

CASE STUDY

5 Year Sustainable Procurement Strategy

McGill University, Canada

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Abstract

McGill University, a world leading research, teaching and learning institution, purchases approximately CAD \$270 million of goods and services each year. Up until 2013, the University implemented only a few ad hoc initiatives to purchase “greener products”. Realizing that true advancement required a more structured approach, Procurement Services decided to lead a comprehensive Sustainable Procurement (SP) planning exercise. In 2013, we gathered a group of internal stakeholders, including faculty, staff and students from various departments and units, and developed a holistic 5-Y SP Strategic Plan. Our overarching goal has been to apply triple bottom line (social, economic, and environmental) principles, and lifecycle thinking to our procurement governance, processes, activities, logistics, and regular decision-making. The University has a full time Project Manager taking care of implementing the strategy.

4 Main SP Goals	Strategies	Strategic Results (examples)
Demonstrate Leadership in Sustainable Procurement	Develop SP Vision, then Operationalize and Institutionalize it	SP recognized by upper administration as a key University-wide objective.
Provide Education and Awareness in SP	Provide SP training to University buyers and community members	All staff extensively trained in SP, and training was shared with other units / stakeholders.
Provide Resources and Tools to implement and monitor SP	Provide expert support, guidance and tools.	Full-time Project Manager for SP. Management tools and CFT/RFQ documents adjusted for SP.
Set-up the necessary Processes and Logistics for SP	Develop and adopt SP guidelines and procedures.	IT Asset lifecycle optimization (through SP), and implementation of 4-R strategies
Taking account of triple-bottom line and lifecycle thinking throughout		

Goals

McGill University finds itself at the end-point of a particularly complex supply chain. The University purchases a vast variety of goods and services (including chemicals, IT equipment, vehicles, furniture, paper, energy, travel services, construction materials, musical instruments, lab supplies, cleaning products, farming equipment, and so on). Average yearly spending approximates CAD \$270 million. McGill recognizes that its demand for goods and services can generate social, economic and environmental impacts, both locally and abroad. That is why the University is committed to Sustainable Procurement, lifecycle thinking, and the consideration of triple bottom line (economical, environmental and social) principles throughout its purchasing activities. Our intention, as leaders in Sustainable Procurement is to limit or reduce negative impacts, while maximizing positive impacts throughout our supply chain.

Ultimately, central buyers, local buyers and other McGill community members (in so far as they are involved in defining specifications, selecting, buying, using and decommissioning goods and services) are being encouraged to think of the University as a “metabolism” (with inflows, stocks and outflows of materials) and supported in their efforts to make this “metabolism” more sustainable.

Strategy

In order to raise awareness, garner support, and better articulate its SP objectives, Procurement Services joined forces with representatives from the University’s main stakeholder communities (students, staff, and faculty) and established a permanent Sustainable Procurement Core Team. The Core Team developed the University’s SP strategy (the 5-Y Sustainable Procurement Strategic Plan), as well as the individual projects to be implemented in order to deliver results. A list of 10 projects were identified for roll-out during years 1 and 2 of the plan (see [Appendix 1](#)), and additional projects were developed for years 3 and 4. The current list of projects is listed here: <https://www.mcgill.ca/procurement/sustainability/projects>

Our SP Strategy has been developed to deliver positive, long-lasting and inspiring changes at McGill and beyond, serving as a positive example for our local community, our suppliers, and peer institutions. Here are a few examples of our projects:

- The development and adoption of a Supplier Code of Conduct covering social, economic and environmental principles (to be included in all contractual agreements).

- The ongoing incorporation of (commodity specific) social and environmental criteria in the University's call for tender, or request for quote documents. Such criteria may pertain to the products purchased, to the supplier's credentials/certifications, and/or the way the contract is to be executed.
- The development and adoption of an IT Asset Management Regulation which prescribes the incorporation of sustainability criteria in the purchasing of IT equipment and provides a framework for the optimized lifecycle management of the University's IT Assets (following the University's 4-R hierarchy: Rethink, Reduce, Reuse, Recycle).
- The training of all Procurement Services' buyers and managers in Sustainable Procurement, and providing them with full-time guidance and support in matters of Sustainable Procurement.
- The development of Applied Student Research Projects to allow faculty members and students to work on Sustainable Procurement projects and issues, in collaboration with Procurement Services.
- The communication of our SP activities at McGill and beyond, and sharing best practices with our colleagues from other institutions, which includes sharing our sustainability criteria for group purchases covering multiple institutions.

The full list of current projects is available here:

<https://www.mcgill.ca/procurement/sustainability/projects>

Results

Goals Achieved

We have just completed our initial 2-year cycle and started documenting our progress. So far, we consider that we have been successful in institutionalizing SP within the University's central procurement functions, we have been successful in raising awareness, in delivering training material, and getting our community involved. We have set-up new procedures and logistics to support SP and started optimizing the management of key assets, which reduces pressure for more purchases. Moreover, as a result of our reaching out, our suppliers are increasingly aware of McGill's sustainability commitment and our expectations with regards to the respect of social, environmental and economic principles.

How we measure our success

Because of our comprehensive approach, we have Key Performance Indicators (KPIs) for three kinds of accomplishments (Governance, Operations/Logistics, and Triple-Bottom Line Outputs).

Governance measures relate to the adoption of policies and regulations in support of Sustainable Procurement (adoption of our Supplier Code of Conduct, for example). Operational and Logistical measures relate to actual activities or improvements in processes (ex. number of people trained, or number of RFQs with sustainability criteria, reduction in the number of deliveries). Triple-Bottom Line Outputs refer to actual economic, social or environmental benefits generated (or measured). The latter can be quantifiable (in dollars, for example) or unquantifiable/qualitative (reduced risk for our reputation). Eventually, we also hope to develop another set of KPIs to assess behavioral change and level of awareness.

Our work is still in progress, but here is a list of our most outstanding results, so far:

Examples of Governance measures

- Endorsement of Procurement Services' leadership role in Sustainable Procurement by the McGill Board of Governors through the approval of the Procurement Policy in 2013 (Refer to Section 3.3 of the McGill Procurement Policy) as per following link: <http://www.mcgill.ca/procurement/regulation/policies/purchasingpolicy>
- The Sustainable Procurement Strategy has been identified by the upper administration as a key action under the University's Sustainability Policy (Vision 2020).
- Drafting, testing, and adoption of our Supplier Code of Conduct (expected in May 2016). Incorporation into all University Contracts and Purchase Orders.
- Collaborative development, drafting and adoption of IT Asset Management Regulation.
- Adoption of minimum standard requirements for IT Equipment. These include the requirement that our main IT equipment be manufactured by OEMs who are members of the Electronics Industry Citizenship Coalition (EICC), and the Conflict Free Sourcing Initiative (CFSI), and requirements for EPEAT Gold registered University computers.
- Drafting and adoption of Purchasing Procedures for Printing Devices, and minimum standard requirements (such as EPEAT Silver certification) for University desktop printers.
- Creation of full-time position of Project Manager for Sustainable Procurement.
- Linkage of Sustainable Procurement initiatives to AASHE Star program assessment, on an ongoing basis.

Examples of Operations and Logistics measures

- Number of contracts with non-profit social economy partners – To date: 1
- Number of people trained for Sustainable Procurement –To date: 30

- Number of Applied Student Research projects on SP – To date: 9 Projects (6 Faculty members and 40 Students involved in Sustainable Procurement projects)
- Number of Call for Tenders (CFT) or Request for Quotes (RFQ) with customized sustainability criteria. To-date: 13 CFTs or RFQs (Office Furniture-Chairs, Card Payment Services, Pallet Management, Office Supplies, Course Pack Printing Services, Cleaning Products, Computers, Televisions, Vending Machines , Fridges for Residences, IT Recycling Services, Non-Profit IT Refurbishing Services, Cleaning Services).
- Value of new McGill contracts with sustainability criteria: \$25M over the terms of contracts.
- Number of group-buy Calls for Tenders (jointly with other institutions) with customized sustainability criteria. To-date: 5 Calls for Tenders (Vehicle Rentals, Tires, Lab Fridges and Freezers, Furniture, Paper).
- Value of contracts with vendors which have a sustainability policy or corporate social responsibility policy. (under assessment)
- Value of Fair Trade sales through vending machines – To date: \$20,000 (2015)
- Number of Sustainable Procurement presentations, guest lectures, trainings and workshops delivered – To date: 12 (2014-2015)
- Number of McGill media publications pertaining to Sustainable Procurement at McGill – To date: 3 Articles. See example here:
<http://publications.mcgill.ca/reporter/2015/05/mcgill-embraces-sustainable-procurement/>
- Number of Used IT Equipment (computers, tablets, screens) sent to external refurbishing and reuse: 375 (2015)
- Quantities of used and end-of-life IT equipment sent to sound recycling (diverted from landfill): 60 000 kg (2015)
- Number of IT Equipment purchased according to new Minimum Standard Requirements (including EPEAT Criteria): 2049 units (2015)
- Set-up of IT Reuse Listserv (52 recipients across campus) and implementation of delivery logistics to facilitate IT Reuse at McGill.
- Number of IT Equipment redeployed and reused across faculties or departments: 62 Computers, 1 server, 16 Monitors (displays).
- Number of Suppliers involved in “testing” our Supplier Code of Conduct, and providing feedback prior to adoption: 12

- 1 Directive to restrict (boycott) the purchase of antibodies from a supplier found to be non-compliant with requirements under the US's Animal Welfare Act. Communication of this initiative with 15 peer institutions.

Examples of Output measures

Quantitative indicators

- Cost savings from reusing IT Equipment across departments: CAD \$16,120, based on used equipment market prices. (2015)
- Cost savings and energy savings from the purchase of more energy efficient appliances and equipment: Under assessment.
- Contribution to foreign economies through fair trade purchases – Applied Student Research Project is being developed to assess this.
- Contribution to local reinsertion program via certified refurbishing of McGill's used IT equipment: 38 weeks of full-time work for 1 at-risk youth in a social-economy enterprise. (2015)
- Cost savings from extending the lifecycle of McGill network printing devices: CAD \$1,6 M over 3 years
- Revenues generated from the sale of sorted recyclables, instead of scrapping and landfilling. CAD \$12 000 (2015)
- Recycling of wooden pallets (from deliveries): 840(2015)

Qualitative indicators (not currently quantified)

- Community building through the involvement of faculty and student's participation to University operations (SP - Applied Student Research projects).
- Increase in Procurement Services' staff motivation and sense of purpose as they are involved in implementing SP.
- Reduced risks for our reputation, by engaging with more sustainable suppliers.
- Leadership in more ethical sourcing of animal-derived products.

Goals Not Achieved

We initially aimed at training many more people across the University, but we did not have the time to do this yet. McGill is highly decentralized, and many purchasing activities are managed in individual administrative units and academic departments, in addition to the purchasing activities carried out in our central Procurement Services. We need to adjust our training material and provide more training activities to all “local buyers” who purchase on behalf of the University within their areas. Implementing SP in a University context is a complex and lengthy process. More so than had been anticipated. Our objective to train “local buyers” remains, but its implementation is slightly delayed. In the meantime, local buyers hear from our initiatives through University media, University Sustainability planning activities, memos announcing new procedures and minimum standard requirements for various purchases, through participating in SP focus groups, and so on. We also have a website and email address where McGill community members can contact us.

Changes in Purchasing and Related Practices

As mentioned above, we are now gradually incorporating sustainability criteria in our calls for tenders (CFTs) and requests for quotes (RFQs). All our staff and managers have been trained to do this. Our Contract Manager tool has been configured to record the sustainability clauses in our contracts. We are applying lifecycle thinking to our purchases and the way we manage our assets. Our full-time Project Manager for Sustainable Procurement is responsible for implementing the 5-Y Strategy and reporting advancement.

5 Unexpected Results

There were at least 5 unexpected results that came about from the development and implementation of our SP Strategic Plan.

- 1) Individuals participating in the Core Team, or having received the SP training came to our Project Manager to express how their involvement has had a positive impact on their purchasing decisions in their personal lives.
- 2) Student groups and student associations were inspired by our work and decided to develop their own SP strategies, to govern their clubs’, or association’s spending.
- 3) We were surprised to find that many University units were willing and eager to share and/or redeploy and reuse assets (such as IT equipment), as a normal option before going ahead and purchasing new assets, or before disposing of used, but functional equipment.
- 4) Other University institutions contacted us to find out about our planning process, our indicators, and our restrictions on certain products.

- 5) Projects tended to snowball and lead to multiple sub-projects. For example, as we were identifying sustainability criteria for the purchase of a new tractor, this led us to look into the tractors' fuel inputs, and eventually to the decision of organising a used vegetable oil collection program (in collaborations with our Food and Dining Services) to incorporate biofuel into our diesel tanks. In this particular case, our SP efforts led us into "circular economy" activities.

LESSONS LEARNED

McGill's approach to measuring advances in Sustainable Procurement

As part of our Sustainable Procurement Planning, we recognized the importance to consider three kinds of accomplishments:

- Governance (adoption of policies and regulations in support of SP)
- Operations / Logistics (quantifiable, activity or project related indicators)
- Triple-Bottom Line Outputs (social, environmental and economic impacts and benefits, which may be quantifiable, or not)

And eventually, we will add:

- Behavior and level of awareness measures

Benefits

We have been institutionalizing SP and bringing long-term, in depth, changes in our procurement activities and decision-making. As discussed above, our SP Strategy prescribes the close monitoring of advancements and results. Each one of our projects has its particular set of key performance indicators (which may relate to Governance, Operational / Logistical, or Triple-Bottom Line Outputs). So far, we have observed multiple benefits for the University, for our community, but also throughout our supply chain. We are actively communicating our values and principles to important market players (suppliers and industry associations), and driving positive changes.

Internal Benefits

McGill University's administration has been experiencing multiple benefits (energy savings, cost savings, new revenue streams, and reduced reputational risk). McGill community members have

been active participants, they have enjoyed new training in SP, and many faculty members and students have had the opportunity to participate in Sustainable Procurement related projects. Our planning is resulting in tangible community building events and projects.

External Benefits

Some suppliers were given the opportunity to provide feedback on our draft Supplier Code of Conduct, and many others were engaged as part of CFT or RFQ processes in which new sustainability criteria were included. Other suppliers, and even industry associations, were also contacted for the purpose of assessing their sustainability related commitments and actions. In many cases, industry representatives expressed their satisfaction with McGill's influence on the market and the positive change this would generate.

Foreign communities may be benefiting from increased sales of Fair Trade products on our campus (though those specific benefits remain to be quantified and assessed). Our community, in Montreal, is benefiting from our local purchasing efforts (where possible), and from our new contracts with non-profit social-economy organizations, generating employment for vulnerable groups. We are protecting our local environment (and waterways) through the purchase of sustainable cleaning products, diverting electronics from landfills, reducing the number of deliveries and requiring deliveries to be done with electric vehicles (where possible), and banning microbeads from our hand cleansers. Moreover, our Procurement Policy encourages our suppliers to work closely with our host community.

McGill purchases large quantities of local fresh produce from its own farm (tended by students from the Faculty of Agricultural and Environmental Sciences).

And lastly, other institutions are also benefiting from our efforts as we are sharing our strategies, our lessons learned, and our sustainability criteria for the purchase of various goods and services.

Business Case

Our Sustainable Procurement Core Team members have developed the Strategic Plan on their work time, and on a voluntary basis. The planning involved many meetings, over the course of 12 months. No costs were incurred at that time. After its adoption, the main costs for the implementation of the Strategic Plan have been associated with the full-time employment of our Project Manager, as subject matter expert.

Our Strategy rests on a Triple Bottom Line accounting approach, and includes the consideration of different kinds of benefits:

Non-Financial Benefits:

- Community Building

- Increased sense of pride and meaningfulness in our community members
- Reduced reputational risks
- Increased learning opportunities for our faculty, staff, and students
- Reduced emissions to air, water and soil
- The upholding of the University's Sustainability Policy
- The respect of the University's Procurement Policy

Financial benefits:

Our current financial results for SP related activities are provided here:

Total (estimated) cost savings for 2015 amount to: CAD\$ 449, 453.33

Total (estimated) new revenues for 2015 amount to: CAD\$ 12,000

All other estimated cost savings (from energy efficiency, for example), or social and economic benefits to local and foreign communities need to be further assessed. And in fact, we hope to have students contribute to researching and quantifying these positive impacts.

Because we are keeping a close tally of the number of IT equipment we are purchasing (with EPEAT certifications), we will soon be able to quantify the energy savings, associated costs savings, and reduced environmental emissions from the SP of our IT equipment. In time, we will also quantify the reduced emissions (to air, water, and soil) for various product categories and the improvements due to the purchase of more sustainable options.

☑ TIP: Driving Market Change

- ✓ McGill University values its suppliers' genuine efforts to reduce the negative environmental or social impacts of their operations, their products, services, and those of their supply chain, in light of their full lifecycle. The University uses different tools, such as awarding a preferential margin to the bids of suppliers meeting particular sustainability criteria, as an effective means of incentivizing change.
- ✓ McGill is gradually requiring that its suppliers have a Sustainability Policy or a Corporate Social Responsibility Policy (or strategy) including social, environmental and economic commitments, and asks that these be made public.

Process

The development of our Sustainable Procurement Strategic Plan (the Plan) was a lengthy process, and its implementation is ongoing. Although Procurement Services is responsible for leading this initiative, it has been, and remains a very collaborative effort. Multiple University stakeholders have been involved from the very beginning and remain involved throughout the Plan's implementation, supporting advancement and ensuring monitoring.

How we got started

Prior to 2012 only a handful of procurement sustainability initiatives were delivered with a minimum level of follow up and performance measurement. Given the slow and irregular progress, it was clear that positive and lasting changes would only come from a more structured and comprehensive approach to Sustainable Procurement (SP). Procurement administrators found that SP needed to be articulated, explained, and encouraged through adequate procedures, methods, tools and networks. Additionally, such a strategy had to be developed and clearly set-up from the onset in collaboration with the wider McGill community.

In spring 2012 Procurement Services officially launched the planning process by conducting an Environmental Scan and S.W.O.T. analysis with input from the Procurement team and key partners from the McGill Office of Sustainability and Utilities and Energy Management. This exercise led to identification of key stakeholders and creation of a Sustainable Procurement Core Team (the Core Team).

The Sustainable Procurement Core Team

The Core Team unites McGill staff members, University buyers, students, faculty members, the University's Energy Manager, as well as representatives from IT Services, Hazardous Waste Management, Student Housing and Hospitality Services, Parking Services and so on. The Core Team started its work by developing a vision for Sustainable Procurement at McGill and identifying Procurement Services' leadership role in advancing this initiative.

Our Core Team's Vision:

“Procurement Services promotes and leads the way in establishing a culture of sustainable procurement practices at McGill and in its wider community.”

McGill Sustainable Procurement Vision and Goals



How we set goals

After having developed its vision, and after multiple reflection workshops (involving blackboards full of post-it notes, group discussions, and so on), the Core Team set out to identify its main goals, as well as prioritizing objectives under each goal. At this point, objectives were selected and ranked according to their SMART profile (Specific / Measurable / Assignable / Realistic / Time-Related). We still had some 40 objectives at this point and decided to sort out our priorities for years 1&2, and keep other components for years 3 and following. To do this, we eventually granted priority to actions which were identified as strategic “building blocks” for future action (developing policies and procedures, providing training, reaching out to our community, and so on). [Appendix A](#) offers a complete list of our Year 1 and 2 projects, including some of our key outputs, to date.

For more information on our vision, our main goals, and planning process:

<https://www.mcgill.ca/procurement/sustainability/plan>

For an up-to-date list of our current projects:

<https://www.mcgill.ca/procurement/sustainability/projects>

How we implemented the strategies

The planning exercise was completed when our Core Team identified ten projects for delivery within the first two years. This cycle is repeated every two years in order to assess advancement and determine a series of additional projects for the next period. Procurement Services, in close collaboration with the Core Team, has developed and adopted individual project charters, with specific deliverables, timelines, key performance indicators and results-based measurement schemes. The Core Team receives periodical progress reports and its expert members provide ad hoc guidance on an “as and when needed” basis. See **Appendix B** for Samples Project Charters.

How we agreed on strategies

As mentioned above, we worked as a group (our Core Team) and hammered out our objectives by working first on our vision, then identifying our main goals, and then identifying objectives to be attained under each goal. The lengthiest process, for us, was to sort out what were goals and objectives, as opposed to outputs, tools, methodologies or means to get there. A few 3 hour meetings, and a 1 day retreat (with a potluck lunch) allowed us to get there and develop a consensus on the way forward.

How we got commitment

A few points may explain our success with community involvement and commitment:

1) Early input and involvement

Because of early input from our Core Team members (representing the University’s diverse community members and operational units), our Strategic Plan actually reflects our stakeholder’s priorities and needs pertaining to SP. They have a vested interest in the advancement of our projects and are often our main collaborators for various project.

2) Resources

We stay clear from burdening our community with too much work. The hiring of a full-time professional to manage SP at McGill means that the actual implementation of projects is carried out steadily, and progress is made without needing constant input from Core Team members in day-to-day activities.

3) A Permanent Core Team with occasional rotation

Our Core Team now meets at least 3 times per year. Members stay on the Core Team so long as they deem it useful to collaborate to the group's activities. Rotation has been introduced for Procurement Services Staff (3 representatives at a time), so that each Procurement Services Staff eventually gets to participate on the Core Team and learn about the work of the group and participate in the oversight of the Strategic Plan's implementation. Additional faculty members and students have recently been invited, in order to widen our community of support.

How we measure and report results

Our Project Manager for Sustainable Procurement is responsible for implementing the Strategic Plan, advancing our projects, and reporting back to the SP Core Team on a regular basis. Administratively, however, the Project Manager reports to the Associate Director, Procurement Services (the person who initiated the whole planning process in 2012). The Project Manager's performance evaluation is tied to advancement in delivering on the Strategic Plan. Procurement Services buyers are also given SP targets as part of their annual objectives, and these may range from actively participating in the Sustainable Procurement Core Team to including Sustainability Criteria in their CFTs, and so on.

As mentioned above, the Project Manager reports advancement to the Core Team every 3 months. However, because the Strategic Plan has also been adopted as part of the University's Vision 2020 Sustainability initiative, advancement in SP is also reported to the University's higher administration, including the Principal, on an annual basis.

Overall, we have a solid governance framework for SP, and have demonstrated steady documentation, monitoring and impact measurement efforts.



McGill's Sustainable Procurement Core Team

This picture was taken during one of our planning retreats. For that occasion, we met at our Macdonald Campus, and visited the University's agricultural vegetable plots. Asparagus make a nice background.

Leadership

McGill University's approach to Sustainable Procurement represents an ambitious collaborative strategy, aiming at permanently embedding sustainability in the University's procurement governance, operations, and day-to-day decision-making. The University's SP Strategic Plan seeks to institutionalize the incorporation of triple bottom line (social, economic, environmental) principles and the consideration of lifecycle thinking in the procurement process. Our community members (starting with Procurement Services' staff and managers) have been trained to think of our University's supply chain and how it may affect humans and the environment, through time... and space. They now realize, for example, that their decisions can affect people's working

conditions abroad, or our local environment, here, now and in the future. Our community members are being empowered to make a difference and enjoy the professional support and necessary tools to take action.

Thanks to this comprehensive approach, through our projects, our Procurement Policy, our Supplier Code of Conduct, and requirements in our CFTs and RFQs, all McGill suppliers are encouraged to follow best practices, commit to the respect of human rights and labour rights, the respect of animal welfare, and meet their legal obligations for environmental protection and transparency.

McGill is committed to sharing its experience with peer institutions or organizations, and is actively sharing its process, tools, indicators and sustainability criteria with other Universities. This level of engagement and leadership has been embedded in our strategy from the very beginning (as exemplified in our Vision).

Relevance to SPLC Principles

The development and implementation of McGill's Sustainable Procurement Strategic Plan exemplify a comprehensive approach to delivering on SPLC Principles.

Understanding: McGill's approach rests upon the empowerment of our community through active participation, collaborative planning and widespread training and learning about Sustainable Procurement. McGill's Procurement Services' staff and managers all share an understanding of the potential (positive and negative) social, environmental and economic impacts of the University's supply chain. This understanding is shared with our internal and external shareholders, and every possible effort is made to reduce negative impacts and maximise positive impacts.

Commitment: McGill University has committed to a 5 year SP Strategic Plan and has put in the necessary resources (a permanent SP Core Team and a full-time Project Manager) to implement the plan and deliver the expected results. The upper administration, and the Principal expect to be informed about progress on SP at McGill.

Results. We have already begun documenting our results, which have been sorted out according to three kinds of accomplishments (Governance / Operations and Logistics, and Triple Bottom Line Outputs). Although we already benefit from substantial financial returns, we are also enjoying important non-financial benefits such as positive changes in our community, collective learning experiences, staff engagement, reduced environmental hazards, and reduced reputational risks.

Innovation. Our approach and strategy is innovative in many ways, and most specifically for three reasons. 1. Because of the comprehensive approach that was taken, which rests on triple bottom line principles, lifecycle thinking and a recognition that attaining SP objectives requires resources, a sound governance structure and a clear vision. 2. Because of the level and duration of our community's involvement in our strategy planning and implementation 3. Because we recognised the full complexity of Sustainable Procurement. Our systems thinking approach has lead us to

approach the University as a “metabolism” whose supply chain could also be made more sustainable through sound asset management, source reduction, and efforts to close material and energy loops. This innovative thinking is shared with our suppliers, and they are encouraged to think creatively to bring positive changes through their offers and bids.

Transparency. McGill is sharing its strategy and its vision with all partners potentially involved in driving positive market changes (other institutions, suppliers, and industry associations). We also encourage our suppliers to communicate their sustainability commitments and actions, as we do ourselves.