



**THOMPSON
RIVERS
UNIVERSITY**

Sustainable Purchasing Guide

Revised June 8, 2021



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\$0 - \$10,000 PURCHASES

DIRECT PURCHASES OF LOW DOLLAR VALUE USING PCARD OR PURCHASE ORDER

If you are making a purchase \$10,000 or under, you have the flexibility to assess best value and source from suppliers offering unique sustainability value.

BUY DURABLE PRODUCTS

Keep unwanted materials out of the landfill by buying durable, not disposable, products with longer useful lives.

AVOID PLASTIC & OVER PACKAGING

Buy in bulk, decline individual packaging where possible, or ask for reusable or recyclable packaging.

CHOOSE LOCAL & CANADIAN

Support the local economy and work opportunities. Reduce carbon cost of transportation.

LOOK FOR RECOGNIZED ECOLABELS

These verify a product or supplier's environmental, ethical and social standards.



\$10K - \$30K PURCHASES

MULTIPLE QUOTES OR COMPETITIVE BID

Identify the need

Is this purchase necessary? Can we extend the lifespan of current assets by having them repaired or refurbished?

Can we reduce the amount of the order and avoid waste?

Can we purchase this in the form of a service?

Assess available options

Look for eco-labels. Compare the sustainability risks (features you don't want!) and opportunities (features you do want!). Check if the supplier is a diverse organization, or a social enterprise.



Develop specifications

Once you've identified the sustainability risks and opportunities, use these to help guide your decision about the purchase.

COMPETITIVE BIDS

**CAN BE USED ANYTIME.
REQUIRED FOR PURCHASES \$30K+**

The Procurement Services team will guide you through the process!



Chose how you want to include sustainability

What qualities do you expect from your vendors? What about the product(s) you are ordering? Use tools, like a supplier code of conduct or questionnaire, to collect relevant answers.

Evaluate the Sustainability Performance

Give a weighted score to the sustainability add-in values when evaluating each proposal.

Write Sustainability Performance into the Contract

This will provide a structure for ongoing contract management, and can engage discussion for innovative solutions to challenges as they arise.



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Sustainable Purchasing Guide

About this Guide

This Guide has been created to help you consider sustainability in the many procurement decisions you will make in your role on campus. We know that you are busy. Instead of doing more, this Guide will set out a few ways you can do things differently to get more sustainability bang for your buck. You'll find simple recommendations on how to include sustainability in various types of buying processes, as well as accredited sustainability performance standards for common product categories. If you are looking for more resources on sustainability, see Appendix A, followed by 4 helpful tools.

With some practice, it will become easy to consider sustainability when buying new goods and services. Everyone, across all business units of Thompson Rivers University, has an important role to play. We encourage you to ask for support and to share your successes and lessons learned with the campus community.

Let's get started!

How to Use this Guide

This Guide is organized into three sections that cover the most common types of purchases at TRU:

- \$0 - \$10,000: Direct Purchases of Low Dollar Value using PCard or Purchase Order (PO)
- \$10,000 - \$30,000 Purchase: Multiple Quotes
- Requests for Proposal (use anytime, required for purchases \$30,000+)

We've designed the Guide to be modular and easy to use—you don't need to read it cover to cover. Flip to the type of purchase process you are planning to use and you'll find simple suggestions to make your purchase a more sustainable one. Refer to the Tools section for sample tools that will help you go deeper and carry out your own sustainability analysis.



Tip: Not all possible sustainability aspects will be relevant to every purchase, and it will not be possible to choose the most sustainable option every single time. Success is consistently considering relevant sustainability factors, so that the TRU community is making more sustainable choices more often.

Contact Us

For more information on sustainable procurement at TRU, please contact:

Procurement Services

Email: purchasing@tru.ca

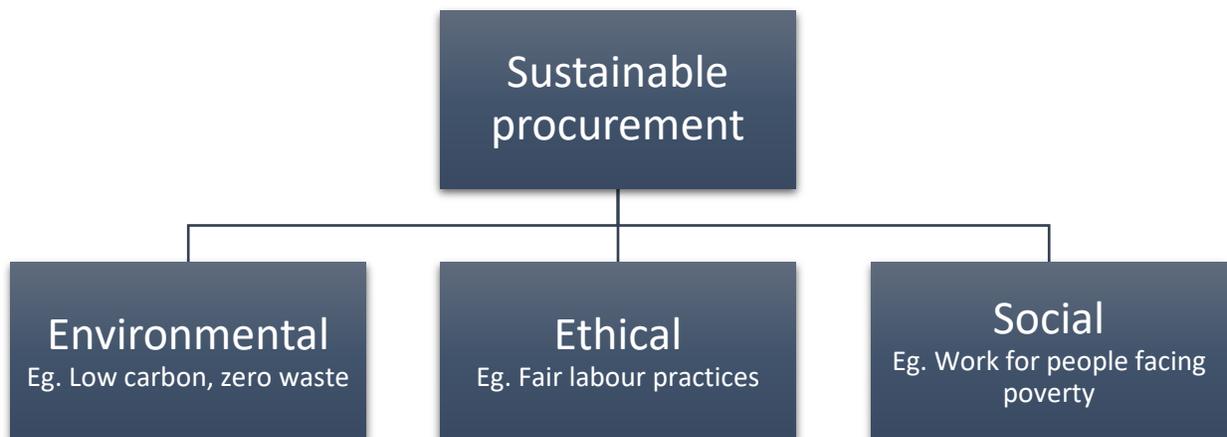
What is Sustainable Procurement?

Most of an organization's social and environmental impacts lie in their supply chain, so focusing on procurement is one of the most powerful ways to reduce negative impacts and choose businesses that are working to address environmental, social and economic challenges.

Sustainable procurement also looks for sustainability opportunities that can leave lasting, positive legacies for the campus and local community.

In simple terms, sustainability is about getting best value. It's another factor to consider alongside price, quality, and service when you go out to purchase goods and services

Sustainable procurement involves looking for risks and opportunities in three key areas:



How you can help TRU become more sustainable through purchases

Shifting to a green and inclusive economy is possible only through demand from purchasers like you.

TRU's annual spend of approximately \$35 Million can make a significant difference in shifting the local and global market towards investing in more sustainable business practices.

\$0 - \$10,000 Purchase

Direct Purchases of Low Dollar Value using PCard or Purchase Order (PO)

If you are making a purchase \$10,000 or under, this section is for you! In this category, you have the flexibility to assess best value and source from suppliers offering unique sustainability value¹.

Here are four things to keep in mind when making your purchase:

1. **Buy durable products**, not disposable ones. Durable products have a longer useful life and keep unwanted materials out of the landfill, especially those that don't break down easily like plastics.
2. **Avoid over packaging and plastic packaging**. Buy in bulk, decline individual packaging where possible or ask for reusable or recyclable packaging.
3. **Choose local and Canadian** where you can. This boosts the economy of the community, provides local work opportunities and reduces the carbon cost of transportation. Consider hiring local social enterprises and social purpose businesses that provide work opportunities for those who need it.
4. **Look for recognized ecolabels** that verify a product and supplier's environmental, ethical and social standards. Fairtrade, BCorp, FSC, EPEAT and Energy Star are some examples (see [Appendix A](#) for more details).



TRU ReUse:

This online warehouse is designed to assist TRU employees to find and exchange items between departments on campus. All items are owned by TRU and are available to be reused at no cost to TRU departments. https://one2.tru.ca/committee/TRUReUse/_layouts/15/start.aspx#/SitePages/Home.aspx

¹ From TRU Campus Staff and Faculty Purchasing Guide from Procurement Services, updated March 2017.

\$10,000 - \$30,000 Purchase - Multiple Quotes

When your purchase is between \$10K - \$30K, you need to obtain three quotes before a purchase can be completed. If the vendor is the only provider of the goods or service, with no competitors, you must create a sole source justification and submit it with the Web Requisition to Purchasing.

If you have questions or need support with obtaining quotes, or checking if a sole source is required, contact the Purchasing department at purchasing@tru.ca.



Step 1: Identify the Need

The best time to influence the sustainability of your purchase is at the need identification stage. Set aside some time to consider: what is the need that we need to support? This is where some creative thinking, planning and research can help you make a more sustainable choice.

Some questions to consider as you consider your needs:

- **Is this purchase necessary?**

You may be able to extend the lifespan of your current assets or have them repaired or refurbished instead of replaced. Could the need be met with existing (repurposed) resources? If you are looking to spend funds at the end of the year, plan your purchases strategically so that they are sustainable and deployed towards your team's priorities.

- **Can we reduce the amount of the order?**

What is the minimum amount necessary to meet your need? Check your inventory and plan ahead for upcoming events or programs that will require specific materials and supplies. You are looking for the sweet spot where you can obtain discounts from an increased order size, while avoiding any increased waste.

- **Can we purchase this in the form of a service?**

You may find that a service provider is able to meet your need more sustainably (and often at lower cost) than if you were to purchase and maintain a product. One such example is uniform rental.



Tool: Total Cost of Ownership (TCO) is a method to help you consider all potential costs, both direct and indirect, in the acquisition of a good or service and over its useful life. For more information, see [Tool 4: Total Cost of Ownership Worksheet](#).

Step 2: Assess Available Options

Considering sustainability can be a big asset in helping you get the best value and may help you meet your need for less cost, especially if you consider the total cost of owning a product (see [Tool 4](#) for more on this). In this step, you are assessing your options, looking for sustainable solutions that also meet your other specifications and quality requirements. Here are some questions to consider:

- Are there sustainability certifications available to distinguish preferred products and suppliers?
- What are the sustainability risks of the available alternatives?
- Can this procurement add environmental or social value to the community?
- Could we meet the need through a service provider that handles product life cycle impacts?
- What are the sustainability opportunities among the available alternatives?

See [Appendix A](#) for guidance and tips on each of these questions, including a discussion of social procurement. Social procurement involves sourcing from organizations that create employment opportunities and build the local economy.

Step 3: Develop Specifications

Once you have identified sustainability risks—the features you do not want, like sweatshop labour or excessive packaging waste, note these down as criteria or specifications for your purchase. Likewise, document the features you consider sustainability priorities—these might include use of renewable energies, Fair Trade, or service providers that create work opportunities in the community. Use these specifications to inform your decision-making on low dollar value buying. Documenting your sustainability analysis helps you communicate the results and impacts of your purchase to your team.

For more on each of these steps, see [Appendix A](#).

Competitive Bids (use anytime; required for purchases \$30,000+)

You can use a competitive bid (RFx) process any time you would like to see what is available on the market. However, if you are expecting to spend over \$30,000, a competitive bid must be used. RFxs allow you to make a best value selection based on multiple criteria. These criteria may include innovation, design, price, quality, service and sustainability.

TRU Procurement Services will guide you through the RFx process, and work with you to determine scoring criteria, mandatories and specifications. You will be working with Procurement Services to integrate sustainability into your RFx through these four simple steps:

Step 1: Communicate Sustainability Performance Expectations

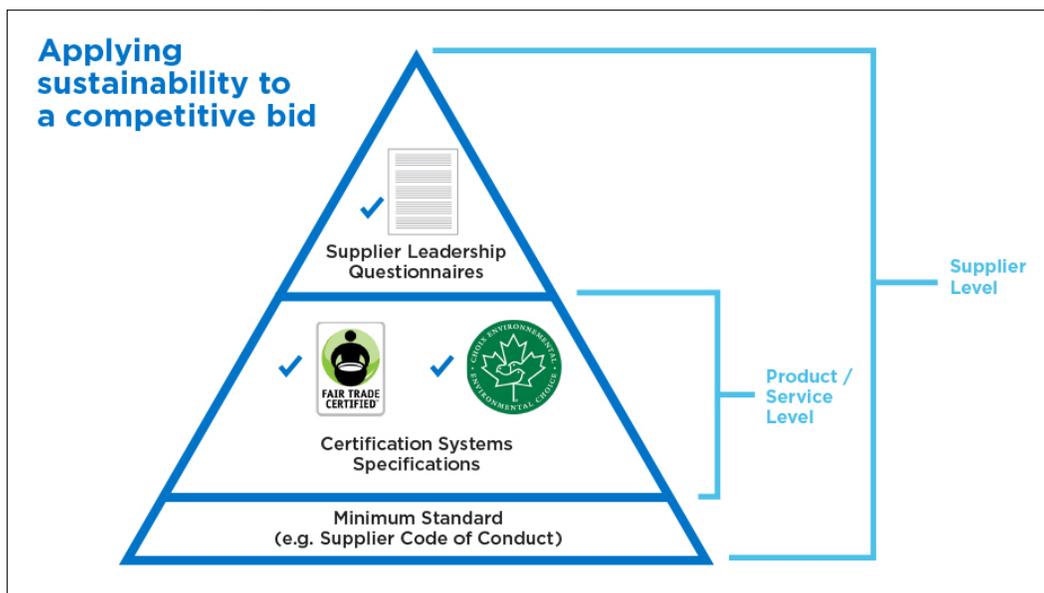
You will need to develop specifications for your RFx that communicate your highest priority sustainability considerations. In this section, we will build on the steps that have been outlined in the previous section: Multiple Quotes: Purchases from \$10k to \$30k > Assess Available Options.

To determine your sustainability priorities, you can use the guidance and tools available in this Guide to assess relevant sustainability risks and opportunities relevant to this purchase. You will then write these into specification form. In the RFP process, you may want to set both mandatory and optional sustainability performance features. Take care to distinguish between the sustainability performance of the product you are seeking to purchase, and the sustainability performance of the supplier. For example, energy efficiency may be a desired attribute of the product, while commitments to low carbon modes of transportation may be a desired attribute of the supplier.

Step 2: Provide Tools to Collect Sustainability Information from Proposals

When you provide a clear framework that identifies the sustainability information you are looking for, prospective suppliers will find it easier to provide relevant answers. Consider providing questions and/or questionnaires that can be completed as part of the proposal.

The diagram below provides a helpful model of three tools you can use to collect sustainability performance information in proposal form.



When you provide a clear framework that identifies the sustainability information you are looking for, prospective suppliers will find it easier to provide relevant answers. Consider providing questions and/or questionnaires that can be completed as part of the proposal:

RFP Questions and Attachments	Learn More in this Guide
<p>1. Compliance with Fair Labour Standards Several approaches you can take:</p> <ul style="list-style-type: none"> a) Ask: Do you have a supply chain monitoring program? b) Ask: Do you have a Supplier Code of Conduct? Yes/No c) Require sign off on a Supplier Code of Conduct² 	1. Appendix A
<p>2. Ecolabels and Certifications:</p> <ul style="list-style-type: none"> a) Is this product certified? Which label(s) and/or certification program(s)? b) Does your company or organization have any relevant sustainability certification? If so, please describe. 	2. Appendix A
<p>3. Supplier Leadership Questionnaire This form allows suppliers to share their leadership practices. Include some open-ended questions to allow for information sharing that goes beyond your stated sustainability criteria.</p>	See Tool 2 for a sample Questionnaire.

Step 3: Evaluate the Sustainability Performance of Proposals

Create an evaluation framework to help you evaluate the sustainability value-add in each of the proposals you receive. In discussions with your team, you will need to decide how much weight you are going to give to sustainability performance.

Sample evaluation framework:

RFP Evaluation Framework	Percentage
1. Experience of Proponent	15%
2. Experience of Key Personnel	10%
3. Project Understanding and Methodology	20%
4. Project Schedule	5%
5. Price	30%
6. Sustainability Value-add	20%
7. Compliance with Fair Labour Standards/Code of Conduct	Pass/fail
8. Required sustainability performance criteria	Pass/fail

² The majority of organizations use Supplier Codes of Conduct as statements communicating desired business ethics without a system in place to verify compliance. A best practice Code of Conduct has clear methods of implementation and enforcement such as auditing mechanisms and grievance and complaint procedures.



Tip: Break down the available points for sustainability value add. If there are 20 points in total for sustainability, you may want to allocate a total of 10 points for sustainability features of the product or service, and 10 points for the sustainability performance of the supplier. Be flexible with your weighting from contract to contract. Find the proportion that is most relevant to each purchase.



Tip: If you see an opportunity that may be suitable for local or social purpose suppliers, consider unbundling large purchases to allow smaller suppliers to compete. Rather than one large bid, you can break it into several smaller contracts or carve out a small section for a social enterprise. You can also encourage your major suppliers to examine their supply chains to find space to subcontract to social enterprises.



Tip: TRU is party to a number of trade agreements that restrict language that gives preference to local suppliers over certain dollar thresholds. See **Where to Get Help** section if you have any questions about complying with trade agreements in your procurement.



Tip: Solicit bids from your targeted suppliers. Be pro-active in finding suppliers to bid on your RFPs and Procurement Services will reach out to them directly. We will let them know that we evaluate bids using a sustainable procurement framework.

Step 4: Write Sustainability Performance into the Contract

Procurement Services will ensure any sustainability performance expressed in the proposal is a deliverable captured in the contract. This will provide a structure for ongoing contract management and can be the beginning of a deeper engagement on how you can work together to find innovative solutions to sustainability challenges and opportunities.

Appendix A: Resources for Purchases

Ecolabels and Certifications

Are there sustainability certifications available to distinguish preferred products and suppliers?

The great news is that reliable ecolabels can do a lot of your sustainability homework for you, directing you to the products that are meeting high standards of sustainability. If you are short on time or your purchase is relatively small in scope, this may be all you want to do.

Looking to find out more about a specific label? A good resource is the [Ecolabel index](#), which at the time of writing tracks 463 ecolabels in 199 countries, and 25 industry sectors.



TRU SSP Spotlight on Office Paper

Goal: Purchase office paper that has recycled and/or rapidly renewable (e.g. wheat) content, is certified by the Forest Stewardship Council (FSC), and/or is certified to similar and track compliance.



TRU SSP Spotlight on Fairtrade Campus

Goal: Designating TRU a Fair Trade Campus with respect to all procurement decisions is a goal in TRU's Campus Strategic Sustainability Plan (SSP).

Did you know? Coffee brewed from fair-trade, local roastery, Twisted Goat, is offered at the International Café, first-floor of the International Building.



TRU SSP Spotlight on IT Products

Goal 1: Purchase computers and/or other electronic products that are EPEAT registered or similar and track compliance.

Goal 2: Explore reuse and recycling options for IT equipment that has reached the end of its life,



Energy Star is an international standard for energy efficient consumer products. Qualifying appliances and equipment are generally in the top 25% most energy efficient products on the market.



Known as BCorp for short, this label is for private companies that meet standards of verified social and environmental performance, public transparency, and legal accountability.

Assessing Sustainability Risks

What are the sustainability risks of the available alternatives?

You may need to do your own quick assessment of the sustainability risks and opportunities of your purchase. You can also ask your current and prospective suppliers to provide additional information to help you assess risks (see section # for more information). Some basic questions you may want to ask your suppliers include:

- What is the item made of?
- Does it contain virgin or recycled material?
- How will the items be packaged?
- What is the country/region of origin of this product?
- How is it going to get to me?
- What recommendations can you give me for recycling this product?

You probably will not be able to address every sustainability consideration in your purchase, and you may need to make some trade-offs. Success is feeling confident that your purchase meets your sustainability priorities.

You can use these two questions to help you prioritize:

1. What are the sustainability issues of greatest importance to my organization and business unit? What unique issues and opportunities are of specific concern to our operations?

[TRU's 2020-2025 Campus Strategic Sustainability Plan](#) (SSP) provides key information on the institution's corporate sustainability goals and can be an important reference tool. Your business unit may have some specific goals that are close to your operations. For example, if you run a lab, your team may be keen to reduce reliance on single use plastics or reduce energy use. For best results, sustainable procurement pieces can form one element of a broader strategy to make operations more sustainable, working alongside other tools such as behavior change.

2. What are the known sustainability issues relevant to this industry, product or service?

Civil society organizations and industry leadership coalitions have raised broad-based awareness on industry specific sustainability issues—whether it is plastic food service ware clogging landfills and oceans, clothing and textiles produced in sweatshops with poor working conditions, or deforestation accelerated by reliance on virgin wood and paper products. In addition to these more easily flagged issues, you may find it helpful to set aside some time to get familiarized with current sustainability issues relevant to your planned purchase through some web-based research and through speaking with end-users or any of the sustainability experts within your organization.



Tool: Refer to [Tool 1](#) for a sample of a Sustainability Risk Assessment checklist you can adapt to your own needs.

Reducing single use plastics

Did you know that the global production of plastics has increased twentyfold in the past 50 years? Research by the leading sustainability think tank, the [Ellen MacArthur Foundation](#), finds that only 14% of plastic packaging is collected for recycling globally. Given projected growth in production, in a business-as-usual scenario, by 2050 oceans could contain more plastics than fish (by weight)¹. The Foundation, in collaboration with UN Environment, is encouraging industry and buyers to pledge support for a New Plastics Economy Global Commitment. Organizations around the world are now pledging to ban or dramatically reduce their purchase of single use, disposable plastic products.

TRU SSP Spotlight on Plastic Beverage Containers

Goal: Reduce waste material associated with drinking containers by lobbying suppliers for alternatives and limiting the distribution of disposable plastic bottles on campus.



Tip: There's a lot of information available, and it can be easy to get bogged down or avoid considering sustainability altogether. Don't let perfection be the enemy of good! What is most important is to take a high-level scan and go into your purchase with confidence that your most important priorities have been addressed.



Tip: Although many focus exclusively on environmental impacts, an increasing number now have ethical and social standards that relate to decent working conditions, worker health and safety, and fair market return on labour.

Assessing Sustainability Opportunities

What are the sustainability opportunities among the available alternatives?

Remember to look for opportunities to get strategic sustainability value from your purchases!

One major area of opportunity is to contribute to local economic development and positive social and community impact through procurement. The community capital model provides a helpful overview of how social purpose businesses contribute to building healthy communities (see diagram below, courtesy of Buy Social Canada).



Companies build community capital and help to reduce poverty by creating training and work opportunities for people with barriers to employment, sourcing from local businesses and building the local economy, providing healthy workplaces, sponsoring community assets and resources. Shifting to locally-sourced produce and food supplies will have significant impacts to the surrounding economy.

As a large institution, TRU can have a very significant impact on the local economy.

Sourcing from Diverse Suppliers

Purchasing from diverse suppliers is another powerful way to support the economic development of under-represented, marginalized, or equity-seeking populations. It is standard to consider a supplier diverse if it has majority ownership or control by women, Indigenous individuals or communities, underrepresented ethno-cultural groups (minorities, newcomers, or immigrants), persons with disabilities, and/or LGBTQ+ persons.

There are a number of associations that provide supplier directories and can be helpful partners in efforts to engage with diverse suppliers (see inset). However, you may have excellent results from keeping an ear to the ground for diverse suppliers within the community of Kamloops, Williams Lake and surrounding region, including the [Shuswap Nation Tribal Council](#), [Northern Shuswap Tribal Council](#), and [Carrier-Chilcotin Tribal Council](#).

<p>Selected Diverse Supplier Associations</p> <ul style="list-style-type: none">➤ Canadian Aboriginal and Minority Supplier Council➤ Canadian Council for Aboriginal Business➤ Canadian Gay and Lesbian Chamber of Commerce➤ Canadian Veteran Business Directory➤ Inclusive Workplace Supply Council of Canada➤ Indigenous Business and Investment Council➤ Supplier Diversity Canada➤ Women Business Enterprises Canada
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Sourcing from Social Enterprises and Cooperatives

Buying from social enterprises and cooperatives is another way to contribute to a positive social and community impact. In addition to providing a good and/or service, social enterprises embed a social, cultural or environmental purpose into the business, and they reinvest the majority of profits into their social mission. In British Columbia, there are social enterprises that provide the following goods and services:

Catering and Coffee Couriers Garbage Removal Glass Repairs	Graffiti Removal Groundskeeping Interior Renovations & Painting Janitorial Services	Parking Lot Maintenance Office Supplies & Printing Recycling & Waste Management Window Cleaning
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You may want to conduct a rapid scan of social enterprises available in Kamloops, Williams Lake and the surrounding region, identifying the goods and services that they may be able to supply to TRU. A good resource is [Cooperatives and Mutuals Canada](#), a member association that maintains a directory of cooperative organizations.

TRU SSP Spotlight on Inclusive and Local Purchasing

Goal 1: Support and procure from inclusive businesses, social enterprises, and/or local community-based businesses and track compliance. Reduce waste and fuel consumption generated from transportation by specifying locally manufactured and extracted products, where feasible.

Goal 2: Support food security in the region by purchasing food and beverages that are local, seasonal, culturally appropriate, and/or certified.

Engaging Suppliers on Minimum Standards

Many companies now have Supplier or Vendor Codes of Conduct that commit them to meeting minimum standards for fair and decent labour practices set by the [International Labour Organization](#) (ILO) or [Fair Labour Association](#). You can ask your current and prospective suppliers if they have a Code. You may also want to ask your suppliers some additional questions:

- How well do you know your own supply chain?
- Have your manufacturing facilities ever been visited and rated by an independent third party?

TRU SSP Spotlight on Guidelines for Business Partners

Goal: Develop and act on policies, guidelines and/or agreements that set expectations about the social and environmental responsibility of business partners.

Engaging Suppliers on Leadership Practices

Not every great supplier is a social enterprise, certified, or listed on specific directories. You may be working with suppliers already who contribute to the community, but have never had the opportunity to talk with them and learn more about it. You can ask your current and prospective suppliers to share information on their workplace constitution and practices, and how they build community capital and create social impact.

Tool: See [Tool 2](#) for a sample Supplier Leadership Questionnaire

Tool 1: Sample Sustainability Risk Assessment Checklist

Review the questions below and tick off the relevant risk level. You may want to take some time to research or ask questions of your suppliers for each issue checked as potentially high risk. Note that this sample contains a selection of environmental issues, but could also include ethical and social issues.

TRU Sustainability Risk Assessment Tool Potential Environmental Sustainability Issues	Risk/Opportunity Level
<p>1. Greenhouse Gas (GHG) Emissions: Does the production and use of this product or service create significant GHG emissions?</p>	<input type="checkbox"/> Yes – High risk <input type="checkbox"/> Somewhat – Medium risk <input type="checkbox"/> No – Low risk
<p>2. Toxic/Hazardous Chemicals: Does the product / service contain / use toxic chemicals that could have a negative effect on human health and safety?</p>	<input type="checkbox"/> Yes – High risk <input type="checkbox"/> Somewhat – Medium risk <input type="checkbox"/> No – Low risk
<p>3. Energy Use: Is the potential energy use of the product over its lifetime likely to be significant?</p>	<input type="checkbox"/> Yes – High risk <input type="checkbox"/> Somewhat – Medium risk <input type="checkbox"/> No – Low risk
<p>4. Recycled Content: Is the product made from a potentially scarce resource or a non-renewable resource?</p>	<input type="checkbox"/> Yes – High risk <input type="checkbox"/> Somewhat – Medium risk <input type="checkbox"/> No – Low risk
<p>5. Product Recycling and Disposal: Can the product be easily recycled at the end of its life, or will it be collected by the vendor in a 'take-back' program?</p>	<input type="checkbox"/> No - High risk <input type="checkbox"/> Partially - Medium risk <input type="checkbox"/> Yes – Low risk
<p>6. Packaging: Does the product come with non-recyclable packaging or difficult to recycle packaging? Or will the packaging be costly to manage and handle?</p>	<input type="checkbox"/> Yes – High risk <input type="checkbox"/> Somewhat - Medium risk <input type="checkbox"/> No - Low risk
<p>7. Water Use: Does the product or service require a significant amount of water use over its lifetime? Note: Some agricultural products have large water footprints, e.g. coffee and cotton.</p>	<input type="checkbox"/> Yes - High risk <input type="checkbox"/> Somewhat – Medium risk <input type="checkbox"/> No – Low risk

Tool 2: Sample Supplier Leadership Questionnaire

A useful tool to support engagement with your suppliers is a Supplier Leadership Questionnaire. Refer to the table below for a sample of how you can set up your own questionnaire.

Note: The sample below contains social questions, but can also include environmental and ethical questions.

Supplier Leadership Questionnaire Social Impact & Community Contributions	
<p>1. Equity, Diversity & Inclusion Has your organization adopted any documented policies, practices, or programs to promote equity, diversity, and inclusion for minorities or underserved groups (e.g., women, persons with disabilities, members of visible minorities, indigenous persons, new immigrants, youth-at-risk, and/or those with other barriers to employment)? Explain: _____</p>	<p><input type="checkbox"/> Specific efforts to employ individuals from minority or underserved groups (see above).</p> <p><input type="checkbox"/> Provide training, mentorship, apprenticeship, or capacity-building opportunities to minorities or underserved groups (see above).</p> <p><input type="checkbox"/> Specific efforts to purchase from minority-owned suppliers or social enterprises.</p> <p><input type="checkbox"/> Specific efforts to subcontract to minority-owned businesses or social enterprises.</p> <p><input type="checkbox"/> Other practices related to equity, diversity, and inclusion (describe):</p>
<p>2. Local Economic Development Does your organization use any specific strategies to support local economic development where you work? Explain: _____</p>	<p><input type="checkbox"/> Provide training, mentorship, or apprenticeship opportunities to the local workforce.</p> <p><input type="checkbox"/> Have partnerships with local educational or vocational institutions.</p> <p><input type="checkbox"/> Sub-contract to local suppliers.</p> <p><input type="checkbox"/> Purchase from local suppliers.</p> <p><input type="checkbox"/> Have targets for local purchasing and/or job creation.</p> <p><input type="checkbox"/> Measure progress in local purchasing and / or job creation.</p> <p><input type="checkbox"/> Other practices related to local economic development</p>
<p>3. Employee Wellness and Work-Life Balance Does your organization promote wellness, active living, or work-life balance programs to all employees? Explain: _____</p>	<p><input type="checkbox"/> A wellness, active living, or work-life balance program for employees.</p> <p><input type="checkbox"/> No defined program, but we provide support to our employees (financial or otherwise) to promote their wellness, active living, or work-life balance.</p> <p><input type="checkbox"/> Allow our employees to have flexible schedules or to telecommute part-time.</p> <p><input type="checkbox"/> Provide in-house or company-funded opportunities for employees to enjoy wellness or active living activities.</p> <p><input type="checkbox"/> Promote wellness, active living, or work-life balance to our employees.</p> <p><input type="checkbox"/> Other employee wellness practices (describe):</p>

Cont. next page

Supplier Leadership Questionnaire
Social Impact & Community Contributions

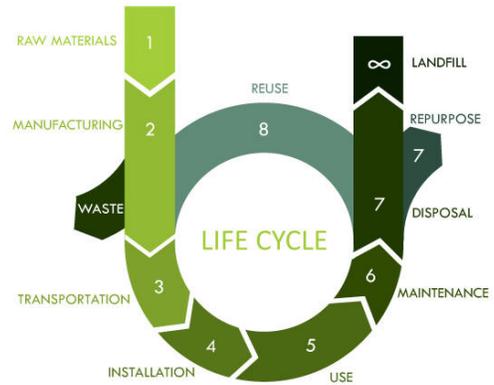
4. Community Contribution

Does your organization contribute to improving the social, economic, or environmental sustainability of the community or communities in which you operate? Explain: _____

- Run or support community development program (including having a charitable arm to your business or operating a foundation).
- We are a non-profit.
- We are a social enterprise.
- Promote employee volunteerism.
- Provide monetary or in-kind contributions to charities, non-profits, or philanthropic organizations.
- Other practices related to community contribution or benefits (describe):

Tool 3: Life Cycle Analysis Assessment Tool

There are two types of Life Cycle Assessments (LCA): qualitative (where you assess the scale of impact) and quantitative (where you crunch the numbers). You may find it most helpful to do a qualitative LCA—a rapid tally and comparison of the estimated impacts between several product alternatives.



TRU SSP Spotlight on Life Cycle Analysis

Goal: Employ Life Cycle Cost Analysis (LCCA) when evaluating energy- and water-using products and systems.

Life Cycle Analysis: Rapid Assessment	Impacts	Impact Rating
1. Raw Materials <ul style="list-style-type: none"> What raw materials go into the creation of this product? How and where are they harvested? 	<input type="checkbox"/> Renewable resources <input type="checkbox"/> Non-renewable resources <input type="checkbox"/> Ecological impact/biodiversity	<input type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low
2. Manufacturing <ul style="list-style-type: none"> How is the product manufactured? What types of fuels supply the plant? How are workers treated? Are there any toxins in the process or product? 	<input type="checkbox"/> Renewable energy <input type="checkbox"/> Non-renewable energy <input type="checkbox"/> Safe working conditions <input type="checkbox"/> Unsafe working conditions <input type="checkbox"/> Human health impacts	<input type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low
3. Manufacturing Waste <ul style="list-style-type: none"> What happens to waste from the manufacturing process? Can the waste be reused? 	<input type="checkbox"/> Ecological impact/biodiversity <input type="checkbox"/> Human health impacts	<input type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low
4. Transportation and Packaging <ul style="list-style-type: none"> How far does the product travel to market and how is it transported? What kind of packaging is used? Is packaging recyclable? Will it be recycled? 	<input type="checkbox"/> Renewable energy <input type="checkbox"/> Non-renewable energy <input type="checkbox"/> Ecological impact/biodiversity	<input type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low
5. Installation <ul style="list-style-type: none"> What goes into the installation? Are there any health and safety issues? 	<input type="checkbox"/> Renewable energy <input type="checkbox"/> Non-renewable energy <input type="checkbox"/> Safe working conditions <input type="checkbox"/> Unsafe working conditions <input type="checkbox"/> Human health impacts	<input type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low <i>Cont. next page</i>

Life Cycle Analysis: Rapid Assessment	Impacts	Impact Rating
6. Use <ul style="list-style-type: none"> • How is the material used? • Is it durable? • What is the typical lifespan? • Are options available to extend lifespan? 	<input type="checkbox"/> Renewable energy <input type="checkbox"/> Non-renewable energy <input type="checkbox"/> Human health impacts	<input type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low
7. Maintenance <ul style="list-style-type: none"> • Are chemicals needed to maintain this product? 	<input type="checkbox"/> Renewable energy <input type="checkbox"/> Non-renewable energy <input type="checkbox"/> Ecological impact/biodiversity <input type="checkbox"/> Human health impacts	<input type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low
8. Disposal/ Repurposing/Reuse <ul style="list-style-type: none"> • How do you dispose of the product? • Can it be reused or repurposed? • Is it recyclable? • Will manufacturer take the product back? 	<input type="checkbox"/> Ecological impact/biodiversity <input type="checkbox"/> Human health impacts	<input type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low



Tip: Do some spot research, create some assumptions and make your best guess—you are looking for patterns and big picture insights that will guide you to the best option. There are good online resources to help you with estimates. If it's a big purchase and you have the resources to do a quantitative assessment, there are a number of online tools to guide you.

To learn more:

[ISO 14040:2006](#) (International framework for Life Cycle Assessment)

[American Center for Life Cycle Assessment](#)

[Sustainable Minds: Life Cycle Analysis Software](#)

Tool 4: Total Cost of Ownership Worksheet

Total Cost of Ownership (TCO), also known as life cycle costing, is a method to help you consider all potential costs, both direct and indirect, involved in the acquisition of a good or service and over its useful life. A quick TCO analysis may reveal that you are better off leasing or contracting with a service provider rather than acquiring the product itself.

Tip: Start this calculation with a quick brainstorm of the top 5-10 most relevant costs to your purchase—you are looking for patterns and big picture insights that will guide you to the best option.

Total Cost of Ownership Assessment	Costs	Expense Rating
1. Purchase	<input type="checkbox"/> Staff time for purchasing process <input type="checkbox"/> Taxes <input type="checkbox"/> Customs duties <input type="checkbox"/> Exchange gain/loss <input type="checkbox"/> Shipping cost <input type="checkbox"/> Financing cost (interest on loans)	<input type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low
2. Use	<input type="checkbox"/> Perishability – loss of product <input type="checkbox"/> Depreciation <input type="checkbox"/> Replacement cost <input type="checkbox"/> Cost of complementary items <input type="checkbox"/> Energy usage cost <input type="checkbox"/> Insurance <input type="checkbox"/> Potential brand risk/business loss <input type="checkbox"/> Potential legal costs	<input type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low
3. Storage	<input type="checkbox"/> External storage cost <input type="checkbox"/> Internal storage cost - facilities planning and retrofitting <input type="checkbox"/> Inventory carrying cost <input type="checkbox"/> Warehousing facility cost <input type="checkbox"/> Warehousing labour cost	<input type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low
4. Repair and Maintenance	<input type="checkbox"/> Maintenance input costs (parts and other products) <input type="checkbox"/> Maintenance service costs <input type="checkbox"/> Repair service costs <input type="checkbox"/> Warranty provided	<input type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low
5. Re-use or Disposal	<input type="checkbox"/> Modular re-use potential <input type="checkbox"/> Staff time to recycle/dispose <input type="checkbox"/> Take-back program available <input type="checkbox"/> Salvage/scrap value <input type="checkbox"/> Disposal/tipping fees <input type="checkbox"/> Disposal transportation costs <input type="checkbox"/> Recycling storage costs	<input type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low

Share Your Sustainable Purchasing Story

You've incorporated sustainability into your purchase – great work! TRU Sustainable Procurement Leads would like to know about what you're doing. We are excited about building a culture of sustainable procurement and are learning together how to do this.

If you have a story to share, please send us an email. You may wish to consider the following questions:

- What were your sustainability priorities (environmental, ethical and social) for this purchase?
- Who were the main stakeholders involved?
- What did you buy? What is the approximate annual value of the contract?
- What was the method of procurement?
- What were your sustainability results and impacts?
- What did you learn?
- Are there resources or specifications available for others?

We look forward to your ideas on how we can continue to support your sustainable procurement practice and to share your achievements to inspire our students, staff, stakeholders and suppliers to make more sustainable choices.

Contact Us

For more information on sustainable procurement at TRU, please contact:

Procurement Services

Email: purchasing@tru.ca