

From climate target to sourcing decision: **what procurement actually needs.**

Companies have set climate targets and built transition plans. **But when a buyer is choosing between suppliers, ingredients or materials, can they actually use them?**



By Anna Sandgren

Founder & CEO, Unibloom · with Dr Johnson Lau

THE GAP

A target doesn't say **what to buy.**

Procurement needs to know what the target means for the decisions it already makes.

THE SHIFT

Options **with numbers.**

What drives the emissions, the alternatives, and the carbon and cost of each.

THE PAYOFF

From reporting **to collaboration.**

Better questions to suppliers about what could actually change.

01 THE MOMENT

The target is there. Then procurement has to decide.

In our work with companies I see the same situation again and again. The climate target is there. Often a transition plan too. Sustainability knows where the biggest emissions sit.

Then something happens and procurement has to make an actual decision:

A drought, heavy rain or war hits a sourcing country

A supplier changes its price

A customer prefers a different origin

A new material becomes available

A contract comes up for renewal

THE QUESTION ISN'T

~~"What is our climate target?"~~

IT IS

"What should we buy differently – and what will it cost?"

That is where many climate plans still stop being useful.



ANNA'S NOTE

"Procurement doesn't need another climate report. Most buyers already have a drawer for those. It's full."

Anna Sandgren, Founder & CEO, Unibloom

02 THE GAP

A climate target doesn't tell procurement what to buy.

Most procurement teams don't need another target or report. They need to understand what the target means for the decisions they already make.

- 1 **Keep or switch?**
Should we keep buying the same ingredient from the same country?
- 2 **Another supplier?**
Would a different supplier reduce emissions?
- 3 **Another material or spec?**
Could changing a material, or the specification, have a bigger impact and open new alternatives?
- 4 **At what cost?**
And what would each of those choices mean for cost?

Too often, the information needed to answer these sits with sustainability, buried in a report or spread across spreadsheets and presentations. The answer isn't to turn procurement into climate experts. It's to translate the plan into something buyers can use when choosing what to buy, where, and from whom.



LAB NOTES

"Nobody needs a PhD to buy tomatoes. They need the right three numbers at the right moment."

Dr Johnson Lau

Chief Scientific Officer, Unibloom

03 CARBON + COST

Carbon has to enter the sourcing decision.

Procurement already balances price, quality, availability, volumes and risk every day. Carbon needs to become part of that same decision.

Price

Quality

Availability

Volumes

Risk

+ Carbon

500+

suppliers in Scope 3 Peer Group research named cost as the most frequently raised challenge, and described being asked to decarbonise while purchasing is still driven by price.

Scope 3 Peer Group, Supplier Voice, Sept 2026

If the lower-carbon option makes a supplier less competitive on price, what signal are we sending? Procurement can't make cost less important. It can make the trade-off visible:

COSTS MORE

...but moves us much closer to the target

Worth seeing clearly before deciding.

SAVES MONEY

...and saves carbon

The easy win. Make sure it isn't missed.

COSTS A LOT

...with little impact

Better to know before acting.



LAB NOTES

"A trade-off you can't see is still a trade-off. It's just made by accident."

Dr Johnson Lau

Chief Scientific Officer, Unibloom

04 THE DRIVERS

Give buyers the information behind the number.

Imagine two suppliers for the same ingredient. One has a higher footprint. The interesting question isn't only which number is lower. It is why.



Once you know the driver, you have options. You might think you need to replace an ingredient, and discover that changing the sourcing country has a bigger impact. Or the opportunity is a different supplier, an adjusted specification, a reformulated recipe or less waste.



LAB NOTES

“Two footprints walk into a meeting. The interesting part is why they’re different.”

Dr Johnson Lau
Chief Scientific Officer, Unibloom

- 1 Show me what drives the emissions
- 2 Show me the alternatives
- 3 Show me the carbon impact and the cost
Then I can make a business decision.

That's why we bring carbon and cost into the same plan at Unibloom. Buyers can compare sourcing options without starting a new analysis each time a supplier, price or data point changes.

05 SUPPLIERS

Ask suppliers better questions, **not more questions.**

Better primary data matters. But asking for more data isn't the same as making a better decision.

Suppliers say they respond to different methodologies, platforms, formats and deadlines from different customers, and spend a lot of time reporting rather than acting.

INSTEAD OF

~~“Can you send us your emissions data?”~~

ASK

“Where does this come from? What drives its footprint? Could we source it or specify it differently? What could you change that would really cut emissions?”



LAB NOTES

“More data is not a hypothesis. Ask the question first, then collect what answers it.”

Dr Johnson Lau
Chief Scientific Officer, Unibloom

We don't need perfect data to start. Begin with the best information available, find the biggest uncertainties, and improve the data where better information could change the decision.

The goal isn't to collect as much climate data as possible. It's better information where it can lead to a different action.

06 COLLABORATION

From supplier reporting to supplier collaboration.

Once carbon is part of the sourcing decision, buyer and supplier can start discussing what could actually change.

Could a different spec unlock a lower-carbon option?

Could another location cut emissions and supply risk?

Could the supplier change part of its process?

Would a longer-term commitment make the investment viable?

And if the better option costs more: who pays?

Suppliers are asking for this too. The Scope 3 Peer Group research found calls for:

PARTNERSHIP

Greater
collaboration
with buyers

SCORECARDS

Carbon counted
in quotes and
scorecards

COMMITMENT

Rethought specs
and longer-term
commitments



ANNA'S NOTE

"These aren't sustainability questions sitting next to the commercial conversation. They are the commercial conversation."

Anna Sandgren, Founder & CEO, Unibloom

07 NEXT

The climate plan becomes real one sourcing decision at a time.

Most companies aren't starting from zero. The harder question is what happens at the next supplier, material or ingredient decision.

What drives the emissions?

What alternatives do we have?

What will they cost?

What should we ask the supplier?

How far does this move us towards the target?

That is what Unibloom's Climate Transition Plan is for: not another static document owned by sustainability, but a shared plan procurement, sustainability and the wider business can use. Start with what you have. Test a sourcing idea. See what it does to carbon and cost. Update the plan when something changes, and keep going.



ANNA'S NOTE

"The target isn't delivered when the sustainability report is published. It's delivered one business decision at a time, and many start with what we choose to buy."

Anna Sandgren, Founder & CEO, Unibloom

From climate target to sourcing decision.

Unibloom is the data company for sustainable procurement – affordable, easy to use and delivers data at speed.

Try it for free →

Watch demo →

Contact: anna.sandgren@unibloom.world

Reference: Scope 3 Peer Group, Supplier Voice, September 2026.