As the standard data request is updated over time to reflect evolving best practices and reporting requirements, members will need to review and adapt their data collection processes accordingly. Consistent use of the standard data request not only supports sector-wide comparability but also simplifies future benchmarking, enabling the demonstration of collective progress on decarbonisation in a transparent and credible way.

4.2.3 Principle 2.3 – Only Request Datapoints with a Clear Value and Purpose

4.2.3.1 Rationale and Intent

Environmental data should only be requested from suppliers where there is a clear value or purpose for its use. Collecting data simply for the sake of completeness can create unnecessary administrative burden for both members and suppliers and may dilute the overall effectiveness of the engagement process. Each datapoint requested should directly inform supplier engagement activities as they relate to carbon accounting, as well as improve understanding of their commitment and actions taken to decarbonise. By focusing only on meaningful data, it ensures that resources are used efficiently, suppliers remain engaged and motivated to provide accurate information, and the resulting insights genuinely contribute to measurable decarbonisation outcomes across the supply chain.

This approach enhances the credibility of data collection by demonstrating to suppliers that their input is meaningful and will be used to inform changes to their customers' scope 3 inventories. The intent is to foster a culture of purposeful data exchange where every datapoint contributes to a complete and accurate understanding of emissions sources, identifies opportunities for reduction and guides collaborative improvement. This strengthens trust with suppliers, improves data quality and ensures that the supplier engagement process is aligned with the overall goal of achieving measurable emissions reductions across the value chain.

4.2.3.2 Implementation Considerations

When putting this principle into practice, data collection processes should begin by defining the specific objectives that each datapoint will serve, such as tracking supplier emissions over time, identifying carbon hotspots or understanding a supplier's decarbonisation target. Before including a datapoint in a supplier questionnaire or request, members should be able to clearly answer why the information is being collected, how it will be used and who will act on it. This helps ensure that every data request is aligned with the member's priorities.

Members should also consider the balance between data value and reporting burden. Requests for complex or detailed information (such as product life-cycle emissions) should only be made where members have the capability to use and interpret that data. Where resources are limited, simpler indicators such as basic GHG emissions data, carbon reduction targets or certification status may provide sufficient insight to guide performance improvement.

It is also important to communicate the purpose of each datapoint to suppliers. Explaining how their data will be used to drive decarbonisation action, rather than simply collected for compliance, builds transparency and trust. The data request should be periodically reviewed to remove any datapoints that no longer provide value, ensuring that the data collection process evolves with organisational maturity and engagement priorities. Establishing a clear internal governance process can help maintain discipline and consistency across all supplier engagement, which can involve data request checklists and reviews of which datapoints are need as the supplier engagement strategy evolves over time.

4.2.4 Principle 2.4 – Ensure Data Requests are Applied Fairly

4.2.4.1 Rationale and Intent

To maintain credibility, transparency and build trust across the supply chain, all supplier data requests should be applied fairly and consistently. This means setting out clear timelines for data submission, defining expectations and requirements from the initial request, and establishing processes for noncompliance or late responses. This aims to create a professional data collection framework that encourages supplier participation, supports consistent data quality, and strengthens relationships.

Applying data requests fairly helps create a level playing field for suppliers of all sizes. Consistency in process improves data quality and comparability, while supporting the overall goal of developing long-term relationships with suppliers that contribute to decarbonisation objectives and future collaboration. Fair application also helps prevent ideas of bias or inconsistent expectations, which can be detrimental to engagement and data reliability. By embedding fairness and transparency, members demonstrate their commitment to engagement and build long-term collaboration towards shared decarbonisation goals.

4.2.4.2 Implementation Considerations

Implementation Consideration	Detail
Clear communication of expectations	This includes providing suppliers with advance notice of upcoming data requests, outlining submission timelines, and clarifying what information is required and why. Transparent communication through supplier briefings, guidance documents, or online portals helps ensure that all suppliers understand the process and have equal opportunity to comply.
Be proportionate and inclusive	Larger or higher-priority suppliers may be expected to provide more detailed information, while smaller suppliers or those with limited reporting capacity should be given flexibility or additional support. Providing clear instructions, examples, and accessible templates can help level the playing field and prevent smaller suppliers from being disadvantaged.
Consistent evaluation and follow-up processes	Applying the same submission deadlines, reminders, and escalation steps across all suppliers within a given tier (High priority etc.). Where noncompliance occurs, members should first look to understand

	barriers to participation before applying any penalties. Offering constructive feedback or capacity-building support encourages continuous improvement rather than punitive compliance.

4.2.5 Principle 2.5 – Repeat Data Collection from Suppliers Periodically

4.2.5.1 Rationale and Intent

To drive continuous improvement and track progress towards decarbonisation goals, members should repeat supplier data collection periodically. Periodic data collection allows members to monitor trends over time, assess the effectiveness of supplier engagement activities and identify areas where further support or action is needed. By revisiting data requests, members can encourage suppliers to strengthen their own environmental management practices and demonstrate measurable progress in reducing emissions. Regular data collection also reinforces accountability, ensures information remains current and provides a basis for reporting collective progress across the sector. This helps create a cycle of continuous improvement where each round of data collection informs members' scope 3 reporting and helps suppliers set new targets, ultimately building momentum towards shared decarbonisation goals.

4.2.5.2 Implementation Considerations

Members should begin by defining an appropriate collection frequency that balances the need for up-to-date information with the administrative burden placed on suppliers. Annual or biennial collection cycles are typically effective, aligning with most corporate sustainability reporting periods and allowing enough time for suppliers to make and demonstrate progress.

4.3 Module 3 – Supplier Engagement and Training

Effective supplier engagement depends on a clear and supportive approach that enables suppliers to progress towards their own decarbonisation goals. Clear expectations are essential and should be set by the member towards the supplier when communicating climate commitments, timelines and performance requirements. Practical support should then be provided to help suppliers build capability and confidence, and finally, offering regular and constructive feedback reinforces progress and drives continuous improvement. Together, these steps create a transparent, collaborative framework that strengthens relationships, improves data quality and accelerates decarbonisation progress across the supply chain.

4.3.1 Principle 3.1 – Set Clear Expectations

4.3.1.1 Rationale and Intent

Effective supplier engagement begins with setting clear expectations around what action about carbon emissions management are to be completed by a certain year. Climate commitments should be communicated with suppliers and explain how these relate to their roles within the broader value chain. By clearly outlining what is expected and why it matters, suppliers will better understand their contribution to overall sustainability objectives and what actions are required to align.

In addition, setting clear expectations around data provision, emissions reduction planning and collaboration opportunities is essential to a robust engagement strategy. This includes defining the types of data suppliers are expected to share, the frequency of reporting and the standards or frameworks they

should follow (e.g. GHG Protocol, Science Based Targets initiative) and expectations of development over time.

Providing suppliers with clear guidance materials and structured contact ensures they are equipped to meet expectations and understand how their efforts contribute to shared sector-wide decarbonisation outcomes.

Clarity reduces confusion and data inconsistency which helps to establish a transparent and collaborative foundation for engagement while building confidence that all suppliers are being treated fairly and equally. By setting and communicating clear expectations early, supplier relationships can be strengthened, and progress towards shared goals can be achieved via collaboration and combined efforts.

Figure 11 shows an example of the key stages a supplier can go on to understand their emissions, develop a target and start taking action to decarbonise along with clear timelines for suppliers of different categories. A member organisation should publish a plan like this to clearly communicate what is expected of a supplier and when they should be meeting these key milestones. The published plan should be periodically reviewed by the member organisation to ensure it remains consistent with changing business and regulatory environments.

These seven steps are to be considered as key phases, where member organisations can select and curate their own pathways using these steps tailored to their own sustainability strategy and relationship with the specific supplier.

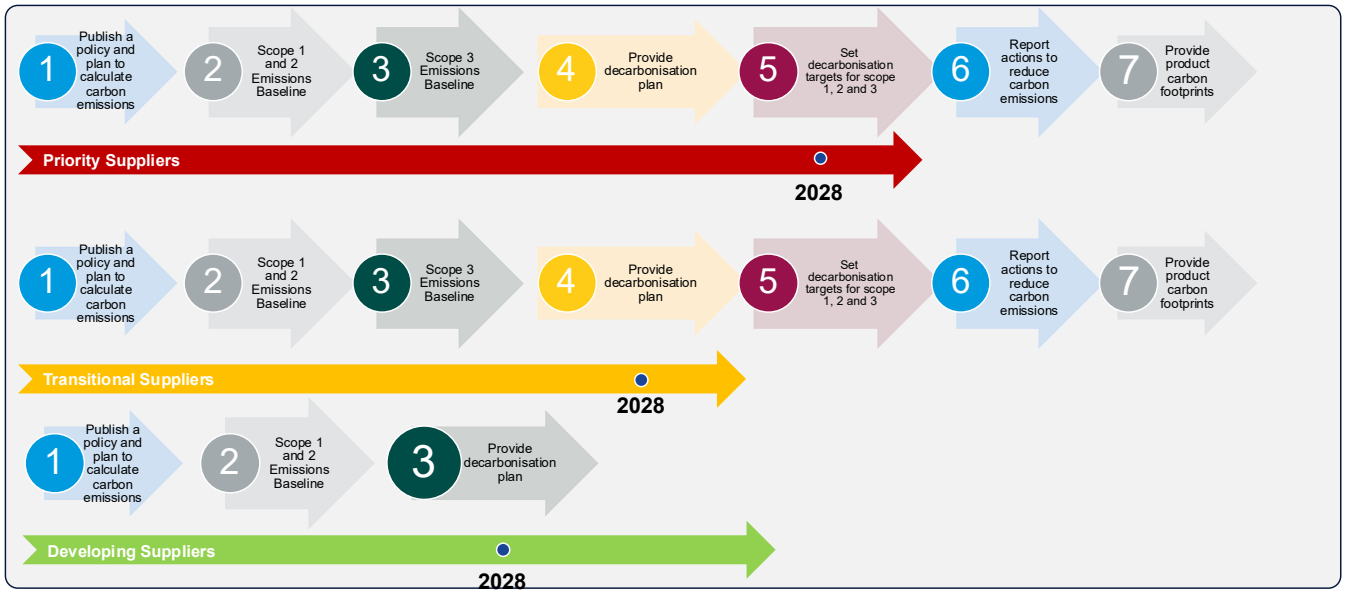

Figure 11: An example timeline for supplier engagement.

4.3.1.2 Implementation Considerations

Figure 11 gives an example of how to clearly set out the expected actions a supplier is to take and when. A member, when determining their supplier engagement strategy, should create a similar plan and should seek to align the timelines with their own sustainability commitments. For example, a member may have a supplier engagement target requiring a certain number of suppliers to set decarbonisation targets in line

with SBTI criteria by a certain year. Aligning this supplier engagement strategy with the supplier engagement target will enable an organisation to meet their own targets effectively.

A member has the flexibility to curate their expectations of their suppliers both in terms of level of maturity that is expected of suppliers and the time they must reach that level of maturity. Members can also set different expectations of suppliers based on the priority level a supplier is. It is important that a member curates an achievable yet ambitious supplier engagement plan, requiring suppliers to take action to decarbonise their business in line with a members own decarbonisation ambitions.

4.3.2 Principle 3.2 – Provide Support

4.3.2.1 Rationale and Intent

Setting expectations is only effective when suppliers are also supported in their journey to meet them. Practical guidance, tools, and training should be offered to help suppliers build the knowledge and capacity needed to reduce emissions and improve environmental performance. This may include offering workshops, webinars, or online learning modules on topics like carbon accounting, energy efficiency, target-setting, or GHG reporting. Providing access to calculation tools or sector-specific guidance can help suppliers navigate technical requirements and report data consistently.

Beyond formal training, continued dialogue and collaboration with suppliers will be ongoing as discussed above, creating opportunities to share best practices, success stories, and lessons learned across the value chain. Tailored support may be needed for smaller or less mature suppliers, including simplified resources or one-to-one engagement. Signposting suppliers to external initiatives, such as industry partnerships, funding programmes, or recognised certification schemes that help advance decarbonisation efforts should be considered. By investing in supplier capability, relationships are strengthened, data quality is improved, and progress is accelerated toward collective net zero goals.

4.3.2.2 Implementation Considerations

Implementation Consideration	Detail
Needs and maturity of supplier base	Different suppliers will require different types and intensities of support, larger or more advanced suppliers may benefit from detailed carbon accounting workshops or collaborative reduction projects, while smaller suppliers might need simpler resources such as introductory training, checklists, or signposting to external tools. Conducting a brief needs assessment or using the existing supplier tiering system can help members target support where it will have the greatest impact.
Format and accessibility of offered support	Providing a variety of delivery methods such as live webinars, on-demand training modules, written guidance, and downloadable templates ensures suppliers can access help in a way that suits their capacity and time constraints.

	Offering materials in clear language and in accessible formats will help reach a broader supplier audience, including SMEs and international partners.
Resource efficiency	Rather than developing training materials independently, leveraging shared resources like the Make it Zero Training academy will provide sector specific materials to support suppliers.
Ongoing evaluation	Support should not be limited to one-off training sessions; instead, it should be part of a continuous improvement process. Establishing feedback loops such as supplier surveys or follow-up sessions helps assess the usefulness of support provided and identify new areas where suppliers may need help.

4.3.3 Principle 3.3 – Provide Feedback

4.3.3.1 Rationale and Intent

Providing feedback to suppliers is a crucial part of maintaining engagement and driving continuous improvement. Feedback should be shared on the data suppliers provide, highlighting areas of strength, gaps and opportunities for improvement in relation to the organisation's maturity and expectations. Constructive feedback helps suppliers understand how their performance compares to targets and demonstrates that the data they provide is being actively reviewed and used to inform decision-making.

Feedback should be specific and actionable thus helping suppliers identify practical next steps or areas where support and training could assist their progress towards your expectations. You may also want to consider recognising high-performing suppliers or sharing anonymised performance summaries to showcase progress and incentivise action. By embedding feedback as a routine part of supplier engagement, a culture of openness, accountability and shared learning that accelerates decarbonisation across the value chain can be developed.

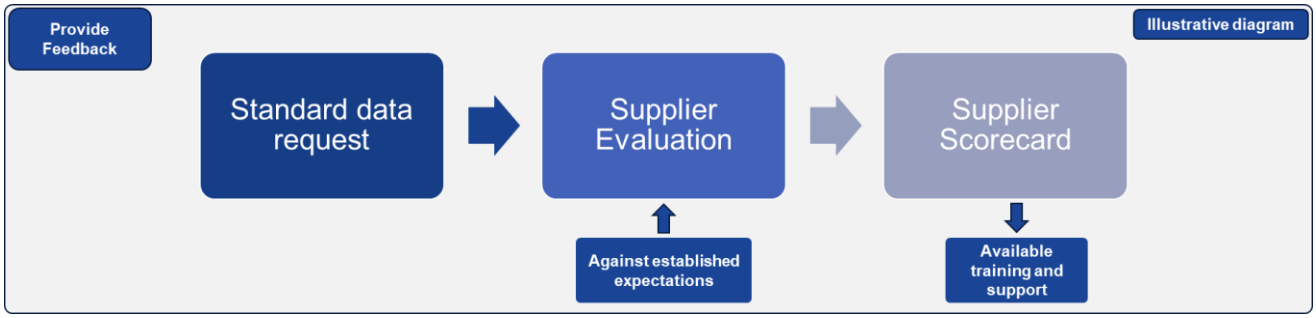

Figure 12: Connection between the standard data request and the provision of feedback to suppliers.

4.3.3.2 Implementation Considerations

Implementation Consideration	Detail
Format and method of feedback	A suitable format of communication should be chosen to fit the specific supplier or supplier tier. Options include written reports,

	scorecards, one-to-one meetings or online dashboards. Standardised reporting templates can make feedback easier to understand, while personalised discussions may be necessary for higher-priority suppliers or those requiring additional guidance.
Tiered feedback	Approaches of feedback should be appropriate based on the priority of the supplier. For Tier 1 suppliers, detailed feedback including benchmarking against peers and specific recommendations for improvement may be appropriate. For Tier 2 or Tier 3 suppliers, simpler summaries or high-level highlights may suffice, with links to training resources or guidance for further action.
Link feedback with support channels	Where gaps or challenges are identified, members should signpost suppliers to training, guidance documents or tools to help them improve. Encouraging an open dialogue allows suppliers to ask questions, share challenges and build a collaborative relationship rather than a purely compliance-based approach.
Data from suppliers	Emissions data across suppliers may vary and therefore direct comparability may be difficult. Organisations should recognise that equivalent data points may be calculated using different methodologies, assumptions and system boundaries, so the accuracy and completeness of underlying data are likely to vary between suppliers, depending on data availability, maturity and level of supply-chain control.

4.3.4 Principle 3.4 – Monitor Engagement Metrics

4.3.4.1 Rationale and Intent

Tracking supplier engagement metrics is essential for understanding progress and identifying opportunities for improvement. The reporting should monitor key indicators such as the number of suppliers engaged, the percentage that have submitted emissions data, the proportion with established decarbonisation targets and others.

These metrics provide a clear picture of supplier participation and capability, helping members assess the effectiveness of engagement efforts and prioritise where additional support or action is needed. Consistent monitoring also enables members to demonstrate measurable progress toward Scope 3 decarbonisation and maintain transparency with stakeholders.

4.3.4.2 Implementation Considerations

Implementation Considerations	Detail
Defining clear indicators	These may include quantitative measures such as the number (or percentage) of suppliers providing emissions data or setting reduction targets, as well as qualitative indicators like improvements in data quality or supplier capability over time. Establishing consistent definitions and reporting boundaries ensures that data can be compared reliably across reporting periods and between members.

5. Embedding these Principles

5.1 How to implement this standard

Implementing the Supplier Engagement Standard is not a one-off exercise; it is a structured, iterative process that requires collaboration, planning and continuous improvement. This section provides practical guidance on how organisations can embed the principles into their supplier engagement approach.

5.1.1 Understand your organisation

The first step is to build internal alignment. Supplier engagement will only succeed if sustainability is integrated into existing procurement and supplier management processes rather than treated as a separate initiative. Begin by bringing together procurement, buying teams, and sustainability teams to agree on shared objectives and responsibilities. Review your current supplier management processes and broader sustainability goals to identify where carbon considerations can be embedded. If sustainability is already part of procurement, compare your existing approach against the principles in this Standard to ensure full alignment.

Next, define what success looks like for your organisation. This means setting clear objectives for supplier engagement in the context of your decarbonisation strategy. Start by reviewing your organisation's targets and assessing the contribution needed from suppliers to meet them. A robust carbon inventory is essential at this stage. Conduct a greenhouse emissions assessment across Scopes 1, 2, and 3 according to the GHG protocol, to identify emissions hotspots and priority suppliers. See Make it Zero's Scope 3 Accounting Guide, for further guidance on your supply chain emissions inventory. This inventory forms the foundation for all subsequent engagement activities.

5.1.2 Understand your supply chain

Once internal alignment is achieved, turn your attention to the supply chain. Carbon emissions are a key criterion for prioritising suppliers, but they should not be the only factor. Consider strategic importance, relationship longevity, and influence over product design or manufacturing. High-emitting suppliers that are critical to your operations or long-term success should be prioritised for engagement.

Recognise that supply chains are complex and often involve multiple tiers. This Standard focuses on Tier 1 suppliers because their emissions are included in your carbon inventory, but distributors with limited control over manufacturing emissions may present challenges. Understanding these limitations early will help you design realistic engagement strategies. Before finalising segmentation, consider informal conversations with a sample of suppliers to gauge their maturity, willingness, and expectations. These insights will help shape your engagement program and ensure it is practical and collaborative.

5.1.3 Develop your engagement program

Developing a supplier engagement program is a critical step in operationalising the principles of this Standard. This stage requires a structured approach that recognises the interdependencies between segmentation, expectation setting, data collection, and feedback. While the principles are presented sequentially, they should be implemented as part of an integrated process that balances ambition with available resources.

The starting point is supplier segmentation. Categorising suppliers based on emissions impact and strategic importance ensures that engagement efforts are directed where they can deliver the greatest decarbonisation benefit. High-emitting suppliers that are essential to business operations or form part of long-term strategic relationships should be prioritised for intensive engagement. Transitional suppliers may require moderate engagement, while development suppliers, typically lower-emitting or less strategically significant, can be supported through lighter-touch activities. This tiered approach enables organisations to allocate resources efficiently while maintaining inclusivity across the supply chain.

Following segmentation, organisations should define clear expectations for each category. Expectations should specify the level of carbon management maturity required and the timeframe for achieving it. For priority suppliers, this may include setting science-based targets, providing product-level emissions data and demonstrating progress through verified reporting. Transitional suppliers might be expected to calculate their organisational carbon footprint and share high-level reduction plans, while development suppliers could begin with basic compliance, such as confirming adherence to environmental regulations. These expectations must align with the organisation’s decarbonisation targets and be informed by dialogue with suppliers to ensure feasibility and commitment.

The next step is to establish a robust process for data collection and review. Data is the foundation of effective engagement, but its collection must be practical and scalable. Organisations should determine whether to use bespoke systems, integrate data collection into existing procurement platforms, or adopt manual processes such as questionnaires and structured meetings. The choice will depend on factors such as resource availability, supplier maturity, and the number of suppliers in scope. Automated systems can facilitate large-scale engagement by providing scorecards and dashboards, whereas manual processes may be appropriate for smaller programs or initial phases. Regardless of the method, data collection should be periodic and structured to enable trend analysis and continuous improvement.

It is essential to balance depth and breadth of engagement. Attempting to engage all suppliers simultaneously can dilute impact and strain resources. Initial efforts should focus on priority suppliers where emissions reductions will have the most significant effect. Deep engagement with these suppliers, through collaborative workshops, joint action plans, and regular progress reviews, will deliver measurable results and establish best practice examples. As systems mature and organisational capacity increases, engagement can be scaled to include transitional and development suppliers.

Finally, embed feedback and support mechanisms within the program design. Data collection should not be a one-way exercise; suppliers must receive constructive feedback on their performance and progress. Feedback can be delivered through scorecards, benchmarking reports, or direct engagement sessions. Coupling feedback with practical support, such as training, tools, and access to sector-specific resources, enables suppliers to advance along the decarbonisation pathway. This collaborative approach strengthens relationships, builds capability, and accelerates progress toward shared objectives.

A well-designed engagement program should be dynamic and iterative. It must evolve in response to improvements in supplier maturity, technological advancements, and changes in regulatory requirements. By establishing a clear structure and embedding flexibility, organisations can create a program that delivers impact in the short term while remaining adaptable for future developments.

5.1.4 Refine your engagement

Supplier engagement is an ongoing process that evolves over time. Start small and focus on doing it well. It is better to engage a smaller number of suppliers thoroughly in the first iteration than to spread resources too thin. As systems and processes mature, engagement can become more sophisticated and scalable. Periodic reviews of supplier segmentation will help expand the scope without increasing expectations on existing suppliers, maintaining motivation and trust. Over time, improvements in technology and processes will enable organisations to include more suppliers and deliver engagement more efficiently.

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