

Maturity Assessment Report



Principles for Leadership in Sustainable Purchasing

Your organization is demonstrating the following levels of leadership in sustainable purchasing:

	UNDERSTANDING	2		20
<i>Understanding the relevant environmental, social and economic impacts of its purchasing</i>				
	COMMITMENT	3		20
<i>Taking responsibility for the relevant environmental, social and economic impacts of its purchasing</i>				
	RESULTS	3		20
<i>Delivering on its commitment to improve the relevant impacts of its purchasing</i>				
	INNOVATION	1		20
<i>Actively promoting internal and external innovation that advances a positive future</i>				
	TRANSPARENCY	2		20
<i>Soliciting and disclosing information that supports a marketplace of innovation</i>				
OVERALL MATURITY SCORE 2				100

SUMMARY AND NEXT STEPS

For question-level results and recommended next steps to achieve your next level of maturities, please go to pages 2-6.

Of these next steps, SPLC recommends prioritizing the following to achieve your greatest sustainable purchasing impact improvement:

- Engage external 3rd parties (ex. peers, NGOs, etc) in the process used to identify and prioritize the environmental impacts of your purchasing.
- Engage external 3rd parties (ex. peers, NGOs, etc) in the process used to identify and prioritize the social impacts of your purchasing.
- Introduce a formal process and resources to identify and prioritize the economic impacts of your purchasing.
- Formally assign responsibility and accountability of your sustainable purchasing program to a top or executive leader/sponsor, and/or at the Board-level.
- Congratulations on LEADING in Commitment to Program Reporting!* Consider sharing your best practices in SPLC's Leadership Awards program and identifying opportunities for continuous improvement.
- Embed sustainability criteria in the evaluation of the products the organizations purchases for all priority categories (as opposed to most).
- Embed sustainability criteria in the evaluation of the services the organizations purchases for most priority categories (as opposed to some).
- Initiate an ongoing management process for your prioritized suppliers (ex. high risk categories, top 100 suppliers, etc) which assesses both their individual and collective level sustainability performance, actively engages them in dialogue about it, and reviews it as part of the ongoing supplier relationship management process.
- Encourage *all current suppliers* (as opposed to most current suppliers) to publicly report their own organization's sustainability performance by giving those that do sourcing award preference and/or other incentives.
- Design and implement a process by which you select and require some suppliers in some solicitations to publicly report targets and timelines for improving their sustainability performance.

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UNDERSTANDING SCORE		2		20
Environmental Impact Assessment	3			2.5
Social Impacts Assessment	2			2.5
Economic Impacts Assessment	2			2.5
Leadership's Understanding	2			2.5
Staff Awareness	3			2.5
Supplier Input	3			2.5
Stakeholder Input	2			2.5
Multi-stakeholder Collaboration	2			2.5

UNDERSTANDING SUMMARY AND NEXT STEPS

Your organization is:

2 - Developing

➔

3 - Improving

These goals will help your organization become:

<p>At the organizational-level</p>	<p>Engage external 3rd parties (ex. peers, NGOs, etc) in the process used to identify and prioritize the environmental impacts of your purchasing.</p> <p>Introduce a formal process and resources to identify and prioritize the social impacts of your purchasing.</p> <p>Introduce a formal process and resources to identify and prioritize the economic impacts of your purchasing.</p> <p>Identify an executive sponsor to lead and/or sponsor the strategic prioritization of opportunities identified by your environment, social and economic impacts analysis.</p>
<p>At the staff-level</p>	<p>Ensure that the process to manage ongoing formal campaigns to educate, raise awareness and empower relevant staff on the priorities that they can act on through their roles is being executed to ALL (not some) relevant staff.</p>
<p>At the supplier-and/or stakeholder-level</p>	<p>Formalize supplier input being collected to assess your priorities and opportunities by including it in your ongoing high-level dialogue with them (ex. Quarterly Business Reviews).</p> <p>Initiate a process to collect, summarize and review/consider relevant unsolicited and solicited key external stakeholder input when establishing your sustainable purchasing priorities and opportunities.</p> <p>Engage in regular participation (including contributing) on a multi-organizational committee, working group, etc. which brings together purchasers that seek to collectively drive more sustainable purchasing over time.</p>

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COMMITMENT	3		20
Program Resources	4		2.5
Program Integration	3		2.5
Commitment to Program Strategies	4		2.5
Priorities & Action Alignment	3		2.5
Staff Engagement	3		2.5
Staff Accountability	3		2.5
Supplier Engagement	3		2.5
Stakeholder Engagement	3		2.5

COMMITMENT SUMMARY AND NEXT STEPS

Your organization is:

3 - Improving

➔

4 - Leading

These goals will help your organization become:

At the organizational-level	At the staff-level	At the supplier- and/or stakeholder-level
<p>Congratulations on LEADING in Program Resources! Consider sharing your best practices in SPLC's Leadership Awards program and identifying opportunities for continuous improvement.</p> <p>Initiate a formal review and approval process of your sustainable purchasing program by your organization's chief executive and/or your Board.</p> <p>Congratulations on LEADING in Commitment to Program Strategies! Consider sharing your best practices in SPLC's Leadership Awards program and identifying opportunities for continuous improvement.</p> <p>Expand the number of priority issues (ex. environmental, social and/or economic) that are being strategically addressed by your sustainable purchasing program from at least 50% to at least 75%.</p>	<p>Engage cross-functional executives in the effort to develop your sustainable purchasing program's goals and strategies.</p> <p>Formally assign responsibility and accountability of your sustainable purchasing program to a top or executive leader/sponsor, and/or at the Board-level.</p>	<p>Develop and communicate an executive-level commitment to time-bound sustainable purchasing goals and strategies to your suppliers.</p> <p>Begin including your time-bound sustainable purchasing goals and strategies in ongoing executive-level communications to your external stakeholders.</p>

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RESULTS	3			20
Program Evaluation	3			2.2
Program Results	3			2.2
Program Reporting	4			2.2
Staff Training	3			2.2
Staff Evaluation	2			2.2
Product Evaluation	3			2.2
Services Evaluation	2			2.2
Supplier Evaluation	2			2.2
Supplier Development	1			2.2

RESULTS SUMMARY AND NEXT STEPS

Your organization is:

3 - Improving

These goals will help your organization become:

4 - Leading

At the organizational-level	At the staff-level	At the supplier-and/or stakeholder-level
<p>Initiate third-party validation for your sustainable purchasing program's society-level goals.</p> <p>Enable the organization to achieve its goals for at least three priority strategies.</p> <p>Congratulations on LEADING in Commitment to Program Reporting! Consider sharing your best practices in SPLC's Leadership Awards program and identifying opportunities for continuous improvement.</p>	<p>Expand staff training to all staff whose roles could support the goals of the sustainable purchasing program even if they are not directly responsible for delivering on specific goals in order to more efficiently and comprehensively deliver results.</p> <p>Develop and implement an employee performance metric which is included in performance evaluations ALL relevant staff.</p>	<p>Develop criteria for and initiate a formal process by which ALL products relevant to your priority categories are formally evaluated for their sustainability impact.</p> <p>Develop criteria for and initiate a formal process by which MOST services relevant to your priority categories are formally evaluated for their sustainability impact.</p> <p>Initiate an ongoing management process for your high risk/prioritized suppliers which assesses their individual and collective level sustainability performance; and reviews it with them as part of an ongoing supplier relationship management process.</p> <p>Provide suppliers with information and/or tools that help them assess their current sustainability performance against best practices and/or peers.</p>

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	 0 - Other <i>None of the above, I Don't Know, Other</i>	 1 - Initiating <i>Some adhoc activities</i>	 2 - Developing <i>Activities building toward an integrated program</i>	 3 - Improving <i>Integrated program improving performance over time</i>	 4 - Leading <i>Program achieving leadership performance</i>	Weight (%)
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INNOVATION	 1					Weight (%)
Non-financial Award Criteria	3					3.3
Performance-based Specifications	0					3.3
Total Cost of Ownership & Full Cost Accounting	1					3.3
Small and Medium Enterprise Purchasing	0					3.3
Supporting Supplier Innovation	1					3.3
Supplier Diversity	3					3.3

INNOVATION SUMMARY AND NEXT STEPS

Your organization is: 1 - Initiating	These goals will help your organization become: 2 - Developing	At the organizational-level	Include sustainability-specific purchasing award criteria for at least 76% of the purchases that fall within the scope of your sustainable purchasing program and related priorities. Include performance-based specifications for at least 5% of the applicable purchases that fall within the scope of your sustainable purchasing program and related priorities. Initiate the use of total cost of ownership (TCO) and/or full cost accounting (FCA) on most of the relevant purchases within the scope of your sustainable purchasing program.
		At the supplier-and/or stakeholder-level	Explore and implement ways in which at least 5% of the purchases made within your sustainable purchasing program can be made Small and Medium Enterprise-friendly. Host and/or leverage an annual supplier event which offers suppliers an innovation opportunity to provide input on procurement processes which may be contributing to your prioritized sustainability impacts. Establish a mentoring program to develop and grow diverse suppliers.

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TRANSPARENCY	2			20
Product Sustainability Disclosure	2			2.9
Product Information Sharing	4			2.9
Streamlining Product Transparency	2			2.9
Transparency Risk Assessment	2			2.9
Beneficial Ownership Disclosure	0			2.9
Supplier Sustainability Disclosure	3			2.9
Public Supplier Performance Goals	0			2.9

TRANSPARENCY SUMMARY AND NEXT STEPS

<p>Your organization is:</p> <p>2 - Developing</p>	<p>These goals will help your organization become:</p> <p>3 - Improving</p>	<p>At the organizational-level</p> <p>Mandate the disclosure of relevant sustainability-related product/service/component information by your suppliers.</p> <p>Congratulations on LEADING in Product Information Sharing! Consider sharing your best practices in SPLC's Leadership Awards program and identifying opportunities for continuous improvement.</p> <p>Identify and implement a shared system that allows suppliers to report sustainability information about their products/services/components once to many purchasers.</p>
		<p>At the supplier- and/or stakeholder-level</p> <p>Design and implement an ongoing process to identify and prioritize supply chain risks for the products/services/components that you are buying.</p> <p>Design and implement a process by which suppliers are requested to disclose their beneficial owners.</p> <p>Initiate a process by which all solicitations and all current suppliers are given preference to or incentives for publicly reporting their current sustainability performance.</p> <p>Initiate a process by which some purchasing solicitations give preference to or incentivizes suppliers when they publicly report targets and timelines to improve their sustainability performance.</p>

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