

## **Interview Guideline**

The interviews were based on six themes. Themes and main questions are listed below:

**Please describe your current position and previous experience**

**Please describe your role in this project**

### **1. Sustainability procurement requirements for reduction of greenhouse gas (GHG) emissions in the project.**

**1.1.** What kind of procurement requirements for reduction of greenhouse gas emissions are used in the project?

- Which project phases do they apply to?
- Do the requirements refer to tender evaluation or to the implementation of the contract?
- Are they formulated as mandatory requirements, or connected to incentives/penalties?
- Are there requirements with a life cycle performance perspective?
- Do requirements include specifications for how to quantify the baseline, reduction measures and goals for emissions reductions? How?
- How do the requirements relate to what can be regarded as “normal” in this type of project?

**1.2.** What other sustainability requirements (than those pertaining to GHG reduction) are used in the project?

### **2. Basis for/origin of requirements, such as policies, standards or certifications.**

**2.1.** Please describe your organization’s sustainability policy/approach, especially for GHG reduction

- Which were the main drivers and barriers for the development of a sustainability policy and requirements?
- Can you describe the process of developing the sustainability (GHG) policy and goals?
- Which are the main actors that have been involved in this process?
- Have national and international political policies and legal frameworks played a role in your policy development? How?
- Has your general sustainability policy influenced procurement requirements for GHG reduction? If yes how? If no why?

**2.2.** Please describe the process and organization for developing the requirements for this project.

- Which actors formulated the requirements for this project?
- Please describe how policy and requirements have evolved over time, both within the project and in a broader context, if possible.

**2.3.** In what way have sustainability certification systems, standards or similar been used for the definition of policy or requirements setting?

- Which are the main drivers and barriers for using these types of frameworks /tools?

**2.4.** How have other project-specific factors (such as type of contract, individual competence and champions, organization) influenced the formulation/style of requirements?

### **3. Organization and processes for implementing and following up requirements**

#### **3.1. Describe the process and organization for implementation and follow up of requirements**

- Please describe the measures for reduction of GHG emissions that have been implemented in the project
- What routines are there for implementation of requirements for different phases/actors?
- How were routines developed? By whom?
- How free is the project to form its own organization and process?

#### **3.2. Describe your organization's capability to handle/comply with sustainability requirements, especially regarding GHG reduction.**

- Do you have the necessary human resources and competence?
- Do you have the necessary funds and timespan?
- Do you consider the required requirements to be realistic?

#### **3.3. How do you evaluate compliance with the requirements?**

- Who monitors and verifies compliance?
- How do you deal with non-compliance of requirements?
- How do you solve requirement uncertainties?

### **4. Mechanisms for learning and improvement**

#### **4.1. Please describe how you develop/improve your work with GHG reducing requirements, regarding formulation of requirements and follow up/monitoring?**

- How are experience, progress, good and bad examples shared and used within and between projects?
- Is your organization involved in any research project or similar regarding sustainability and/or climate?

### **5. Results**

#### **5.1. To what extent have goals been reached?**

- Which of the measures for reduction of GHG emissions have been most successful? Have reductions been quantified?
- Which measures have been less successful? Why? What would you have done differently?
- Are reduction measures implemented as a consequence of requirements? Or would they have been realized anyway? Why?

### **6. Key success factors and barriers**

#### **6.1. Which drivers and success factors do you think are the most important in setting and implementing goals and procurement requirements for reduction of greenhouse gas emissions?**

#### **6.2. What are the most important challenges and barriers?**

*For example: type of requirements; in which phase the requirements are formulated; monitoring during and after the project; use of certification systems, policies, goals; competence and support; dialogue with suppliers; other projects; good and bad examples; resources; laws and codes; politics; clear directives; empowerment; engaged persons; other*