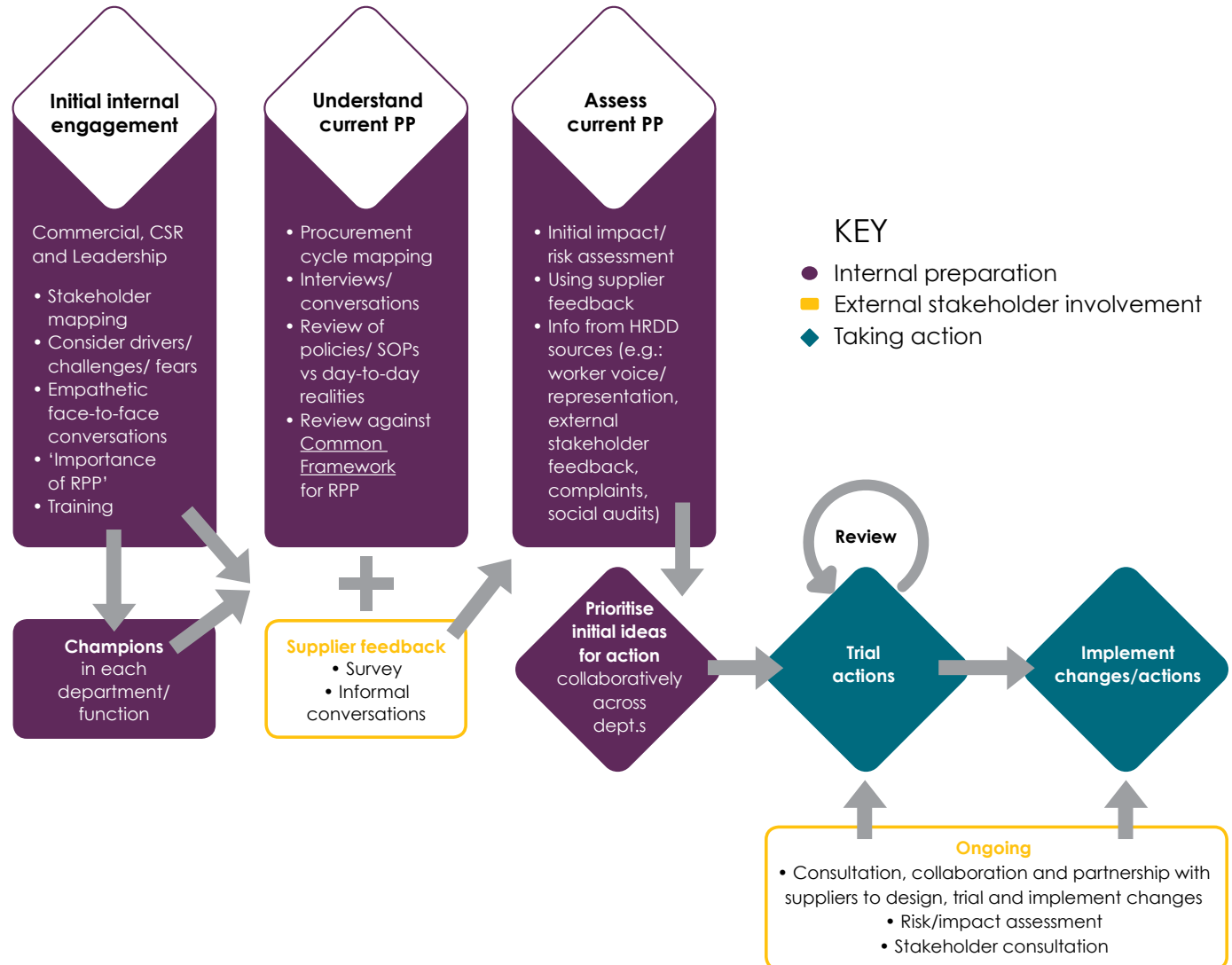




Responsible Purchasing Practices (RPP)

Process diagram

How to make a start on your RPP journey



Developed by the Working Group on Responsible Purchasing Practices, this diagram guides you through the steps to improve your purchasing practices.



Solidaridad





Explanation of the steps in the process diagram

Initial internal engagement:

Map the relevant functions of your business, identifying the key roles that influence or implement purchasing practices.

- Take the time to consider the drivers and challenges of each group. This will enable empathetic conversations that support mutual understanding and solutions.
- Engage leadership.
- Raise awareness of how day-to-day purchasing actions can impact workers' lives.
- Use supplier feedback to help build this understanding.

Understand current PP:

Gather representatives from relevant functions (e.g.: buying/sourcing, technical, CSR/sustainability) to map your current procurement cycle and gain a clear, shared understanding of your current purchasing practices.

- Do this through interviews, conversations, a cross-functional workshop.
- Review policies/SOPs against the realities of day-to-day practices.
- Use the Common Framework for RPP as a reference document for comparison.
- Use the 'procurement cycle mapping exercise' to support this step.

Supplier feedback:

Input from suppliers is essential to understanding the impact of your purchasing practices and informing ideas for action.

- Reach out to suppliers to build a collaborative approach.
- Recognise power dynamics which could make suppliers hesitant to give honest feedback. Opportunities for anonymous feedback could help here.
- Consider using surveys or third-party interviews with your suppliers, producing an aggregate anonymised report of findings.
- A written guarantee that feedback will not negatively impact orders/business can help suppliers give honest feedback.
- Use the 'supplier engagement briefing' for further advice.

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Assess current PP:

Carry out an initial impact/risk assessment, combining your understanding of current PP with a review of supplier feedback and information from other Human Rights Due Diligence (HRDD) sources (such as worker representation, external stakeholder input, complaints, social audit reports, etc.).

- Consider how your current purchasing practices relate to the human rights risks in your supply chains.
- Consider the key areas of practice that suppliers say could be improved.
- Use the 'PP initial risk assessment tool' to support this step.

Prioritise ideas for action:

In collaboration with relevant departments/functions, decide on initial ideas for action.

- Prioritise action where risks/impacts or potential impacts are most significant.
- Assign a group of relevant individuals to brainstorm ideas for improvement in these areas.

Ongoing:

Continual supplier consultation, collaboration and partnership is vital in the process of identifying, trialling, and implementing changes to purchasing practices.

- Continue to consult suppliers and other stakeholders, to ensure changes are impactful and workable for all and don't have any negative unintended consequences.

Trial actions:

Try out the change on a small scale first.

- Consult and review with relevant internal and supply chain stakeholders, to assess the effectiveness and impact of changes made.
- Adapt where needed before implementing on a wider scale.

Implement changes/actions:

To be effective, changes will need to be embedded into the brand's day-to-day operations.

- Align with wider company strategy, KPIs and training.
- Measure outcomes/impact.
- Carry out regular reviews of progress.

This resource was developed as part of the Responsible Purchasing Practices (RPP) 'Learning and Implementation Community' (LIC), by organisations in the Working Group on Responsible Purchasing Practices who led the LIC (specifically, Ethical Trading Initiative, Ethical Trade Norway, Fair Wear, Partnership of Sustainable Textiles and Solidaridad).

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