

Supplier Sustainability Questionnaire (SSQ) Summary Report



CONESTOGA

SOCIAL INNOVATION LAB

Supplier Sustainability Questionnaire Summary Report

MICHAEL QUARTERMAIN

Professor, School of Business
Conestoga College Institute of Technology and Advanced Learning

MARLON NANGLE

Professor, School of Business
Conestoga College Institute of Technology and Advanced Learning

PERIAN TEBBUTT

Executive Director, Procurement and Contract Services
Conestoga College Institute of Technology and Advanced Learning

LYN MACDONALD

Senior Procurement Administrator
Conestoga College Institute of Technology and Advanced Learning

NITHYA RAJENDIRAN

Student Research Assistant
Conestoga College Institute of Technology and Advanced Learning

Special Thanks and Acknowledgements:

- Amanda Di Battista, Chair, School of Business, Conestoga College
- Dean Bulloch, Sr. VP & Secretary General to the Board of Governors
- Laura Matheson, Director of Sustainability, Conestoga College
- Anthony Piscitelli, Director, Social Innovation Lab, Conestoga College
- Dr. Bob Willard, Sustainability Advantage
- Amanda Chouinard, Reeve Consulting

This research was financially supported by CNERG fund.

PUBLISHED BY THE CONESTOGA SOCIAL INNOVATION LAB

MAY 2025

For more information, please contact:

MICHAEL QUARTERMAIN

Professor, School of Business
mquartermain@conestogac.on.ca



CC BY-SA 4.0
Attribution-Share Alike 4.0 International

EXECUTIVE SUMMARY

Sustainable procurement is crucial in supporting an organization's overall environmental, social, and governance (ESG) impact as a consumer of significant goods and services. Procurement teams are responsible for ensuring that their supplier base aligns with sustainable practices and goals. Supplier selection is critical to achieving sustainable procurement outcomes. This research explores supplier sustainability within the Conestoga College Institute of Technology and Advanced Learning procurement setting as an exemplar of the broader public sector. This work builds on prior work completed with the college procurement team, including a literature review of current sustainability guidelines and policies at other public college institutions and publishing a Conestoga College Sustainable Procurement Guideline.

Research Question:

How can implementing sustainability criteria and scoring in supplier assessments inform the environmental, governance and social (ESG) prioritization of public purchasing (Ontario College Procurement Managers Association) using Conestoga College's current supplier base as an exemplar.

Importance:

1. **Contribution to Sustainable Supply Chain Management:** This research adds to the body of work on sustainable supply chain management by focusing on the college context, using Conestoga's supplier base to understand sustainability practices across various goods and services.
2. **Establishing a Baseline:** The study aims to establish a supplier sustainability baseline to develop a supplier plan that supports the college-wide sustainability action plan, fostering a culture of responsible procurement.
3. **Strategic Partnerships:** Comprehensive supplier assessments can enhance supply chain resilience, achieve cost efficiencies, and promote sustainable practices.

The survey achieved a 31.5% response rate (133/422). Suppliers were evaluated across five ESG categories: Environmental, Indigenous Reconciliation, Social Responsibility, Ethical Responsibility, and Governance.

- Environmental Responsibility: Average score of 71% or 1.41/2 points, with room for improvement in greenhouse gas emissions and energy use.
- Indigenous Reconciliation: The lowest average score of 51% or 1.02/2 points indicates a need for greater engagement.
- Social Responsibility: Average 78% or 1.55/2 points score, with robust employee health and wellness performance.
- Ethical Responsibility: The highest average score was 86% or 1.72/2 points, reflecting strong adherence to ethical practices.
- Governance: Average score of 72% or 1.43/2 points, showing steady compliance and oversight efforts.

TABLE OF CONTENTS

EXECUTIVE.....	2
INTRODUCTION.....	4
KEY SUMMARY BY THE NUMBERS.....	5
KEY LEARNINGS	6
RECOMMENDATIONS/NEXT STEPS.....	7
ANALYSIS APPROACH AND METHODOLOGY	8
PEARSON CORRELATION - SURVEY VALIDATION.....	9
STAKEHOLDER MANAGEMENT	9
SURVEY SAMPLE, RESPONSE RATES & ANALYSIS	10
SUPPLIER SPEND BY SPEND CATEGORY	12
TOTAL SCORES BY ENVIRONMENTAL SUBCATEGORY.....	16
TOTAL SCORES BY INDIGENOUS SUBCATEGORY	18
TOTAL SCORES BY SOCIAL RESPONSIBILITY SUBCATEGORY	20
TOTAL SCORES BY ETHICAL SUBCATEGORY	22
TOTAL SCORES BY GOVERNANCE CATEGORY	24
REFERENCES	21
APPENDICES.....	22
APPENDIX 1: SUPPLIER SUSTAINABILITY COMMUNICATION SAMPLES.....	23
APPENDIX 2: SUSTAINABILITY QUESTIONNAIRE TOTAL DISTRIBUTION CHARTS.....	29
APPENDIX 3: SUSTAINABILITY QUESTIONNAIRE BY QUESTION RESPONSE SPLITS.....	32
APPENDIX 4: HIGH-LEVEL RESEARCH SAMPLE WORK PLAN.....	35
APPENDIX 5: SUPPLIER SUSTAINABILITY QUESTIONNAIRE (SSQ).....	36
APPENDIX 6: SUPPLIER SUSTAINABILITY QUESTIONNAIRE (SSQ) REFERENCE SHEET	39

INTRODUCTION

The Supplier Sustainability questionnaire was conducted as part of the Conestoga New and Emerging Research Grant (CNERG) project to enhance sustainable procurement practices at Conestoga College Institute of Technology and Advanced Learning by evaluating and assessing supplier sustainability using Environmental, Social, and Governance (ESG) criteria. This research is crucial for supporting the college's overall ESG impact and fostering a culture of responsible procurement.

Research Objectives:

1. **Establish a Sustainability Baseline:** Develop a comprehensive understanding of supplier sustainability practices across various goods and services using Conestoga College's supplier base as an exemplar.
2. **Enhance Supply Chain Resilience:** Build strategic partnerships through thorough supplier evaluations to achieve cost efficiencies and contribute to sustainable practices.
3. **Contribute to Broader Discussions:** Provide insights into sustainable supply chain management within the public sector, specifically focusing on the Ontario College Procurement Managers Association.

Expected Outcomes:

- Establish a supplier sustainability baseline for Conestoga College.
- Identify leading and lagging suppliers in terms of ESG criteria.
- Enhance decision-making processes for future procurement events.
- Contribute to the broader public sector discussion on ESG-related work.

Student Involvement: A student research assistant will be involved in data collection, monitoring, and analysis, gaining valuable research skills and professional experience.

Equity, Diversity, and Inclusion (EDI): The project will adhere to Conestoga's EDI practices, ensuring inclusive research methodologies and removing barriers for underrepresented groups.

College Alignment: The research aligns with Conestoga's commitment to responsible resource management and environmental stewardship, supporting the college's sustainability action plan and contributing to academic programs related to procurement, sustainability, and corporate social responsibility.

Knowledge Mobilization: The findings will be disseminated through workshops, collaboration with the Ontario College Procurement Managers Association, internal communication channels, and presentations to academic and community groups.

KEY SUMMARY BY THE NUMBERS



31.5%

response rate (n=422)



79%

median supplier score 63 pts out of 80 max. pts.



47%

of suppliers scored above the median score



28%

of suppliers in leading total sustainability score



86%

ethics sub-category had the highest average score 1.72/ 2 pts.



51%

Indigenous sub category - lowest average score 1.02 /2 pts.



38%

Local Kitchner Waterloo Region Suppliers (50/133)

KEY LEARNINGS

- **Executive Leadership Support:**
 - Executive leadership support is key to building supplier engagement and improving response rates.
- **Internal Functional Alignment**
 - Ensuring a connection to and alignment with institutional goals and objectives is fundamental for a successful implementation.
- **Functional Procurement Team Engagement**
 - Engaging with and supporting the procurement function's goals and objectives.
- **Supplier Engagement**
 - Supplier participation in the survey was voluntary, and no incentives were offered.
 - There were no negative consequences related to supplier performance due to completing the survey.
- **Communication**
 - A robust internal and external communication plan is essential to gain support and avoid surprises or conflicts with other functions.
- **Data Quality:**
 - Can be challenging and requires a detailed review of available data points.
- **Survey Tool Selection**
 - Selecting the appropriate survey tool that covers key environmental, social and governance (ESG) areas for scoring but is not overwhelming to suppliers is a key consideration.
- **Process**
 - The overall process is as important, if not more important, than the questionnaire to maximize supplier participation.
- **It is a journey!**



(Microsoft, 2025)

RECOMMENDATIONS/NEXT STEPS

- **Policy Development:**
 - Use survey data to inform the development of sustainable procurement policies and guidelines.
- **Supplier Education & Development:**
 - Conduct webinars and share information to support supplier education.
 - Maintain a supplier e-mail dedicated to sustainable procurement questions and support sustainableprocurement@conestogac.on.ca
- **Request for Proposal (RFP) Development:**
 - Ensure a minimum (10%) and consistent ESG criteria and scoring in procurement events, where practical to do so, using the Supplier Sustainability Questionnaire.
- **Supplier Partnerships:**
 - Engage leading suppliers for key learnings and potential collaborations.
- **Enterprise Resource Planning (ERP) Systems Requirements:**
 - Integrate ESG scores into supplier profiles for sustainable reporting.
- **Accreditation Support:**
 - Support applications for sustainability designations, such as the Association for the Advancement of Sustainability in Higher Education (AASHE) STARS program.
- **Greenhouse gas emissions (GHG):**
 - Understand suppliers' limited data in reporting GHG and the challenges it will create for a college-wide reporting standard.
- **Statistical Package for the Social Sciences (SPSS):**
 - Complete a factor analysis to validate the correlation of questions further.



(Microsoft, 2025)

ANALYSIS APPROACH AND METHODOLOGY

Methodology: A multi-criteria decision analysis (MCDA) will be applied as it fits within the sustainability assessment approach and combines a qualitative and quantitative impact view, more specifically using the Multi-Attribute Decision Analysis (MADA) (Estrada et al., 2024, p. 311). The supplier assessment will have multiple criteria related to ESG and handle the broad scope of sustainability perspective.

Scoping the assessment tools: The project considered three key assessments of open-source tools. One key criterion was the ability of the assessment tool to provide a sustainability score. The scoring needed to cover key environmental, social (including Indigenous) and governance (ESG) elements.

1. [Sustainability Advantage Basic Sustainability Assessment Tool \(v19\)](#) is an open-source tool developed by Dr. Bob Willard
2. Custom Questionnaire developed internally using general sources.
3. Ontario College Procurement Managers Association (OCPMA) questionnaire developed by Reeve Consulting.

The decision was made to utilize a modified version of the OCPMA questionnaire (reducing the number of questions from 80 to 40 (see Conestoga College Sustainability Questionnaire).

[CLICK HERE TO ACCESS THE SURVEY](#)

The respondents could choose from the following drop-down menu selections.

- No – 0 points, Partially/In Progress – 1 point, Yes – 2 points, No Response – 0 points, Not Applicable – 2 points¹
- Under 30% - 0 points, 30 – 60% - 1 point, over 60% - 2 points²

Supplier Survey Questionnaire Overview		
Category	Number of Questions	Max. Points
Environmental	18	36
Energy	4	8
Greenhouse Gases (GHG)	5	10
Water	3	6
Waste	3	6
Toxic Substances	3	6
Indigenous Reconciliation	4	8
Social Responsibility	9	18
Justice, Equity, Diversity	3	6
Local Economic Development & Community Contribution	3	6
Employee Health & Wellness	3	6
Ethical Responsibility	5	10
Human Rights & Fair Workplace Practices	2	4
Health & Safety	3	6
Governance	4	8
TOTALS	40	80

40
questions

80 pts.
Max.
Score

PEARSON CORRELATION - SURVEY VALIDATION

		Correlations				
		EN	IR	SR	ET	GO
EN	Pearson Correlation	1	.428**	.387**	.232**	.459**
	Sig. (2-tailed)		0.000	0.000	0.007	0.000
	N	133	133	133	133	133
IR	Pearson Correlation	.428**	1	.379**	.250**	.339**
	Sig. (2-tailed)	0.000		0.000	0.004	0.000
	N	133	133	133	133	133
SR	Pearson Correlation	.387**	.379**	1	.415**	.400**
	Sig. (2-tailed)	0.000	0.000		0.000	0.000
	N	133	133	133	133	133
ET	Pearson Correlation	.232**	.250**	.415**	1	.652**
	Sig. (2-tailed)	0.007	0.004	0.000		0.000
	N	133	133	133	133	133
GO	Pearson Correlation	.459**	.339**	.400**	.652**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	
	N	133	133	133	133	133
**. Correlation is significant at the 0.01 level (2-tailed).						

- Based on the survey, the Pearson correlation data validates the interconnectedness of the survey questionnaire variables.

Variables:

- EN:** Environmental
 - IR:** Indigenous Reconciliation
 - SR:** Social Responsibility
 - ET:** Ethical Responsibility
 - GO:** Governance
- The data indicates a strong interconnectedness between environmental, indigenous reconciliation, social responsibility, ethical responsibility, and governance practices.
- Improvements in one area are likely to be associated with positive changes in the other areas, highlighting the importance of a holistic approach to sustainability and ethical practices.
 - Example of Governance (GO) – Ethical (ET) has a high correlation of .652.

SURVEY SAMPLE, RESPONSE RATES & ANALYSIS

- The survey panel was selected from the 1,940-supplier procurement database.
- Spending levels were sorted in the survey panel, and gaps in data, such as missing e-mail addresses, were investigated.
- A decision to exclude suppliers with spend under \$25,000 was made to reduce the sample size to a manageable number (see note).

DISTRIBUTION OF SUPPLIER SURVEY DISTRIBUTED AND RESPONSE STATUS

Survey Response Rate Metrics	Count	%
Completed Responses - included in data analysis	133	31.5%
Pending Responses - opened but not submitted	58	13.7%
Incomplete Responses - submitted but missing data	111	26.3%
Surveys Opened - but not submitted	120	28.4%
Total Survey	422	100.0%

31.5%
Response
Rate
133/422

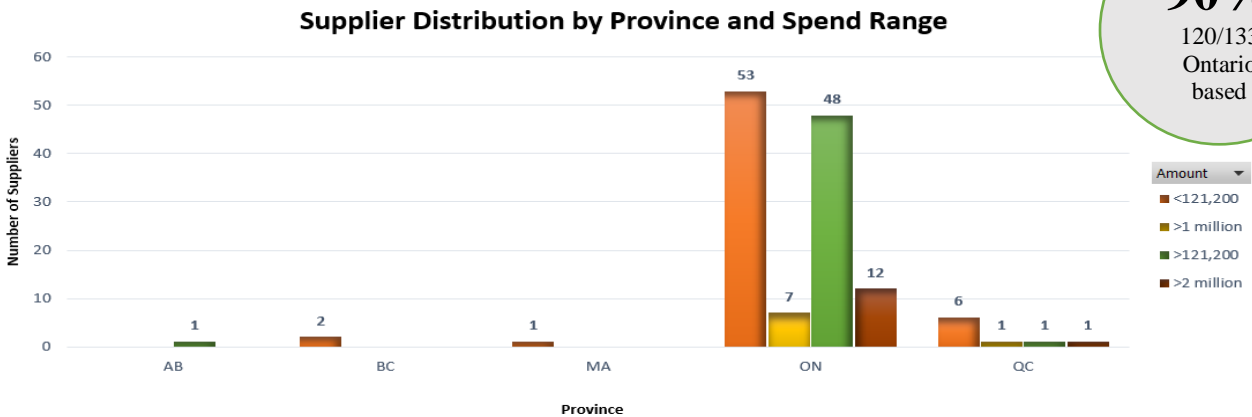
DISTRIBUTION OF SUPPLIER SPEND FOR DISTRIBUTED AND RESPONSE SURVEYS

REVISED			RESPONSES		
Spend Amount	Vendor Count	% Split	Vendor Count	% Split	
> \$25,000 but <\$121,200	213	50.5%	62	46.6%	
>\$121,200	162	38.4%	50	37.6%	
>\$1 million	18	4.3%	8	6.0%	
>\$2 million	29	6.9%	13	9.8%	
Grand Total	422	100.0%	133	100.0%	

46.6%
of response
spend was
under
\$121,000.

NOTE: \$121,000 is the threshold where open competitive bidding is required as per the Ontario Broader Public Sector Directive. Below that, three comparable quotes are required. (Management Board of Cabinet, 2024). Conestoga College requires one quote under \$25,000. Policies may vary by college.

DISTRIBUTION OF SUPPLIERS BY PROVINCE AND SPEND



90%
120/133
Ontario
based

Observations/Conclusions/Recommendations

- The overall response rate of 31.5% (133/422) was strong and provided a valid sample size ([see the Pearson Correlation chart](#)).
- The rate of pending responses (13.7%), incomplete responses (26.3%), and surveys not opened (28.4%) could be due to several factors:
 - Lack of engagement,
 - Conestoga is not an important customer,
 - Survey information did not get to the correct internal contact.
 - Technical issues with the online survey tool.
- The distribution of suppliers' spending in each spend category remained relatively consistent between the 422 surveys issued and the 133-survey response rate.
- The geographic distribution indicates that:
 - 90% or 120/133 of the suppliers responding are in Ontario.
 - 38% or 50/133 of the suppliers responding are local Waterloo Region-based.



(Microsoft, 2025)

SUPPLIER SPEND BY SPEND CATEGORY

DISTRIBUTION OF SUPPLIERS BY SPEND AND SPEND CATEGORY

Vendor Category	<121,200	>121,200	>1 million	>2 million	Grand Total
Construction	1	-	2	1	4
Equipment	12	6	-	3	21
Furniture	-	2	1	-	3
General Consumables	15	10	2	-	27
General Services	17	14	1	1	33
IT Hardware	2	2	1	2	7
IT Software	4	4	-	-	8
Lab Equipment and Supplies	3	2	-	2	7
Marketing	5	4	1	-	10
Professional Services	3	6	-	2	11
Security	-	-	-	2	2
Grand Total	62	50	8	13	133

47%

62/133
Low value
spend across
categories.

DISTRIBUTION OF SUPPLIERS' TOTAL SURVEY SCORES BY SPEND

Spend Category	Average Score	No. of Suppliers	Description
<\$121,000	58%	62	Suppliers with emerging sustainability practices require structured improvement initiatives.
>\$121,000	55%	50	Suppliers with consistent sustainability efforts, yet with opportunities for further enhancement.
>\$1 million	62%	8	High-performing suppliers demonstrating exceptional sustainability maturity and best-in-class practices.
>\$2 million	52%	13	Suppliers show minimal engagement in sustainability, indicating a critical need for intervention and support.

57%

Average
supplier score
by spend.

Observations/Conclusions/Recommendations

- Suppliers' spending is distributed across various spending categories, with General Services and General Consumables having the highest number of suppliers.
- Suppliers across all spending levels are engaged in some form of sustainability activities, with an average score of 57%.
- Suppliers with spend <\$121,000 have the highest average score (58%), demonstrating the strongest sustainability practices, indicating that focusing on small value spend is important for the sustainability agenda.
- Suppliers with spend >\$2 million have the lowest average score (52%), indicating the opportunity for more engagement in sustainability.
- Furniture and IT Hardware categories did not register any associated suppliers for the selected period, suggesting potential gaps or areas for further investigation.
- Overall, the supplier base is generally engaged in sustainability activities, but there is variability in performance across different spend categories.
- Strengthen efforts in promoting sustainability across all spending categories, which could involve more audits, support and training programs, and partnerships with suppliers to improve their practices.
- Individual survey question response distributions are included in the [appendices for reference](#).



(Microsoft, 2025)

SUMMARY OF TOTAL SURVEY SCORES

28%

Suppliers
Leading
(37/133)

DEFINITIONS OF TOTAL SURVEY SCORE RANGES

Category	Score Range	No. of Suppliers	% Split	Description
Leading	70–80	37	28%	High-performing suppliers demonstrating exceptional sustainability maturity and best-in-class practices.
Developed	50–69	60	45%	Suppliers with consistent sustainability efforts, yet with opportunities for further enhancement.
Developing	30–49	30	23%	Suppliers with emerging sustainability practices require structured improvement initiatives.
Lagging	0–29	6	4%	Suppliers show minimal engagement in sustainability, indicating a critical need for intervention and support.

SURVEY MAJOR SUBCATEGORY SCORES

100%

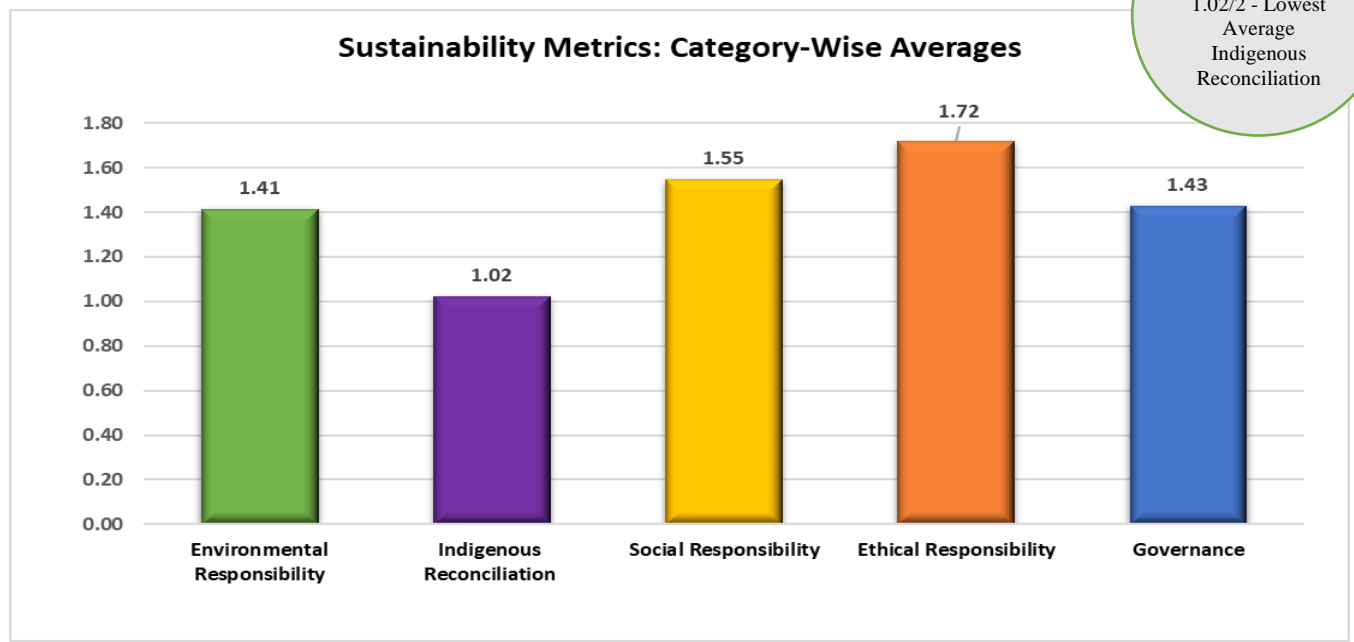
Ethical
Responsibility

Assessment Area	Total Questions	Midpoint Score	Max Score	Score
Environmental Responsibility	18	28	36	78%
Indigenous Reconciliation	4	5	8	63%
Social Responsibility	9	14	18	78%
Ethical Responsibility	5	10	10	100%
Governance	4	6	8	75%
TOTAL	40		80	



(Microsoft, 2025)

TOTAL SURVEY SUBCATEGORY AVERAGE SCORES (out of 2 points)



Observations/Conclusions/Recommendations:

- Ethical Responsibility received the highest average score at 86% or 1.72/2 points, indicating strong adherence to ethical practices among suppliers.
- Social Responsibility average scores at 78% or 1.55/2 points and Governance at 72% or 1.43/2 points also performed well, reflecting reasonable commitment in these areas.
- Environmental Responsibility average score at 70% or 1.41/2 points scored moderately, suggesting room for improvement in overall sustainability efforts, with the lowest subcategories' scores in related Green House Gas (GHG) emissions questions – (See Environmental Scores by Category)
- Indigenous Reconciliation average score of 51% or 1.02/2 points had the lowest score highlighting a potential gap in engagement and commitment to Indigenous reconciliation initiatives and awareness.
- Leading suppliers (by definition applied) were 37/ 133 responses or 28% of survey responses (scored >70 points out of 80 points)
- 72 suppliers (47%) scored at or above the median (≥ 63) - categorized as Developed to Leading.
- In general, the results would indicate that while there is progress in supplier sustainability efforts, there are still significant opportunities for improvement in supplier commitments and actions.

TOTAL SCORES BY ENVIRONMENTAL SUBCATEGORY

DEFINITIONS OF ENVIRONMENTAL SUBCATEGORY SCORE RANGES

28%

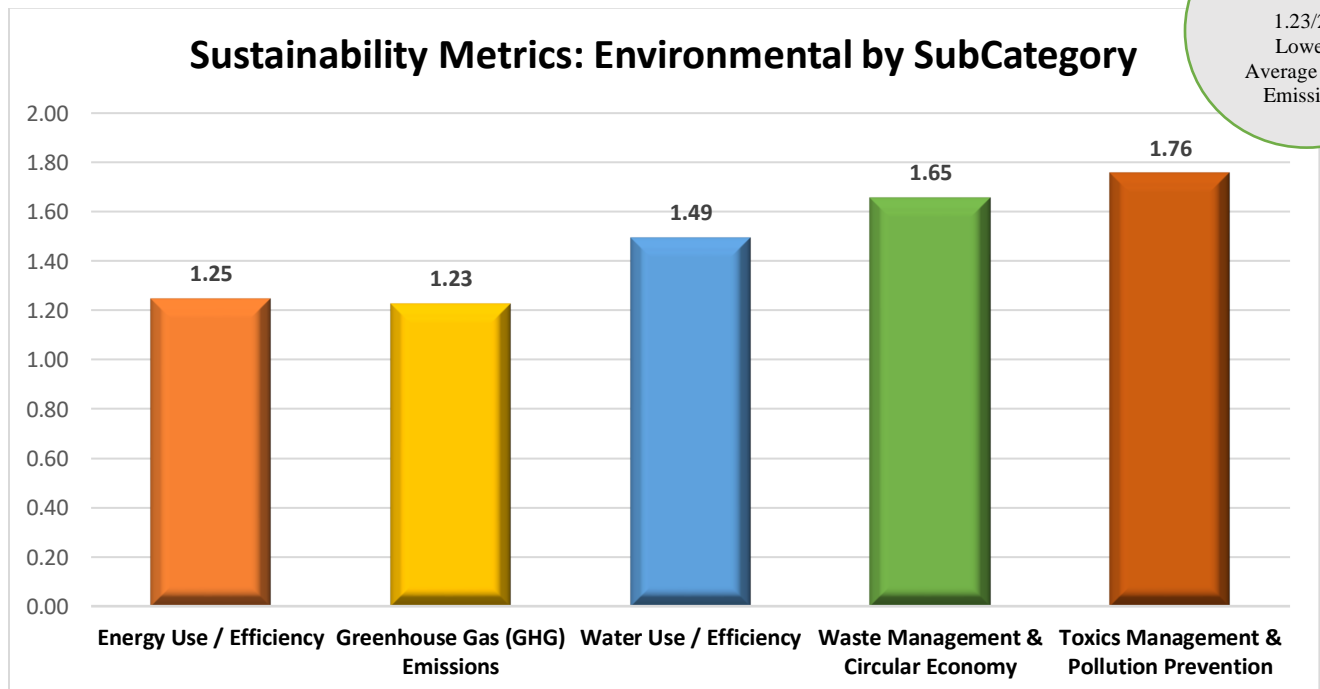
Suppliers
Leading
(37/133)

Category	Score Range	No. of Suppliers	% Split	Description
Leading	31–36	37	28%	High-performing suppliers demonstrating exceptional sustainability maturity and best-in-class practices.
Developed	21–30	60	45%	Suppliers with consistent and solid sustainability efforts, yet with opportunities for further enhancement.
Developing	11–20	30	23%	Suppliers with emerging sustainability practices require structured improvement initiatives.
Lagging	0–10	6	4%	Suppliers show minimal engagement in sustainability, indicating a critical need for intervention and support.

ENVIRONMENTAL SUBCATEGORY AVERAGE SCORES BY SECTION (out of 2 points)

62%

1.23/2 -
Lowest
Average GHG
Emissions



Observations/Conclusions/Recommendations

- 70 suppliers (53%) scored at or above the median (≥ 28 out of 36 points) – categorized as Developed to Leading.
- 63 suppliers (47%) scored below the median (< 28 out of 36 points) – categorized as Developing to Lagging.
- Toxics Management & Pollution Prevention had the highest average score of 88% or 1.76/ 2 points, which may indicate more government legislation around the management of this category.
- Waste Management & Circular Economy followed with an average of 83% or 1.65/2 points, highlighting effective waste reduction strategies and room to grow in this area – this category is also regulated by the Ministry of the Environment (MOE) in Ontario for reporting requirements.
- Water Use / Efficiency recorded an average score of 75% or 1.49/2 points, showing steady sustainability efforts; however, this score suggests that basic efficiency items, such as low-flow fixtures, may be lacking.
- Energy Use / Efficiency had an average score of 63% or 1.25/2 points, indicating opportunities for improvement, and was lower than expectations given past incentives for LED lighting conversions and green power alternatives as examples.
- Greenhouse Gas (GHG) has an average score of 62% of 1.23/2 points, one of the weakest scores in this subcategory. It may indicate the challenges companies face in collecting and reporting GHG emissions.
- The scores may indicate that government regulations may drive sustainability efforts and focus for many companies – toxic waste management and waste management with the highest scores may have higher regulation versus areas of GHG and Energy use with the lowest average scores.



(Microsoft, 2025)

TOTAL SCORES BY INDIGENOUS SUBCATEGORY

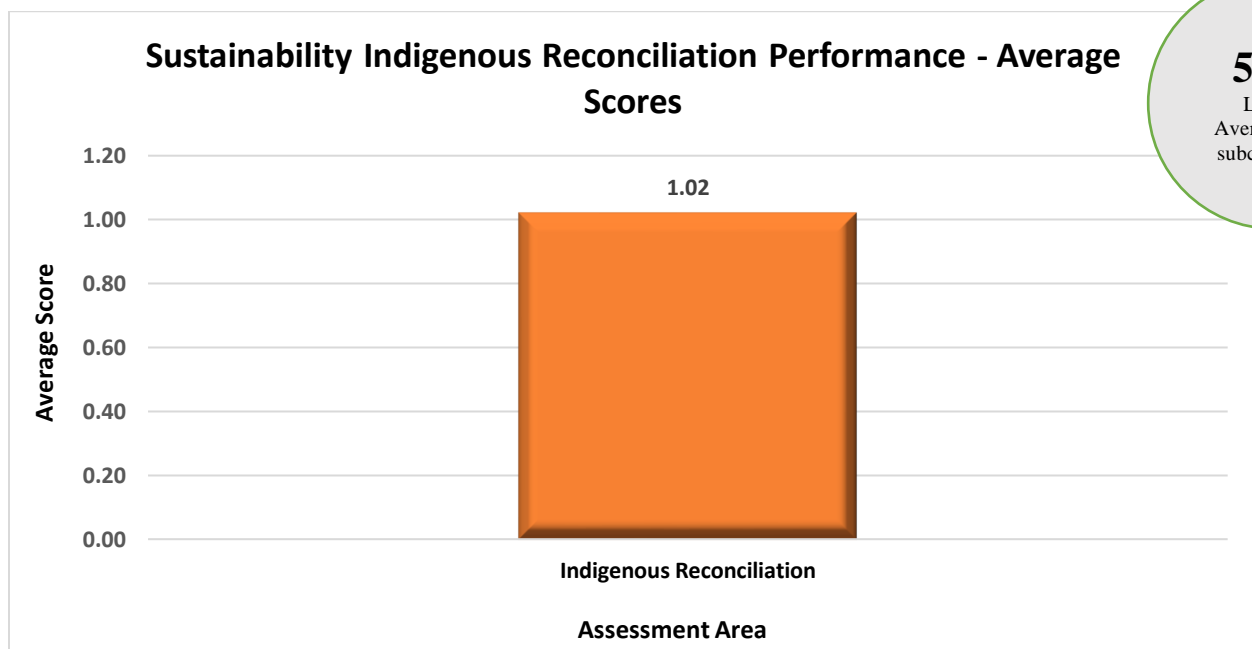
47%

Suppliers
Leading
(62/133)

DEFINITIONS OF INDIGENOUS SUBCATEGORY SCORE RANGES

Category	Score Range	No. of Suppliers	% Split	Description
Leading	6–8	62	47%	High-performing suppliers demonstrate exceptional engagement in Indigenous Reconciliation.
Developed	4–5	33	25%	Suppliers showing strong, consistent reconciliation practices.
Developing	2–3	15	11%	Suppliers with emerging efforts require further development and awareness.
Lagging	0–1	23	17%	Suppliers with minimal or no engagement highlight the urgent need for improvement.

INDIGENOUS SUBCATEGORY AVERAGE SCORES BY SECTION (out of 2 points)



Observations/Conclusions/Recommendations

- Indigenous Reconciliation recorded an average score of 51% or 1.02/2 points, the lowest average score in the survey results.
- 74 suppliers (56%) scored at or above the median (≥ 5 out of 8 points) – categorized as Developed to Leading.
- 59 suppliers (44%) scored below the median (< 5 out of 8 points) – categorized as Developing to Lagging.
- The scores in Indigenous Reconciliation suggest that suppliers must invest more in this area to enhance their engagement and support for Indigenous communities.
- Enhance Indigenous reconciliation efforts by strengthening efforts in promoting Indigenous training, awareness, and engagement across all suppliers. This could involve more rigorous audits, training programs, and support for suppliers to improve their practices.



(Microsoft, 2025)

TOTAL SCORES BY SOCIAL RESPONSIBILITY SUBCATEGORY

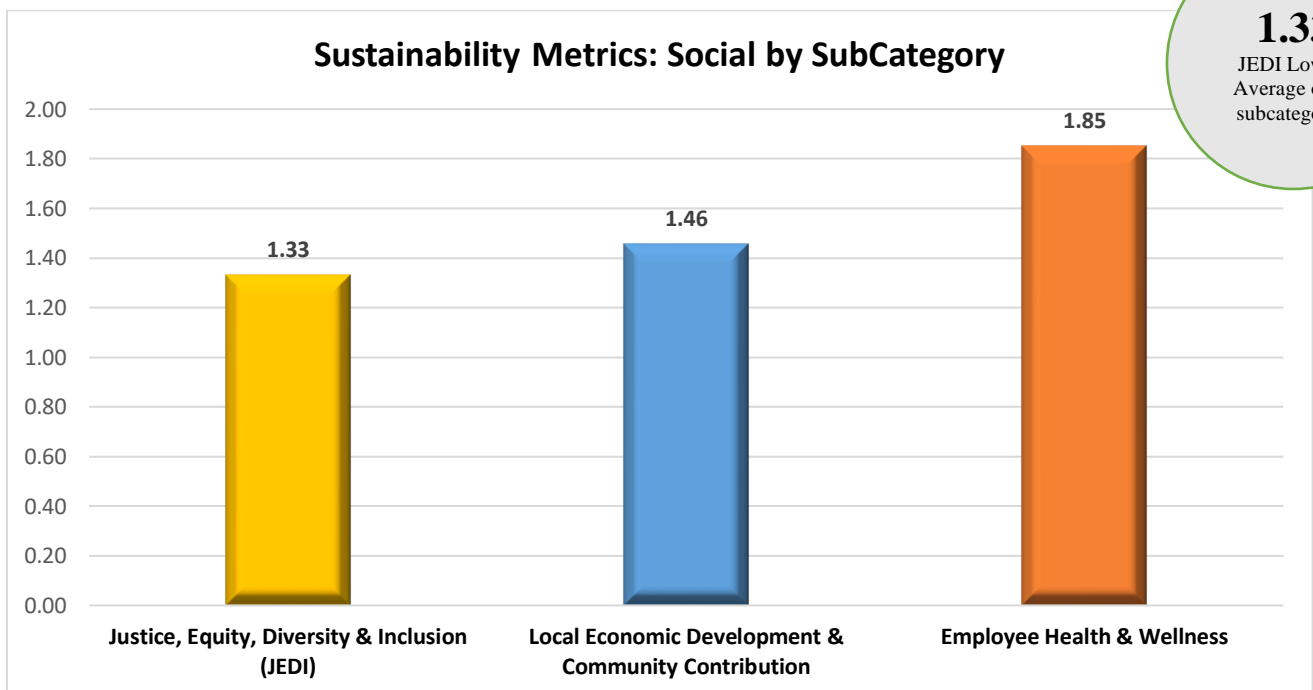
DEFINITIONS OF SOCIAL RESPONSIBILITY SUBCATEGORY SCORE RANGES

Category	Score Range	No. of Suppliers		Description
Leading	14–18	85	64%	High performers consistently demonstrate strong social responsibility leadership.
Developed	10–13	33	25%	Solid and consistent performers with room for further improvement.
Developing	6–12	11	8%	Moderate performers with emerging social responsibility practices.
Lagging	0–5	4	3%	Participants with limited engagement highlight a need for improvement.

64%

Suppliers
Leading
(85/133)

SOCIAL RESPONSIBILITY SUBCATEGORY AVERAGE SCORES BY SECTION (out of 2 points)



Observations/Conclusions/Recommendations

- 85 suppliers (63.9%) scored at or above the median (≥ 14 out of 18 points) – categorized as Developed to Leading.
- 48 suppliers (36.1%) scored below the median (< 14 out of 18 points) – categorized as Developing to Lagging.
- Employee Health & Wellness had the highest average score of 93% or 1.85/2 points, reflecting strong support for employee well-being.
- Local Economic Development & Community Contribution followed with an average of 73% or 1.46/2 points, highlighting efforts in fostering community growth.
- Justice, Equity, Diversity & Inclusion (JEDI) recorded an average score of 67% or 1.33/2 points, indicating ongoing initiatives to promote equity and diversity, with room for improvement.
- Overall supplier performance suggests the base is generally strong, with a significant portion performing at or above the median. However, there is still a notable percentage that requires improvement.
- The high Employee Health & Wellness scores suggest that suppliers prioritize this area, which is crucial for maintaining a supportive and healthy work environment.
- While the scores in JEDI are good, there is room for improvement to ensure all suppliers meet high standards in promoting equity and diversity.
- Continue to prioritize and maintain high standards in Employee Health & Wellness to ensure ongoing support and well-being for employees.
- Strengthen efforts in promoting Justice, Equity, Diversity & Inclusion across all suppliers. This could involve more rigorous audits, training programs, and support for suppliers to improve their practices.
- Continue to foster local economic development and community contribution by encouraging suppliers to engage in initiatives that benefit their communities.



(Microsoft, 2025)

TOTAL SCORES BY ETHICAL SUBCATEGORY

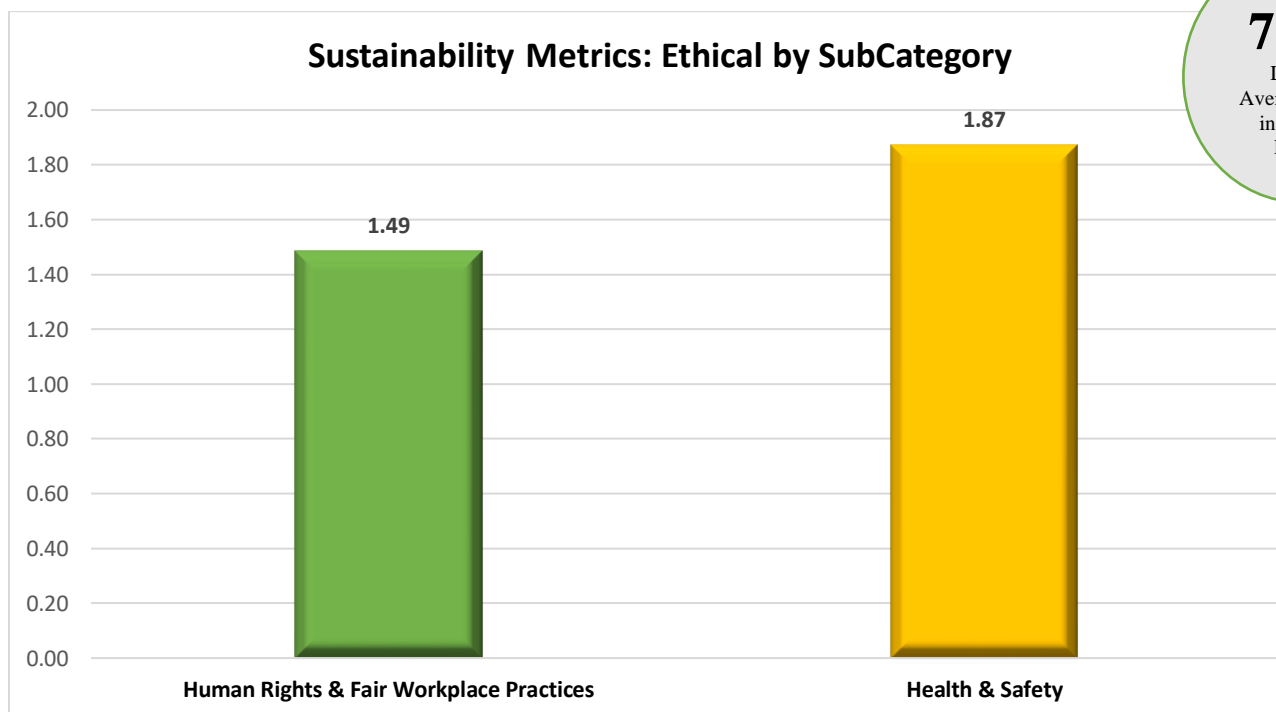
DEFINITIONS OF ETHICAL SUBCATEGORY SCORE RANGES

D	Score Range	No. of Suppliers	% Split	Description
Leading	8–10	108	81%	Participants demonstrate the highest standards of ethical responsibility.
Developed	5–7	17	13%	Strong and consistent ethical practices with minor gaps.
Developing	3–4	2	2%	Basic ethical practices are in place but lack consistency.
Lagging	0–2	6	4%	Minimal ethical integration: significant improvement needed.

81%

Suppliers
Leading
(108/133)

ETHICAL SUBCATEGORY AVERAGE SCORES BY SECTION (out of 2 points)



75%

Lowest
Average Score
in Human
Rights

Observations/Conclusions/Recommendations

- 77 suppliers (58%) scored at or above the median (≥ 10 out of 10 points) – categorized as Developed to Leading.
- 56 suppliers (42%) scored below the median (< 10 out of 10 points) – categorized as Developing to Lagging.
- Health & Safety had the highest average score of 94% or 1.87/2 points, demonstrating a strong emphasis on workplace safety and well-being.
- Human Rights & Fair Workplace Practices followed with an average score of 75% or 1.49/2 points, reflecting ongoing efforts to promote fair labour standards.
- Overall, the supplier base is generally strong in this category, with a significant portion performing at or above the median.
- There is still a notable percentage that requires improvement.
- Focus on Lagging Suppliers - implement targeted improvement programs for the 42% of suppliers in the Lagging to Developing category. This could include training, resources, and regular assessments.
- Maintain Health & Safety Standards - continue prioritizing and maintaining high standards in Health & Safety to ensure ongoing compliance and worker well-being.
- Enhance Human Rights Practices - strengthen efforts to promote fair labour standards across all suppliers. This could involve more rigorous audits, training programs, and support for suppliers to improve their practices.



(Microsoft, 2025)

TOTAL SCORES BY GOVERNANCE CATEGORY

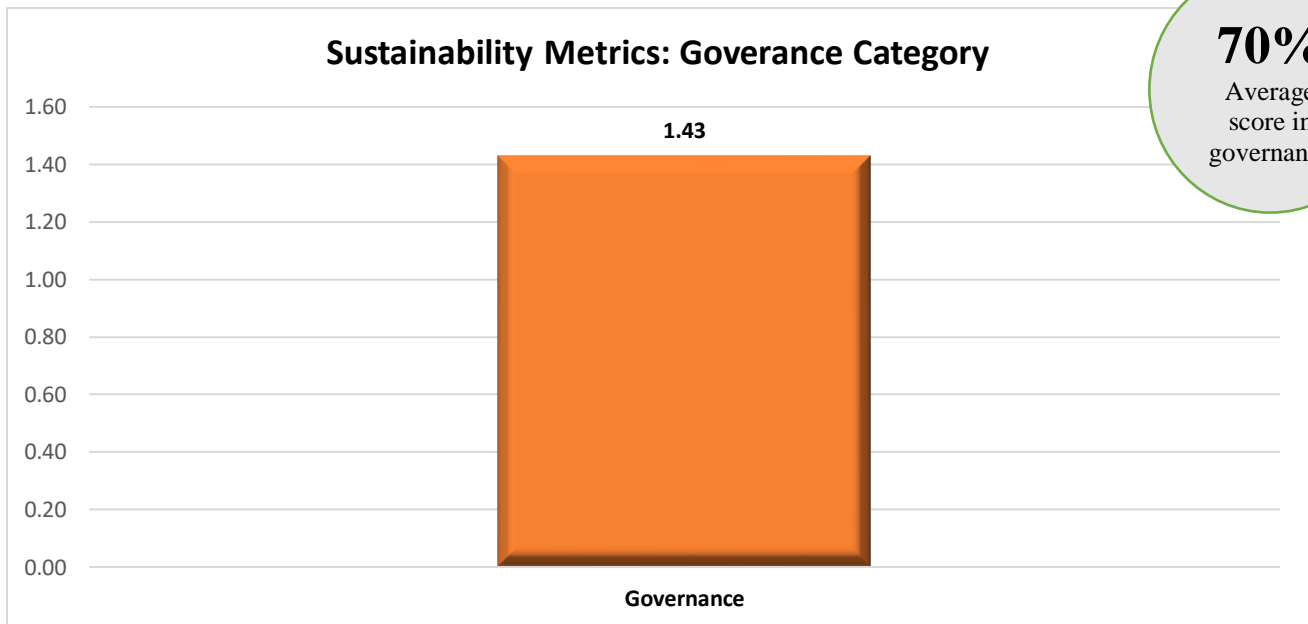
DEFINITIONS OF GOVERNANCE SUBCATEGORY SCORE RANGES

Category	Score Range	No. of Suppliers	% Split	Description
Leading	6–8	89	67%	High performers with robust governance frameworks and ethical leadership.
Developed	4–5	22	17%	Participants with strong governance practices and consistent execution.
Developing	2–3	8	6%	Moderate engagement in governance activities; improvement required.
Lagging	0–1	14	10%	Minimal governance structure or oversight requires urgent attention.

67%

Suppliers
Leading
(89/133)

GOVERNANCE SUBCATEGORY AVERAGE SCORES BY SECTION (out of 2 points)



70%

Average
score in
governance

Observations/Conclusions/Recommendations

- 89 suppliers (67%) scored above the median (≥ 6 out of 8 points) – categorized as Developed to Leading
- 45 suppliers (33%) scored at or below the median (< 6 out of 6 points) – categorized as Developing to Lagging
- Governance recorded an average score of 72% or 1.44/2 points, indicating steady compliance and oversight efforts.
- Governance closely correlates with the Ethics subcategory ([see Pearson Correlation](#)).
- Focus on Lagging Suppliers - implement targeted improvement programs for the 33% of suppliers in the Lagging to Developing category. This could include training, resources, and regular assessments.
- Maintain Governance Standards by continuing to prioritize and maintain high standards in Governance to ensure ongoing compliance and ethical behaviour.
- Enhance Ethical Practices - strengthen efforts to promote ethical behaviour across all suppliers. This could involve more rigorous audits, training programs, and support for suppliers to improve their practices.



(Microsoft, 2025)

REFERENCES

- Estrada, L.M., Haase, M., Baumann, M., Müller, T. (2024). Multicriteria Decision Analysis for Sustainability Assessment for Emerging Batteries. In: Passerini, S., Barelli, L., Baumann, M., Peters, J., Weil, M. (eds) *Emerging Battery Technologies to Boost the Clean Energy Transition. The Materials Research Society Series*. Springer, Cham.
https://doi.org/10.1007/978-3-031-48359-2_18
- Management Board of Cabinet. (2024). Broader Public Service Procurement Directive. Ontario.ca. [Broader Public Sector Procurement Directive April 1, 2024](#)
- Microsoft, (2025). Sample Stock Images. *Microsoft 365*. <https://www.microsoft.com>
- Ontario College Procurement Managers Association (2025). *V2_OCPMA Supplier Sustainability Questionnaire*.

APPENDICES



CONESTOGA
SOCIAL INNOVATION LAB

APPENDIX 1: SUPPLIER SUSTAINABILITY COMMUNICATION SAMPLES

SUPPLIER COMMUNICATION EMBEDDED IN QUALTRICS SURVEY

Conestoga College recognizes that we need to manage the impacts that our supply chain has on the environment and society. A key component of this is the sustainability of our suppliers. The following Questionnaire has been developed to gather information about the status of corporate sustainability practices of our suppliers, beyond the goods and services that you offer. The questions have been organized into four priority pillars of our Sustainable Procurement Program: Environmental, Indigenous, Social, and Ethical, with a fifth section on overall Governance.

Review each question and choose the option from the drop-down menu that best describes your status. You will then score either 0, 1, or 2; each question will be tallied for a total score for each section. If a question does not apply to you, please select "Not Applicable" so you do not lose points. The Reference Sheet provides some definitions of key terms/concepts mentioned within the Questionnaire. It is designed to be simple to complete for small, medium, and large businesses. The questionnaire responses will be aggregated, and individual company information will not be shared. A copy of the aggregated research findings will be available to participating suppliers.

Conestoga may contact you to discuss your results to help us identify risks and opportunities and improve our collective impact through collaboration, buyer-supplier relationships, and shared learning. For any questions, please contact: sustainableprocurement@conestogac.on.ca. For definitions of key terms and concepts mentioned in this questionnaire, please refer to the attached [Supplier Sustainability Questionnaire Reference Sheet](#).

SUPPLIER SUSTAINABILITY SURVEY QUESTIONNAIRE COVER EMAIL

Conestoga College is contacting our valued suppliers with a request to complete a Sustainability Questionnaire.

Conestoga is strategically committed to investing in sustainability and creating a culture where our community is empowered to make positive change. To help drive change and determine how best to proceed, Conestoga is developing a Sustainability Action Plan - one that reflects our communities' collective aspirations.

As part of Conestoga's commitment to sustainability and responsible business practices, in May 2024, we introduced Sustainability Procurement Guidelines to build sustainable procurement practices to reduce our environmental impact and improve our social impact.

Supplier Sustainability Questionnaire

As a valued supplier, your role is critical in helping us achieve a sustainable future. The online questionnaire will help us to assess our supplier base's readiness and current state regarding sustainability practices. The questionnaire will also help us identify risks and opportunities and improve our collective impact through collaboration and shared learning. The answers you provide will not have a negative impact on the products and services you currently provide to our college community. Also, no individual company information will be shared, but it may be used to engage you in individual follow-up discussions.

Overview of the Survey

The questionnaire covers various sustainable aspects, including environmental responsibility, social responsibility, ethical responsibility, and governance, and is organized into five sections:

1. **Environmental Responsibility:** Questions on energy use, greenhouse gas emissions, water use, waste management, and pollution prevention.
2. **Indigenous Reconciliation:** Questions on policies and practices related to Indigenous rights and reconciliation.
3. **Social Responsibility:** Questions on justice, equity, diversity, inclusion, local economic development, and community contributions.
4. **Ethical Responsibility:** Questions on human rights, fair workplace practices, wages, benefits, and health and safety.

5. Governance: Questions on internal decision-making, accountability, and sustainability-related innovation.

When completing the questionnaire, please review each question and select the option that best describes your current status.

Submission Details

We kindly ask you to complete the survey by March 3rd, 2025. You can access the online survey using this link: [Take the survey](#) . If you have any questions, please refer to the reference tab in the survey or send your inquiries to sustainableprocurement@conestogac.on.ca

We greatly value and appreciate our partnership and look forward to your support in this important initiative. Your participation is crucial to our success in achieving a sustainable procurement practice. Thank you for your cooperation and commitment to sustainability.

Sincerely,

Dean Bulloch

Senior Vice President & Secretary General to the Board of Governors
Conestoga College Institute of Technology & Advanced Learning

SUPPLIER SUSTAINABILITY SURVEY QUESTIONNAIRE EMAIL REMINDER #1

Subject: Conestoga College Supplier Sustainability Questionnaire

This is a gentle reminder to complete the Conestoga College Supplier Sustainability Questionnaire that was sent to you on **February 24th, 2025**. Please submit your response by **March 10th, 2025**. Your input is vital in shaping our sustainable procurement practices.

****Survey link****

If you have any questions, please refer to the reference tab in the survey or send your inquiries to sustainableprocurement@conestogac.on.ca

Sincerely,

Dean Bulloch
Senior Vice President & Secretary General to the Board of Governors
Conestoga College Institute of Technology & Advanced Learning

SUPPLIER SUSTAINABILITY SURVEY REMINDER #2

Conestoga College Supplier Sustainability Questionnaire

We recently reviewed the submissions for the Conestoga College Supplier Sustainability Questionnaire and noticed that your response was submitted but appears to be incomplete or blank. To ensure your valuable input is accurately recorded, we would like to offer you the opportunity to resubmit the questionnaire by **March 17, 2025, at 6:00 PM.**

Your feedback is essential in shaping our sustainable procurement practices. If you have already submitted a complete response, please disregard this email. However, if your submission was incomplete, we kindly encourage you to review and finalize it with the necessary details.

You can access the survey again using the following link:

****[Survey Link]****

For any questions or support, please refer to the reference tab in the survey or contact us at sustainableprocurement@conestogac.on.ca.

Sincerely,

Dean Bulloch

Senior Vice President & Secretary General to the Board of Governors
Conestoga College Institute of Technology & Advanced Learning

SUPPLIER SUSTAINABILITY SURVEY QUESTIONNAIRE, THANK YOU EMAIL

Subject: Thank You for Supporting Conestoga College's Sustainability Efforts

Thank you for completing Conestoga College's Supplier Sustainability Questionnaire.

Your input is valuable in helping us advance our sustainability goals and shape future procurement practices. The information shared will support our efforts to assess current practices, identify opportunities, and foster meaningful progress through collaboration.

We appreciate your continued partnership and commitment to responsible and sustainable business practices.

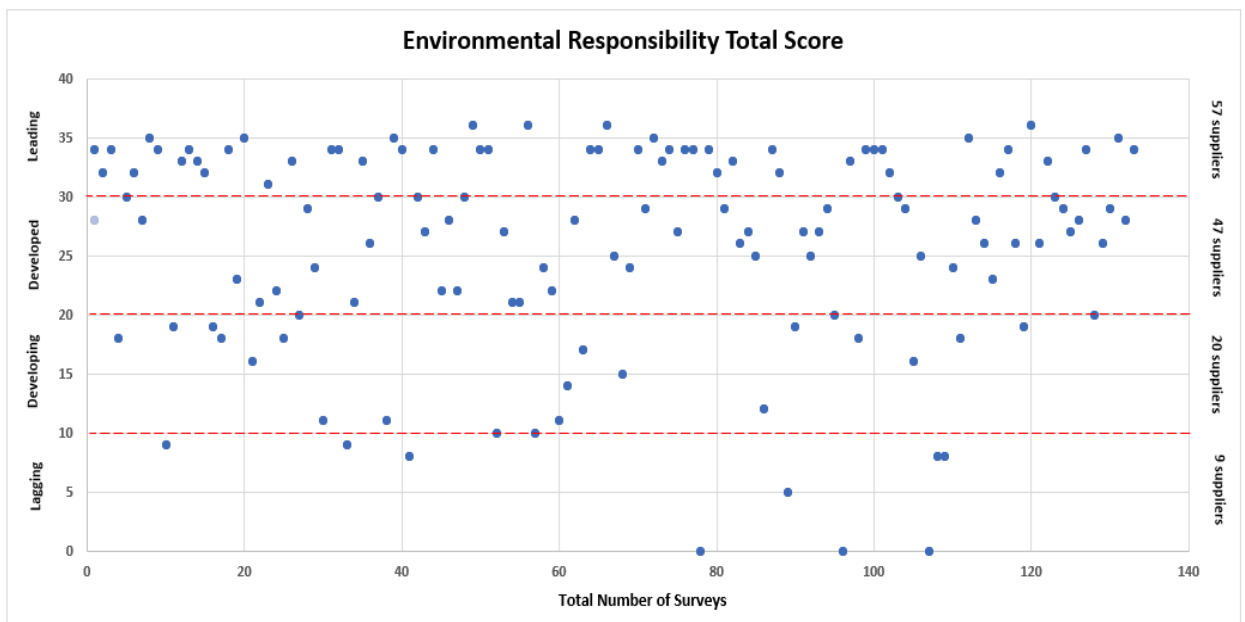
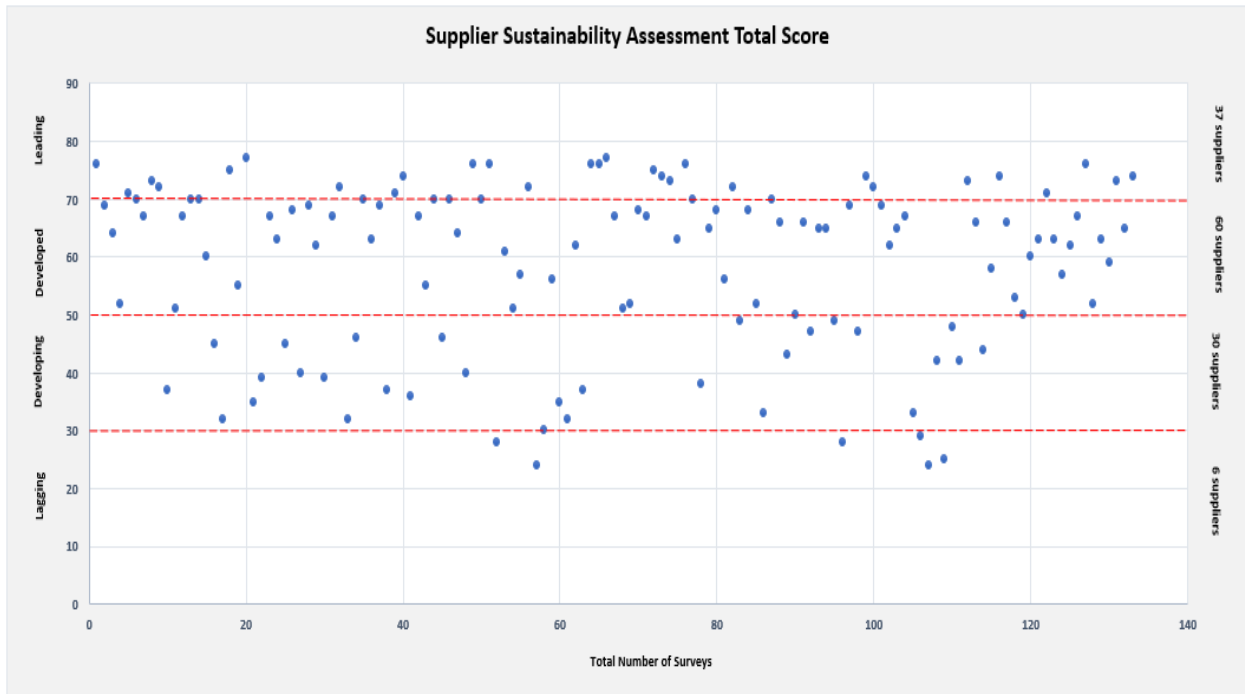
For any questions or follow-up, please contact us at
sustainableprocurement@conestogac.on.ca

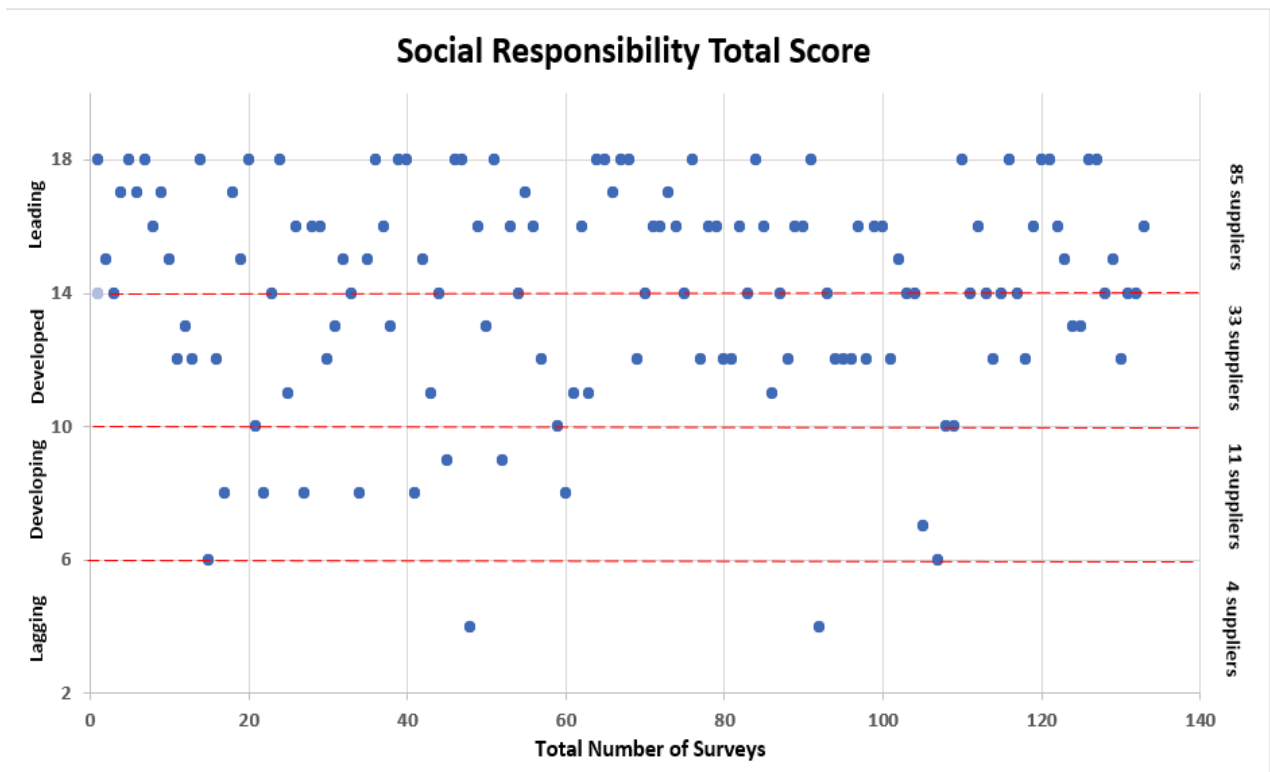
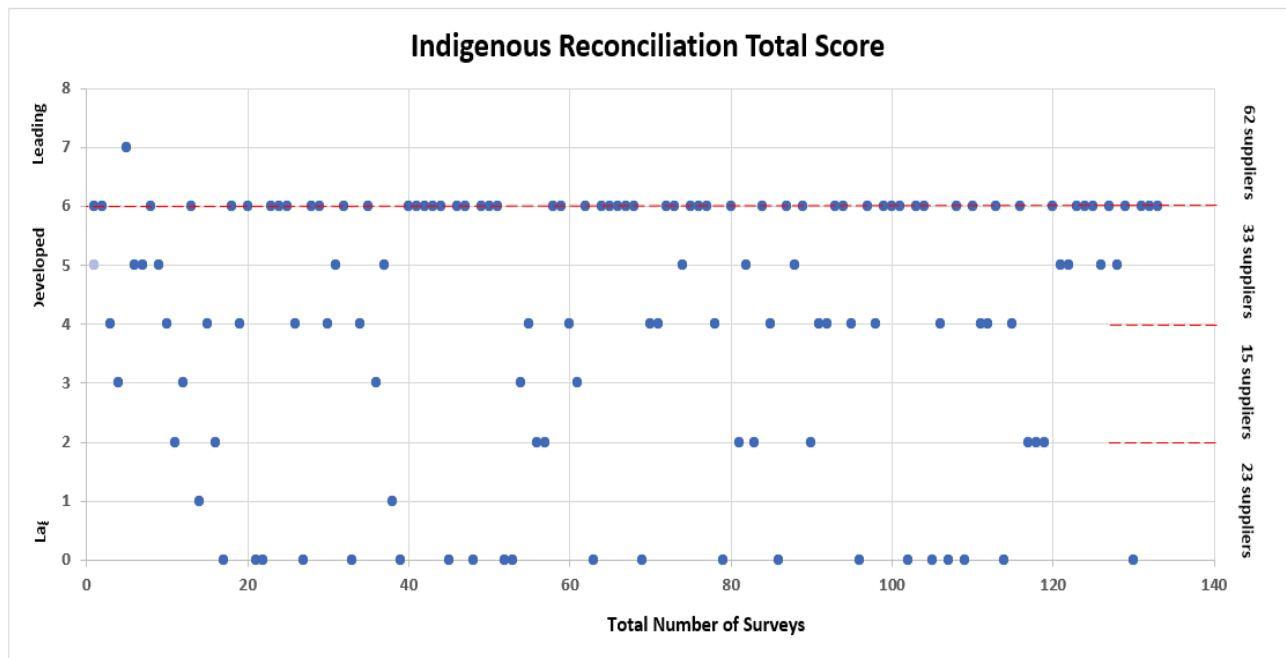
Sincerely,

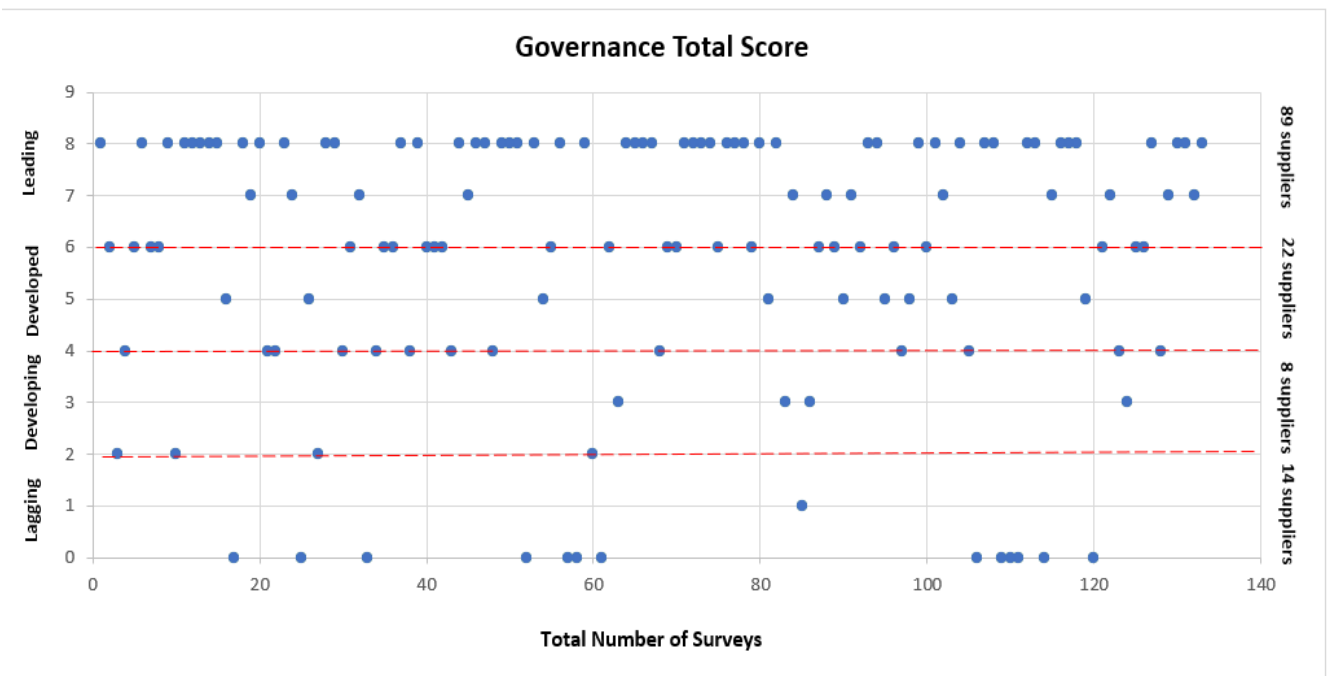
Dean Bulloch
Senior Vice President & Secretary General to the Board of Governors
Conestoga College Institute of Technology & Advanced Learning

APPENDIX 2: SUSTAINABILITY QUESTIONNAIRE TOTAL DISTRIBUTION CHARTS

These charts show the distribution of scores as defined on the Y-axis, and the X-axis represents the number of supplier survey responses – a point on the chart represents each supplier response based on their score.

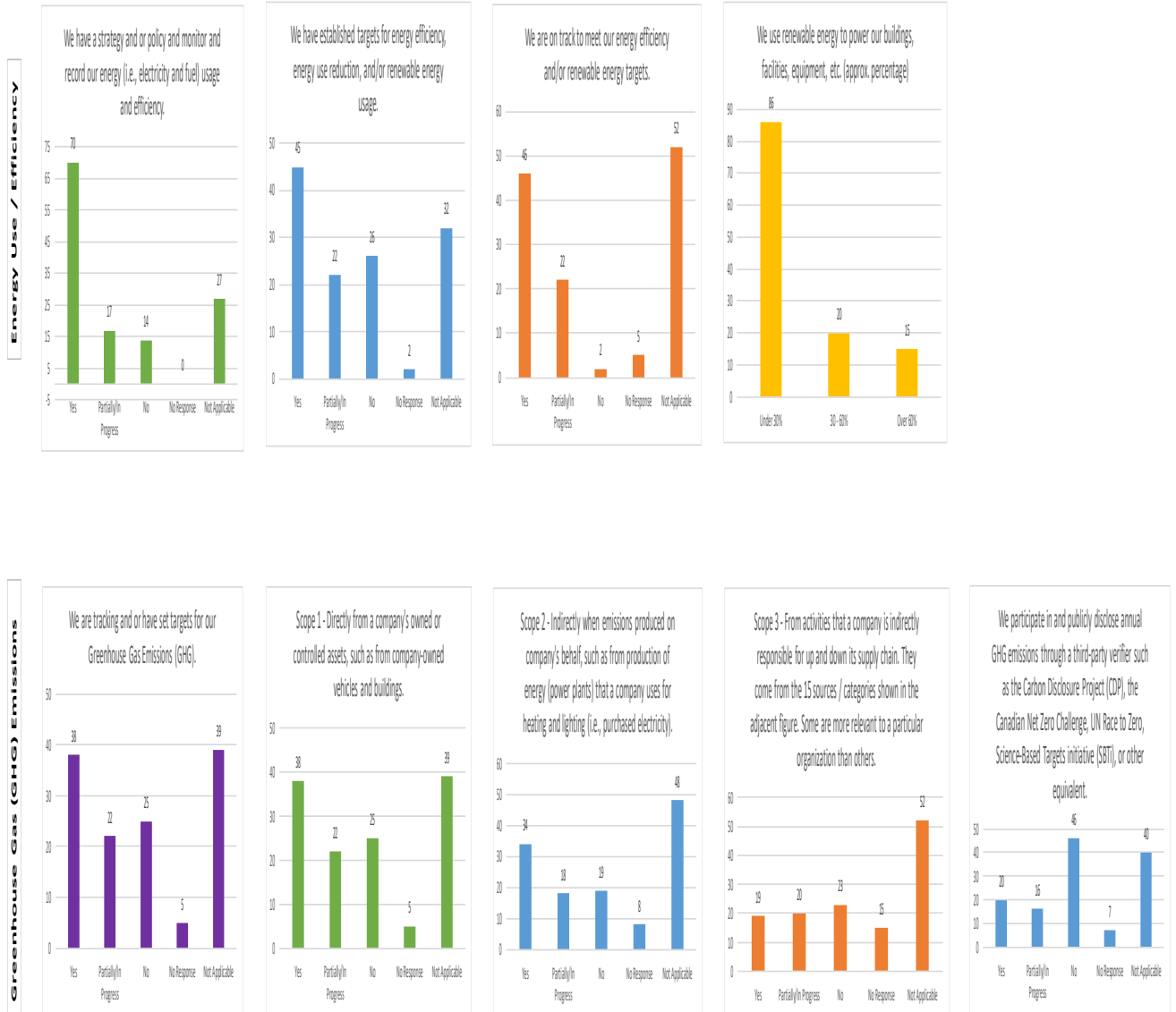




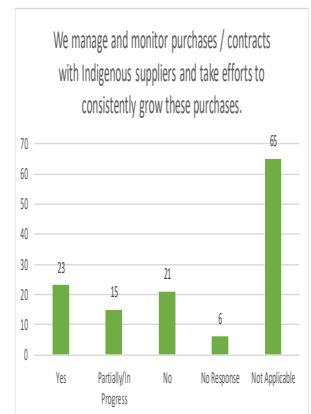
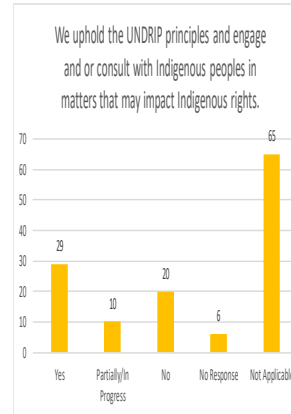
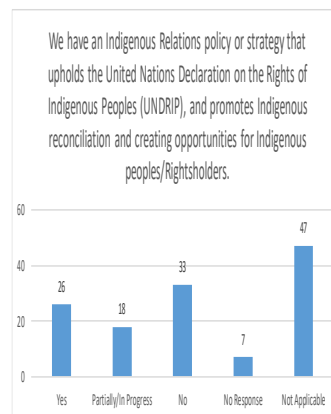
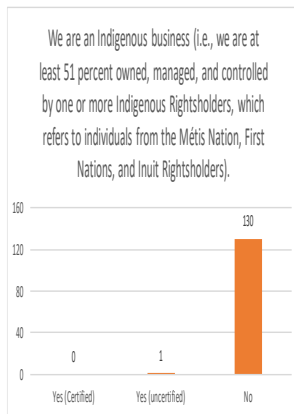


APPENDIX 3: SUSTAINABILITY QUESTIONNAIRE BY QUESTION RESPONSE

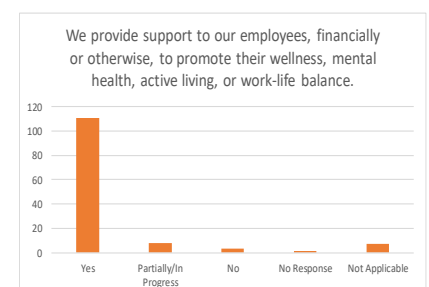
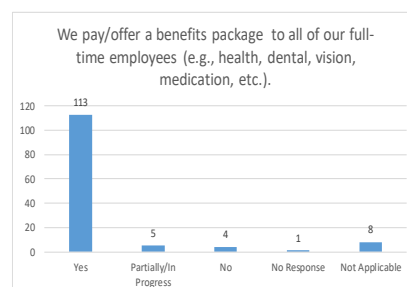
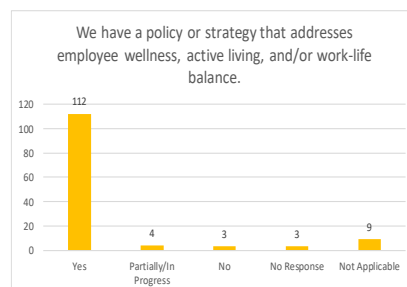
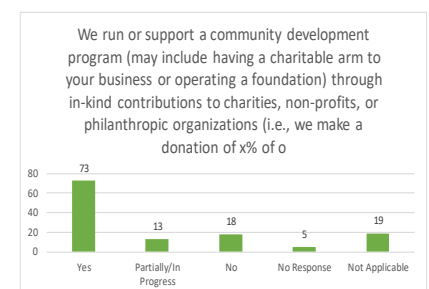
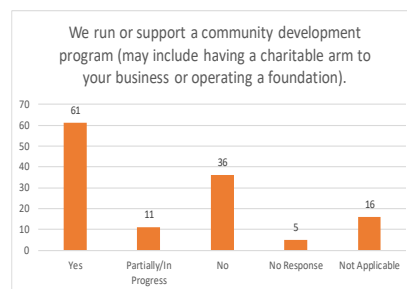
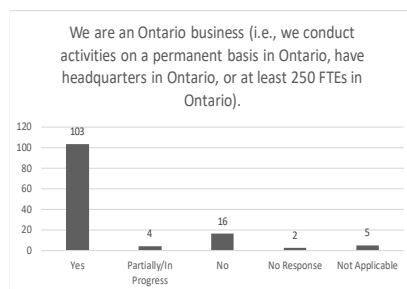
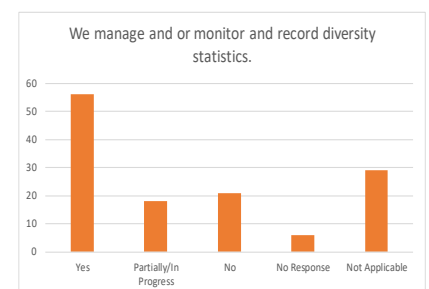
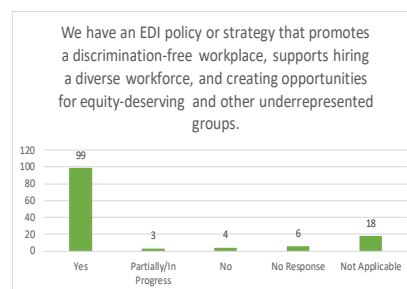
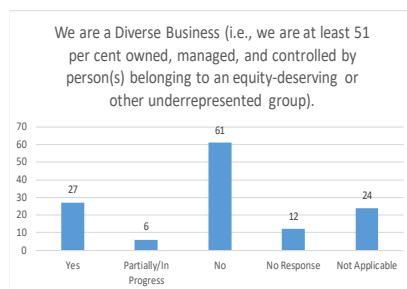
ENVIRONMENTAL QUESTIONS



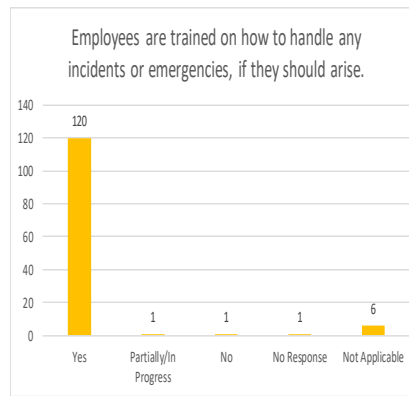
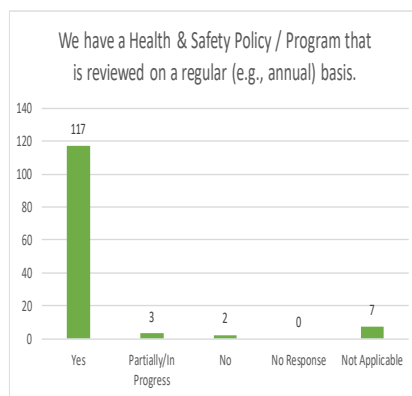
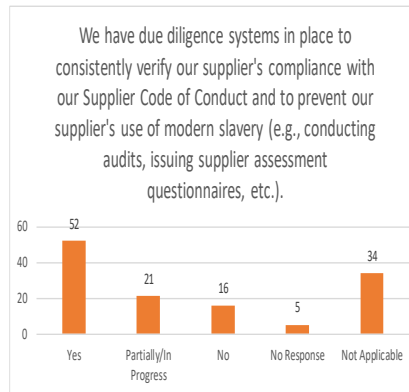
INDIGENOUS QUESTIONS



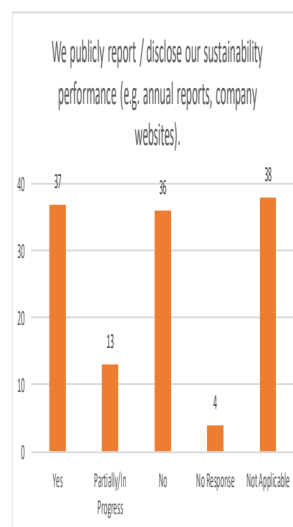
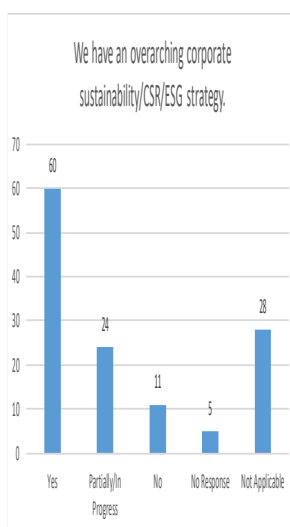
SOCIAL QUESTIONS



ETHICAL QUESTIONS



GOVERNANCE QUESTIONS



APPENDIX 4: HIGH-LEVEL RESEARCH SAMPLE WORK PLAN

Research Term: Winter 2025

Research Activities

January – April 2025

Activity	Description	Anticipated start date	Anticipated completion date
Pre-work	Finalize Supplier Assessment Finalize Supplier Communication Research Ethics Board Approval +	Select Month ▾	Select Month ▾
Project Initiation	This step involves the execution of the detailed plan	Month 1 ▾	Month 1 ▾
Data Collection	The key activity is outreach to the supplier base.	Month 2 ▾	Month 3 ▾
Response Monitoring & Control	This step involves tracking supplier responses and outreach to the supplier base to ensure survey responses are +	Month 2 ▾	Month 3 ▾
Data Review	This step involves reviewing the completeness of supplier data received. +	Month 2 ▾	Month 3 ▾
Data Analysis & Evaluation	This step is the building of the supplier analysis and reports to deliver to the procurement team as +	Month 4 ▾	Month 4 ▾
Data Storage	This step is managing and sorting supplier assessment responses and mapping out and sorting the data to +	Month 2 ▾	Month 4 ▾
Project Closing & Summary	This step involves summarizing the project information and closing out the project +	Month 4 ▾	Month 4 ▾
Post-work – Data Dissemination	This involves identifying other academic-related outcomes such as research presentations, internal and +	Select Month ▾	Select Month ▾

APPENDIX 5: SUPPLIER SUSTAINABILITY QUESTIONNAIRE (SSQ)

Conestoga College Supplier Sustainability Questionnaire (SSQ)

Conestoga College Supplier Sustainability Questionnaire (SSQ)

Conestoga College recognizes that we need to manage the impacts that our supply chain has on the environment and society. A key component of this is the sustainability of our suppliers. The following Questionnaire has been developed to gather information about the status of corporate sustainability practices of our suppliers, beyond the goods and services that you offer. The questions have been organized into four priority pillars of our Sustainable Procurement Program: Environmental, Indigenous, Social, and Ethical, with a fifth section on overall Governance.

Review each question and choose the option from the drop-down menu that best describes your status. You will then score either 0, 1, or 2 and each question will be tallied for a total score for each section and overall. If a question does not apply to you, please select "Not Applicable" so you do not lose points. The Reference Sheet provides some definitions of key terms/concepts mentioned within the Questionnaire. It is designed to be simple to complete for small, medium, and large businesses. The questionnaire responses will be aggregated, and individual company information will not be shared. A copy of the aggregated research findings will be available to participating suppliers.

Conestoga may contact you to discuss your results to help us identify risks and opportunities, and improve our collective impact through collaboration, buyer-supplier relationships, and shared learning. For any questions, please contact: sustainableprocurement@conestogac.on.ca. For definitions of key terms and concepts mentioned in this questionnaire, please refer to the attached Reference Sheet.

Please enter your Full name:			
Please enter your company name:			
Please enter your company email address:			
		Pick from the drop-down list in each cell	
ENVIRONMENTAL RESPONSIBILITY			
Energy Use / Efficiency. The systems, policies and/or practices you use to manage and reduce energy consumption, and increase use of renewable energy, within operations and facilities.			
1	We have a strategy and or policy and monitor and record our energy (i.e., electricity and fuel) usage and efficiency.	No	
2	We have established targets for energy efficiency, energy use reduction, and/or renewable energy usage.	No	
3	We are on track to meet our energy efficiency and/or renewable energy targets.	No	
4	We use renewable energy to power our buildings, facilities, equipment, etc. (approx. percentage):	Under 30%	
Greenhouse Gas (GHG) Emissions. The systems, policies and/or practices you use to understand and manage and to reduce GHG emissions resulting from your own operational activities (i.e., Scope 1 emissions), purchased energy consumption (i.e., Scope 2 emissions), and/or other value-chain activities (i.e., Scope 3 emissions).			
5	We are tracking and or have set targets for our Greenhouse Gas Emissions (GHG).	No	
5a	Scope 1 - Directly from a company's owned or controlled assets, such as from company-owned vehicles and buildings.	No	
5b	Scope 2 - Indirectly when emissions produced on company's behalf, such as from production of energy (power plants) that a company uses for heating and lighting (i.e., purchased electricity)	No	
5c	Scope 3 - From activities that a company is indirectly responsible for up and down its supply chain. They come from the 15 sources / categories shown in the adjacent figure. Some are more relevant to a particular organization than others.	No	
6	We participate in and publicly disclose annual GHG emissions through a third-party verifier such as the Carbon Disclosure Project (CDP), the Canadian Net Zero Challenge, UN Race to Zero, Science-Based Targets initiative (SBTi), or other equivalent.	No	
Water Use / Efficiency. The systems, policies and/or practices you use to manage and reduce water consumed during manufacturing, transportation, and distribution of products, the provision and delivery of services and the management/treatment of water discharge.			
7	We have a strategy and or policy and monitor and record our water use and treatment.	No	
8	We understand the level of water stress / quality in all the areas we operate, and monitor our water usage and discharge quality.	No	
9	We have established targets for water efficiency and/or water treatment and or improved our water efficiency relative to our baseline year.	No	
Waste Management & Circular Economy. The systems, policies and/or practices you use to reduce waste, associated with by-products of production and other operational activities, and to work towards a circular economy through the repurposing of materials/waste.			
10	We have a strategy and or established targets and monitor and record our waste generation and diversion (e.g., regular waste audits) from our operations.	No	
11	We are on track to meet our waste reduction/diversion targets.	No	
12	We have taken efforts to reduce waste outputs and/or use reuse materials in our operations/facilities/offices e.g. recycling and or composting programs.	No	
Toxics Management & Pollution Prevention. The systems, policies and/or practices you use to manage and reduce hazardous waste, including harmful gaseous emissions (e.g., VOCs, SOx, NOx, other air pollutants, toxic fumes); harmful solid emissions (e.g., scarce metals, use of hazardous pesticides, particulate matter); and harmful liquid emissions (e.g., spills, liquid toxic waste, chemical fluids).			
13	We have a policy and or strategy established with targets for reducing harmful gaseous, liquid, and solid emissions/waste and are on track to meet our harmful gaseous, liquid, and solid emissions/waste reduction targets and or monitor them on a regular basis.	No	
14	We meet all local, national and international laws related to the use of toxins and management of hazardous substances/waste.	No	
15	Our products have a third-party certification indicating a high standard has been met for reducing impact on the natural environment and biodiversity (ex. Certified Organic, Forest Stewardship Council, Rainforest Alliance, Fairtrade, or other equivalent). If you do not offer physical products, click "yes" so you do not lose points.	No	
Environmental Score:		0	

INDIGENOUS RECONCILIATION		
Indigenous Reconciliation. The systems, policies and/or practices you use to uphold Indigenous rights, promote Reconciliation, engage with Indigenous Rightsholders and/or provide socio-economic opportunities such as sub-contracting, employment, or skills training to Indigenous peoples.		
16	We are an Indigenous business (i.e., we are at least 51 percent owned, managed, and controlled by one or more Indigenous Rightsholders, which refers to individuals from the Métis Nation, First Nations, and Inuit Rightsholders).	No
17	We have an Indigenous Relations policy or strategy that upholds the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and promotes Indigenous reconciliation and creating opportunities for Indigenous peoples/Rightsholders.	No
18	We uphold the UNDRIP principles and engage and or consult with Indigenous peoples in matters that may impact Indigenous rights.	No
19	We manage and monitor purchases / contracts with Indigenous suppliers and take efforts to consistently grow these purchases.	No
Indigenous Score:		0
SOCIAL RESPONSIBILITY		
Justice, Equity, Diversity & Inclusion (JEDI). The systems, policies and/or practices you use to strengthen social integration or economic opportunity for equity-deserving and other underrepresented groups (e.g., Racialized peoples, Newcomers less than 5 years in Canada; Persons with Disabilities; Women; Youth; People facing poverty; Veterans, and 2SLGBTQIA+ (i.e., Two-spirit, Lesbian, Gay, Bisexual, Transgender, Queer, Questioning, Intersex, Asexual, plus) peoples)		
20	We are a Diverse Business (i.e., we are at least 51 per cent owned, managed, and controlled by person(s) belonging to an equity-deserving or other underrepresented group).	No
21	We have an EDI policy or strategy that promotes a discrimination-free workplace, supports hiring a diverse workforce, and creating opportunities for equity-deserving and other underrepresented groups.	No
22	We manage and or monitor and record diversity statistics.	No
Local Economic Development & Community Contribution. The systems, policies and/or practices you use to support local economic development in the communities and regions where you operate and do business such as sub-contracting and purchasing from local suppliers, partnerships with local organizations, and/or providing employment and skills training opportunities for the local workforce. Community contributions include systems, policies and/or practices you use to contribute to community development, including charity, employee volunteerism, monetary or in-kind contributions, and/or non-profit work.		
23	We are an Ontario business (i.e., we conduct activities on a permanent basis in Ontario, have headquarters in Ontario, or at least 250 FTEs in Ontario).	No
24	We run or support a community development program (may include having a charitable arm to your business or operating a foundation).	No
25	We run or support a community development program (may include having a charitable arm to your business or operating a foundation) through in-kind contributions to charities, non-profits, or philanthropic organizations (i.e., we make a donation of x% of our sales).	No
Employee Health & Wellness. The systems, policies and/or practices you use to promote wellness for all employees including strategies to manage physical safety and mental/emotional wellness.		
26	We have a policy or strategy that addresses employee wellness, active living, and/or work-life balance.	No
27	We pay/offer a benefits package to all of our full-time employees (e.g., health, dental, vision, medication, etc.).	No
28	We provide support to our employees, financially or otherwise, to promote their wellness, mental health, active living, or work-life balance.	No
Social Score:		0
ETHICAL RESPONSIBILITY		
Human Rights & Fair Workplace Practices. The systems, policies and/or practices you use to promote fair and reasonable employment conditions for workers within your operations and facilities as well as within your supply chain, in alignment with internationally recognized minimum labour standards such as the International Labour Organization (ILO) and Fair Labour Association (FLA).		
29	We have a Supplier Code of Conduct that sets internationally recognized minimum labour standards that we expect our suppliers to sign and be in compliance with to prevent modern slavery and other human rights violations in our supply chain	No
30	We have due diligence systems in place to consistently verify our supplier's compliance with our Supplier Code of Conduct and to prevent our supplier's use of modern slavery (e.g., conducting audits, issuing supplier assessment questionnaires, etc.).	No
Health & Safety. The systems, policies and/or practices you use to protect worker health, safety, and rights including steps to minimize and mitigate the effects of accidents, and strive continuously to reduce work-related injuries, illnesses, and fatalities to zero.		
31	We have a Health & Safety Policy / Program that is reviewed on a regular (e.g., annual) basis.	No
32	Employees are trained on how to handle any incidents or emergencies, if they should arise.	No
33	We conduct regular audits of our workplaces to assess health and safety risks for employees, contractors, or visitors.	No
Ethical Score:		0

GOVERNANCE			
Internal Decision-making & Accountability. The extent your company has embedded sustainability into its governance practices, including assigned accountability and responsibility for sustainability-related performance (at all staff levels) as well as embedding sustainability criteria into corporate strategic planning, risk management, purchasing, and other major decision-making processes.			
34	We have an overarching corporate sustainability/CSR/ESG strategy.	No	
35	We publicly report / disclose our sustainability performance (e.g. annual reports, company websites).	No	
36	Sustainability-related innovation is prioritized in the design and delivery of our products and services.	No	
37	We have a sustainable procurement policy, strategy and/or targets and/or goals in place to increase sustainable (environmental, social, Indigenous, ethical) procurement and are on track to meet them.	No	
Governance Score:		0	
Total of 40 Questions; Overall Score (out of 80):		0	

Adapted from Ontario College Procurement Managers Association, V2_OCPMA Supplier Sustainability Questionnaire

APPENDIX 6: SUPPLIER SUSTAINABILITY QUESTIONNAIRE (SSQ) REFERENCE SHEET

ENVIRONMENTAL RESPONSIBILITY	
Renewable Energy	Energy derived from resources that are naturally replenished, such as sunlight, wind, rain, tides, and
GHG Emissions	Greenhouse gas emissions (including carbon dioxide, methane and nitrous oxide) trap heat in the Earth's atmosphere, leading to climate change. Rising temperatures are responsible for various environmental issues, including increases in extreme weather events, sea-level rise and biodiversity loss.
Scope 1 Emissions	Directly from a company's owned or controlled assets, such as from company-owned vehicles and buildings.
Scope 2 Emissions	Indirectly when emissions produced on company's behalf, such as from production of energy (power plants) that a company uses for heating and lighting (i.e., purchased electricity)
Scope 3 Emissions	From activities that a company is indirectly responsible for up and down its supply chain. They come from the 15 sources / categories shown in the adjacent figure. Some are more relevant to a particular organization than others
	<p style="text-align: center;">Scope 1, 2, and 3 GHG Emission Sources</p> <p style="text-align: center;">Total Life Cycle / Value Chain</p> <p style="text-align: center;">Tier 4 → Tier 3 → Tier 2 → Tier 1 → Organization Operations → User → End of 1st life disposition</p> <p style="text-align: center;">Supply Chain / Upstream Scope 3 Scope 1 Scope 2 Downstream Scope 3</p> <p>Supply Chain / Upstream Scope 3: Purchased Goods and Services, Capital Goods, Transportation and Distribution, Business Travel, Employee Commuting, Waste Generation, Leased Assets, Fuel- and Energy-Related Activities.</p> <p>Scope 1: Fuel Combustion, Company-Owned Vehicles, Purchased Steam.</p> <p>Scope 2: Purchased Electricity.</p> <p>Downstream Scope 3: Processing of Sold Products, Use of Sold Product, Transportation and Distribution, Franchises, End-of-Life Treatment of Sold Product, Leased Assets, Investments.</p>
Net Zero	A target of completely negating the amount of greenhouse gases produced by human activity, to be achieved by reducing emissions and implementing methods of absorbing carbon dioxide from the atmosphere.
Science Based Targets (https://sciencebasedtargets.org/how-it-works)	Targets are considered 'science-based' if they are in line with what the latest climate science deems necessary to meet the goals of the Paris Agreement – limiting global warming to 1.5°C above pre-industrial levels.
Circularity	An economic system aimed at eliminating waste. Includes adopting practices like refusing additional purchases, reducing waste through efficient design or processes, reusing waste, repairing instead of discarding, refurbishing/repurposing products, participating in waste recycling programs, participating in EPR (extended producer responsibility) programs, providing end of life solutions.
Waste Diversion	The process of diverting and redirecting waste from landfills, via reusing, recycling, composting, etc.
Encroachment	Expansion and land use; companies should avoid encroachment on sensitive marine and terrestrial ecosystems.
Biodiversity	The variety of life (plants, animals, etc.) in the world or in a particular habitat or ecosystem. High biodiversity is important for ecosystem resilience and human survival.

INDIGENOUS RECONCILIATION	
Economic Reconciliation	The process of making economic amends for historical injustices to Indigenous Peoples. It aims to create meaningful mutually beneficial opportunities including but not limited to providing partnership opportunities, extending consultation/consent when relevant, providing training, mentoring, apprenticeship programs, and/or grants to Indigenous Peoples.
Indigenous Rights	Uphold the rights of Indigenous peoples by enabling Indigenous participation in matters that affect their lives, including ensuring free, prior, and informed consent (FPIC) from Indigenous peoples and complying with UNDRIP.
UNDRIP	United Nations Declaration on the Rights of Indigenous Peoples establishes a universal framework of minimum standards for the survival, dignity, and well-being of Indigenous peoples. Includes affirming the collective and individual rights of Indigenous peoples around the world. It emphasizes their rights to culture, identity, language, employment, health, education, and more
Indigenous Supplier	Businesses that are at least 51% owned, managed and/or controlled by Indigenous peoples (First Nations, Inuit or Métis and ordinarily reside in Canada). NACCA is a leading authority providing information about and defining Indigenous businesses.
TRC	Truth and Reconciliation Commission (TRC) established to address the legacy of the residential school system and to promote reconciliation between Indigenous and non-Indigenous Canadians. The TRC's final report, released in 2015, includes 94 Calls to Action, many of which align with the principles of UNDRIP.
SOCIAL RESPONSIBILITY	
JEDI	Justice, Equity, Diversity and Inclusion (JEDI) is a framework that aims to ensure fair treatment and opportunity for all. JEDI is made up of 4 components: Justice refers to dismantling barriers to resources and opportunities in society so that all individuals and communities can live a full and dignified life. Equity refers to providing equal opportunities to everyone and protecting people from being discriminated against. Diversity refers to recognising, respecting and valuing differences in people. Inclusion refers to creating environments in which any individual or group can be and feel welcomed, respected, supported, and valued.
Equity-deserving and other underrepresented groups	People who have been discriminated against and faced systemic barriers to equal opportunity. Includes Racialized peoples, Newcomers less than 5 years in Canada; Persons with Disabilities; Women; Youth; People facing poverty; Veterans, and 2SLGBTQIA+ (i.e., Two-spirit, Lesbian, Gay, Bisexual, Transgender, Queer, Questioning, Intersex, Asexual, plus) peoples)
Social Value Supplier	Include Diverse Suppliers, social enterprises, non-profits, and other suppliers with prominent certifications, such as B-corp, as well as local and small- and medium-sized enterprises (SMEs). These suppliers support socio-economic outcomes for local communities, equity-deserving groups, and other target populations that are traditionally underrepresented or face barriers to opportunities.
ETHICAL RESPONSIBILITY	
Supplier Code of Conduct	A document that sets out the ethical standards and business conduct for any entity that provides goods or services to the company
Human Rights Due Diligence	The process of companies investigating or auditing their own business practices to address potential human rights implications
Child Labour	Labour or services provided or offered to be provided by persons under the age of 18 years and to which any of the below apply: (a) are provided or offered to be provided in Canada under circumstances that are contrary to the laws applicable in Canada; (b) are provided or offered to be provided under circumstances that are mentally, physically, socially or morally dangerous to them; (c) interfere with their schooling by depriving them of the opportunity to attend school, obliging them to leave school prematurely or requiring them to attempt to combine school attendance with excessively long and heavy work; or (d) constitute the worst forms of child labour as defined in article 3 of the Worst Forms of Child Labour Convention, 1999, adopted at Geneva on June 17, 1999.
Forced Labour	Labour or service provided or offered to be provided by a person under circumstances that: (a) could reasonably be expected to cause the person to believe their safety or the safety of a person known to them would be threatened if they failed to provide or offer to provide the labour or service; or (b) constitute forced or compulsory labour as defined in article 2 of the Forced Labour Convention, 1930, adopted in Geneva on June 28, 1930.

Adapted from Ontario College Procurement Managers Association, V2_OCPMA Supplier Sustainability Questionnaire



CONESTOGA

SOCIAL INNOVATION LAB