



SUSTAINABLE PURCHASING METRICS AND TARGETS

Eleven companies were reviewed for their approach to sustainable purchasing metrics and targets, based on their 2010 sustainability reports. The following is a summary of the different metrics in use. While “suppliers” is used consistently in the examples below, in practice companies use different terminology, including vendors, contractors, producers, licensees, partners, strategic relationships, top/Tier 1/significant suppliers, and markets.

Metrics are organized into “sustainability attribute”, “suppliers”, and “other”.

METRICS

1. Sustainability Attribute

Diversity

- \$ spend with diverse suppliers including SMEs (small- and medium-sized enterprises), BAME (Black, Asian and Minority Ethnic) owned businesses and other under-represented groups
- \$ spend with minority suppliers
- \$ spend with women suppliers
- \$ spend with inner-city businesses or organizations
- \$ spend with Aboriginal businesses

Local

- % spend with local suppliers (at significant locations of operation)
- Number of local suppliers

Living wage

- # of contracts implementing the Living Wage
- Number of workers benefiting from Living Wage



Human Rights

- Number and % of suppliers that met Canadian human rights standards

General sustainability

- Number, \$ spend and percentage of sustainable purchasing program contracts

2. Suppliers

Code of Conduct

- Number of suppliers which have signed (or received and acknowledged) the Code of Conduct attesting they have met minimum sustainability performance expectations

Questionnaire/Policy/ Screens/Assessment

- Number and % of suppliers screened for sustainability (i.e. provided a self-assessment against a sustainability policy, Code of Conduct, questionnaire or energy efficiency assessment)
- Average score by industry group on self-assessed questionnaire

Audits

- Number of supplier audits for compliance verification
- Number of known non-aligned/non-compliant suppliers
- Number of suppliers discontinued or declined to do business with based on non-alignment/non-compliance

Sustainability Action Plans

- Number of sustainability action plans/supplier improvement plans/corrective action plans completed during the reported year and in progress
- % of known non-aligned/non-compliant suppliers with action plans in place to address key concerns
- Number of suppliers awaiting appeals or development of action plans to address concerns

Training and Engagement

- Number of people attending a supplier sustainability conference
- Number of suppliers trained
- % of suppliers engaged
- % of suppliers which have achieved highest level of three levels of sustainability performance
- Number of sustainability best practice projects funded for suppliers

3. Other

Purchasing Staff

- Number of purchasing staff with sustainability indicators in their performance plans

Product Specific

- Total % and % increase in FSC, sustainably sourced, 100% recycled content paper / copy paper

Market Specific

- Number of markets covered by sustainability programs

TARGETS

- Implement the sustainable purchasing program with existing corporate suppliers / across all countries and brands
- Embed sustainability considerations in requests for proposals
- Scope opportunities to embed sustainability criteria into the category management plans for priority areas of spend
- 100% of suppliers to be “engaged”
- 25% of suppliers to have achieved highest level of three levels of sustainability performance

- Conduct more than 100 audits
- 37 suppliers to have sustainability improvement plans
- All Tier 1 suppliers to be encouraged to publish a corporate responsibility report
- Development of new and existing diverse suppliers
- Exceed goal to spend at least \$1 billion with minority and women-owned suppliers