



Maturity Model Question Set (Consolidated)

Version 2.0

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Principle #1: UNDERSTANDING

An organization demonstrates leadership in sustainable purchasing through understanding. This section of SPLC BENCHMARK assesses the extent to which your organization understands the environmental, social, and economic impacts of its purchasing. This section includes *eight indicators*, as follows:

Organization. The organization has assessed the (positive and negative) environmental, social, and economic impacts of its purchasing.

- U.1.1 *Environmental Impacts Assessment*
- U.1.2 *Social Impacts Assessment*
- U.1.3 *Economic Impacts Assessment*
- U.1.4 *Leadership's Understanding*

Employee / Buyer. Staff understand how to improve the relevant environmental, social, and economic performance of the purchasing they influence.

- U.2.1 *Staff Awareness*

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*
- U.3.2 *Stakeholder Input*
- U.3.3 *Multi-stakeholder Collaboration*

U.1.1 Environmental Impact Assessment

How does your organization determine the range of environmental impacts included in its sustainable purchasing policy or program?

- | | |
|--------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <input type="checkbox"/> INITIATING | <i>The scope includes non-regulatory issues identified on an ad hoc basis.</i> |
| <hr/> | |
| <input type="checkbox"/> DEVELOPING | <i>The scope includes relevant impacts identified and prioritized through a careful investigation and stakeholder engagement.</i> |
| <hr/> | |
| <input type="checkbox"/> IMPROVING | <i>A process for identifying and prioritizing emerging impacts in an ongoing way is systematized and resourced.</i> |
| <hr/> | |
| <input type="checkbox"/> LEADING | <i>The scope includes all relevant impacts identified and prioritized through analysis conducted by peers, industry, civil society organizations, or other external parties.</i> |
| <hr/> | |
| <input type="checkbox"/> None of the Above | <i>Not Applicable. I don't know. Something else.</i> |

Which of the following environmental impacts has your organization identified and prioritized for influence through sustainable purchasing? You may select more than one.

- | | | |
|----------------------------------------------------|---------------------------------------------------|----------------------------------------------|
| <input type="checkbox"/> biodiversity preservation | <input type="checkbox"/> freshwater pollution | <input type="checkbox"/> radiation pollution |
| <input type="checkbox"/> climate adaptation | <input type="checkbox"/> greenhouse gas emissions | <input type="checkbox"/> resource depletion |
| <input type="checkbox"/> resource optimization | <input type="checkbox"/> habitat depletion | <input type="checkbox"/> smog |
| <input type="checkbox"/> soil health stewardship | <input type="checkbox"/> human health impacts | <input type="checkbox"/> waste |
| <input type="checkbox"/> acidification | <input type="checkbox"/> land use change | <input type="checkbox"/> water consumption |
| <input type="checkbox"/> desertification | <input type="checkbox"/> marine pollution | <input type="checkbox"/> Other: _____ |
| <input type="checkbox"/> eutrophication | <input type="checkbox"/> ozone depletion | |

U.1.2 Social Impacts Assessment

How does your organization determine the range of social impacts included in its sustainable purchasing policy or program?

<input type="checkbox"/> INITIATING	<i>The scope includes non-regulatory issues identified on an ad hoc basis.</i>
<input type="checkbox"/> DEVELOPING	<i>The scope includes relevant impacts identified and prioritized through a careful investigation and stakeholder engagement.</i>
<input type="checkbox"/> IMPROVING	<i>A process for identifying and prioritizing emerging impacts in an ongoing way is systematized and resourced.</i>
<input type="checkbox"/> LEADING	<i>The scope includes all relevant impacts identified and prioritized through analysis conducted by peers, industry, civil society organizations, or other external parties.</i>
<input type="checkbox"/> None of the Above	<i>Not Applicable. I don't know. Something else.</i>

Which of the following social impacts has your organization identified and prioritized for influence through sustainable purchasing? You may select more than one.

- | | | |
|------------------------------------------------------|---------------------------------------------------------|-------------------------------------------------------|
| <input type="checkbox"/> anti-discrimination | <input type="checkbox"/> grievance & remedy processes | <input type="checkbox"/> training and education |
| <input type="checkbox"/> community engagement | <input type="checkbox"/> human rights | <input type="checkbox"/> worker rights |
| <input type="checkbox"/> diversity/equal opportunity | <input type="checkbox"/> indigenous rights | <input type="checkbox"/> child labor |
| <input type="checkbox"/> employee engagement | <input type="checkbox"/> occupational health & safety | <input type="checkbox"/> forced/compulsory labor |
| <input type="checkbox"/> equal remuneration | <input type="checkbox"/> right to collective bargaining | <input type="checkbox"/> human trafficking |
| <input type="checkbox"/> fair trade | <input type="checkbox"/> sustainable compensation | <input type="checkbox"/> sourcing from conflict zones |
| <input type="checkbox"/> freedom of association | | <input type="checkbox"/> Other: _____ |

U.1.3 Economic Impacts Assessment

How does your organization determine the range of economic impacts included in its sustainable purchasing policy or program?

<input type="checkbox"/> INITIATING	<i>The scope includes non-regulatory issues identified on an ad hoc basis.</i>
<input type="checkbox"/> DEVELOPING	<i>The scope includes relevant impacts identified and prioritized through a careful investigation and stakeholder engagement.</i>
<input type="checkbox"/> IMPROVING	<i>A process for identifying and prioritizing emerging impacts in an ongoing way is systematized and resourced.</i>
<input type="checkbox"/> LEADING	<i>The scope includes all relevant impacts identified and prioritized through analysis conducted by peers, industry, civil society organizations, or other external parties.</i>
<input type="checkbox"/> None of the Above	<i>Not Applicable. I don't know. Something else.</i>

Which of the following economic impacts has your organization identified and prioritized for influence through sustainable purchasing? You may select more than one.

- | | | |
|-----------------------------------------------------------|-------------------------------------------------------------|------------------------------------------------------|
| <input type="checkbox"/> fair dealings | <input type="checkbox"/> conflicts of interest | <input type="checkbox"/> monopsony (buyer collusion) |
| <input type="checkbox"/> innovation research / investment | <input type="checkbox"/> corruption (bribery, extortion...) | <input type="checkbox"/> patent misuse |
| <input type="checkbox"/> open competition | <input type="checkbox"/> dividing territories | <input type="checkbox"/> price fixing |
| <input type="checkbox"/> transparency of information | <input type="checkbox"/> dumping | <input type="checkbox"/> product tying |
| <input type="checkbox"/> use of diverse suppliers | <input type="checkbox"/> exclusive dealing | <input type="checkbox"/> refusal to deal |
| <input type="checkbox"/> use of HUB zones | <input type="checkbox"/> misleading market claims | <input type="checkbox"/> Other: _____ |
| <input type="checkbox"/> use of local suppliers | <input type="checkbox"/> monopoly (seller collusion) | |

U.1.4 Leadership's Understanding

To what extent does senior leadership have a prioritized understanding of opportunities?

<input type="checkbox"/> INITIATING	<i>Executive-level understanding of sustainable purchasing impacts and opportunities is ad hoc.</i>
<input type="checkbox"/> DEVELOPING	<i>Executive leadership is included in the strategic prioritization process.</i>
<input type="checkbox"/> IMPROVING	<i>Ongoing strategic prioritization of impacts and opportunities is led or sponsored by a senior executive.</i>
<input type="checkbox"/> LEADING	<i>Executive leadership communicates prioritization of impacts and opportunities to organization's highest governing body (e.g., Board, legislature)</i>
<input type="checkbox"/> None of the Above	<i>Not Applicable. I don't know. Something else.</i>

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 purchasing they influence?

<input type="checkbox"/> INITIATING	<i>Efforts to raise awareness and provide guidance are ad hoc.</i>
<input type="checkbox"/> DEVELOPING	<i>Some relevant staff receive formal guidance on how to identify and take action on opportunities.</i>
<input type="checkbox"/> IMPROVING	<i>A formal process exists for documenting and disseminating lessons learned in ongoing way.</i>
<input type="checkbox"/> LEADING	<i>All relevant staff receive guidance on how to identify and take action on opportunities.</i>
<input type="checkbox"/> None of the Above	<i>Not Applicable. I don't know. Something else.</i>

U.3.1 Supplier Input

To what extent is the organization's understanding informed by suppliers?

<input type="checkbox"/> INITIATING	<i>No formal program exists to solicit supplier input, but unsolicited input is reviewed and considered.</i>
<input type="checkbox"/> DEVELOPING	<i>Input from suppliers is solicited on an ad hoc basis.</i>
<input type="checkbox"/> IMPROVING	<i>Input from suppliers is solicited in a systematic and ongoing way.</i>
<input type="checkbox"/> LEADING	<i>Input from suppliers is reviewed as part of high-level dialogues with suppliers, such as Annual or Quarterly Business Reviews.</i>
<input type="checkbox"/> None of the Above	<i>Not Applicable. I don't know. Something else.</i>

U.3.2 Stakeholder Input

To what extent is the organization's understanding informed by other external stakeholders?

- | | |
|--------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|
| <input type="checkbox"/> INITIATING | <i>No formal program exists to solicit external stakeholder input, but unsolicited input is reviewed and considered.</i> |
| <input type="checkbox"/> DEVELOPING | <i>Input from external stakeholders is solicited on an ad hoc basis.</i> |
| <input type="checkbox"/> IMPROVING | <i>Input from external stakeholders is solicited in a systematic and ongoing way.</i> |
| <input type="checkbox"/> LEADING | <i>External stakeholders recognize the organization as a leader in understanding the performance of its purchasing.</i> |
| <input type="checkbox"/> None of the Above | <i>Not Applicable. I don't know. Something else.</i> |

U.3.3 Multi-stakeholder Collaboration

How does the organization contribute to relevant multi-stakeholder efforts to understand the opportunity for broad market transformation?

- | | |
|--------------------------------------------|-----------------------------------------------------------------|
| <input type="checkbox"/> INITIATING | <i>Occasional participation as an observer.</i> |
| <input type="checkbox"/> DEVELOPING | <i>Regular participation as an observer.</i> |
| <input type="checkbox"/> IMPROVING | <i>Regular contributor of information and data.</i> |
| <input type="checkbox"/> LEADING | <i>Regular contributor of expertise and thought leadership.</i> |
| <input type="checkbox"/> None of the Above | <i>Not Applicable. I don't know. Something else.</i> |

Principle #2: COMMITMENT

An organization demonstrates leadership in sustainable purchasing through commitment. This section of SPLC BENCHMARK assesses the extent to which your organization commits to implementing a sustainable purchasing program that takes responsibility for the environmental, social, and economic impacts of its purchasing. This section includes *eight indicators*, as follows:

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*
- C.1.2 *Program Integration*
- C.1.3 *Commitment to Program Strategies*
- C.1.4 *Priorities & Action Alignment*

Employee / Buyer. Management and relevant staff are engaged in developing the organization's sustainable purchasing strategies, and are accountable for implementation.

- C.2.1 *Staff Engagement*
- C.2.2 *Staff Accountability*

Supplier / Stakeholder. The organization's sustainable purchasing commitments are communicated to suppliers and other external stakeholders.

- C.3.1 *Supplier Engagement*
- C.3.2 *Stakeholder Engagement*

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 continuous improvement processes.
- None of the above

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 following (previously identified) priority issues?

- The organization has identified at least one program strategy that target 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 that targets at least three priority issues.

C.1.4 Priorities & Action Alignment

To what extent is the organization addressing the following (previously identified) priority issues?

- 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.

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 assigned to top or executive management of the company, and/or there is Board-level review and responsibility for purchasing-related sustainability performance.

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 committed 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 goals and 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 committed 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 goals and strategies in communications with external stakeholders.

Principle #3: RESULTS

An organization demonstrates leadership in sustainable purchasing through results. This section of SPLC BENCHMARK assesses the extent to which your organization delivers on its commitment to improve the relevant environmental, social, and economic impacts of its purchasing. This section includes *nine indicators*, as follows:

Organization. The environmental, social, and marketplace performance of the organization's purchasing meets or exceeds meaningful goals.

- R.1.1 Program Evaluation*
- R.1.2 Program Results*
- R.1.3 Program Reporting*

Employee / Buyer. Staff are meeting or exceeding sustainable purchasing goals that are included in their performance expectations.

- R.2.1 Staff Training*
- R.2.2 Staff Evaluation*

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*
- R.3.2 Services Evaluation*
- R.3.3 Supplier Evaluation*
- R.3.4 Supplier Development*

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 an independent third 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 its 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.

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 opportunities for 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.
- Contribution is included in the performance evaluation of executive leadership.

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 systems, or certifications to assess its suppliers' sustainability capabilities, and incorporates those 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 recognized and/or rewarded by the organization.

Principle #4: INNOVATION

An organization demonstrates leadership in sustainable purchasing through innovation. This section of SPLC BENCHMARK assesses the extent to which your organization actively promotes internal and external innovation that advances a positive future. This section includes *eight indicators*, as follows:

Organization. The organization actively encourages and supports new approaches that improve the environmental, social, and economic impacts of its purchasing and supply chains.

- 1.1.2 Performance-based Specifications*
- 1.1.3 Total Cost of Ownership & Full Cost Accounting*
- 1.1.4 Approaches*

Employee / Buyer. The organization trains and rewards staff for fostering market competition and innovation that improve the environmental, social, and economic impacts of its purchasing and supply chains.

- 1.2.1 Innovation Training*
- 1.2.2 Competition Training*

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.

- 1.3.1 Small and Medium Enterprise Purchasing*
- 1.3.2 Supporting Supplier Innovation*
- 1.3.3 Supplier Diversity*

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 Approaches

Which of the following are used as part of the organization's approach to procuring innovation?

- Market analysis to identify current best practices
- Consultation with peers who have procured innovation in the category
- Forward commitments, advance notifications, or other forms of early notice of upcoming contracts and procedure changes.
- Preliminary market consultations
- Competitive dialogues or consultations
- Mechanisms to share risks of innovation between supplier and purchaser
- Mechanisms and/or policies for managing intellectual property
- Formal written strategy or policy for procuring innovation
- Sharing innovation procurement lessons with peer organizations (e.g. through case studies)
- Collaborating with other purchasers to foster innovation in a particular category or joint procurement"
- Other: _____
- Other: _____
- Other: _____

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 to deliver 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.

Principle #5: TRANSPARENCY

An organization demonstrates leadership in sustainable purchasing through transparency. This section of SPLC BENCHMARK assesses the extent to which your organization solicits and discloses information that supports a marketplace of innovation. This section includes *seven indicators*, as follows:

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*
- T.1.2 Product Information Sharing*
- T.1.3 Streamlining Product Transparency*

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.

- T.3.1 Transparency Risk Assessment*
- T.3.2 Beneficial Ownership Disclosure*
- T.3.3 Supplier Sustainability Disclosure*
- T.3.4 Public Supplier Performance Goals*

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 participated in multi-stakeholder initiatives to encourage disclosure of 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?

- Sustainability 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 buy products and services with similar sustainability attributes (e.g., sharing specifications).

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 streamlined processes for validating the information provided.

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, illegal 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 conducted by peers, industry, civil society organizations, or other external parties.

T.3.2 Beneficial Ownership Disclosure

To what extent does the organization require suppliers to disclose their beneficial owners?

- 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 disclose the 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

To what extent do you give preference to or incentivize suppliers for publicly reporting targets and timelines for improving their sustainability performance?

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