



BANK OF AMERICA CASE SUMMARY

Balancing more than Checkbooks

When you're as big as Bank of America (BAC), you have the purchasing power to influence the practices of industries well beyond your own. Bank of America, which already has a track record of community development and environmental responsibility, was interested in encouraging its many suppliers to become more environmentally and socially minded. But first, the bank had to take a closer look at its own purchasing decisions.

Developing a Sustainable Procurement Strategy

Last year at BAC's invitation, The Natural Step conducted a sustainability workshop for members of the bank's environmental council and representatives from every management team in charge of procurement decisions. Our goal was to help them envision and develop an integrated strategy for each link in the supply chain that would reflect the values the bank had adopted elsewhere in the company, such as its environmental program to reduce paper use.

Following the workshop, we developed a training module for members of the environmental council to teach all commodity groups how to integrate sustainability criteria into their purchasing decisions and how to create metrics to measure their progress. Eventually, this work will extend into BAC's vast supply chain as sustainability metrics are built into supplier performance scorecards.

Taking the Next Step

With the trainings underway, The Natural Step has been working with members of the bank's senior management team to integrate sustainability into the company's sourcing strategy and to identify additional projects that will support BAC in continuing to move toward its sustainability vision and agenda.

A 'Harper's Index' of One Bank

Rank of Bank of America among the Top Fortune 500 companies: **19.**

Number of customer transactions per second: **150.**

Estimated amount spent annually on supplies ranging from paper and pens to carpet and cubicles: **\$7 billion.**