Principles	Outcomes		Questions	Maturity Levels			
	Level	Outcome		Initiating Some ad hoc activities.	Developing Activities building toward an integrated program.	Improving Integrated program improving performance over time.	Leading Program achieving leadership performance.
UNDERSTANDING The organization understands the environmental, social, and economic impacts of its purchasing.		The organization has assessed the (positive and negative) environmental, social, and economic impacts of its purchasing.	U-1.1: Environmental Impact Assessment How does your organization determine the range of environmental impacts included in its sustainable purchasing policy or program?	The scope includes non-regulatory issues identified on an ad hoc basis.	The scope includes relevant impacts identified and prioritized through a careful investigation and stakeholder engagement.	A process for identifying and prioritizing emerging impacts in an ongoing way is systematized and resourced.	The scope includes all relevant impacts identified and prioritized through ana conducted by peers, industry, civil society organizations, or other external pa
	Organization		U-1.2: Social Impacts Assessment How does your organization determine the range of social impacts included in its sustainable purchasing policy or program?	The scope includes non-regulatory issues identified on an ad hoc basis.	The scope includes relevant impacts identified and prioritized through a careful investigation and stakeholder engagement.	A process for identifying and prioritizing emerging impacts in an ongoing way is systematized and resourced.	The scope includes all relevant impacts identified and prioritized through ana conducted by peers, industry, civil society organizations, or other external pa
	Organization		U-1.3: Economic Impacts Assessment How does your organization determine the range of economic impacts included in its sustainable purchasing policy or program?	The scope includes non-regulatory issues identified on an ad hoc basis.	The scope includes relevant impacts identified and prioritized through a careful investigation and stakeholder engagement.	A process for identifying and prioritizing emerging impacts in an ongoing way is systematized and resourced.	The scope includes all relevant impacts identified and prioritized through an conducted by peers, industry, civil society organizations, or other external pa
			U-1.4: Leadership's Understanding To what extent does senior leadership have a prioritized understanding of opportunities?	Executive-level understanding of sustainable purchasing impacts and opportunities is ad hoc.	Executive leadership is included in the strategic prioritization process.	Ongoing strategic prioritization of impacts and opportunities is led or sponsored by a senior executive.	Executive leadership communicates prioritization of impacts and opportunit organization's highest governing body (e.g., Board, legislature)
	Employee / Buye	Staff understand how to improve the relevant environmental, or social, and economic performance of the purchasinging they influence.	U-2.1: Staff Awareness To what extent do relevant staff know how to identify and take action on opportunities to improve the sustainability of the purchasinging they influence?	Efforts to raise awareness and provide guidance are ad hoc.	Some relevant staff receive formal guidance on how to identify and take action on opporunities.	A formal process exists for documenting and disseminating lessons learned in ongoing way.	All relevant staff receive guidance on how to identify and take action on opportunity
	Supplier / Stakeholder	The organization's assessment of the environmental, social, and economic performance of its purchasing includes input from all relevant suppliers and external stakeholders.	U-3.1: Supplier Input To what extent is the organization's understanding informed by suppliers?	No formal program exists to solicit supplier input, but unsolicited input is reviewed and considered.	Input from suppliers is solicited on an ad hoc basis.	Input from suppliers is solicited in a systematic and ongoing way.	Input from suppliers is reviewed as part of high-level dialogues with supplie Annual or Quarterly Business Reviews.
			U-3.2: Stakeholder Input To what extent is the organization's understanding informed by other external stakeholders?	No formal program exists to solicit external stakeholder input, but unsolicited input is reviewed and considered.	Input from external stakeholders is solicited on an ad hoc basis.	Input from external stakeholders is solicited in a systematic and ongoing way.	External stakeholders recognize the organization as a leader in understand performance of its purchasinging.
			U-3.3: Multi-stakeholder Collaboration  How does the organization contribute to relevant multis-stakeholder efforts to understand the opportunity for broad market transformation?	Occasional participation as an observer.	Regular participation as an observer.	Regular contributor of information and data.	Regular conributor of expertise and thought leadership.
COMMITMENT The organization commits to implementing a sustainable purchasing program that akes responsibility for the environmental, social, and economic impacts of its purchasing.	Organization	The organization's sustainable purchasing program has the necessary resources and executive support for implementing strategies that improve the environmental, social, and economic performance of the organization's purchasing.	C-1.1: Program Resources To what extent has the organization resourced a sustainable purchasing program?	Resources (staff and budget) are assigned to design a sustainable purchasing program.	Resources are assigned to establish the program's operations.	The ongoing operation of the program is supported with dedicated resources and cross-functional participation.	Resources are assigned to support program evaluation, reporting, and comprovement processes.
			C-1.2: Program Integration To what extent is the sustainable purchasing program integrated into strategic plans and commitments set by management?	Program has informal/verbal senior management commitment.	Program has a senior management-level sponsor.	Program is refined periodically as part of annual or strategic planning processes led by senior management.	Program has formal approval of chief executive or is shared with Board.
			C-1.3: Commitment to Program Strategies To what extent has the organization committed to program strategies for meaningfully addressing the priority issues identified and prioritized in U-1.1-3?	The organization has identified at least one program strategy that targets at least one priority issue.	The organization has approved for implementation at least one strategy that targets at least one priority issue.	The organization has approved for implementation at least two strategies that targets at least two priority issues.	The organization has approved for implementation at least three strategies at least three priority issues.
			C-1.4: Priorities & Action Alignment To what extent is the organization addressing the range of issues identified and prioritized in U-1.1-3?	The sustainable purchasing program addresses at least one priority issue.	The program strategies address at least 25% of the priority issues.	The program strategies address at least 50% of the priority issues.	The program strategies address at least 75% of the priority issues.
	Employee / Buye	Management and relevant staff are engaged in developing the er organization's sustainable purchasing strategies, and are accountable for implementation.	C-2.1: Staff Engagement To what extent are relevant staff engaged in development of the sustainable purchasing program's goals and strategies?	Staff engagement is limited or ad hoc.	Relevant staff are actively engaged in developing goals and strategies.	A cross functional group of staff provides input into goal-setting and strategy development in an ongoing way.	Cross-functional group includes executive involvement.
			C-2.2: Staff Accountability  To what extent has your organization embedded sustainability into purchasing roles, responsibilities, and accountabilities?	Sustainable purchasing roles are informally defined and recognized.	A point person is formally assigned with overall responsibility for coordinating the sustainable purchasing program and reporting on its progress.	Sustainable purchasing accountabilities and job-specific responsibilities are in place for management and relevant staff.	Accountability for sustainable purchasing at the company is formally assi executive management of the company, and/or there is Board-level revieresponsibility for purchasing-related sustainability performance.
	Supplier / Stakeholder	The organization's sustainable purchasing commitments are communicated to suppliers and other external stakeholders.	C-3.1: Supplier Engagement  How does the organization communicate its sustainable purchasing commitments to suppliers?	The organization's supplier information website expresses a general commitment to sustainable purchasing.	The organization's supplier information website describes the time-bound goals and strategies the organization has commit to.	The goals and strategies are included in ongoing two-way dialogues, such as supplier summits and annual business reviews.	The organization's executive leadership communicates the time-bound g strategies to the organization's full supply base.
			C-3.2: Stakeholder Engagement How does the organization communicate its sustainable purchasing commitments to other external stakeholders?	The organization's sustainability or CSR website expresses a general commitment to sustainable purchasing.	The organization's sustainability or CSR website describes the time-bound goals and strategies the organization has commit to.	Messages about the time-bound goals and strategies are incorporated into ongoing communication channels with key stakeholders, such as investors, customers, and NGOs.	The organization's executive leadership communicates the time-bound g strategies in communications with external stakeholders.
RESULTS The organization delivers on its commitment to improve the relevant environmental, social, and economic impacts of its purchasing.	Organization	The environmental, social, and marketplace performance of the organization's purchasing meets or exceeds meaningful goals.	R-1.1: Program Evaluation To what extent does the organization measure the results of its sustainable purchasing program?	The organization informally assesses the extent of implementation of the program.	The organization uses quantitative metrics to formally assess the extent of implementation of the program.	The organization estimates its contribution to collective (society-wide) goals using relevant units.	Estimated contribution to collective (society-wide) goals is validated by arthird party
			R-1.2: Program Results To what extent has the program achieved meaningful results?	The goal for at least one priority strategy was partially achieved.	The goal for at least one priority strategy was fully achieved OR the goals for at least two priority strategies were partially achieved.	The goals for at least two priority strategies were full achieved OR the goals for at least three priority strategies were partially achieved.	The goals for at least three priority strategies were fully achieved.
			R-1.3: Program Reporting To what extent does the organization report it results?	Progress is reported at the team level.	Progress is reported across the organization.	Progress is reported to senior management and/or Board.	Progress is publicly reported.
	Employee / Buye	Staff are meeting or exceeding sustainable purchasing goals that are included in their performance expectations.	R-2.1: Staff Training To what extent are staff trained to support implementation of sustainable purchasing program?	Some relevant staff receive training.	Most relevant staff receive training.	All relevant staff receive training.	All staff receive enough training and information to identify latent opportu improvement.
			R-2.2: Staff Evaluation To what extent are staff evaluated on their contribution to the success of the sustainable purchasing program?	Contributions are recognized via an employee awards program.	Contribution is included in performance evaluation for some relevant staff.	Contribution is included in performance evaluation for all relevant staff.	Conribution is included in the performance evaluation of executive leader
	Supplier / Stakeholder	Suppliers and stakeholders actively support meaningful improvements in the environmental, social, and economic performance of the organization's purchasing.	R-3.1: Product Evaluation  To what extent are sustainability criteria embedded in the evaluation of the products the organization purchases?	Product evaluation includes sustainability criteria on an ad hoc basis.	Product evaluation includes sustainability criteria for some priority categories.	Product evaluation includes sustainability criteria for most priority categories.	Product evaluation includes sustainability criteria for all priority categories
			R-3.2: Services Evaluation To what extent are sustainability criteria embedded in the evaluation of the services the organization purchases?	Service evaluation includes sustainability criteria on an ad hoc basis.	Service evaluation includes sustainability criteria for some priority categories.	Service evaluation includes sustainability criteria for most priority categories.	Service evaluation includes sustainability criteria for all priority categories
			R-3.3: Supplier Evaluation To what extent does the organization evaluate its suppliers' enterprise-wide sustainability?	Questions about a supplier's sustainability programs are sometimes included in solicitations on an ad hoc basis.	Questions about a supplier's sustainability programs are included in solicitations in high risk/priority categories.	The organization periodically assesses the sustainability capabilities of its suppliers in priority segments of its supply base (e.g., high risk categories, top 100 suppliers), and incorporates those assessments into its supplier relationship management.	The organization uses third party verified reporting platforms, rating syste certifications to assess its suppliers' sustainability capabilities, and incorp assessments into supplier performance reviews and/or scorecards.
			R-3.4: Supplier Development  To what extent does the organization actively support the development of suppliers' sustainability performance?	Suppliers are provided general information about how companies can improve their sustainability performance.	Suppliers are provided information or tools to help them assess their current sustainability performance against best practices and/or peers.	Supplier training on sustainability is provided, hosted, and/or subsidized by your organization.	Suppliers that achieve a certain level of sustainability performance are reand/or rewarded by the organization.
INNOVATION The organization actively promotes internal and external innovation that advances a positive future.	Organization	The organization actively encourages and supports new approaches that improve the environmental, social, and economic impacts of its purchasing and supply chains.	I-1.1: Non-financial Award Criteria  What proportion of eligible procurements include non-financial award criteria that directly address potential environmental, social, and/or economic impacts?	5% to 25%	26% to 50%	51% to 75%	76% to 100%
			I-1.2: Performance-based Specifications What proportion of eligible procurements use performance-based specifications to clearly communicate environmental, social, and/or economic goals for which creative solutions are requested?	5% to 25%	26% to 50%	51% to 75%	76% to 100%
			I-1.3: Total Cost of Ownership & Full Cost Accounting What proportion of eligible procurements is evaluated using total cost of ownership (TCO) and/or full cost accounting (FCA)?	Some are evaluated for total cost of ownership (TCO).	Most are evaluated for total cost of ownership (TCO).	All are evaluated for total cost of ownership (TCO), and some are evaluated using full cost accounting (FCA).	All are evaluated using full cost accounting (FCA).
			I-1.4: Approach for Procuring Innovation  How many different strategies are part of the organization's approach to procuring innovation?	The organization uses 1 to 2 of the listed strategies.	The organization uses 3 to 4 of the listed strategies.	The organization uses 5 to 7 of the listed strategies.	The organization uses 8 to 10 of the listed strategies.
	Supplier / Stakeholder	The organization engages and assists suppliers and stakeholders in developing new approaches that improve the environmental, social, and economic impacts of its purchasing and supply chains.	I-3.1: Small and Medium Enterprise Purchasing What proportion of eligible procurements are made Small and Medium Enterprise (SME)-friendly?	5% to 25%	26% to 50%	51% to 75%	76% to 100%
			I-3.2: Supporting Supplier Innovation To what extent does the organization actively promote supplier innovation?	Offers an opportunity for all suppliers to provide input on procurement processes.	Hosts a meeting for all interested suppliers at least once per year, to receive input on how to improve procurement processes to foster supplier innovation.	Actively engages the supplier community on a pre-competitive basis in advance of tendering.	Established mentoring programs to develop and grow suppliers' capacity innovations that address environmental, social, and economic impacts.
			I-3.3: Supplier Diversity  To what extent does the organization promote supplier diversity?	Include diverse suppliers as contractors when requested by internal customer.	Contract diverse suppliers at every opportunity, regardless of whether customer asked for it.	Actively pursue new diverse suppliers to work with (e.g., through supplier diversity agencies and councils).	Established mentoring programs to develop and grow diverse suppliers.
TRANSPARENCY The organization solicits and discloses information that supports a marketplace of innovation.	Organization	The organization actively encourages and enables transparency of information about the environmental, social, and economic performance of products, services, and supply chains.	T-1.1: Product Sustainability Disclosure In the past year, what actions did your organization take to encourage the disclosure of information about the sustainability of products or services?	Requested sustainability-related product information for some relevant solicitations.	Requested sustainability-related product information for most relevant solicitations.	Required suppliers to disclose sustainability-related product/service information.	Supported and/or partcipated in multi-stakeholder initiatives to encourage sustainability-related product/service information.
			T-1.2: Product Information Sharing To what extent does the organization share relevant information about the sustainability of the products or services it uses?	Sustainbility information is available upon request.	Sustainability information is typically presented to end users of the products and services.	Sustainability information is typically presented to end users and the general public.	Sustainability information is typically public, as is information about how to and services with similar sustainability attributes (e.g., sharing specification).
			T-1.3: Streamlining Product Transparency To what extent does the organization contribute to efforts to streamline the sharing of sustainability information about products or services?	Sometimes look for standard ways of requesting information.	Always look for standard ways of requesting information.	Make requests using shared systems that allow suppliers to report once to many purchasers.	Make requests using shared systems with steamlined processes for valid information provided.
	Supplier / Stakeholder	The organization engages suppliers and stakeholders in collecting and disclosing information about the environmental, social, and economic performance of products, services, and supply chains, (removed "relevant" [suppliers and stakeholders / products])	T-3.1: Transparency Risk Assessment To what extent have you assessed whether you are buying products from supply chains with a high risk of hidden impacts? (e.g., corruption, conflict minerals, sweatshop apparel, liegal forestry)	Assessment is primarily reactive to media coverage, public interest advocacy, or proposed legislation.	Assessment includes risks identified through a one-time careful investigation and stakeholder engagement.	A process for identifying and prioritizing risks in an ongoing way is systematized and resourced.	Assessment includes all relevant risks identified through analysis conductindustry, civil society organizations, or other external parties.
				Request disclosure from all suppliers.	Require disclosure from all suppliers.	Request suppliers in high risk categories or regions to be able to disclose the beneficial owners in their supply chain for due diligence purposes.	Require all suppliers in high risk categories or regions to be able to disci beneficial owners in their supply chain for due diligence purposes.
			T-3.3: Supplier Sustainability Disclosure To what extent do you give preference to or incentivize suppliers for publicly reporting their current sustainability performance?	In some solicitations.	In some solicitations and with a segment of current suppliers.	In most solicitations or with most current suppliers.	In all solicitations and for all current suppliers.
			T-3.4: Public Supplier Performance Goals				

T-3.4: Public Supplier Performance Goals
To what extent do you give preference to or incentivize suppliers for publicly reporting through the suppliers for publicly reporting through the suppliers for property preference?

In some solicitations and with a segment of current suppliers.

In some solicitations and with a segment of current suppliers in high risk categories.