



THE NORTH AMERICAN GREEN PURCHASING INITIATIVE'S

Eco - S.A.T.

A GREEN PURCHASING SELF-ASSESSMENT TOOL



DRAFT
Winter 2004

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Eco-S.A.T.

A Green Purchasing Self Assessment Tool (draft Winter 2004)

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1. Overview

The Eco-S.A.T., the North American Green Purchasing Initiative's Environmental Purchasing Self-Assessment Tool, consists of best practices guides Part A and B as well as the corresponding checklists A and B. The intention is for professional purchasers to evaluate their own organisation's overall environmental purchasing initiatives and identify opportunities for improvement. The organization will then be able to understand and communicate the sophistication and effectiveness of their environmental purchasing strategy in a quantifiable manner. With an overall approach, the Eco-S.A.T.'s suggestions and questions concurrently relate to all commodities purchased, with slight variations.

The Eco-S.A.T. is designed to support any organization that maintains a structured purchasing system, including all levels of government (national, provincial/state and municipal levels), hospitals, schools, universities, and large corporations. To close the loop, suppliers should be made aware of the guide in preparation for what would be expected of them.

This self-assessment tool could also be the basis for a third-party certification scheme delivered by TerraChoice Environmental Services and Green Seal, which would provide accurate and independent verifications. Please contact them directly for more information. <http://www.terrachoice.ca/index2.html> or <http://www.greenseal.org/>

1.1 Environmental Purchasing Defined

A set of policies, procedures and tools that allow an organization to make the most efficient use of materials, produce a minimum of waste and pollution, and to stimulate the use of post-consumer material. See Appendix F, Glossary of Terms for more definitions.

1.2 Environmental Purchasing Challenges

The most common challenges that purchasers are expressing seem to revolve around two main issues: lack of support/infrastructure and lack of understanding (on the part of the purchaser, senior manager or the supplier). The basis for the ECO-S.A.T.'s structure is therefore set-up to help resolve each of the two above-mentioned issues separately through Part A and Part B of the guide and checklist.

Lack of Support/Infrastructure

- Required to buy lowest price
- Cannot do it unless it saves money immediately
- Still seeking senior level support for environmental purchasing activities
- Limited purchasing staff already overworked
- Decentralised purchasing (including purchase card use) makes it much more difficult
- Lack of internal resources
- Lack of external support



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- Citizens/Customers are not asking for it; do not want it
- Organizational culture rewards status quo

Lack of Understanding (on the part of the purchaser, senior manager or the supplier)

- Confused by inconsistent environmental purchasing messages from multiple sources
- See recycled-content, energy-efficient, water-efficient, bio-based, low-toxicity, etc. messages as separate activities
- Believe products are unavailable, too expensive, or unreliable
- Find environmental purchasing concepts are too difficult to explain to senior managers and end-users
- Lack of information to buy green
- Unsure who to trust for environmental product information
- Vendors claim it is not possible; will cost too much; or is based on misinformation supplied by their competitors
- Links between pollution and purchasing are too tenuous so product cost should be determining factor
- Tried environmental products several years ago; were not happy with the results
- Too many mandates (e.g., recycled-content; buy-local; buy from WMOBE; etc.)

1.3 Program Design

The best practices guides are designed with the same layout as the checklists. Should you require additional information when answering a question in the checklist, please consult the appropriate guide at the corresponding section. Following an explanation of each environmental consideration, the guide will present best practices that pertain to the particular issue, whenever possible. For a listing of all the green purchasing initiatives compiled so far, please see Appendix C. These guides are intended to be a continuous work in progress where best practices are regularly added and updated. Feel free to advise us of any green purchasing initiatives that you are aware of.

Part A and B are intended for two distinct audiences:

Part A, Infrastructure, is aimed at the institution's policy makers and senior management and should, in most cases, be filled out by someone in such a position. Infrastructure encompasses that which supports the greening of the procurement process, namely the institution's policies and practices. These must be in place before change can effectively occur during the operational stage – throughout the procurement process. Therefore Checklist – Part A will assess the degree to which your organization has adequate policies and practices in place to serve as the backbone to the actual environmental purchasing.

Part B, Procurement Process, is meant for the professional purchaser. This part highlights the environmental considerations faced at each step of the procurement process. Therefore each step can be "greened" in the same order that a professional



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purchaser would typically follow. The checklist is designed to assess the degree to which your organization routinely performs environmental purchasing for all product categories.

1.4 Filling out the Checklists

The user may choose different ways to carry out the checklists depending on the scope and structure of the institution in question. Apply whichever method works best for your type of organization.

- Evaluate all commodities simultaneously (For a large decentralised organization, this may be difficult to accomplish and the answers to the checklist may not be as accurate)
- Evaluate each commodity group separately, tally up the results of each group and use the average as your total score.
- Evaluate each division or department separately, tally up the results of each group and use the average as your total score.

The relative importance of each of the questions may vary slightly from one commodity to another, but the checklists are intended to be generic enough to represent a vast array of goods and services. When answering the questions, please circle the answer that is closest to reality for your institution. Where elaboration or examples are required, see the guide at the corresponding section for suggestions.

1.5 Scoring and Rating

The checklists combined present a total of 1000 points plus a bonus of 100 points for the last question that is open-ended. Part A, on Infrastructure, covering policy and green office practices is worth 300 points, while Part B, dealing with greening hands-on procurement by going through the procurement process is worth 700 points. This weighting is designed to place more emphasis on the initiatives that are actually being implemented and on the results achieved through them. The amount of points allotted per answer is indicated next to each answer. Please consult NAGPI's Eco-S.A.T. Scorecard for more details. Based on the total accumulated points, you may rate yourself on a scale from 1 to 5.

0 to 250 points	1
251 to 500 points	2
501 to 650 points	3
651 to 800 points	4
801 and above	5



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1.6 Summary of Steps

- Step 1 Read the Guide – Part A.
- Step 2 Complete the corresponding Checklist – Part A, while consulting the guide as needed. (It is possible that several people be consulted in order to complete the checklist).
- Step 3 Self-evaluate your organization using the scoring system provided.
- Step 4 Complete Steps 1 to 3 with the Guide and Checklist of Part B.
- Step 5 Add the scores of both checklists and assign yourself the corresponding number of Green Leafs.
- Step 6 If you attain a sufficiently high combined score, you may want to consider seeking certification of your environmental purchasing efforts to a third party ecolabel, to highlight your environmental leadership.

Best Practices Guide Part A. Infrastructure

1 Policy

Institutional Environmental Policy

A formal (written) environmental policy or a set of environmental guidelines or principles that commits to responsible environmental action is the first step in greening the procurement process. It is a good idea for the policy to include desired accomplishments or goals in terms the following:

- Environmental management strategies
- Environmental purchasing - i.e. factoring environmental considerations in purchasing decisions/strategies
- Resource use reduction, reuse and recycling
- Reduction in, and proper use and handling of hazardous and toxic substances
- Water conservation and quality management
- Conservation and enhancement of biological resources
- Design and construction
- Solid waste reduction
- Energy conservation and efficiency
- Pollution prevention
- Education, training and communications
- A commitment to continuous improvement

A formal Environmental Policy presents a framework on which to base a strategic action plan. Having such a policy in place also provides explicit indication that the organisation considers energy- and resource-efficiency, environmental responsibility and sustainability to be key issues. One way of acting on these issues will then be through the purchasing department.

The formal environmental policy statement will ideally go well beyond general commitments, and include references to many key local concerns (and global ones that your practices affect). It is recommended to incorporate specific commitment to ongoing, continuous improvement, acknowledgement that the policy is endorsed and promoted by senior management and provision to communicate the policy to staff and other stakeholders.

Did you know that...

Through the "Sustainable Region Initiative" the Greater Vancouver Regional District (GVRD) provides a framework, vision, and action plan for Greater Vancouver, based on the concept of sustainability that embraces economic prosperity, community well being, and environmental integrity.

<http://www.gvrd.bc.ca/sustainability/>

The Secretaría del Medio Ambiente y Recursos Naturales, SEMARNAT (The Secretariat of Environment and Natural Resources) in Mexico, is creating a comprehensive and inclusive environmental policy within the sustainable development framework. They strive to

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include in all levels of society and public duty, criteria and instruments assuring the optimal protection, conservation and exploitation of our natural resources.

<http://www.semarnat.gob.mx/wps/portal/>

We want to know...

1. Has the organization adopted a formal (written) environmental policy or a set of environmental guidelines or principles that commits it to responsible environmental action?

2. If so, does the policy include specific environmental concerns, such as resource use reduction, reuse and recycling? If yes, please name them.

Environmental Purchasing Policy

A key component of an organisation's overall environmental strategy is the purchasing policy. Governments and large institutions, in general, have tremendous purchasing power and can significantly affect local and national economies. Acknowledging this fact, many organizations have already placed a top priority on "greening" their institutional purchasing. Doing so provides many benefits: environmental purchasing links directly to local environmental improvements, stimulates business for environmentally responsible companies and sets a strong example for local businesses and other purchasers.

Some successful environmental purchasing policies include the following elements:

- A specific policy objective
- A policy statement
- Quantifiable goals with set deadlines
- Key definitions
- Policy requirements
- Priorities set for which product categories should be addressed first and over time (Priority should be given to those categories that are highest in terms of purchasing volume, environmental impact, and opportunity to ameliorate the impact.
- Guidelines based on the life cycle approach (planning, acquisition, maintenance and operations, and disposal)
- Monitoring and reporting
- Relationship and affect with other policies
- References
- Example specifications

Did you know that...

In Canada, the Treasury Board Advisory Committee on Contracts Working Group on Green Procurement is currently working on a proposed Environmental Procurement Policy. It comprises most of the elements mentioned above.

<http://www.pwgsc.gc.ca/sd-env/sds2003/green-procurement-e.html>

King County, Washington developed "Washington's Recycled Product Procurement Program" which includes the program's annual report, summaries of the county's



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experience with recycled-content products, model buy-recycled contract language and policies, and links to other related Web sites.

<http://www.metrokc.gov/procure/green/index.htm>

Sarasota County (Florida) has included a comprehensive environmentally preferable purchasing policy in their latest Procurement Code to express their commitment to buying green products and services. They also stated in the Code that total life cycle costing of a product or service is legitimate criteria upon which to award a contract. Training is underway to ensure that the policy will be well implemented.

<http://www.scgov.net/>

We want to know...

3. Does the organization have a formal (written) policy to purchase environmentally responsible products and services?

4. If so, does the environmental purchasing policy include elements such as policy statement, quantifiable goals or guidelines? (For more examples please refer to the guide) If yes, please list them.

5. If you have an environmental purchasing policy, does it explain why you are incorporating environmental considerations into your purchasing decisions?

6. Does your environmental purchasing policy include specific goals?

7. If yes, are these goals quantifiable?

8. If yes, do the goals have set deadlines?

Environmental and Quality Management Systems

Having a management system for environment or for quality demonstrates that you have a systematic approach for managing your company and the environmental issues associated with it. Specifically, the environmental management system (EMS) is based on compliance with environmental legislation and other requirements, pollution prevention and a commitment to continuous improvement. If you have an EMS, be sure to include a section on environmental purchasing.

Maintaining an Environmental Management System would meet the requirements of an environmental policy. Specifically an EMS includes:

- Developing a publicly available environmental policy that commits the organisation to continuous improvement, pollution prevention and compliance with applicable legislation
- Establishing accountability for environmental performance
- Identifying operational aspects, which have significant environmental impacts;
- Documenting information required for managing the environmental aspects of the organisation
- Formulating an emergency preparedness plan and its periodic testing
- Developing an action plan that designates responsibilities, sets objectives, targets, and timelines



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- Determining training needs for personnel whose work may create significant environmental impact
- Raising awareness among personnel and members as to the importance of the environmental policy and their roles in its implementation
- Assessing communication needs with respect to the neighbouring community and regulatory agencies

Did you know that...

The most recognised environmental management system is the International Organisation for Standardisation's (ISO) 14000 series of standards.

<http://www.iso.ch/iso/en/iso9000-14000/iso14000/iso14000index.html>

We want to know...

9. Do you have an environmental or quality management system in place?

10. If you have an environmental management system, is there a section on environmental purchasing?

Human Resources

1.1.1 Leadership and Stewardship

There are several measures at the senior level that support environmental purchasing initiatives and facilitate their development. In any organisation, it is important to secure senior management/executive level buy-in and endorsement of policy (ies) such as those related to an environmental purchasing initiative. In private companies, senior corporate management must ultimately show the necessary leadership; in the case of governments, the highest level of leadership is that of the elected official. While senior bureaucrats will be responsible for implementing and overseeing appropriate policies and initiatives, political support for these efforts is very important. Without such support, strategies may meet resistance and falter from a lack of momentum. Political and/or senior management support is also an integral part to budgeting of sufficient resources for implementing progressive programs such as environmental purchasing initiatives.

Engagement at the national/international level on committees or projects, as well as attending intergovernmental conferences and/or national-level roundtables that address environmental purchasing issues, is an opportunity to promote the organisation's own efforts. It also provides an excellent opportunity to learn from the experiences of other organisations that are pursuing the same goals. Many can then avoid reinventing the wheel. Obtaining National recognition for successfully implementing a progressive environmental purchasing initiative motivates staff and provides incentive to senior management to uphold the program.

Did you know that...

The Centre for Indigenous Environmental Resources is establishing and implementing environmental capacity-building initiatives for First Nations through the development of



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the education, research and technical resources for green purchasing among other environmental issues.

<http://www.cier.mb.ca/>

The Global Environmental Management Initiative (GEMI) is a non-profit organization of leading companies dedicated to fostering environmental, health and safety excellence and corporate citizenship world-wide through the sharing of tools and information in order for business to help business achieve environmental excellence.

<http://www.gemi.org/>

We want to know...

11. Is there senior management/executive level buy-in and endorsement of the green purchasing policy (ies) and practices?

12. Is the organization engaged, at the national/international level, in committees or projects that address environmental purchasing issues? If so please list them.

1.1.2 Delegation of Responsibility

The implementation of environmental purchasing initiatives is more likely to succeed if the organisation has designated employees who are assigned to the specific program and are responsible for coordinating all efforts. Smaller organisations are not expected to maintain the level of staffing expected in larger ones. Nonetheless, having someone whose job it is to monitor the day-to-day greening of a portfolio is considered to facilitate waste-reductions and cost-savings. Supplementing that individual's efforts with a multi-stakeholder standing committee (green team) that meets regularly to develop and implement the environmental purchasing activities outlined in the policy, is seen as an ideal worth aspiring to, as such entities tend to increase innovation and ongoing progress. Having a member of senior staff on board this type of committee would be very beneficial as there would be someone held accountable and it would attribute the importance that it is worth.

Growing concern over environmental issues and its correlation to purchasing has led to the formation of several intergovernmental/ multi-stakeholder organisations, committees, roundtables and others for negotiation, policy development and information exchange. Attending such functions demonstrates a commitment to environmental progress and provides the opportunity to co-ordinate efforts and benefit from the experiences of other organisations. These high profile activities contribute to good public relations and higher local awareness, in turn leading to significant environmental improvements.

Did you know that...

The North American Green Purchasing Initiative (NAGPI) is housed at the Commission for Environmental Cooperation (CEC) and plays a coordinating role in strengthening the environmental purchasing movement in North America. Their web site acts as a resource hub for professional purchasers looking to buy environmentally preferable products and services.

http://www.cec.org/programs_projects/trade_envirion_econ/index.cfm?varlan=english



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We want to know...

13. Does your organization have a person or persons responsible for the management of your environmental purchasing activities?

14. If so, does the person (s) responsible for environmental purchasing have:

- a) Exemption from other duties that may cause a conflict of interest
- b) Significant training and qualifications to be in that role
- c) A genuine commitment to greening purchasing
- d) Authority to implement changes

15. Is there a multi-stakeholder committee (green team) that meets regularly to develop and implement the environmental purchasing activities outlined in the policy?

16. If so, are there any senior level officials that sit on the committee?

1.1.3 Training

Formal training can ensure that staff members understand relevant roles and responsibilities, as well as the purpose and expected outcomes of the environmental purchasing initiatives. If possible, strive to dedicate resources so that all purchasing staff receive appropriate environmental purchasing training and education as a part of the mainstream procurement curriculum. It is important that relevant training be provided to all levels of staff that have to do with purchasing from senior management, senior purchasers, all purchasers, end users, to the policy makers. One of the greatest challenges is to develop buy-in and commitment not only from senior management but also from all purchasers, those who are actually doing the buying.

The first step, the most common step, is introducing environmental purchasing as a component of initial procurement training. This will raise awareness. But the challenge is to go beyond the awareness level and provide hands-on learning tools that the purchaser can take back to their desks and apply. You may want to consider offering training that is repeated and updated at least annually. While one session will provide benefits, often the most effective training is regular and ongoing. Regular environmental training sessions help to create an ethic of continuous improvement. Relevant environmental purchasing training may also be obtained through partnership with industry experts. Put the onus on suppliers to showcase their environmentally preferable products. In turn, suppliers as well as clients ought to be aware and educated as to what and how, you, as the purchaser are mandated to buy. Follow-ups and monitoring is a good way of ensuring the effectiveness of the training and to identify areas in need of improvement.

Did you know that...

Public Works and Government Services Canada (PWGSC) offers "A Guide to Buying Green" an e-class training tool as well as a one-day, in-class, introductory course on green procurement, in which completion of one of the above is mandatory for all procurement officers.

The Office of the Federal Environmental Executive (OFEE) offers green purchasing training to agency contracting, environmental, and facilities staff. The training primarily



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addresses purchasing of recycled content, biobased, and environmentally preferable products and also touches on purchasing of energy efficient products. It discusses the legal framework underlying the green purchasing programs, the pertinent Federal Acquisition Regulation provisions, the common myths about green purchasing, the specifics of the green purchasing programs, agency green purchasing examples, and product sources, including mandatory sources.

<http://www.ofee.gov/textonly/gp/gp.htm#purchasing>

We want to know...

17. Are there environmental purchasing training/ workshops available?

18. If yes, how extensive is the training in terms of length?

19. If yes, who receives the environmental purchasing training?

- a) Senior management
- b) Senior purchasers
- c) All purchasers
- d) Institutional policy makers
- e) Suppliers
- f) Clients

1.1.4 Rewards and Incentives

Some organisations have put incentives in place to motivate professional purchasers to buy environmentally responsible products. These may include contests and prizes, rewards, verbal and written recognition through awards and certificates and much more. Group incentives as well as individual recognition is important as it encourages a sense of group cohesiveness and organizational pride. Encourage employees to contribute innovative suggestions and solutions regarding environmental purchasing. An ultimate demonstration of environmental commitment and leadership is for the organisation to have been formally recognised for its achievements. This may take the form of an award presented at a national conference or annual conventions.

Did you know that...

The U.S. Department of Energy issues the Federal Energy and Water Management Awards, which honour federal employees for creating efficiency improvements and saving energy at federal facilities. One of the major accomplishments of the winners includes implementing energy saving performance contracts and utility financed contracts to obtain private sector funds to cut federal energy costs.

<http://www.eere.energy.gov/femp/prodtech/awards.html>

We want to know...

20. Are incentives used to motivate purchasers to buy environmentally preferable products and services? If so, please describe.



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Implementation Program

To ensure proper execution of the environmental purchasing policy, having a sound action plan is one of the most fundamental parts of the puzzle. An action plan's overall direction is typically determined by the goals established in the policy and it will set reasonable and measurable targets for improvement.

Did you know that...

Province of Manitoba's "Sustainable Development Procurement Guidelines" demonstrates how to promote and incorporate the principles and guidelines of sustainable development into all facets of government activity through policies, goal setting, action plans and delegation of responsibilities.

<http://www.gov.mb.ca/gs/psb/green.html>

1.1.5 Process Adaptation

You may want to develop a detailed plan that maps out what can and will be modified as well as how it may be accomplished. The existing procurement process can be adapted to include environmental aspects such as standard language in requests for proposals in all corporate forms, product testing, modification of forms, clauses and conditions, templates for contracts, ordering systems, approval documents, policy and procedures and other manuals.

Did you know that...

The Centre for a New American Dream has compiled, in a searchable online database, a vast inventory of efforts to buy less polluting products from less polluting companies. The website includes existing environmental purchasing policies and guidelines, best practices, environmentally preferable products and services, and links to other resources.

<http://www.newdream.org/procure/>

INFORM is an independent research organization that examines the effects of business practices on the environment and on human health. It disseminates information on several programs designed to reduce the environmental impacts of the U.S. economy through improved product design and environmentally preferable purchasing.

<http://www.informinc.org>

We want to know...

21. Have modifications been made to all corporate forms, standard clauses and conditions, approval documents, policies and procedures and other manuals to include environmental considerations?

1.1.6 Communication Plan

Achieving environmental purchasing should be seen as everybody's responsibility. Communications tools (beyond training) can be used to disperse accounts of environmental initiatives and practices within and outside of the organization. Fundamentally, the most important piece of information to convey is the environmental purchasing policy, which provides objectives along with a layout of the action plan and hopefully a clear



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understanding of the initiative. The purchasing institution, the supplier and the client are the 3 distinct organisations that are targeted by the communication strategy. Each person involved (senior management, purchasers, or any other stakeholders) is the best advertisement for the efforts made by the organisation so it is a good idea to communicate environmental achievements. If they feel pride and confidence from the policy's efforts to create a healthier environment, the organisation will likely benefit from commitment and therefore their increased participation in the initiative. Explaining to purchasers and other stakeholders why procedures are changing will help secure their buy-in.

It is recommended to make an individual, who is knowledgeable about the organisation's environmental purchasing initiative and sensitive to outside concerns, responsible for communications, because environmental matters can be scientific, complex and open to misinterpretation.

We want to know...

22. Are communication tools, such as pamphlets, posters, information sessions, newsletters or emails, regarding environmental purchasing initiatives and practices being used to target each of the following? If yes, please describe.

- a) Purchasers
- b) Suppliers
- c) Clients

23. Are environmental purchasing accomplishments communicated regularly to the following?

- a) Purchasers
- b) Senior management
- c) Suppliers
- d) Clients

1.1.7 Feedback, Evaluation and Reporting

a) Monitoring and Targeting

Tracking systems are in place to gather information on a continuous basis about the environmental purchasing efforts made. The information gathered is most valuable to analyse performance when it is quantifiable. Many have found that a final and important part of your environmental purchasing initiative is an annual review of performance, to enable you to assess your performance and show off your achievements. On a regular basis, it would be helpful to provide short written progress reports to keep management informed on the achievements of the environmental purchasing program. Any emerging issues or trends that may affect the purchasing department would be highlighted at that time.

Did you know that...

Dr. Salem Lakhil and Souad H'Mida published "A Gap Analysis for Green Supply Chain Benchmarking", a paper that provides a framework for quantitative analysis of green supply chain management. This comprehensive example shows, step by step, how to calculate the present greenness effort.



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<http://www.administration.umoncton.ca/lakhals/Recherche/RECHERCHE-A.HTML>

We want to know...

24. Are there quantifiable measures in place to assess the current environmental purchasing performance of your organization?
25. Is there a defined process for incorporating improvements to the environmental purchasing program?
26. How often are your environmental purchasing efforts reviewed, evaluated and improved?

b) Reporting Success

Reporting the success of an environmental purchasing initiative is accomplished through a choice of metrics, which may consist of the following, along with any other quantifiable measures:

- Total transactions
- Money spent on environmental purchases
- Money saved through environmental purchasing
- Environmental benefits

Total transactions would consist of counting the total number of environmental purchases accomplished within a certain time span. Although this method may demonstrate the willingness to buy green and the structure in place that facilitates it, it does not illustrate budget commitments adequately, as each transaction may be very small in scope. Money spent on environmental purchases may allow for easy comparison with how much was spent on total purchases although unless transformed into percentages, larger organisations would have an advantage over smaller ones. Money saved through environmental purchasing, while often harder to monitor and track, is most often the primary incentive for organisations to execute any action, including environmental purchasing. Environmental benefits are often difficult to monitor and track, but this is the most socially responsible reason to buy green. It would work by choosing any easily quantifiable, measurable parameters such as: energy use, water consumption and/or waste-stream reduction; then putting a structure in place that evaluates the environmental performance for each of these metrics in relation to environmental purchasing.

Did you know that...

The North Eastern Recycling Council (NERC) has developed an environmental benefits calculator, a tool for U.S.- based states, municipalities, universities and businesses to measure the environmental benefits of their recycling efforts.

www.nerc.org

We want to know...

27. Do you have a way of evaluating each of the following metrics? Please describe.
 - a) Total Transactions
 - b) Money spent on environmental purchases
 - c) Money saved through environmental purchasing



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- d) Environmental benefits
- e) For any other applicable metric, please name and describe

2 Green Office Practices

The “green office” is often associated with recycling programs, double-sided photocopying, and replacing disposable cups with coffee mugs. It refers to examining the daily activities within the workplace and providing alternatives that accomplish the same outcome, but with less impact on the environment. Environmental purchasing is well integrated within the creation and maintenance of a green office. Alone, each is a good first step on the road to minimizing the impact on the environment. Together, they form a solid strategy for preserving the environment. A green office aims to reduce, reuse, and recycle waste - conserve energy and water, improve indoor air quality, reduce and recycle paper, and reuse packaging. When considering the environmental impact of the purchases made, environmental purchasing is an important tool that works to achieve a green office.

Did you know that...

Green Seal has criteria for green facilities operation and maintenance, which includes conducting thorough audits, inspections, and evaluations to verify if the institution's offices and buildings are being operated and maintained in an environmentally responsible manner. <http://www.greenseal.org/>

We want to know...

28. Has your office implemented a plan to green its day-to-day activities?

Energy Efficiency

The use of renewable energy resources such as wind, solar, biomass and low impact hydro is environmentally responsible and for the most part sustainable. It reduces society's dependency on carbon-based and non-renewable resources of power generation. Certification by a third party program guarantees the purchaser that the green power purchased actually comes from facilities that have a low impact on the environment. Purchasing certified “green” electricity, to supply even a portion of your energy needs, can significantly reduce smog, acid-gas, and green house emissions. Other conservation practices include turning off all computers at night, using fluorescent bulbs, etc.

Did you know that...

It is more and more common to request that all office computers, printers, fax machines and photocopiers be certified to either the Canadian or American Energy Star. The Energy Star symbol identifies products that are among the most energy efficient. On the Energy Star web site, you will find product lists, key product criteria, sample contract language, savings calculators for specific products, as well as online training to purchase energy efficient products.

http://www.energystar.gov/index.cfm?c=bulk_purchasing.bus_purchasing



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The California Energy Commission has adopted new standards for energy efficiency in residential and non-residential building construction. The standards (along with standards for energy efficient appliances) have saved more than \$20 billion in electricity and natural gas costs. It is estimated the standards will save \$57 billion by 2011.

<http://www.energy.ca.gov/title24/index.html>

The Green Building Information Council (GBIC) is a Canadian non-profit organization whose mission is to disseminate information about energy and environmental issues in the building sector from other sources and organizations around the world.

<http://greenbuilding.ca/GBIC.htm>

We want to know...

29. Has your facility reduced its overall electricity use in the last few years?
30. Is the facility using a renewable energy source to add to conventional electricity supply?
31. Is all office equipment Energy Star (or equivalent) certified?
32. In your office, do you practice many energy conservation methods, such as the use of fluorescent bulbs?

Handling of all Waste Materials

2.1.1 Recycling Program

One of the most widespread and elaborate green office activities is recycling. Several facilities actually have their own recycling program in place. The most common materials that may be collected and recycled include:

- stationary and other stock
- computer paper
- newspaper
- clear glass
- coloured glass
- aluminium
- plastics
- carpet
- cardboard
- batteries
- toner cartridges and printer ribbons
- other materials

There are several alternatives to sending items to the landfill. For example, discarded furniture and equipment may be resold, offered to staff, directed to scrap dealers who recycle materials, refurbished, remanufactured, repaired and others.

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Did you know that...

The Tellus Institute has been researching and implementing a contracting technique called Resource Management (RM), a contracting model for solid waste management in which waste generators and contractors share financial benefits from “resource efficiency” innovations, including source reduction, reuse, recycling and composting. RM changes the nature of current disposal services to support waste minimisation and recycling.

http://www.tellus.org/b&s/SCM_rm.html

We want to know...

33. Is there a recycling program in place at your facility? If yes, name the types of materials (i.e. metal, plastic) that are collected and recycled from your office.

34. Are discarded furniture, carpet and other equipment from your office diverted from landfill in any way, such as donated or resold? If yes, please specify.

2.1.2 Hazardous Waste Materials

Even in an office environment, there are hazardous waste materials that must be handled in an environmentally responsible manner (expired chemicals, paint and cleaner residues, fluorescent bulbs and other mercury-containing devices, discharged batteries). Some of the ways to reduce the impact include:

- Collecting and delivering the materials to a hazardous waste treatment facility,
- Containment pans used to prevent leaking of unused chemicals
- Chemical containers checked periodically and replaced as needed
- Vendors taking back reusable chemical containers

Many hazardous substances can be replaced with Eco-labelled or other non-hazardous alternatives (e.g. detergents, cleaners, pesticides, fertilisers, etc.) There are many credible, independent product lists that are available and should be consulted.

We want to know...

35. Are hazardous waste materials (expired chemicals, paint and cleaner residues, fluorescent bulbs and other mercury-containing devices, discharged batteries, etc) handled in an environmentally responsible manner?

36. Have any hazardous substances been replaced with products certified to an ecolabelling organization or other non-hazardous alternatives (e.g. detergents, cleaners, pesticides, fertilizers, etc.)?

Conservation Practices for Paper and other Stationary

Paper is one of the most over-consumed office products. Conservation practices to be put in place include:

- using post consumer recycled paper
- printing drafts/internal memos on used paper
- printing drafts/memos on obsolete forms
- making double-sided copies
- defaulting all photocopiers and printers to make double-sided copies
- reusing envelopes



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- using stick-on labels or half-sheets for fax covers
- regularly purge mailing lists to reduce returned mail
- implemented a centrally-placed or electronic bulleting board for general staff announcements
- e-mail used to reduce paper use
- shredded paper used to package shipments and/or original materials reused
- require that your suppliers submit their bids double sided and on post consumer recycled content paper

Other kinds of office supplies such as pens, pencils, markers, highlighters and so on, often come with excess packaging, and are often not used to the end of their useful lives.

Consider these practices:

- keep an area for reusable office supplies and look there before purchasing a new item
- use electronic software presentations (i.e. PowerPoint) to avoid the use of transparencies
- buy solar powered batteries to avoid the use of batteries
- purchase refillable products such as pens, pencils, tape dispensers
- reuse fill folders and binders

Did you know that...

"Green Ontario - Buy Green" a campaign hosted by the Conservation Council of Ontario is a resource centre for buying green including green procurement, green retailers, green labels, green businesses, green investments, hemp, food and office supplies.

<http://www.greenontario.org/buygreen/index.html>

Staples have developed the "Environmental Paper Procurement Policy", a comprehensive policy for recycled content in paper and paper products as part of its environmental commitment.

<http://www.staples.com/products/centers/recycle/>

We want to know...

37. Do your employees practice paper-conserving activities (i.e. reuse of scrap paper or defaulting office equipment to double-sided copies)? If yes, please list them.

38. Do you require of your contractors, that bids be printed double-sided?

39. What percentage of office supplies, used in your office, contain recycled content?

Green Meetings

Organising a “green” meeting involves adopting a pollution prevention approach and thinking of the environmental considerations at every stage of the organization process. This means choosing to hold a teleconference whenever possible. If a conference/ workshop/ meeting is deemed more appropriate, considerations to the location of the meeting, the type of services contracted, and even the commuting mode to and from the



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meeting should be considered. A short commuting distance will generate less green house gas (GHG) emissions.

Did you know that...

The Nova Scotia regional office of Environment Canada has a Greening manual and checklists that thoroughly explain how to green meetings.

<http://www.ns.ec.gc.ca/greenman/help.html>

We want to know...

40. When organising a meeting, do you incorporate environmental purchasing considerations into your planning process?

Green Travel

As travel incurs many environmental impacts, the simplest way to avoid such impacts is to travel less, but when necessary to travel, there are ways to make sure your travel arrangements are environmentally preferable.

Did you know that...

The Green Leaf Eco-Rating Program provides the assurance that audited lodging facilities have met environmental best practices standards that are required for their rating of one to five Green Leafs. The Program began in 1998, to meet the lodging industry's desire to provide quality guest services, while minimizing the impact on the environment. The program delivers a comprehensive and credible means for assessing the extent of the environmental measures undertaken at participating accommodation facilities. Green Seal has a similar program with more than 30 certified hotels in the United States.

We want to know...

41. Do your employees minimize travel when possible?

42. When your employees must travel, do they make a point of staying at hotels that are certified to legitimate environmental criteria, such as Green Leaf or Green Seal?

E-Purchasing

Products and services can be ordered from the convenience of a desktop. A few of the environmental benefits of using e-purchasing is that it reduces paper use, it can list environmentally preferable products and suppliers, and through it's electronic monitoring and tracking capabilities and you can track your 'green' product purchases for reporting purposes. The only way that the system is effective, however, is if suppliers, as well as professional purchasers use it. Therefore it is important for it to be well publicised.



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We want to know...

43. Does your organization maintain and use an e-purchasing system, that is, an online portal where the whole procurement can take place (i.e. purchasers can post request for proposals, suppliers can post their bids, there is a list of products available and a forum for questions from bidders, etc.)? If yes, answer questions 44 to 48.

44. Is the system widely used by the following?

- a) Purchasers
- b) Suppliers

45. Are environmentally preferable products highlighted in any way?

46. More specifically, are products that are certified to a recognized and valid environmental standard highlighted?

47. Does the e-purchasing system have monitoring and tracking capabilities?

48. Have you made it a requirement that suppliers submit their bids electronically for all contracts?



1 Acquisition Planning

1.1 Requirement Definition

1.1.1 Necessity of Purchase

Before committing to a procurement, the very first step of the process is to analyse whether it is actually necessary to make the purchase. If the requirement is valid, then alternatives can be weighted. Because of their product and industry knowledge, it is wise and more and more common for purchasers to be involved in the beginning phases of the procurement, and to work with the client to define the need. Ultimately, avoiding a purchase all together would be the most environmentally responsible action. While that is not always possible, evaluating and reducing the need, utilisation and scale of the purchase is a step in the right direction. The quantity requested must be appropriate and sure to be used. Discussions with the client regarding the necessity of the purchase and the possible alternatives are the roots for the entire procurement strategy.

We want to know...

1. Does the procurement process begin with a formal evaluation to determine whether a purchase is necessary?
2. Do your purchasers routinely discuss with their client the necessity of the purchase and the possible alternatives?
3. Do you usually reduce the need, utilisation and scale of the purchase?

1.1.2 Alternatives

You may want to investigate the feasibility of short term leasing, renting or sharing of the product. Or, inquire whether the requirement is available internally, through a different division or section of the organisation or through internal surplus supplies. Other options worth exploring include obtaining the required product from a local material's exchange or a surplus and used goods outlet. In the case of a public entity, an equivalent to the Canadian Crown Assets (Federal property depot) is a great first place to look. The purchase can also be combined with one or several other departments to reduce packaging and to save resources such as time, energy and money. More examples of alternative solutions to purchasing a brand new product include:

- Selecting reusable alternatives to disposable items such as recycled toner cartridges and reusable vacuum bags, cloth bags instead of plastic and rechargeable batteries
- Refillable items like containers and pens
- Products with a high percentage of post-consumer recycled content

More and more, companies are offering a service surrounding a product rather than just the product itself.



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Did you know that...

The Chemical Strategies Partnership (CSP) seeks to reduce chemical use, waste, risks, and cost through the transformation of the chemical supply chain by redefining the way chemicals are used and sold. CSP works with manufacturers, universities, and other entities to promote chemical management services (CMS), a market-based mechanism for reducing their use of toxic chemicals. Instead of purchasing chemicals, the manufacturer purchases chemical services.

<http://www.chemicalstrategies.org/>

Interface Flooring Systems Canada Inc. develops a full range of product and service solutions designed to take less from the environment while continuing to provide optimum performance and value.

<http://www.interfaceflooring.com/>

We want to know...

4. How often do you acquire goods through alternative means such as short term leasing, renting or sharing of the product? If so, please list some examples.

5. When applicable, for how many purchases do you select reusable, refillable and/or recycled alternatives? Please provide examples.

1.2 Procurement Strategy

Before developing the strategy, you may want to look for existing contracts on similar products. This will provide you with an idea of which environmental criteria should be stipulated and how they will impact the rest of the procurement. Also you will avoid reinventing the wheel and this may give you insight on what types of alternatives are available. The onus can be put on the suppliers by asking them to show how their product or service is environmentally responsible. This usually encourages innovation. Preference can be given to environmentally conscientious service suppliers through various contracting methods such as sol sourcing. Environmental purchasing can be fostered through:

- “Fast-tracking” of “green” projects
- Tax incentives or deferrals to assist project financing
- Employing “Best Value” evaluation procedures to incorporate environmental considerations
- Price preferences and discounting.

Did you know that...

“New Paths to Business Value: Strategic Sourcing--Environment, Health, and Safety” was published by the Global Environmental Management Initiative (GEMI), a working group that has created tools and provided strategies to help business foster global environmental, health and safety excellence, and economic success. This guidance document has been designed to address the business value of managing Environment, Health and Safety (EHS) in Procurement. It is designed to help identify when, why, and how to pursue added business value by addressing the environmental, health and safety (EHS) performance of



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suppliers and contractors, and understand how their products and services might affect your business.

<http://www.gemi.org/docs/PubTools.htm>

We want to know...

6. Before beginning a new procurement, do you look for existing contracts on similar products as a matter of routine?
7. Do you ever “fast track” or give priority to green purchases?
8. Have you established a process with suppliers, which fosters co-operation to provide environmentally preferable products? If yes please describe.

2 Sourcing and Bid Solicitation

2.1 Environmental Specifications for Products and Services

Hopefully, in time, environmental specifications will be included in all requests for proposals/ requests for tenders.

Did you know that...

Environmental Protection Agency (EPA) has put forward its Environmentally Preferable Purchasing (EPP) guiding Principles. This includes: links to many EPP resources, and case studies of successful programs; several guides covering topics such as: greening your purchase of cleaning products, electronics, carpet, copiers, food service-ware, meetings and conferences; comprehensive database including contract language, voluntary standards and guidelines, and product environmental attributes. EPA's Comprehensive Procurement Guidelines (CPG) is a recycled-content product's database that is well researched and wide-ranging.

<http://www.epa.gov/oppt/epp/index.htm>

<http://www.epa.gov/cpg/>

We want to know...

9. Do you include standard language in all requests for proposals/ requests for tenders expressing your desire to purchase environmentally preferable products and services?
 10. If so, to what degree, do suppliers actually co-operate with you in providing environmentally preferable products?

2.1.1 Environmental Attributes (based on each stage of the life cycle)

One way to cover all of the environmental considerations of purchasing a product is to go through the stages of the product's life cycle. When developing the product criteria, these attributes may be considered throughout the stages of the life cycle: recycled content, recyclability, bio-based, biodegradability, energy and water efficiency, durability, renewable resources, packaging, transportation, greenhouse gas emissions, upgradeability, chlorine free, resource conservation, PBT-free, waste associated, low toxicity, low volatile



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organic compounds (VOC). Upon request, bidders should be able to provide information on any or all of these attributes. Keep in mind that certain stages of the life cycle are more significant than others, depending on the product category.

We want to know...

11. Do you regularly focus on specific environmental attributes, such as recyclability, resource efficiency or any other, during any given procurement? If so, please name them.

a) Extraction of raw materials and reused materials

Ensure that the products and services are free from resources that come from environmentally sensitive regions (that cause loss of habitats, exploitation of endangered species, etc). You can request that products contain post consumer recycled content and that they even exceed the standard for their product category. For paper products, the industry standard is now 30 % post consumer recycled, although the environmental leaders such as Xerox, are producing 100% post consumer recycled paper.

A product that would be designed to minimize waste would be reusable, and would omit non-essential features. The simpler the product, the less waste will go to landfill and the less expensive the total cost will be. For products that hold several components, ask that it be easily dismantled so as to recycle parts. When possible, always purchase goods that are used or remanufactured, rebuilt or refurbished. A brand new product is the last option, not the first, as it is most often the most expensive option.

In the case of chemical based products, one way to reveal if there are problematic substances in the desired product is to request Material Safety Data Sheets (MSDS). Reviewing these sheets before committing to a purchase, will assist in comparing competing products and help determine whether one or the other poses an unacceptable risk. A review can also serve to ensure that appropriate information is disseminated to the end-user. Of course other sources of information may be used and needed to complete a full investigation of the safety of the product's components.

Services can also be purchased using environmentally preferable products and following environmentally responsible practices. You can cover these considerations in the statement of work and you may want to include the use of ecolabelled products to perform tasks or by simply using a limited amount of resources to perform the service.

Did you know that...

Home Depot has a "Wood Purchasing Policy" whereby they sell wood that is certified under Forestry Stewardship Council and also offers a wide range of products that are certified by a third party for their environmental performance.

http://www.homedepot.com/HDUS/EN_US/corporate/corp_respon/environmental.shtml

The Chlorine Free Products Association labels chlorine-free products. See their website for a list of certified chlorine-free products.

www.chlorinefreeproducts.org



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We want to know...

12. Do you regularly ask for and receive information on the geographical region of the raw materials, to avoid exploiting endangered areas?

13. If so, to what degree do you base your purchasing decision on this information?

14. When applicable, do you usually request that products contain a certain percentage of post consumer recycled content?

15. If yes, how many products do you actually purchase that contain post consumer recycled content?

16. Do you purchase used or remanufactured, rebuilt or refurbished goods and materials on a regular basis?

17. Do you ever demand that products be designed to minimize waste, for example by using less material?

18. If yes, how many products do you actually purchase that are designed to minimize waste?

19. Do you require that toxic substances be omitted from products or services purchased?

20. If so, to what degree, do you actually purchase products that you know are low in toxicity?

21. When evaluating proposals for chemically based products, are resources such as Material Safety Data Sheets (MSDS) reviewed to assist in comparing like products and determining whether they pose an unacceptable risk?

22. If so, how many products, which have been deemed to not pose an unacceptable risk, do you actually purchase?

23. Do you include criteria that aim to ensure that services use environmentally preferable products and follow environmentally responsible practices (i.e. proper handling of waste materials)?

24. If so, how many service contracts awarded are deemed environmentally preferable?

b) Manufacturing methods

You can ask suppliers how the goods are manufactured. Ideally, they would use the fewest possible resources (energy, water, and raw materials) during the manufacturing process and avoid the creation of waste and pollutants. They can use renewable forms of energy or use the waste created through the manufacturing process for another product or service. Also, it is beneficial for your suppliers to be aware of and take responsibility for the processes used by their own suppliers.

We want to know...

25. Do you ask that the bidders prove that their products and services use fewer resources (energy, water, and raw materials), during the manufacturing process?

26. If so, how many products, which have been deemed to use fewer resources, have you actually purchased?

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c) Packaging

Many purchases now incorporate environmentally responsible packaging measures. These measures may consist of all or some of the following activities:

- Requesting that suppliers reduce or eliminate the amount of packaging needed to properly ship, store and use the product.
- Purchasing appropriate products in bulk or in concentrated forms (e.g. cleaners).
- Require that suppliers deliver products in returnable/reusable boxes, crates, or pallets.
- Making sure that the packaging is made of post consumer recycled materials and is free of any hazardous or non-recyclable components.
- Ensuring that the packaging may be reused recycled or returned.

We want to know...

27. When applicable, do you call for any type of environmentally responsible packaging requirements through your purchasing, such as acquiring products in bulk or in concentrated forms? If yes, please list some of the actions that you have requested.

28. If so, to what degree, do you actually purchase items in a way that reduces packaging?

d) Delivery

Products manufactured close to the delivery point reduce the environmental impacts of transportation. If it is feasible, for relatively small contracts, try to request a local supplier. For Nation wide contracts, see if the manufacturing plants are spread out across the country and therefore can supply locally. Less travel facilitates energy efficiency and resource conservation.

Environmentally preferable transport also covers how goods are transported. Consider choosing a mode of transportation that is environmentally preferable such as using the train instead of the plane. There are now alternative fuels that can be chosen instead of diesel for trucks. Also, you may want to ensure that the transports are carrying full loads as opposed to half empty ones in order to minimise the amount of trips required.

We want to know...

29. When feasible, do you give preference to products that are manufactured close to the delivery point?

30. Do you require the use of environmentally preferable transport (i.e. shipping via train versus plane, using propane-fuelled trucks versus diesel, carrying full loads as oppose to half empty ones, etc.)?

e) Utilisation and Maintenance

Purchase products and services that minimise adverse environmental impacts such as over use of resources, waste creation and pollution during their use. This can be achieved by aiming for greater durability and a long-life span in products. Look for products that are easy to maintain, in good operating condition and economical to repair. You should be able to re-use, refill, recharge, or recondition the product to extend its life. A sustainable good can be easily enhanced or upgraded by adding or replacing a part. These replacement parts



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should be made with recycled material and also be recyclable. Include options in your contract for replacement parts and for extended servicing in order for the original product to last longer before having to replace the whole item.

We want to know...

31. Do you include in your specifications measures to extend the useful life of a product, such as to re-use, refill, recharge, or recondition the product? If yes, please describe.
32. How many products are purchased which include ways of extending their useful lives?

f) Disposal

A well-designed product will have a structure that facilitates disassembly for processing, recycling and waste management. Many purchasers have started imposing “take-back” requirements upon suppliers for products or parts that are at the end of their useful life for reuse, reallocation, recycling and recovery (note that this should be done locally). If the product cannot be returned to the supplier, then perhaps you can plan to resell or donate it, as is or with minor repair, or contribute it to a waste exchange program. Keep in mind that there may be special costs involved in disposing safely of the product or its component parts. However, the cost of sending an item to the landfill can also be high.

Did you know that...

WasteWise is a free, voluntary, EPA program through which organizations eliminate costly municipal solid waste, benefiting their bottom line and the environment. WasteWise is a flexible program that allows partners to design their own solid waste reduction programs tailored to their needs.

<http://www.epa.gov/wastewise/about/index.htm>

We want to know...

33. Are you purchasing goods and materials with features that facilitate disassembly for processing, recycling and waste management?
34. Are “take-back” requirements imposed upon suppliers so that products are returned to their manufacturers after the end of their useful life?
35. If products are not to be returned to the supplier, do you usually include plans to resell or donate them?

2.1.2 Existing Environmental Criteria on Specific Commodities

Specific environmental criteria should be tailored to each product or service purchased to stay in line with the purchasing objectives of each commodity. A successful environmental purchasing program involved absolutely every product and service purchased.

Did you know that...

The Center for a New American Dream has compiled, in a searchable online database, a vast inventory of efforts to buy less polluting products from less polluting companies. The

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website includes existing environmental purchasing policies and guidelines, best practices, environmentally preferable products and services, and links to other resources related to specific product categories.

<http://www.newdream.org/procure/>

“The City of Santa Monica’s Environmental Purchasing, A Case Study”, issued by the EPA, describes the city’s purchasing policies for recycled-content products, certified wood, low toxicity cleaning products, low emission vehicles, and environmentally responsible printing. It also includes copies of Santa Monica’s innovative cleaning product specifications.

<http://www.ci.santa-monica.ca.us/environment/policy/purchasing/>

Governments Incorporating Procurement Policies to Eliminate Refuse better know as G.I.P.P.E.R. produced "G.I.P.P.E.R.'s Guide to Environmental Purchasing", a tool to assist purchasers in incorporating environmental considerations into the procurement process. It describes a number of methods for doing this, one of them being the application of environmental criteria that targets specific product and service categories.

<http://www.environmentalchoice.com/GIPPER.pdf>

The Comisión Federal para la Protección contra Riesgos Sanitarios maintains programs supporting environmental and health matters, which include product and service standards and criteria.

<http://cofepris.salud.gob.mx/>

The City of Richmond created the "Environmental Purchasing Guide" that includes not only their environmental purchasing policy; considerations before you buy; sample specifications but also guidelines for purchasing specific kinds of products.

http://www.city.richmond.bc.ca/environment/policy/purchasing_guide/purchasing_guide.htm

We want to know...

36. Does your organization apply unique environmental criteria for every product category, for example paper, cleaning products, etc.?

2.1.3 Negative Lists

For health and environmental reasons, some public purchasers in the U.S. must comply with negative lists, that is, lists of products and substances that are banned or restricted due to their toxicity or carcinogenicity, when developing criteria. Keep in mind that these negative lists come from credible, well researched and thoroughly reviewed sources such as an ecolabelling or government organisation. Some lists may not be well founded or can be biased by industry pressures. Also, beware of chemicals that, although may not be on a negative list, still require special handling or waste disposal practices.

We want to know...

37. When developing criteria, do you rely on negative lists (lists of products and substances that should be avoided due to their toxicity or carcinogenicity)?



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38. If yes, do these negative lists come from credible, well-researched and non-partisan sources such as an ecolabelling or government organisation?

2.1.4 Use of Pre-approved Green Product Lists

Green product listings are useful and time efficient tools, to learn of environmentally preferable products that are available and to fulfil sol-source requirements. A strong list would highlight if a product were ecolabelled. As progressive new products come onto the market (and are certified), they are considered more and more as potential replacements for existing, less environmentally preferable products. Thus, it is a good idea to review and update these green product listings at least once annually. Again keep in mind that the source must be credible and independent such as a third party ecolabelling or government organisation.

We want to know...

39. Do you purchase products that come from pre-approved lists of environmentally preferable products?

40. If yes, do the lists of products come from credible and non-partisan sources such as an ecolabelling or government organisation?

41. Do the lists highlight eco-labels such as the Eco-Logo and Green Seal?

2.1.5 Performance Criteria

a) Adherence to Recognised Performance Standards

Performance and safety standards institutions include but are not limited to the Canadian General Standards Board (CGSB), the Canadian Standards Association (CSA), American National Standards Institute (ANSI), the American Society for Testing Materials (ASTM) as well as various military standards. If the products and services adhere to recognised performance and safety standards, then one can be assured that they will perform just as effectively and as safely as a competing product that is not necessarily environmentally preferable.

We want to know...

42. When applicable, do you purchase products and services that adhere to recognised and independent performance standards, such as those from the Canadian General Standards Board (CGSB) or the American Society for Testing Materials (ASTM)?

b) Comparable Quality and Usability

It is a myth that environmentally preferable products perform less adequately than regular leading products within the same category. In fact they may be even more durable depending on the product.

Did you know that...



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Cargill Dow LLC's "NatureWorks PLA" is an environmentally sustainability policy that includes a dedication to purchasing bio-industrial products using the Standard for Sustainable Agriculture (by the Institute for Agriculture and Trade Policy) and therefore fabricates performance plastics made from annually renewable resources.

<http://www.cargilldow.com/corporate/home.asp>

We want to know...

43. Are the environmentally preferable products that you purchase required to be comparable in quality and usability to other leading products of its category?

c) Qualified Product Lists

In the U.S., Federal Departments cannot purchase some products unless they are listed on a qualified product list, as determined by successful completion of specified tests or performance requirements. These lists can be acquired through any of the standards institutions listed above.

We want to know...

44. Do you purchase products by consulting qualified product lists like those published by independent standard institutions such as the CGSB or the ASTM?

2.1.6 Ecolabelling

There are many environmental and performance claims being made in today's marketplace. A recognised and valid eco-label (i.e. Environment Canada's EcoLogo and Green Seal in the U.S.) can provide the credibility of third-party verification, and thus the assurance that these claims are legitimate. Ecolabelling encompasses all of the above-mentioned ways of building sound environmental specifications, such as environmental attributes based on the life cycle, specific product criteria, negative lists, green products listings and performance criteria. Requesting ecolabelled products and services therefore lessens the workload for the purchaser. The ecolabel significantly reduces the time and effort that it takes to evaluate a bidder's environmental claims as the ecolabel has already tested it against stringent standards. Most likely, the guidelines that the product is certified against will meet or exceed the requirements of the contract. Moreover, criteria developed by respected environmental labelling organisations may be used in specifications to accurately describe a requirement. Their guidelines are subject to a committee review by a representative panel of product and environmental experts. They are fair, unbiased and well founded. For public institutions, this may be the preferred choice, which could be perceived as less restrictive than requesting the actual ecolabel. For guidelines on a particular product or service, contact them directly.

Did you know that...

Some of the most well recognized and respected ecolabelling organisations in North America are:

- Environmental Choice Program (ECP) www.environmentalchoice.com
- Green Seal www.greenseal.org

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- Scientific Certification Systems www.scs1.com
- Energy Star <http://oee.nrcan.gc.ca/energystar>, www.energystar.gov

The Global Ecolabelling Network (GEN) is a non-profit association of third-party, environmental performance labelling organizations, founded in 1994 to improve, promote, and develop the "Ecolabelling" of products and services world-wide.

<http://www.gen.gr.jp/index.html>

We want to know...

45. Do you ever require that products and services be certified by a third party environmental labelling organisation?

46. Do you use criteria in your specifications that are developed by respected, third party environmental labelling organisations?

47. How many products have you purchased that would adhere to the environmental criteria of a respected third party environmental labelling organisation?

2.2 Supplier/ Manufacturer's Environmental Performance

Evaluating the environmental performance of the organization as a whole allows for an integrated approach to environmental purchasing. Consider that any subcontractors should uphold the same level of environmental responsibility as your primary supplier.

2.2.1 Green Office Practices

The "green office" is often associated with recycling programs, double-sided photocopying, and replacing disposable mugs with coffee mugs. It refers to examining the daily activities within the workplace and providing alternatives that accomplish the same outcome, but with less impact on the environment. The activities in a green office focus on energy efficiency, handling of waste materials (recycling and hazardous waste programs), conservation practices for paper and other stationary, green meetings, green travel policies and e-purchasing to name a few. You can request that the supplier prove in some way that they incorporate green office deeds in their facilities.

We want to know...

48. Do you require your suppliers to demonstrate an environmental commitment through their own internal energy and resource efficiency practices?

2.2.2 Environmental or Quality Management Systems

A certification of the supplier's management system for environment (EMS) or quality (QMS) demonstrates that they have a systematic approach for managing their company and the environmental issues associated with it. Specifically, the EMS is based on compliance with environmental legislation and other requirements, pollution prevention and a commitment to continuous improvement. It can be included in your environmental purchasing policy to purchase from companies who have an EMS and/or a QMS in place either certified to a recognizes standard institution such as the International Organisation for Standardisation (ISO) or not.



Best Practices Guide Part B. Procurement Process

We want to know...

49. During the evaluation process, do you make it a mandatory or desirable requirement for bidders to have an environmental or quality management system?

- a) Mandatory
- b) Desirable

50. How many of your suppliers have an EMS or QMS in place?

2.2.3 Environmental Compliance

You can request that the supplier prove that its operations and its products are in compliance with any related environmental legislation. This can be in the form of a signed attestation from a manager or above.

Did you know that...

The following is a general requirement of all Environmental Choice Program's certifications:

"To be authorized to carry the EcoLogo the product must be manufactured and transported in such a manner that all steps of the process, including the disposal of waste products arising there from, will meet the requirements of all applicable government acts, by laws and regulations including, for facilities located in Canada, the Fisheries Act and the Canadian Environmental Protection Act (CEPA)".

The Canadian Institute for Environmental Law and Policy (CIELAP) is an independent, not-for-profit research and educational organization whose mission is to provide leadership in the research and development of environmental law and policy that promotes the public interest and sustainability.

<http://www.cielap.org>

We want to know...

51. Do you request proof from your suppliers that its operations and its products are in compliance with all related environmental legislation?

3 Contract Review and Approval Process

It is a good idea to include an environmental section in all approval documents so that management is aware of and can review the environmental impacts of each purchase as a course of action. More and more the importance of environmental considerations are viewed in the same light as issues such as employment equity, domestic content, aboriginal set-asides, etc.

We want to know...

52. Is there a section, dedicated to environmental considerations, that is built-in to most approval documents?



Best Practices Guide Part B. Procurement Process

53. Are the environmental impacts of the purchase typically considered during the approval process of a contract?

4 Evaluation and Selection

4.1 Environmental Criteria

It is becoming more common for environmental criteria to be evaluated along side price, quality and performance. It's called employing "best value" evaluation procedures to incorporate environmental factors into the procurement. This concept is effective if the environmental attributes have significant weight in the evaluation and if the bidders are aware of their importance.

Did you know that...

Linda Jellicoe, a Supply Team Leader in the Printer Products Group, Pacific Region, PWGSC, allocates credits in the form of percentage discounts (up to 10%) against the evaluated price for having certain environmental programs in place. Those achieving the full 10% environmental discount shall receive special distinction as green products in the National Master Standing Offer (NMSO) information distribution. The programs that she refers to include:

- ISO 14001 Certification (2%)
- Consumables Recycling Program (2%)
- Energy Star/ PowerSmart Certification (2%)
- Packaging Recycling (1%)
- The Environmental Choice Eco-Logo Certification (3%)

We want to know...

54. Do you employ "best value" evaluation procedures to incorporate environmental factors into your purchasing decisions?

55. How much weight is given to environmental attributes while evaluating bids?

4.2 Life Cycle Costing (the economic rationale to environmental purchasing)

By looking at all aspects of the supply process, you can ensure optimal environmental benefit and highest economic value through environmental purchasing. More precisely, environmental purchasing considerations include life-cycle impacts; procurement process impacts; and life-cycle costs. Life Cycle Costs (LCC) include all of the financial costs associated with the acquisition, operation and end-of-useful-life disposal of a product.

Life Cycle Costs can be requested from the supplier together with the price, quality, availability and environmental information in order to allow the purchaser to make the most informed decision. Using an LCC approach may well lead to the conclusion that cheaper today is often more expensive in the long run.

We want to know...



Best Practices Guide Part B. Procurement Process

56. Do you usually consider the total financial life cycle costs of a product when evaluating price?

4.2.1 Acquisition: Initial cost, Delivery, Installation

Acquisition costs (aside from purchase price) may well include delivery and installation or set-up costs and may vary considerably between suppliers. Often the initial cost of an environmental product is more expensive although other costs that are lower offset this. The delivery should be cheaper if the supplier is close to the delivery point, this would be the environmental preference as well, to reduce the resources used, and installation could be simpler and therefore cheaper for a green product.

We want to know...

57. Do you regularly break down the total cost of an item to the initial cost, the delivery and the installation of a product?

4.2.2 Use: Maintenance, Consumables

Operating costs may vary greatly between products, particularly with those that require energy or operating supplies or materials to provide the service one needs or expects. These additional “services” need to be appropriately costed over the products useful life in order to compare the overall value received from the products competing for the purchase.

We want to know...

58. Do you typically include the cost of using and maintaining the product?

4.2.3 Disposal

Disposal costs can also vary from product to product. Some suppliers have take-back programs that eliminate the cost of disposal. Other suppliers will pay to have their product returned for its reuse or recycled value. Beware that suppliers who offer products that must be sent to a landfill often incur higher disposal costs and may try to transfer the costs onto their client. Recycling, reusing, remanufacturing, or refurbishing the product is often more cost effective and environmentally preferable.

Did you know that...

The Tellus Institute has been researching and implementing a contracting technique called Resource Management (RM), a contracting model for solid waste management in which waste generators and contractors share financial benefits from “resource efficiency” innovations, including source reduction, reuse, recycling and composting. RM changes the nature of current disposal services to support waste minimisation and recycling.

http://www.tellus.org/b&s/SCM_rm.html

We want to know...

59. Do you usually take into account the difference in cost of recycling, reusing, remanufacturing, or refurbishing the product versus sending it to a landfill?



5 Contract Negotiation

During negotiation periods is an ideal opportunity to stress environmental considerations as an important item in the contract. Bidders need to understand that it is a priority. It is by requesting and demanding more environmentally preferable products and in a more environmentally preferable way that industry will have no choice but to provide them. Some federal departments are even renegotiating existing contracts to include environmental considerations.

We want to know...

60. Do you ever bring up environmental considerations during negotiation periods? If so, please describe how you address them.

6 Contract Administration

As the contracting authority, the purchaser should receive regular feedback from clients to make sure that the supplier is conforming to the specifications in the contract. Feedback also allows you to know whether the environmental specifications are in conflict with any other specifications. If there are problems, finding out the root of it and ensuring that it can be avoided in future contracts is a proactive way of supporting environmental purchases. Also, take notice of what will happen to the product after its initial use is over. The product should be used to the end of its useful life and as the contracting authority, you can arrange for its reallocation, reuse, resale or donation etc. See above section on disposal.

We want to know...

61. Is there a conscious effort to maintain regular feedback from clients to ensure that suppliers are conforming to the specifications in a given contract?

62. Is it common practice to arrange for reallocation, reuse, resale or donation of a product once the initial use is completed or over?

7 Post Contractual

While evaluating the overall performance of the supplier and of the contract as a whole, you may want to include environmental criteria. You can evaluate whether the environmental attributes specified in the contract were appropriate, justified and met. Also, you can establish whether the appropriate procurement strategy, including method of supply, was implemented in order to attain your environmental purchasing objectives.

We want to know...

63. Do you store all of the information concerning environmental purchases for other purchasers to consult when dealing with the same commodity, i.e. in the form of a library or database?

Best Practices Guide Part B. Procurement Process

8 Overall

In a perfect world, all of the environmental considerations mentioned in this guide, as well as many more would be incorporated in each and every procurement for each and every commodity. That being said, integrating only a few environmental considerations is still an achievement worth noting.

We want to know...

64. Please describe the extent of your institutions environmental purchasing efforts. You may want to mention some of the following:

- Which product categories emphasis is placed on
- Tools developed or used, such as contract language in request for proposals, evaluation methods, use of ecolabelling organisations
- Environmental attributes that are emphasised
- Policies and green office practices in place
- Link to your website for more information
- Any other relevant information about your initiatives



Appendix A. Checklist Part A – Infrastructure

Respondent Information and Declaration

- I) Institution's Name and Address:
- II) Person(s) completing the checklist: (Identify the lead official and at least 1 or 2 others who assisted)
- | | |
|-----------------|--------------|
| (1) Name: | Telephone #: |
| Title/Position: | Email: |
| | |
| (2) Name: | Telephone #: |
| Title/Position: | Email: |
| | |
| (3) Name: | Telephone #: |
| Title/Position: | Email: |
- III) How many employees are there in your institution?
- IV) How many employees are there in your purchasing department?
- V) What is the dollar amount of your total purchases?
- VI) Is your purchasing department centralised or decentralised?

Declaration: To the best of my/our knowledge, all responses and information, provided in this Eco-SAT Checklist, are truthful and accurate.

Signature

Signature

Signature

Date

1 Policy

1.1 Institutional Environmental Policy

1. Has the organization adopted a formal (written) environmental policy or a set of environmental guidelines or principles that commits it to responsible environmental action?

Yes (10 points) No (0 points)

2. If so, does the policy include specific environmental concerns, such as resource use reduction, reuse and recycling? If yes, please name them.

Yes (5 points) No (0 points)

1.2 Environmental Purchasing Policy

3. Does the organization have a formal (written) policy to purchase environmentally responsible products and services?

Completely (10 points) Extensively (7points) Somewhat (3 points) No (0 points)

4. If so, does the environmental purchasing policy include elements such as policy statement, quantifiable goals or guidelines? (For more examples please refer to the guide) If yes, please list them.

Yes (5 points) No (0 points)

5. If you have an environmental purchasing policy, does it explain why you are incorporating environmental considerations into your purchasing decisions?

Extensively (10 points) Somewhat (5 points) No (0 points)

6. Does your environmental purchasing policy include specific goals?

Yes (5 points) Partially (3 points) No (0 points)

7. If yes, are these goals quantifiable?

Yes (5 points) Partially (3 points) No

Appendix A. Checklist Part A – Infrastructure

8. If yes, do the goals have set deadlines?
Yes (5 points) Partially (3 points) No

1.3 Environmental and Quality Management Systems

9. Do you have an environmental or quality management system in place?
Yes, both (7 points) Yes, Environmental (4 points) Yes, Quality (4 points) No (0 points)

10. If you have an environmental management system, is there a section on environmental purchasing?
Yes (8 points) No (0 points)

1.4 Human Resources

1.4.1 Leadership and Stewardship

11. Is there senior management/executive level buy-in and endorsement of the green purchasing policy (ies) and practices?
Complete (5 points) Some (3 points) None (0 points)

12. Is the organization engaged, at the national/international level, in committees or projects that address environmental purchasing issues? If so please list them.

Extensively (5 points) Somewhat (3 points) No (0 points)

1.4.2 Delegation of Responsibility

13. Does your organization have a person or persons responsible for the management of your environmental purchasing activities?
Yes, 2 or more people (3 points) 1 Full time person (2 points) 1 Part time person (1 points) No (0 points)

14. If so, does the person (s) responsible for environmental purchasing have:

e) Exemption from other duties that may cause a conflict of interest	Yes (2 points)	Partially (1 point)	No (0 points)
f) Significant training and qualifications to be in that role	Yes (2 points)	Partially (1 point)	No (0 points)
g) A genuine commitment to greening purchasing	Yes (2 points)	Partially (1 point)	No (0 points)
h) Authority to implement changes	Yes (2 points)	Partially (1 point)	No (0 points)

15. Is there a multi-stakeholder committee (green team) that meets regularly to develop and implement the environmental purchasing activities outlined in the policy?

Yes, They meet regularly (2 points) Yes, They meet occasionally (1 points) No (0 points)

16. If so, are there any senior level officials that sit on the committee?
Yes, 2 or more (2 points) Yes, 1 senior official (1 points) No (0 points)

1.4.3 Training

17. Are there environmental purchasing training/ workshops available?
Yes (3 points) No (0 points)

18. If yes, how extensive is the training in terms of length? Choose the closest answer.
Ongoing and regular (10 points) 1 Week (8 points) 1 Day (5 points) 1 Hour (2 points)

19. If yes, who receives the environmental purchasing training?

g) Senior management	Most (2 points)	Some (1 point)	None (0 points)
h) Senior purchasers	Most (2 points)	Some (1 point)	None (0 points)
i) All purchasers	Most (2 points)	Some (1 point)	None (0 points)
j) Institutional policy makers	Most (2 points)	Some (1 point)	None (0 points)
k) Suppliers	Most (2 points)	Some (1 point)	None (0 points)
l) Clients	Most (2 points)	Some (1 point)	None (0 points)

1.4.4 Rewards and Incentives

20. Are incentives used to motivate purchasers to buy environmentally preferable products and services? If so, please describe.
Yes, Often (10 points) Yes, Sometimes (5 points) No (0 points)

Appendix A. Checklist Part A – Infrastructure

1.5 Implementation Program

1.5.1 Process Adaptation

21. Have modifications been made to all corporate forms, standard clauses and conditions, approval documents, policies and procedures and other manuals to include environmental considerations?

Yes, For all documents (20 points) Yes, For most (15 points) Yes, For some (8 points) No (0 points)

1.5.2 Communication Plan

22. Are communication tools, such as pamphlets, posters, information sessions, newsletters or emails, regarding environmental purchasing initiatives and practices being used to target each of the following? If yes, please describe.

a) Purchasers	Extensively (5 points)	Somewhat (3 points)	No (0 points)
b) Suppliers	Extensively (5 points)	Somewhat (3 points)	No (0 points)
c) Clients	Extensively (5 points)	Somewhat (3 points)	No (0 points)

23. Are environmental purchasing accomplishments communicated regularly to the following?

a) Purchasers	Regularly (4 points)	Sometimes (2 points)	Never (0 points)
b) Senior management	Regularly (2 points)	Sometimes (1 points)	Never (0 points)
c) Suppliers	Regularly (2 points)	Sometimes (1 points)	Never (0 points)
d) Clients	Regularly (2 points)	Sometimes (1 points)	Never (0 points)

1.5.3 Feedback, Evaluation and Reporting

a) Monitoring and Targeting

24. Are there quantifiable measures in place to assess the current environmental purchasing performance of your organization?

Yes (5 points) Somewhat (3 points) No (0 points)

25. Is there a defined process for incorporating improvements to the environmental purchasing program?

Yes (5 points) Somewhat (3 points) No (0 points)

26. How often are your environmental purchasing efforts reviewed, evaluated and improved?

Continuously (5 points) Monthly (4 points) Quarterly (3 points) Annually (2 points) Never (0 points)

b) Reporting Success

27. Do you have a way to evaluate each of the following metrics? Please describe.

a) Total Transactions	Yes (2 points)	Somewhat (1 point)	No (0 points)
b) Money spent on environmental purchases	Yes (2 points)	Somewhat (1 point)	No (0 points)
c) Money saved through environmental purchasing	Yes (2 points)	Somewhat (1 point)	No (0 points)
d) Environmental benefits	Yes (2 points)	Somewhat (1 point)	No (0 points)
e) Other applicable metric; please name and describe.	Yes (2 points)	Somewhat (1 point)	No (0 points)

2 Green Office Practices

28. Has your office implemented a plan to green its day-to-day activities?

Yes (5 points) Somewhat (3 points) No (0 points)

2.1 Energy Efficiency

29. Has your facility reduced its overall electricity use in the last few years?

Extensively (5 points) Somewhat (3 points) No (0 points)

30. Is the facility using a renewable energy source to add to conventional electricity supply?

Yes (5 points) No (0 points)

Appendix A. Checklist Part A – Infrastructure

31. Is all office equipment Energy Star (or equivalent) certified?
Yes, All (10 points) Yes, Most (8 points) Some (5 points) No (0 points)

32. In your office, do you practice many energy conservation methods, such as the use of fluorescent bulbs? If so, please name some.
Many (10 points) Some (5 points) None (0 points)

2.2 Handling of all Waste Materials

2.2.1 Recycling Program

33. Is there a recycling program in place at your facility? If yes, name the types of materials (i.e. metal, plastic) that are collected and recycled from your office.

Yes (5 points) To some extent (3 points) No (0 points)

34. Are discarded furniture, carpet and other equipment from your office diverted from landfill in any way, such as donated or resold? If yes, please specify.

Yes, Always (5 points) Sometimes (3 points) No (0 points)

2.2.2 Hazardous Waste Materials

35. Are hazardous waste materials (expired chemicals, paint and cleaner residues, fluorescent bulbs and other mercury-containing devices, discharged batteries, etc) handled in an environmentally responsible manner?

Yes, Always (5 points) Sometimes (3 points) No (0 points)

36. Have any hazardous substances been replaced with products certified to an ecolabelling organization or other non-hazardous alternatives (e.g. detergents, cleaners, pesticides, fertilizers, etc.)?

Yes, All (5 points) Yes, Some (3 points) No (0 points)

2.3 Conservation Practices for Paper and other Stationary

37. Do your employees practice paper-conserving activities (i.e. reuse of scrap paper or defaulting office equipment to double-sided copies)? If yes, please list them.

Yes, several (5 points) To some extent (3 points) No (0 points)

38. Do you require of your contractors, that bids be printed double-sided?

Yes, Always (5 points) Sometimes (3 points) No (0 points)

39. What percentage of office supplies, used in your office, contain recycled content?

66 to 100 % (5 points) 34 to 65 % (3 points) 1 to 33 % (2 points) 0% (0 points)

2.4 Green Meetings

40. When organising a meeting, do you incorporate environmental purchasing considerations into your planning process?

Extensively (5 points) Somewhat (3 points) No (0 points)

2.5 Green Travel

41. Do your employees minimize travel when possible?

Yes (3 points) Somewhat (2 points) No (0 points)

42. When your employees must travel, do they make a point of staying at hotels that are certified to legitimate environmental criteria, such as Green Leaf or Green Seal?

Yes, Always (2 points) Sometimes (1 point) No (0 points)

2.6 E-purchasing

43. Does your organization maintain and use an e-purchasing system, that is, an online portal where the whole procurement can take place (i.e. purchasers can post request for proposals, suppliers can post their bids, there is a list of products available and a forum for questions from bidders, etc.)? If yes, answer questions 44 to 48.

Yes (5 points) No (0 points)

44. Is the system widely used by the following?

Purchasers: Extensively (3 points)

Somewhat (2 points)

No (0 points)

Suppliers: Extensively (2 points)

Somewhat (1 point)

No (0 points)

Appendix A. Checklist Part A – Infrastructure

45. Are environmentally preferable products highlighted in any way?

Yes(3 points) No (0 points)

46. More specifically, are products that are certified to a recognized and valid environmental standard highlighted?

Yes (2 points) No (0 points)

47. Does the e-purchasing system have monitoring and tracking capabilities?

Extensively (2 points) Somewhat (1 point) No (0 points)

48. Have you made it a requirement that suppliers submit their bids electronically for all contracts?

Yes, For all contracts (3 points) Yes, For most (2 points) For some (1 point) No (0 points)

Appendix B. NAGPI's Eco-S.A.T. Scorecard - Checklist Part A

Parts	Sections	Questions	Points			
			Checklist	Parts	Sections	Your score
Checklist Part A			300			
1. Policy				200		
	Institutional Environmental Policy	1, 2			15	
	Environmental Purchasing Policy	3 to 8			40	
	Environmental and Quality Management Systems	9, 10			15	
	Human Resources					
	Leadership and Stewardship	11, 12			10	
	Delegation of Responsibility	13 to 16			15	
	Training	17, 18, 19			25	
	Rewards and Incentives	20			10	
	Implementation Program					
	Process Adaptation	21			20	
	Communication Plan	22, 23			25	
	Feedback, Evaluation and Reporting					
	Monitoring and Targeting	24, 25, 26			15	
	Reporting Success	27			10	
2. Green Office Practices				100		
	Green Office Practices	28			5	
	Energy Efficiency	29 to 32			30	
	Handling of all Waste Materials					
	Recycling Program	33, 34			10	
	Hazardous Waste Materials	35, 36			10	
	Conservation Practices for Paper and other Stationary	37, 38, 39			15	
	Green Meetings	40			5	
	Green Travel	41, 42			5	
	E-purchasing	43 to 48			20	
TOTAL						

Appendix C. Checklist Part B. Procurement Process

1 Acquisition Planning

1.1 Requirement Definition

1.1.1 Necessity of Purchase

1. Does the procurement process begin with a formal evaluation to determine whether a purchase is necessary?
Always (15 points) Sometimes (10 points) Never (0 points)
2. Do your purchasers routinely discuss with their client the necessity of the purchase and the possible alternatives?
Regularly (10 points) Sometimes (5 points) Never (0 points)
3. Do you usually reduce the need, utilisation and scale of the purchase?
Regularly (10 points) Sometimes (5 points) Never (0 points)

1.1.2 Alternatives

4. How often do you acquire goods through alternative means such as short term leasing, renting or sharing of the product? If so, please list some examples.
Regularly (10 points) Sometimes (5 points) Never (0 points)
5. When applicable, for how many purchases do you select reusable, refillable and/or recycled alternatives? Please provide examples.
Most (10 points) Some (5 points) None (0 points)

1.2 Procurement Strategy

6. Before beginning a new procurement, do you look for existing contracts on similar products as a matter of routine?
Regularly (5 points) Sometimes (3points) Never (0points)
7. Do you ever “fast track” or give priority to green purchases?
Yes, For Several (10 points) Yes, For Some (5 points) No (0 points)
8. Have you established a process with suppliers, which fosters co-operation to provide environmentally preferable products? If yes please describe.
Yes (10 points) To some extent (5 points) No (0 points)

2 Sourcing and Bid Solicitation

2.1 Environmental Specifications for Products and Services

9. Do you include standard language in all requests for proposals/ requests for tenders expressing your desire to purchase environmentally preferable products and services?
Yes, for all contracts (20 points) For most (15 points) For some (10 points) No (0 points)
10. If so, to what degree, do suppliers actually co-operate with you in providing environmentally preferable products?
Considerable (20 points) Significant (15 points) Little (10 points) None (0 points)

2.1.1 Environmental Attributes

11. Do you regularly focus on specific environmental attributes, such as recyclability, resource efficiency or any other, during any given procurement? If so, please name them.
Regularly (10 points) Sometimes (5 points) Never (0 points)

a) Extraction of raw materials and reused materials used to make the product

12. Do you regularly ask for and receive information on the geographical region of the raw materials, to avoid exploiting endangered areas?
Yes (1 points) No (0 points)
13. If so, to what degree do you base your purchasing decision on this information?
Extensively (2 points) Somewhat (1 point) Not at all (0 points)

Appendix C. Checklist Part B. Procurement Process

14. When applicable, do you usually request that products contain a certain percentage of post consumer recycled content?

Yes (1 point) No (0 points)

15. If yes, how many products do you actually purchase that contain post consumer recycled content?

Most (2 points) Some (1 point) None (0 points)

16. Do you purchase used or remanufactured, rebuilt or refurbished goods and materials on a regular basis?

Regularly (2 points) Sometimes (1 point) Never (0 points)

17. Do you ever demand that products be designed to minimize waste, for example by using less material?

Yes (1 point) No (0 points)

18. If yes, how many products do you actually purchase that are designed to minimize waste?

Most (2 points) Some (1 point) None (0 points)

19. Do you usually require that toxic substances be omitted from products or services purchased?

Yes (1 point) No (0 points)

20. If so, to what degree, do you actually purchase products that you know are low in toxicity?

Extensively (2 points) Somewhat (1 point) Not at all (0 points)

21. When evaluating proposals for chemically based products, are resources such as Material Safety Data Sheets (MSDS) reviewed to assist in comparing like products and determining whether they pose an unacceptable risk?

Yes (1 point) No (0 points)

22. If so, how many products, which have been deemed to not pose an unacceptable risk, do you actually purchase?

Most (2 points) Some (1 point) None (0 points)

23. Do you include criteria that aim to ensure that services use environmentally preferable products and follow environmentally responsible practices (i.e. proper handling of waste materials)?

Yes (1 point) No (0 points)

24. If so, how many service contracts awarded are deemed environmentally preferable?

Most (2 points) Some (1 point) None (0 points)

b) Manufacturing Methods

25. Do you ask that the bidders prove that their products and services use fewer resources (energy, water, and raw materials), during the manufacturing process?

Regularly (5 points) Sometimes (3 points) Never (0 points)

26. If so, how many products, which have been deemed to use fewer resources, have you actually purchased?

Most (5 points) Several (4 points) Some (2 points) None (0 points)

c) Packaging

27. When applicable, do you call for any type of environmentally responsible packaging requirements through your purchasing, such as acquiring products in bulk or in concentrated forms? If yes, please list some of the actions that you have requested.

Yes, All product categories (5 points) For Most (4 points) For Some (2 points) None (0 points)

28. If so, to what degree, do you actually purchase items in a way that reduces packaging?

Regularly (10 points) Sometimes (5 points) Never (0 points)

d) Delivery

29. When feasible, do you give preference to products that are manufactured close to the delivery point?

Regularly (5 points) Sometimes (3 points) Never (0 points)

30. Do you require the use of environmentally preferable transport (i.e. shipping via train versus plane, using propane-fuelled trucks versus diesel, carrying full loads as oppose to half empty ones, etc.)?

Regularly (10 points) Sometimes (5 points) Never (0 points)

Appendix C. Checklist Part B. Procurement Process

e) Utilisation and Maintenance

31. Do you include in your specifications measures to extend the useful life of a product, such as to re-use, refill, recharge, or recondition the product? If yes, please describe.

Regularly (5 points) Sometimes (3 points) Never (0 points)

32. How many products are purchased which include ways of extending their useful lives?

Most (10 points) Several (8 points) Some (5 points) None (0 points)

f) Disposal

33. Are you purchasing goods and materials with features that facilitate disassembly for processing, recycling and waste management?

Regularly (5 points) Sometimes (3 points) Never (0 points)

34. Are “take-back” requirements imposed upon suppliers so that products are returned to their manufacturers after the end of their useful life?

Regularly (5 points) Sometimes (3 points) Never (0 points)

35. If products are not to be returned to the supplier, do you usually include plans to resell or donate them?

Regularly (5 points) Sometimes (3 points) Never (0 points)

2.1.2 Existing Environmental Criteria on Specific Commodities

36. Does your organization apply unique environmental criteria for every product category, for example paper, cleaning products, etc.?

Yes, All product categories (50 points) For Most (40 points) For Some (25 points) For None (0 points)

2.1.3 Negative Lists

37. When developing criteria, do you rely on negative lists (lists of products and substances that should be avoided due to their toxicity or carcinogenicity)?

Yes (10 points) No (0 points)

38. If yes, do these negative lists come from credible, well-researched and non-partisan sources such as an ecolabelling or government organisation?

Yes, all (10 points) Yes, Some (5 points) No or do not know (0 points)

2.1.4 Use of Pre-approved Green Product Lists

39. Do you purchase products that come from pre-approved lists of environmentally preferable products?

Regularly (15 points) Sometimes (10 points) Never (0 points)

40. If yes, do the lists of products come from credible and non-partisan sources such as an ecolabelling or government organisation?

Yes, all (15 points) Yes, Some (8 points) No (0 points)

41. Do the lists highlight eco-labels such as the Eco-Logo and Green Seal?

Yes (10 points) No (0 points)

2.1.5 Performance Criteria

a) Adherence to Recognised Performance Standards

42. When applicable, do you purchase products and services that adhere to recognised and independent performance standards, such as those from the Canadian General Standards Board (CGSB) or the American Society for Testing Materials (ASTM)?

Always (15 points) Sometimes (10 points) Never (0 points)

b) Comparable Quality and Usability (to other leading products in the same category)

43. Are the environmentally preferable products that you purchase required to be comparable in quality and usability to other leading products of its category?

Always (10 points) Sometimes (5 points) Never or do not know (0 points)

c) Qualified Product Lists

44. Do you purchase products by consulting qualified product lists like those published by independent standard institutions such as the CGSB or the ASTM?

Regularly (15 points) Sometimes (10 points) Never (0 points)

Appendix C. Checklist Part B. Procurement Process

2.1.6 Ecolabelling

45. Do you ever require that products and services be certified by a third party environmental labelling organisation?
Regularly (15 points) Sometimes (10 points) Never (0 points)

46. Do you use criteria in your specifications that are developed by respected, third party environmental labelling organisations?
Regularly (20 points) Sometimes (10 points) Never (0 points)

47. How many products have you purchased that would adhere to the environmental criteria of a respected third party environmental labelling organisation?
Most (25 points) Several (20 points) Some (10 points) None (0 points)

2.2 Supplier/ Manufacturer's Environmental Performance

2.2.1 Green Office Practices

48. Do you require your suppliers to demonstrate an environmental commitment through their own internal energy and resource efficiency practices?
Most (10 points) Several (8 points) Some (5 points) None (0 points)

2.2.2 Environmental or Quality Management Systems

49. During the evaluation process, do you make it a mandatory or desirable requirement for bidders to have an environmental or quality management system?

c) Mandatory: Regularly (5 points) Sometimes (3 points) Never (0 points)
d) Desirable: Regularly (5 points) Sometimes (3 points) Never (0 points)

50. How many of your suppliers have an EMS or QMS in place?
Most (10 points) Several (8 points) Some (5 points) None (0 points)

2.2.3 Environmental Compliance

51. Do you request proof from your suppliers that its operations and its products are in compliance with all related environmental legislation?
Yes, for all (20 points) Yes, for most (15 points) Yes, for some (10 points) No (0 points)

3 Contract Review and Approval Process

52. Is there a section, dedicated to environmental considerations, that is built-in to most approval documents?
Yes, for all (10 points) Yes, for most (8 points) Yes, for some 5 points) No (0 points)

53. Are the environmental impacts of the purchase typically considered during the approval process of a contract?
Regularly (10 points) Sometimes (5 points) Never (0 points)

4 Evaluation and Selection

4.1 Environmental Criteria

54. Do you employ "best value" evaluation procedures to incorporate environmental factors into your purchasing decisions?
Yes, for all contracts (20 points) Yes, for most (15 points) Yes, for some (10 points) No (0 points)

55. How much weight is given to environmental attributes while evaluating bids?
Considerable (20 points) Significant (15 points) A Little (10 points) None (0 points)

4.2 Life Cycle Costing

56. Do you usually consider the total financial life cycle costs of a product when evaluating price?
Yes, for all contracts (20 points) Yes, for most (15 points) Yes, for some (10 points) No (0 points)

4.2.1 Acquisition: price tag, delivery, installation

57. Do you regularly break down the total cost of an item to the initial cost, the delivery and the installation of a product?
Regularly (20 points) Sometimes (10 points) Never (0 points)

4.2.2 Use: maintenance, consumables

58. Do you typically include the cost of using and maintaining the product?
Regularly (20 points) Sometimes (10 points) Never (0 points)

Appendix C. Checklist Part B. Procurement Process

4.2.3 Disposal

59. Do you usually take into account the difference in cost of recycling, reusing, remanufacturing, or refurbishing the product versus sending it to a landfill?

Regularly (20 points)

Sometimes (10 points)

Never (0 points)

5 Contract Negotiation

60. Do you ever bring up environmental considerations during negotiation periods? If so, please describe how you address them.

Regularly (40 points)

Sometimes (20 points)

Never (0 points)

6 Contract Administration

61. Is there a conscious effort to maintain regular feedback from clients to ensure that suppliers are conforming to the specifications in a given contract?

Always (10 points)

Sometimes (5 points)

Never (10 points)

62. Is it common practice to arrange for reallocation, reuse, resale or donation of a product once the initial use is completed or over?

Regularly (10 points)

Sometimes (5 points)

Never (0 points)

7 Post Contractual

63. Do you store all of the information concerning environmental purchases for other purchasers to consult when dealing with the same commodity, i.e. in the form of a library or database?

Yes, extensive database/ library (20 points)

Yes, to some extent (10 points)

No (0 points)

8 Overall

64. Please describe the extent of your institutions environmental purchasing efforts. You may want to mention some of the following: (100 bonus points)

- Which product categories emphasis is placed on
- Tools developed or used, such as contract language in request for proposals, evaluation methods, use of ecolabelling organisations
- Environmental attributes that are emphasised
- Policies and green office practices in place
- Link to your website for more information
- Any other relevant information about your initiatives

Appendix D. NAGPI's Eco-S.A.T. Scorecard - Checklist Part B

Parts	Sections	Questions	Points			
			Checklist	Parts	Sections	Your score
Checklist Part B			700			
1. Acquisition planning				80		
	Requirement Definition					
	Necessity of Purchase	1, 2, 3			35	
	Alternatives	4, 5			20	
	Procurement Strategy	6, 7, 8			25	
2. Sourcing and Bid Solicitation				400		
	Environmental Specifications for Products and Services	9, 10			40	
	Environmental Attributes	11 to 35			100	
	Existing Environmental Criteria on Specific Commodities	36			50	
	Negative Lists	37, 38			20	
	Use of Pre-approved Green Product Lists	39, 40, 41			40	
	Performance Criteria	42, 43, 44			40	
	Ecolabelling	45, 46, 47			60	
	Supplier/ Manufacturer's Environmental Performance					
	Green Office Practices	48			10	
	Environmental or Quality Management Systems	49, 50			20	
	Environmental Compliance	51			20	
3. Contract Review and Approval Process				20	20	
4. Evaluation and Selection				120		
	Environmental Criteria	54, 55			40	
	Life Cycle Costing	56			20	
	Acquisition: price tag, delivery, installation	57			20	
	Use: maintenance, consumables	58			20	
	Disposal	59			20	
5. Contract Negotiation				40	40	
6. Contract Administration				20	20	
7. Post Contractual				20	20	
8. Overall - Bonus points!				100	100	
TOTAL						

Appendix E. List of Existing Green Purchasing Initiatives

Canada - Public

Organization, Initiative and Website	Short Synopsis	Key Words
BC Hydro "Power Smart" http://www.bchydro.com/powersmart/	Features fact sheets, Home Energy Profile, Appliance Calculator, Power Smart Tips, Energy Library, Shop Power Smart, Power Smart Homes and more.	Database Resource Centre
City of Richmond "Environmental Purchasing Guide" http://www.city.richmond.bc.ca/environment/policy/purchasing_guide/purchasing_guide.htm	Guide that includes their environmental purchasing policy; considerations before you buy; guidelines for purchasing specific kinds of products; and sample specifications.	Guide Specifications
Department of Foreign Affairs and International Trade (DFAIT) Environmental Procurement http://www.dfait-maeci.gc.ca/sustain/EnvironMan/system/greenop/procure/index-en.asp	Provides extensive information: terms and concepts; government policies and private sector initiatives; existing environmental standards; characteristics of environmental products and services; how to buy green; numerous checklists and other reference materials.	Resource Centre Information Checklists Guidelines
Environment Canada "Greener Procurement" http://www.ec.gc.ca/eogoeg/greener_procurement/Greener_Procurement.htm Green Purchasing and Procurement Program http://www.ns.ec.gc.ca/g7/purchase	Offers links, green procurement policy, EC Case Study, checklist, green furniture checklist and environmental specifications for office furniture. The Green Purchasing and Procurement Program focuses on products certified with Canada's "Environmental Choice" Eco-Logo Program, and on following the guidelines of the Energy Pathways Inc. reference guide developed for the G-7 Environmental Summit.	Resource Centre Guidelines Eco-Logo Program Policy Specifications
Greater Vancouver Regional District (GVRD) "Sustainable Region Initiative" http://www.gvrd.bc.ca/sustainability/	Provides a framework, vision, and action plan for Greater Vancouver based on the concept of sustainability that embraces economic prosperity, community well being, and environmental integrity.	Policy- example Program
Natural Resources Canada "Energy Star" http://oee.nrcan.gc.ca/energystar/	The international ENERGY STAR® symbol is a simple way for consumers to identify products that are among the most energy-efficient on the market.	Labelling Energy Saving
Province of Manitoba "Sustainable Development Procurement Guidelines" http://www.gov.mb.ca/gs/psb/green.html	Demonstrates how to promote and incorporate the principles and guidelines of sustainable development into all facets of government activity through policies, goal setting, action plans and delegation of responsibilities.	Policy - Example and Guide

Appendix E. List of Existing Green Purchasing Initiatives

Organization, Initiative and Website	Short Synopsis	Key Words
Public Works and Government Services Canada (PWGSC) "The Green Procurement Network" "A Guide to buying Green"	The Green Procurement Network is an intranet site for PWGSC employees only. It provides information and guidance on how to green their purchases of goods and services. "A Guide to Buying Green" is an e-class-training tool for all procurement officers. A 1-day classroom-style-training course is also available.	Information Training
The Treasury Board Advisory Committee on Contracts Working Group on Green Procurement "PROPOSED Green Procurement Policy" http://www.pwgsc.gc.ca/sd-env/sds2003/green-procurement-e.html	The proposed green procurement policy includes a specific policy objective, a policy statement, quantifiable goals, key definition, policy requirements, guidelines based on the life cycle approach (planning, acquisition, maintenance and operations, and disposal), monitoring and reporting, relationship and affect with other policies and references.	Policy

Canada - Private and Not-for-Profit

Organization, Initiative and Website	Short Synopsis	Key Words
Canadian Institute for Environmental Law and Policy (CIELAP) http://www.cielap.org	CIELAP is an independent, not-for-profit research and educational organization whose mission is to provide leadership in the research and development of environmental law and policy that promotes the public interest and sustainability.	Policy Legislation
Canadian Standards Association "Environmentally Responsible Procurement Standard" http://www.csaintl.org/onlinestore/GetCatalogItemDetails.asp?mat=2004919&Parent=472	Standard, for purchase, explaining the steps to environmental procurement.	Standards
Centre for Indigenous Environmental Resources, Inc http://www.cier.mb.ca/ http://www.procara.ca http://www.greenpurchasing.ca http://www.econexus.net/	Establishing and implementing environmental capacity-building initiatives for First Nations through the development of the education, research and technical resources for green purchasing among other environmental issues.	Databases Resource Centre
Conservation Council of Ontario "Green Ontario - Buy Green" http://www.greenontario.org/buygreen/index.html	Resource centre for buying green including green procurement, green retailers, green labels, green businesses, green investments, hemp, food and office supplies.	Resource Centre

Appendix E. List of Existing Green Purchasing Initiatives

Organization, Initiative and Website	Short Synopsis	Key Words
Equiterre http://www.equiterre.qc.ca/english/home/indexfinal2.html	Promotes ecological, socially just choices through action, education and research from a standpoint that embraces social justice, economic solidarity and the defence of the environment. Programs cover: Fair trade, ecological agriculture, sustainable transportation, and energy efficiency.	Fair trade
Governments Incorporating Procurement Policies to Eliminate Refuse (G.I.P.P.E.R.) "G.I.P.P.E.R.'s Guide to Environmental Purchasing" http://www.environmentalchoice.com/GIPPER.pdf	A tool to assist purchasers' to incorporate environmental considerations into the procurement process. It describes a number of methods for doing this, one of which, is the application of environmental criteria to target product and service categories.	Guide Guidelines
Green Building Information Council http://greenbuilding.ca/GBIC.htm	Non-profit organization whose mission is to disseminate information about energy and environmental issues in the building sector from other sources and organizations around the world.	Building Information
Innovative Management Solutions (IMS) "A guide to Green Products and Services" http://www.buygreen.com	Guidelines; standards; and certification services; green products and services; information on purchasing and the environment; news updates; etc.	Resource Centre
Interface Flooring Systems Canada Inc. http://www.interfaceflooring.com/	Develops a full range of product and service solutions designed to take less from the environment while continuing to provide optimum performance and value.	Products Policy
International Institute for Sustainable Development "Business and Sustainable Development: A global Guide" http://www.bsdglobal.com/	Liaison between business and the environment through information sharing and advice, case studies, lobbying reports and links.	Information
La Coop La Maison Verte http://www.cooplamaisonverte.com/eng/index.html	A community-based, member-owned cooperative offering environmental products, services and consulting.	Products and services Policy
Markets Initiative http://www.oldgrowthfree.com/	Works directly with Canadian companies to develop practical and economic ways to shift their wood and paper use away from ancient and endangered forest products to ecologically sound alternatives.	Forestry products Information

Appendix E. List of Existing Green Purchasing Initiatives

Organization, Initiative and Website	Short Synopsis	Key Words
Oceans Blue Foundation http://www.oceansblue.org/allaboutoceansblue/index.html	Helps to conserve coastal environments through environmentally responsible tourism by focusing on developing and promoting best practices and standards for all sectors of the tourism industry.	Best practices Standards
Recycling Council of Alberta "Enviro Business Guide" http://www.recycle.ab.ca/	Promotes and facilitates waste reduction, recycling, and resource conservation in the Province of Alberta. Tools include a searchable database of environmentally preferable companies based on product or service category as well as an extensive links page.	Resource Centre Company database
Small & Rubin Ltd. "The Envirodesic™ Certification Program" http://www.envirodesic.com/	The Envirodesic™ certification mark is licensed to qualified builders, manufacturers and service-providers whose buildings, products and services meet stringent standards for healthy indoor environments. The Envirodesic team also helps manufacturers develop products, which are ecologically sustainable.	Certification
TerraChoice Environmental Services Inc. Environmental Choice Program http://www.environmentalchoice.com/index_main.cfm	Canada's only national and comprehensive ecolabelling program includes a listing of products and services that are third party verified and certified environmentally responsible.	Certification Product Listing

United States - Public

Organization, Initiative and Website	Short Synopsis	Key Words
Austin, Texas www.ci.austin.tx.us/sustainable/purchasing.htm	References specific products and companies and defines Austin's environmental purchasing objectives. Also includes a list of additional resources.	Policy Resource centre
California "Buy Recycled" www.ciwmb.ca.gov/BuyRecycled/Default.htm	Focuses on California's "Buy Recycled" initiative. Includes access to California's Recycled Content Product Database and sample green purchasing policies.	Database Policies

Appendix E. List of Existing Green Purchasing Initiatives

Organization, Initiative and Website	Short Synopsis	Key Words
Environmental Protection Agency (EPA) Environmentally Preferable Purchasing (EPP) http://www.epa.gov/oppt/epp/index.htm http://www.epa.gov/cpg/ http://www.energystar.gov	EPA offers EPP Guiding Principles; links to many EPP resources, and case studies of successful programs; several guides covering topics such as: greening your purchase of cleaning products, electronics, carpet, copiers, food service-ware, meetings and conferences; comprehensive database including contract language, voluntary standards and guidelines, and product environmental attributes. EPA's Comprehensive Procurement Guidelines (CPG) is a recycled-content product's database. The Energy Star is an energy efficiency certification.	Resource Centre Specifications Guides Databases Certification
Federal House in Order (FHIO) Green Procurement http://www.fhio.gc.ca/green_procurement/green_procurement.htm	Reports guidelines; programs and committees; best practices; tips and facts; tools; success stories; and links.	Resource Centre
Florida Department of Management Services "National Association of State Purchasing Officials Database of Recycled Commodities" http://fcn.state.fl.us/bpsr/drc_notice.html	Identifies thousands of recycled content products. The site is free, but requires users to register.	Product Database
Georgia www.state.ga.us/Departments/doas/procure/envi/ronment.html	Describes Georgia's efforts to promote recycled-content and energy-efficiency purchases and to base costs on a lifecycle cost perspective rather than initial cost.	Guidelines Policies
Government Purchasing Project http://www.gpp.org/	Provides a listing of environmentally preferable purchasing policies at the federal, state, and, local level. Areas of focus include wood reduction, green buildings, paper, and energy.	Policies
King County, Washington Washington's Recycled Product Procurement Program http://www.metrokc.gov/procure/green/index.htm	Includes the program's annual report, summaries of the county's experience with recycled-content products, model buy-recycled contract language, and links to other related Web sites.	Policy and Guide Contract Language Database
Massachusetts Commonwealth "Environmentally Preferable Products Procurement Program" http://www.state.ma.us/osd/enviro/enviro.htm Health Care Environmental Purchasing Specification Database http://www.state.ma.us/ota/support/medspecs.htm	Extensive program that includes: reports, handbooks, specifications, policies and regulations, specific products and services information, checklists, contracts, events, links, contacts, conference, and much more. They also host a database of Specifications and Policies for Environmentally Preferable Purchasing (EPP) in Health Care.	Resource Centre Specifications Checklists Guidelines Health Care Database

Appendix E. List of Existing Green Purchasing Initiatives

Organization, Initiative and Website	Short Synopsis	Key Words
Michigan www.deq.state.mi.us/ead/p2sect/epp/index.html	Provides information to Michigan purchasers about the environmental impacts of their purchasing decisions. Includes several newsletters with information on paint, cleaning products, energy-efficient purchases, etc.	Information Guidelines
Minnesota www.moea.state.mn.us/lc/purchasing/index.cfm	Recommends a useful method for selecting environmental criteria and includes several product examples. Also includes a link to Minnesota's Environmentally Preferable Purchasing Guide and links to numerous other environmental purchasing resources.	Guide Resource centre
New Jersey www.state.nj.us/treasury/purchase/recycle.htm	Links to New Jersey's Recycled Products Guide and an executive order mandating recycled-content purchases.	Guide Policy
North Carolina www.p2pays.org/BuyRecycled/index.htm	Includes links to a state statute and executive order requiring environmental purchasing, North Carolina's 2000 Buy Recycled Report outlining the state's purchases of recycled-content, and information about buying recycled-content products in North Carolina.	Resource centre
Office of the Federal Environmental Executive "The White House Task Force on Waste Prevention and Recycling, in conjunction with the Environmental Protection Agency (EPA) and the U.S. Department of Agriculture (USDA)" http://www.ofee.gov/textonly/gp/gp.htm	A task force that assists Federal agencies to promote the acquisition of recycled content, environmentally preferable, and bio-based products. It covers a Model Agency Affirmative Procurement Plan (Guidance for Contents and Organization); a list serve; links to various federal programs; green purchasing training to agency contracting, environmental; and facilities staff; Federal Acquisition Regulation and much more.	Resource Centre Legislation Training Network
Ohio www.epa.state.oh.us/opp/eppmain.html	Includes a list of links to help introduce Ohio purchasers to green purchasing.	Resource centre
Pennsylvania www.gggc.state.pa.us/default.htm	Provides information about the Governor's Green Government Council, including information about the state's efforts to build green buildings, buy green power, and increase green purchasing. Identifies numerous state contracts for environmentally preferable products and services.	Resource centre

Appendix E. List of Existing Green Purchasing Initiatives

Organization, Initiative and Website	Short Synopsis	Key Words
Phoenix, Arizona www.ci.phoenix.az.us/P2/index.html	Describes the city's hazardous materials purchasing program and includes links to an online material safety data sheet (MSDS) database to review the hazards associated with the city's purchases.	Program MSDS database
Santa Monica, California http://www.ci.santa-monica.ca.us/environment/policy/purchasing/	Describes the city's purchasing policies for recycled-content products, certified wood, low toxicity cleaning products, low emission vehicles, and environmentally responsible printing. It also includes copies of Santa Monica's innovative cleaning product specifications.	Policy Guidelines
Sarasota County, Florida http://www.scgov.net/	They have included a comprehensive environmentally preferable purchasing policy in their latest Procurement Code to express their commitment to buying green products and services. They also stated in the Code that total life cycle costing of a product or service is legitimate criteria upon which to award a contract. Training is underway to ensure that the policy will be well implemented.	Procurement code
Seattle, Washington "Copernicus" http://www.cityofseattle.net/purchasing/purchasingservices/copernicusproject.htm	Copernicus is the City of Seattle's project to re-engineer contracting, which includes green purchasing policies and procedures.	Policy
Vermont State Office of Purchasing "The Vermont Clean State Initiative" http://www.anr.state.vt.us/dec/wastediv/csc/Envpurch.htm	Encouraging environmentally preferable purchasing by listing items to include in specifications, maintaining a green product's guide and providing links to other helpful sites. Beware; some reports and tools are out of date.	Specifications Checklists
WasteWise, an EPA program http://www.epa.gov/wastewise/about/index.htm	WasteWise is a free, voluntary, EPA program through which organizations eliminate costly municipal solid waste, benefiting their bottom line and the environment. WasteWise is a flexible program that allows partners to design their own solid waste reduction programs tailored to their needs.	Solid waste
Western Area Power Administration (WAPA) "Greening the Government" http://www.wapa.gov/cso/procurmt/green.htm	The "Greening the Government" program is based on executive orders and other greening directives, along with Western Area Power Administration Greening Directives. It includes Executive orders, links for information, reports, presentations and contacts.	Executive Orders Resource Centre

Appendix E. List of Existing Green Purchasing Initiatives

United States - Private & Not-for-Profit

Organization, Initiative and Website	Short Synopsis	Key Words
Aveda "Aveda Environmental Sustainability" http://www.aveda.com/protect/we/default.asp	Included in the environmental sustainability policy is a dedication to purchasing bio-industrial products using the Standard for Sustainable Agriculture (by the Institute for Agriculture and Trade Policy)	Policy Use of standards
Cargill Dow LLC "NatureWorks PLA" http://www.cargilldow.com/corporate/home.asp	Included in the environmental sustainability policy is a dedication to purchasing bio-industrial products using the Standard for Sustainable Agriculture (by the Institute for Agriculture and Trade Policy) and therefore fabricating performance plastics made from annually renewable resources	Policy Use of standards
Center for a New American Dream "Procurement Strategies" http://www.newdream.org/procure/	Compilation, in a searchable online database, of a vast inventory of efforts to buy less polluting products from less polluting companies. The website includes existing environmental purchasing policies and guidelines, best practices, environmentally preferable products and services, and links to other resources.	Resource Centre Policies
Center for Study of Responsive Law & The Resource Conservation Alliance "Government Purchasing Project (GPP)" http://www.gpp.org/	Ensures environmentally preferable purchasing at the federal, state and local levels including green building, activism, policies and Executive Orders, information on current issues, and more.	Legislation
Certified Forest Products Council www.certifiedwood.org	Verifies sustainable forestry standards, including those developed by the Forest Stewardship Council.	Wood Certification
Chlorine Free Products Association www.chlorinefreeproducts.org	Labels chlorine-free products. Includes a list of certified chlorine-free products.	Certification Chlorine-free
Co-op America's Green Pages Online http://www.greenpages.org/	A comprehensive U.S. listing of socially and environmentally responsible businesses including over 25,000 products and services from 2,000 green companies. Products and services are qualified under Co-op America's evaluation criteria.	Directory/ Listing

Appendix E. List of Existing Green Purchasing Initiatives

Organization, Initiative and Website	Short Synopsis	Key Words
DLA Training Center (DTC) "Buying Green: A Multifunctional Approach to Pollution Prevention" http://www.hr.dla.mil/dtc/coursecatalog/EPHM/BG.htm	2-day workshop that provides an overview of the Federal pollution prevention initiatives and how they relate to the DoD acquisition process. Topics include: P2 Laws/Executive Orders/Regulations, Affirmative Procurement Program, environmentally preferred products, life cycle costing, acquisition planning, FAR requirements.	Training
Environmental Defense Fund http://www.environmentaldefense.org/home.cfm	They link science, economics and law to create innovative, equitable and cost-effective solutions to society's most urgent environmental problems. A good source of U.S environmental information.	Information
Forest Ethics "Green Purchasing" http://www.forestethics.org/purchasing	Challenges all companies to adopt a formal forest product purchasing policy and provides examples and information.	Forestry Policy
The Global Environmental Management Initiative (GEMI) http://www.gemi.org/	GEMI is a non-profit organization of leading companies dedicated to fostering environmental, health and safety excellence and corporate citizenship world-wide through the sharing of tools and information in order for business to help business achieve environmental excellence.	Corporate Citizenship
Green Order www.greenorder.com	Matches government buyers of environmentally preferable goods and services with suppliers.	Information Consulting
Green Seal http://www.greenseal.org/	Green Seal provides certifications and standards for products and services. They offer green purchasing services: instituting or improving green purchasing; lists of recommended products, standards, criteria, and contract language; environmental or financial justification for environmental purchases.	Certification
Home Depot "Wood Purchasing Policy" http://www.homedepot.com/HDUS/EN_US/corporate/corp_respon/environmental.shtml	Home Depot sells wood that is certified under Forestry Stewardship Council and also offers a wide range of products that are certified by a third party for their environmental performance.	Certified wood and other products

Appendix E. List of Existing Green Purchasing Initiatives

Organization, Initiative and Website	Short Synopsis	Key Words
Ikea "The IKEA Way on Purchasing Home Furnishing Products" http://www.ikea.com/about_ikea/code_of_conduct/suppliers.asp http://www.ikeausa.com/ms/en_US/about_ikea/social_environmental/the_ikea_way.html	This document is their Code of Conduct in our relation with suppliers of products for the IKEA range. The Code of Conduct is the minimum requirements on Social & Working conditions and Environment.	Policy Use of standards
INFORM http://www.informinc.org	Includes information on several programs designed to reduce the environmental impacts of the U.S. economy through improved product design and environmentally preferable purchasing.	Information
Massachusetts Institute of Technology (MIT) "Environmentally preferable products (EPP) purchasing program" http://web.mit.edu/environment/ourpart/where_you_learn/greengoods.html	Some of the program initiatives: Recycled Products Quick Reference Guide; Remanufactured Toner Cartridge Reference Guide; Battery Recycling and Rechargeable Battery Reference Sheet.	Guidelines - Product Specific
Minolta Co., LTD., Minolta Affiliated Companies "Minolta Green Procurement Guidelines" http://www.minolta.com/f_green_pro.html	Minolta is actively promoting environmental preservation through their green procurement system in order to introduce and provide products and service with less impact to the environment.	Policy - Example and Guide
National Association of Counties www.naco.org/programs/environ/purchase.cfm	Describes the efforts of U.S. counties to adopt environmental purchasing strategies. Includes an order form for their highly regarded "Environmental Purchasing Starter Kit" and links to additional resources.	Starter Kit Resource Centre
National Institute of Governmental Purchasing, Inc. Webinar: "Technical curriculum for the public procurement profession" by Scot Case, Center for a New American Dream. http://www.nigp.org/educate/WebinarGreenProc.htm	The course is designed to show how government purchasers are identifying and buying affordable environmentally preferable products and to make it easy for purchasing officials to integrate environmental considerations into traditional selection criteria.	Training
National Wildlife Federation "Campus Ecology Program" http://www.nwf.org/campusecology/	Provides information to help colleges and universities become living models of an ecologically sustainable society, including by greening their purchasing practices.	Information Programs

Appendix E. List of Existing Green Purchasing Initiatives

Organization, Initiative and Website	Short Synopsis	Key Words
Northeast Recycling Council, Inc. (NERC) Environmentally Preferable Products Procurement List Serve (EPPnet) Environmental Benefits Calculator http://www.nerc.org	Quick access to information, such as: availability of product specifications, vendors of particular products, pricing information, and strategies to achieve recycled product procurement goals and federal procurement policies. The environmental benefits calculator is a tool for U.S.- based states, municipalities, universities and businesses to measure the environmental benefits of their recycling efforts.	List Serve
Pacific Northwest Pollution Prevention Resource Center http://www.pprc.org/pprc/pubs/newslets/news1199.html	Topical reports on environmental purchasing including resources from federal, state, local and international governments, non-profit and trade associations, list serves, case studies, and green product databases. A newsletter entitled "Sustainability & Green Procurement: Getting Down to Brass Tacks" includes important tools.	Resource Centre Reports Databases
Pollution Prevention Regional Information Center (P2RIC) "P2ric topic hub for Green Procurement" http://www.p2ric.org/TopicHubs/toc.cfm?hub=13&subsec=7&nav=7	A thorough compilation of pertinent on-line resources, including incentives and benefits, implementation steps, lists of organizations, experts, databases and over 226 links.	Resource Centre Databases
Rainforest Alliance http://www.ra.org/	They run programs such as Sustainable Agriculture, which certifies environmentally and socially responsible agricultural products; SmartWood that certifies environmentally and socially responsible forest management and Sustainable Tourism Program (STP) that works to transform business practices and traveller behaviour to support environmentally and socially sound tourism operations.	Certification Ecotourism
Recycled Products Purchasing Cooperative http://www.recycledproducts.org/index.html	A cooperative of US based businesses and public institutions that have joined their purchasing power to encourage suppliers to offer recycled paper and other products at reduced rates.	Resource centre Recycled Products
Scientific Certification Systems http://www.scs1.com/	Independent, third party certification of environmental and food safety achievements.	Certification

Appendix E. List of Existing Green Purchasing Initiatives

Organization, Initiative and Website	Short Synopsis	Key Words
Solid Waste Management Coordinating Board "Environmental Preferable Purchasing Guide" http://www.swmcb.org/EPPG/	The Guide will: identify ways you can reduce waste in your office, shop, or facility; write environmental specifications into your bid solicitations; locate surplus and reuse programs to obtain low-cost or used equipment and supplies; and choose more environmentally preferable products in over 30 categories.	Guide Checklists Specifications
Staples "Environmental Paper Procurement Policy" http://www.staples.com/products/centers/recycle/	As part of Staples' environmental commitment, they have developed a comprehensive policy for recycled content in paper and paper products.	Policy
Starbucks "Commitment to Origins" http://www.starbucks.com/aboutus/origins.asp	Starbucks offers four categories of sustainable coffees: Fair Trade, Organic, Farm Direct, and Conservation. In conjunction with Conservation International, Starbucks has developed Coffee Sourcing Guidelines.	Certified coffee Guidelines
Tellus Institute "Supply Chain Management Program — Resource Management" http://www.tellus.org/b&s/SCM_rm.html	Researching and implementing a contracting technique called Resource Management (RM), a contracting model for solid waste management in which waste generators and contractors share financial benefits from "resource efficiency" innovations, including source reduction, reuse, recycling and composting. RM changes the nature of current disposal services to support waste minimisation and recycling.	Resource Management
U.S. Green Building Council "LEED (Leadership in Energy and Environmental Design)" www.usgbc.org/programs/leed.htm	Describes the process and requirements for evaluating the environmental performance of a building. Many state and local governments are incorporating the LEED criteria into their construction and renovation projects.	Building Standard
Worldwatch Institute http://www.worldwatch.org/	Independent research organization working for an environmentally sustainable and socially just society. Raising public awareness by providing information on inter-disciplinary and non-partisan research on prevalent environmental issues.	Information Research

Appendix E. List of Existing Green Purchasing Initiatives

International - Public, Private and Not-for-Profit

Organization, Initiative and Website	Short Synopsis	Key Words
Comisión Federal para la Protección contra Riesgos Sanitarios http://cofepris.salud.gob.mx/	Programs that support environment and health and include product and service standards and criteria.	Information
Commission for Environmental Cooperation "North American Green Procurement Initiative (NAGPI)" http://www.cec.org/programs_projects/trade_environment/index.cfm?varlan=english	CEC's ongoing projects: Trade in Environmentally Preferable Goods and Services; Assessing the Environmental Effects of Trade; Financing in Support of Environmental Protection and Conservation, Secretariat for NAGPI. NAGPI's steering committee is made up of major groups and agencies working with green purchasing in North America. The group plays a coordinating role in strengthening the green procurement movement in North America.	Hub
Consumer Choice Council http://www.consumerchoicecouncil.org	Association of 66 environmental, consumer and human rights groups that supports ecolabelling and seeks to ensure that consumers have the information they need to purchase greener, more socially just products.	Information Association
Environment and Development Foundation http://www.edf.org.tw/	They provide environmental certification of green products and of EMS's, offers consulting services and is instrumental in the drafting of Republic of China (ROC) government's green procurement clause in the "Government Procurement Law".	Certification Legislation
EnviroWindows Environmental Information for Businesses and Local Authorities http://www.ewindows.eu.org/ManagementConcepts/Greenp	Sustainable production and consumption issues and international best practices related to public purchasing and sustainable market strategies.	Resource Centre
European Commission "Guidelines on greening public procurement by using the European Eco-label criteria" http://europa.eu.int/comm/environment/gpp/index.htm	Clarification as to how community law offers numerous possibilities to public purchasers who wish to integrate environmental considerations into public procurement procedures at every stage of the procurement process.	Guidelines
European Partners for the Environment "European Green Purchasing Network's Green Purchasing Workbook" http://www.epe.be/workbooks/gpurchasing/index.html	An extensive multi-stakeholder policy approach that covers action programs and legislation under public and private procurement.	Legislation Network

Appendix E. List of Existing Green Purchasing Initiatives

Organization, Initiative and Website	Short Synopsis	Key Words
Global Ecolabelling Network (GEN) http://www.gen.gr.jp/index.html	The GEN is a non-profit association of third-party, environmental performance labelling organizations, founded in 1994 to improve, promote, and develop the "ecolabelling" of products and services world-wide.	ecolabelling
Green Purchasing Network (GPN) http://www.gpn.jp	2,610 member organizations - GPN holds seminars and exhibitions, draws up purchasing guidelines and publishes Data, surveys the status quo, and awards organizations that have shown remarkable performance in implementing green purchasing.	Guidelines - Product Specific Resource Centre Awarding
International Council for Local Environmental Initiatives (ICLEI) "Eco-procurement programme" http://www.iclei.org/europe/ecoprocura/	International program that delivers information, a network, magazine, events, services, projects, news, contacts.	Resource Centre
Leeds University "The Green Purchasing Guide" http://www.lmu.ac.uk/fin/envmnt/op/purch/green5.pdf	It highlights the University's consumption of materials and offers tips for reduction as well as providing information on alternative products that have less environmental impact.	Policy - Example and Guide
Materiales y Servicios Generales, Secretaria de Salud http://www.salud-sonora.gob.mx/	Program supports environmental preferable purchasing through the use of standards.	Policy Information
Organization for Economic Co-operation and Development (OECD) http://www.oecd.org/home/	Source of information on coordinating and promoting green public purchasing in industrial countries	Information Resource Centre
Secretaría del Medio Ambiente y Recursos Naturales, SEMARNAT (The Secretariat of Environment and Natural Resources) http://www.semarnat.gob.mx/wps/portal/	To strive to including in all levels of society and public duty, criteria and instruments assuring the optimal protection, conservation and exploitation of our natural resources thereby creating a comprehensive and inclusive environmental policy within the sustainable development framework.	Criteria Policy Framework
Taneco limited http://www.taneco.co.uk/index.html	UK's leading specialists in environmental procurement strategy & training, developing sustainable procurement programs.	Consulting Training
United Nations Environment Programme (UNEP) "Production and Consumption Branch's Sustainable Consumption" http://www.uneptie.org/pc/sustain/	Information on the UNEP/SETAC Life Cycle Initiative, which builds on the ISO 14040 standards and intends to establish approaches and best practices. Also contains sections on UNEP's activities on eco-design and sustainable procurement, including a product and criteria database.	Best Practices Database

Appendix F. Glossary of Terms

The lack of commonly agreed definitions for environmental terms can lead to problems in environmental procurement. For example, your request for recycled content in the paper that you purchase can mean many things to a supplier; this is especially true if the supplier is not well versed in the terminology. Without further clarification as to the amount of recycled content and the type of recycled content (e.g. post-consumer), you may end up with a product that only appears to be a sound environmental choice. - Department of Foreign Affairs and International Trade (DFAIT)

Environmentally preferable Products - Executive Order 13101, Greening the Government Through Waste Prevention, Recycling, and Federal Acquisition, September 16, 1998

Environmentally preferable products are “products and services [that] have a lesser or reduced effect on human health and the environment when compared to other products and services that serve the same purpose. This comparison may consider raw materials acquisition, production, manufacturing, packaging, distribution, reuse, operation, maintenance, or disposal of the product or service.”

Environmentally Preferable - (EO 13101, Section 201) - EPA

Products or services that have a lesser or reduced effect on human health and the environment when compared with competing products or services that serve the same purpose. The product or service comparison may consider raw materials acquisition, production, manufacturing, packaging, distribution, reuse, operation, maintenance, or disposal.

Environmental Procurement - DFAIT

Environmental procurement is making your purchases with the goal of reducing your impact on the environment. In this program, environmental procurement will also be referred to as Green procurement or buying Green. Environmental procurement can include purchasing products and services that reduce their use of all materials, energy, and/or water. Examples of Green purchases include buying recycled paper with 20% post-consumer recycled content over standard types of paper, or buying compact fluorescent light bulbs because they save energy and last longer.

Environmental Purchasing - City of Richmond

Refers to selecting those goods and services, which promote a healthier community and environment.

Life Cycle Assessment - EPA

Comprehensive examination of a product’s environmental and economic aspects and potential impacts throughout its lifetime, including raw material extraction, transportation, manufacturing, use, and disposal. (EO 13101, Section 201) The International Standards Organisation, through ISO 14040, has defined life cycle assessment slightly differently as follows: Compilation and evaluation of the inputs, outputs, and the potential environmental impacts of a product system throughout its life cycle.

Life Cycle Cost - EPA

Amortised annual cost of a product, including capital costs, installation costs, operating costs, maintenance costs and disposal costs discounted over the lifetime of the product, according to OMB Circular A-94 and Executive Order 13101, Section 201. However, this definition does not include external costs (i.e., those not borne directly by the entity that owns and operates a product/service, such as environmental costs to society at large). For the purposes of this guidance, EPA encourages agencies to consider all internal and external costs associated with a product, process, or activity throughout its entire life cycle—from raw materials acquisition to manufacture, recycling and final disposal.