



 oecm

20
23

Annual
Report



We are shaped by our mission, vision, and values

which guide our actions and demonstrate who we are and what we do. Collaboration is the foundation of our business, enabling us to build a bridge amongst and between our customers and supplier partners.

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About OECM

OECM is a trusted not-for-profit collaborative sourcing partner for Ontario's education sector, broader public sector, and other not-for-profit organizations. We contract with innovative, reputable suppliers to offer a comprehensive **choice** of quality products and services, generate significant **value** and **savings**, and deliver responsive and consistent **service** for our customers.

We are shaped by our mission, vision, and values, which guide our actions and demonstrate who we are and what we do. Collaboration is the foundation of our business, enabling us to build a bridge amongst and between our customers and supplier partners.

OUR MISSION

Generate savings by unlocking the potential of collaborative strategic sourcing.

OUR VISION

Be the premier customer-driven supply management partner.

OUR VALUES

Collaboration: We are committed to working together to achieve common goals.

Responsiveness: We deliver on our promises in a timely way.

Integrity: We are open, honest, and accountable.

Innovation: We pursue creative solutions to foster an exceptional customer experience.

Respect: We listen to and value everyone's ideas and opinions in a fair, open, and attentive way.

AT OECM, WE OFFER ...



SAVINGS

OECM provides opportunities to minimize costs, and generate savings and efficiencies on products and services available through our Marketplace.



CHOICE

OECM offers a wide range of collaboratively-sourced and competitively-priced products and services, provided by over 400 (and growing) supplier partners, as part of our Marketplace.



SERVICE

OECM promises to deliver service that is consistent, accessible and responsive, supporting our customer-centric service delivery model.

Chair's Message

CHAIR OF THE BOARD, DR. F. HAIDER ALVI

This past year, while Ontario's broader public sector faced ongoing transformation and new challenges, we also found opportunities for greater sector collaboration and collaborative sourcing success. The Board of Directors continued to work in partnership with management to guide OECM's strategic principles and priorities, fueling the organization's success and performance. We are proud to celebrate another year of outstanding growth and corporate achievements, topped by record spend.

OECM is well-established as the trusted collaborative sourcing partner to Ontario's schools, colleges, universities, municipalities, hospitals, long-term care homes, and several other customers across the broader public sector and not-for-profit community. Reaching the \$4 billion milestone in accumulated collaborative spend is a clear indication of this growth and success and I am confident in OECM's ability to carry forward this momentum in 2024 and beyond.

This year, the Board endorsed several strategic initiatives from management that promote organizational performance and add value to OECM's offerings, including investment in the following:

- a formalized Environmental, Social and Governance (ESG) strategy and framework validated through an alliance with the Canadian Collaboration for Sustainable Procurement (CCSP),
- enhanced business intelligence and data utilization tools to support strategic decision-making,
- a robust thought leadership and outreach strategy to drive brand awareness and credibility,
- the establishment of a collaboration agreement with the Supply Ontario agency driving procurement modernization and creating value,
- the development of an enhanced People Strategy including a comprehensive Professional Development program for OECM staff,
- the initiation of an enriched Supplier Recognition Program (SRP), a new Supplier Working Group (SWG) and a Supplier Success Program (SSP),
- and an Indigenous and Métis Engagement Strategy deeply focused on relationship-building, listening and learning.

We continue to support these and many other initiatives that are in alignment with OECM's Multi-Year Strategic Plan and value proposition to drive savings, choice, and service.

The Board is steadfast in our commitment to fostering innovation in our governance practices through rigorous, skills-based evaluation and renewal, ensuring we have the necessary expertise to fulfill our oversight duties effectively. This year, we welcomed three new members to the Board, adding depth and strength in the domains of ESG, healthcare, and government services. We also announced the recruitment of four new Customer Council Committee (CCC) members who bring immense sector knowledge and wide expertise to the Committee table. The CCC continues to serve as the voice of OECEM's customers and is a direct conduit for customer engagement and influence at the Board level.

This summer, OECEM's President and CEO, John Sabo informed the Board of his intention to retire in 2024, which initiated succession planning. An Executive Search Committee has been appointed and an executive recruitment firm engaged. The Board recognizes and celebrates John's exceptional leadership over the last eight years. We will continue working closely with him in 2024 to build on the strong foundation and legacy he leaves behind while setting the stage for OECEM's next phase.

As we look ahead, we remain committed to maintaining strong partnerships with government and other key stakeholders across all sectors. We continue to evolve, expand, and strengthen our commitment to robust governance required for OECEM over the long term and we endorse OECEM's strategies to be the premier customer-driven supply management partner in Ontario. Strengthening customer, supplier, and stakeholder relationships will help drive long-term growth and value creation.

I would like to acknowledge and thank the entire OECEM team for their dedication to delivering exceptional work over the last year. I would also like to thank the Board of Directors for their constructive collaboration and oversight of OECEM. We will continue to work together to oversee the implementation of OECEM's business priorities and serve the best interest of Ontario's education sector, broader public sector and not-for-profit community.



Dr. F. Haider Alvi
Chair, Board of Directors, OECEM

CEO's Message

PRESIDENT & CEO, JOHN A. SABO

I am pleased to share this report on OECM's performance and accomplishments in 2023, another exceptional year marked by several significant initiatives and exciting milestones. Of note, in 2023 OECM facilitated a record collaborative procurement spend of \$716 million and celebrated a new landmark achievement by surpassing \$4 billion in accumulated life-to-date collaborative procurement spend.

Continuing on a strong trajectory of business growth and transformation, in 2023, OECM completed a new record total of 21 strategic sourcing initiatives. We expanded our Marketplace to provide our growing customer base, consisting of 984 agencies and organizations from across Ontario's education, municipal, health, broader public sectors and not-for-profit communities, with greater savings, choice, and service. OECM's offerings now include 85 unique product and service agreements available through 418 active supplier partners.

In alignment with our Multi-Year Strategic Plan (MYSP) and building on our priorities for continued transformation and growth, OECM successfully initiated and delivered several key projects throughout the year. We invested in corporate brand awareness and positioning strategies, implementing a dedicated thought leadership and outreach program and completing over 70 engagements, including hosting OECM's inaugural College and University Procurement Summit in June 2023 and a Facilities Summit in October 2023. We progressed in the development of an Environmental, Social, and Governance (ESG) implementation roadmap for OECM and its stakeholders, explored opportunities to strengthen Indigenous community relations, and finalized plans for our highly anticipated 3rd Ontario Leadership & Collaboration Symposium to be held in February 2024.

OECM's future is deeply embedded in our approach to customer-centricity – our customers are at the heart of all that we do. Therefore, we have focused our efforts on supporting and enhancing customer satisfaction and high levels of engagement while also emphasizing the importance of positive collaborative partnerships with our supplier partners.



John A. Sabo
President & Chief Executive Officer, OECM

In 2023, we looked at ways to improve OECEM's Supplier Recognition Program (SRP) and spearheaded the initiation of a Supplier Working Group (SWG) and a Supplier Success Program (SSP), initiatives that assist us in delivering enhanced value to all our customers.

Leadership and collaboration are important cornerstones of OECEM's business strategies and growth plan and in 2023, we embarked on several supporting initiatives. Early in the year, OECEM entered into a collaborative agreement with Supply Ontario, fueling joint opportunities to drive innovation, streamline supply chain processes, and further economic development across the broader public sector. OECEM also continues to explore how collaboration and strategic partnerships can foster innovation amongst and between the sectors we serve. In December, OECEM's Board of Directors approved an increase of \$1.6 million to OECEM's Sector Success Sharing (SSS) reserve fund, which now totals \$10 million – funds that continue to be reinvested into Ontario's education and municipal sectors to support over 22 innovative and transformative collaborative initiatives.

In alignment with OECEM's Board-approved People Strategy that promotes our team's professional and academic growth, we partnered with Supply Chain Management Association Ontario (SCMAO) to make their professional development offerings available to our staff. We also continue to support and foster diversity and inclusion practices that are meaningful and impactful to our staff, customers, supplier partners and other stakeholders, including nurturing relationships with Indigenous and Métis communities across the province. This report includes details on all these initiatives and much more.

OECEM's financial and corporate achievements in 2023 further cement our position as a Centre of Excellence for collaborative supply management innovation, demonstrating our commitment to delivering value, generating savings, and facilitating opportunities for shared success across the public sector.

In October, OECEM received the Daily Bread Food Bank's 2023 Workplace Champion award, which I proudly accepted on behalf of our organization. Through various initiatives this year we have raised \$23,000 in funds and food donations, creating awareness of food insecurity and hunger in Toronto. This award is a true testament to our deep-seated values, collective generosity, and goodwill to those in need.

This year is particularly significant for me as it will be my final full year at the helm as OECEM's President and CEO. After spending nearly four decades in the public sector and serving over 8 years with OECEM, I will be retiring in late June 2024. Looking back, I am truly proud of all that we have accomplished together over the years. OECEM enters 2024 with a clear plan for continued growth, a healthy financial outlook, and a dedicated team with robust capabilities that will allow us to do even more for our customers during these deeply transformative times.

To our community of customers, supplier partners, champions, collaborators, and allies – thank you for your continued support, trust, and commitment to OECEM. It has been my pleasure to work with our Board of Directors, Senior team, and staff members to keep building on our extraordinary path of growth and success. I invite you to follow OECEM's progress in our quarterly publication, the **OECEM Connection**, and on X (formerly Twitter) and LinkedIn as we anticipate another exciting and fulfilling year ahead!

Board of Directors



Dr. F. Haider Alvi (ICD.D)
Chair of the Board

Ex Officio, Audit and Finance
Ex Officio, Customer Council
Ex Officio, Governance and Human Resources
Ex Officio, Strategic Planning
Ex Officio, Technology



Lesley Cornelius (ICD.D)
Chair of Customer Council
Standing Committee

Member, Customer Council
Member, Strategic Planning



Mike D'Amico
Chair of Governance and Human
Resources Standing Committee

Member, Governance and Human
Resources



Kathy Pozihun
Chair of Technology
Steering Committee

Member, Customer Council
Member, Technology



Janice Ciavaglia
Board Member

Member, Customer Council
Member, Governance and Human
Resources



Eitan Dehtiar (ICD.D)
Vice Chair of the Board

Member, Audit and Finance
Member, Strategic Planning



Dilhari Fernando
Board Member

Member, Customer Council



Julia Hanigsberg
Board Member

Member, Strategic Planning
Member, Governance and Human
Resources



Kevin Kobus
Chair of Strategic Planning
Steering Committee

Member, Governance and Human
Resources
Member, Strategic Planning



Patricia Li (ICD.D)
Board Member

Member, Audit and Finance
Member, Technology



Andrew Szende
Board Member

Member, Audit and Finance
Member, Technology



Greg Treffry (ICD.D)
Chair of Audit and Finance
Committee

Member, Audit and Finance
Member, Technology

For more information about OECM's Board of Directors, visit
<https://oecm.ca/about-oecm/#board-of-directors>.

Customer Council Committee



Radha Krishnan
College Sector Representative

Associate Vice President of Information Services, Seneca College



David Neale
College Sector Representative

Executive Director of Campus Services, Seneca College



Sanjay Puri
College Sector Representative

Vice President, Administration and Chief Financial Officer, Humber College Institute of Technology & Advanced Learning



Kim Watkins
College Sector Representative

Chief Financial Officer at Mohawk College and the Treasurer, Mohawk College Foundation



Brad Parkes
University Sector Representative

Assistant Vice President, Facilities Services, York University



Marny Scully
University Sector Representative

Vice President of Policy and Strategy, Council of Ontario Universities (COU)



Josh Tonnos
University Sector Representative

Associate Vice President Financial Services and CFO, Brock University



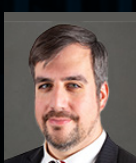
Bo Wandschneider (ICD.D)
University Sector Representative

Chief Information Officer (CIO), University of Toronto



Daniel Del Bianco
School Board Sector Representative

Associate Director of Education, Corporate Services, Dufferin-Peel Catholic District School Board



Matthew Gerard
School Board Sector Representative

Associate Director, Support Services, Hamilton-Wentworth District School Board



Brian Jeffs
School Board Sector Representative

Executive Director, Ontario Senior Business Officials (COSBO)



Brian McKay
School Board Sector Representative

Associate Director, Corporate Services, the Lambton Kent District School Board



Suzanne Oliner
Municipal Sector Representative

Commissioner of Finance and Corporate Services, District Municipality of Muskoka and Treasurer, Muskoka Municipal Non-Profit Housing Corporation



Sandra Zwiers
Municipal Sector Representative

Chief Administrative Officer (CAO), County of Essex

For more information about OECM's Customer Council Committee, visit <https://oecm.ca/about-oecm/#customer-council-committee>.

Our Commitment to Diversity and Inclusion

OECM's commitment to diversity and inclusion is reinforced in our business practices and corporate culture which endorses inclusive hiring practices, ensures fair representation, facilitates initiatives for staff to share cultural experiences, and cultivates an environment of unconditional acceptance. Our **Commitment to Diversity and Inclusion Statement** backed by OECM's Board of Directors, our President and CEO, and the entire OECM team, also acknowledges and advocates for the rights and freedoms of Canada's Indigenous communities, as well as for members from all communities and racialized groups that experience systemic and institutionalized discrimination and violence.

In today's ever-changing world, we know that we must be meaningful in our actions and strive to make an impact that matters to our customers, suppliers, staff, stakeholders, communities, and country. In 2024, we will review our commitment statement to ensure that our actions continue to accurately reflect our values and our words. Through our collective efforts, accountability, and continued learning, we can aim for a more just and equitable future for generations to come.

The following is a snapshot of events and initiatives in 2023 to support our ongoing Commitment to Diversity and Inclusion.

Additional details on the various actions we have taken this year to continuously foster relationships, build partnerships, listen, and learn from Indigenous leaders and community members, are included throughout this report.





Inclusivity and Diversity in the Workplace

At OECM, we know that our differences are what make us stronger and help us create a dynamic and engaging workplace. We strive to cultivate an equitable and impartial environment that embraces our differences through professional development activities, workplace initiatives, and internal policies and procedures. Early in 2023, OECM initiated a mandatory **Respect in the Workplace** training for all staff. Offered by Respect Group, a leading workforce training company, this virtual, 90-minute, module-based interactive training aims to educate and empower employees with practical tools to identify harassment, discrimination, or bullying at work and address the issues through constructive, healthy, and assertive approaches. As part of our work to integrate diversity-based components in our day-to-day operations, we continue to develop and share a regular monthly Diversity Calendar with all staff, intended as a resource to recognize and celebrate cultural, religious, spiritual, and general awareness days observed nationally and internationally. Staff members also share their individual stories, anecdotes, experiences, and the occasional tasty dish!



Indigenous Community Initiatives

OECM made significant strides in strengthening ties with Indigenous and Métis communities in Ontario through visits to the North, promoting Indigenous-based engagements, recognizing Indigenous businesses, and supporting Aboriginal organizations through fundraising and greater representation among our sector partners. In September, we acknowledged the National Day for Truth and Reconciliation to commemorate the tragic and painful history of children in the residential school system, as well as the ongoing impacts they, and their family members, as well as communities across Canada face. OECM staff donned orange shirts branded with the message, “Every Child Matters,” in memory of Indigenous children who suffered the atrocities of residential schools. OECM invited Dr. Paulette Tremblay, President & Chief Executive Officer of the First Nations Education Administrators Association (FNEAA), to speak to our staff about our continued and collective journey toward truth and reconciliation. We continue to prioritize our work in this area with open dialogue, community-based learning opportunities for staff, partnering with Indigenous organizations, and determining the procurement needs of diverse groups.

Our People

Our people are at the core of our success.

2023 Highlights



At OECM we embrace the mantra, “Work Hard, Play Hard”. We encouraged greater staff engagement through self-development activities, shared information across lunch and learns, participated in team-building sessions, and held several all-staff gaming tournaments that often took a competitive route! At OECM, we believe that happier staff members have a higher work efficacy, so we prioritized our staff’s mental and physical well-being while maintaining the five pillars of our People Strategy.

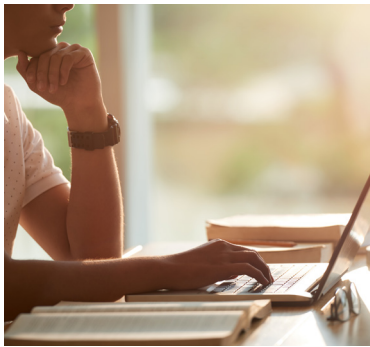


OECM’s People Strategy is a Board-approved and management-led strategic approach that endorses five key components as part of its people plan – **Total Rewards, Leadership & Talent: Acquisition and Development, High-Performance Culture of Excellence, Workforce Planning, and HR Operational Excellence**. The strategy aims to enhance our quality of work, encourage our team members’ professional and educational advancements, attract and retain exceptional talent, and nurture a positive work culture. To ensure that our staff are well informed on how to access and maximize their provided benefits, we held a Total Rewards learning session in May to give a detailed breakdown of the rewards components for both management and operational staff.

SCMAO’s Core Education and Professional Development



At OECM, we take immense pride in our skilled and talented workforce and ensure that we offer opportunities to advance our team’s professional growth. In addition to continued access to **LinkedIn Learning** as part of our professional development program available to all OECM staff members, in 2023, we partnered with the Supply Chain Management Association Ontario (SCMAO) to grant staff access to their **Core Education and Professional Development** offerings.



Through this multi-year partnership with SCMAO, OECC employees gain admittance to various professional development sessions, Leadership Series events, requisite courses to obtain a Certified Supply Chain Management Professional (CSCMP) designation, and courses to complete a Diploma in Procurement and Supply Chain Management. Last year, 54 staff members – over half of our workforce – took advantage of this access to complete one or more of SCMAO's professional offerings. OECC looks forward to collaborating with SCMAO on future initiatives that resonate with our commitment to cultivating quality educational experiences and continued learning.

Digital Learning and Leadership Development



In this rapidly evolving, technology-focused environment, we want OECC's workforce to be well-equipped and trained to manoeuvre all sorts of challenges. In 2023, we led several training sessions to help upgrade our staff's technical skills. We started the year with a **Power BI Training** session led by our Business Intelligence team and a **Social Media Training** session hosted by OECC's Marketing and Communications team to share insights on how best to leverage social media for personal and professional marketing, as well as review OECC's social media policy. Staff also received two mandatory sessions of **Cybersecurity Awareness Training** to identify cyber threats before an attack and mitigate the risks of personal information theft.



As part of our commitment to develop and refine management, our managers participated in a two-day leadership workshop focused on **Unlocking Relational Leadership**. Delivered by the Schulich School of Business, this workshop provided insight into how relationships inspire individual and organizational success. As a follow-up to this program, each participant received one-on-one coaching on how to improve their leadership practices. We strive to produce exemplary management who are trained to mobilize and leverage the talents and potential of our dynamic workforce.

Staff Engagement & Activities



We are committed to creating a strong and engaged workforce, and in 2023, we led several events and activities that promoted team building, community engagement, and personal development. We held our annual **Family Day** event in September, bringing families and staff together to celebrate the importance of relationships and communities. Over 170 family members gathered at the OECM office to share a meal and participate in collaborative and interactive activities.

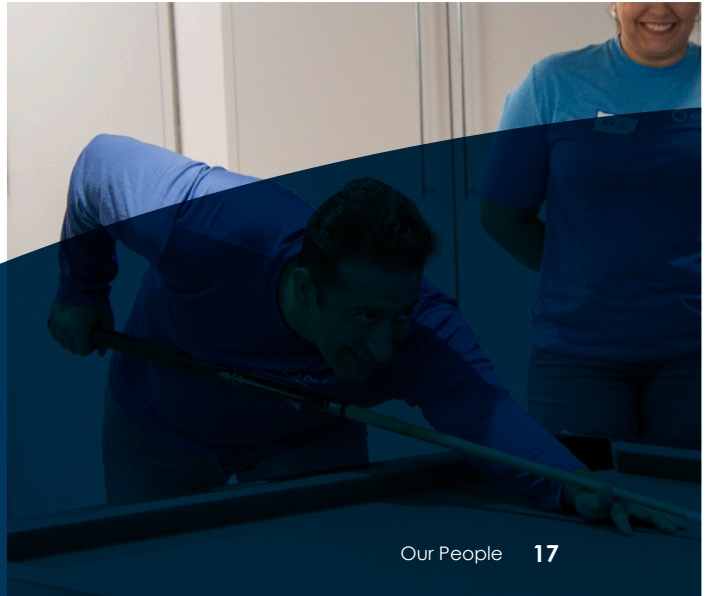


OECM also hosted a session for staff members on the Strategic Sourcing, Supplier Relationship Management (SRM), Customer Relationship Management (CRM) and Business Development (BD) teams to come together for a morning of self-reflection. The event encouraged both personal and professional development amongst our staff, and OECM invited Laura Cocuzzi, an independent consultant, to lead a vision board activity centred on creating and building a vision for their life aligned with each individual's fundamental values and desires. The activity served as an excellent opportunity to reflect on our experiences, aspirations, and changes that our staff members wish to manifest and build upon.



Lastly, we also saw true team spirit when OECM's Sourcing, SRM, CRM, MarCom and BD teams organized exciting team-building events. Examples include a go-karting event at K1 Speed Track and a morning at Activate, a state-of-the-art facility with a variety of active games. To garner healthy competition amongst our staff, we held OECM's 2023 Darts Tournament championships, followed by our 2023 Staff Office Foosball Tournament. For our creative souls, we hosted a gingerbread house competition in our staff lounge, followed by a decadent holiday lunch. We ended the year with OECM's second theatre night at the Princess of Wales Theatre to watch the musical production *42nd Street*.





OECM's Multi-Year Strategic Plan (MYSP)

OECM's Multi-Year Strategic Plan (MYSP) leverages our proven ability to drive value, savings, choice and service. In 2023, OECM continued to engage with key stakeholders, including employees, customers, suppliers, and government partners to identify and action opportunities for transformation and collaboration.

OECM's Customer-Centric Service Delivery Framework (CCSDF) supports our strategic priority of focusing on delivering unparalleled customer-centric services that position OECM as a premier collaboration partner for the education sector, broader public sector and other not-for-profit organizations. This framework has seven key elements, which have proven successful in driving high levels of customer satisfaction, loyalty, and advocacy in delivering accurate, consistent, high-quality solutions to our customers.

MISSION
Generate savings by unlocking the potential of collaborative strategic sourcing.

VISION
Be the premier customer-driven supply management partner.

VALUES
COLLABORATION
OECM is committed to working together to achieve common goals.
RESPONSIVENESS
OECM delivers on its promises in a timely way.
INTEGRITY
OECM is open, honest, and accountable.
INNOVATION
OECM pursues creative solutions to foster an exceptional customer experience.
RESPECT
OECM listens to and values everyone's ideas and opinions in a fair, open, and attentive way.

STRATEGIC PRIORITIES
1. Expand Customer Participation
Continue to serve a high volume of education customers, increase spend of existing customers, and pursue other customer segments in the BPS and NFP sectors.
2. Enhance Product and Service Offerings
Increase and enhance total products and services by building key advisory capabilities and working with strategic delivery partners.
3. Improve Customer Experience
Advance OECM's customer-centric strategy, emphasize customer and supplier satisfaction through updated digital experiences and the provision of more robust data analytics.
4. Optimize Organizational Performance & Capacity
Continue to focus on improving financial performance and sustainability and explore the necessary internal capacity to expand OECM's offerings and customer base while maintaining service quality.

Multi-Year Strategic Plan



STRATEGIC PRIORITIES

1. Expand Customer Participation

- Continue to serve a high volume of education customers
- Increase the spend of existing customers
- Aggressively pursue other customer segments in the Broader Public Sector (e.g., municipalities and Not-for-Profit sector)

2. Enhance Product and Service Offerings

- Increase and enhance total products and services by:
 - offering an integrated value chain to customers,
 - building out key advisory capabilities, and
 - working with strategic delivery partners as needed

3. Improve Customer Experience

- Continue to advance OECEM's customer-centric strategy
- Emphasize customer and supplier satisfaction by implementing key improvements including an updated digital experience and the provision of more robust data analytics

4. Optimize Organizational Performance and Capacity

- Continue to focus on improving financial performance and sustainability
- Ensure the necessary internal capacity (e.g., staffing, structure, and processes) to expand OECEM's service offerings and customer base while maintaining current service quality

2023 Business Highlights

In 2023, we continued to have all of Ontario’s educational institutions participating in and leveraging OECM agreements. In 2023, on average, OECM’s individual Education Sector Customer agreement spend was **\$4.4 million** with approximately 16.9 product/service agreements leveraged.

- 116** School Boards, Colleges and Universities
- 157** Healthcare Institutions or Hospitals
- 291** Municipal and Related Services entities
- 420** Other Broader Public Sector and Not-for-Profit organizations



Ontario’s education sector utilizes over 90% of OECM’s agreements and product/service offerings.

984 Total Active Customers

In addition to our education sector customers, as of December 31, 2023, we had **420** other Broader Public Sector and Not-for-Profit organizations actively using our Marketplace, including **157** Healthcare institutions or Hospitals and **291** Municipal and Related Services entities. Despite continued global unrest contributing to ongoing supply chain disruptions and demanding market conditions, 2023 was a record year for OECM – marked by increases in collaborative spend, customer growth and product and service offerings.

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Key Stats

\$716M Total collaborative Spend (in millions)

\$189 Spend per student in Ontario

36 New OEM customers in 2023

85 Total products & services categories in 2023

Collaborative Spend

Collaborative Spend provides the ultimate measure of participation and support of OEM by its customers. In 2023, OEM had a total of \$716 million in collaborative Spend.

Per student Spend in the Education sector totaled \$189 per student.

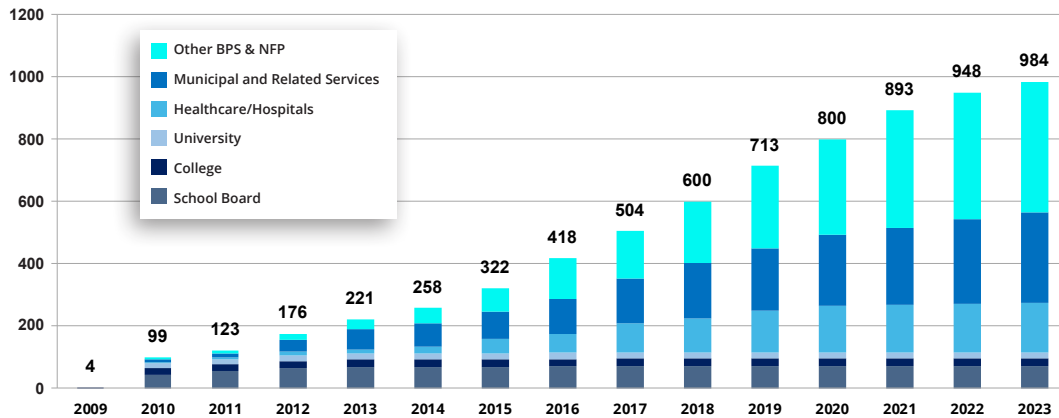
Active Customers

OEM is a customer-based organization that provides savings, choice, and service to its 984 customers. In 2023, we welcomed 36 new OEM customers.

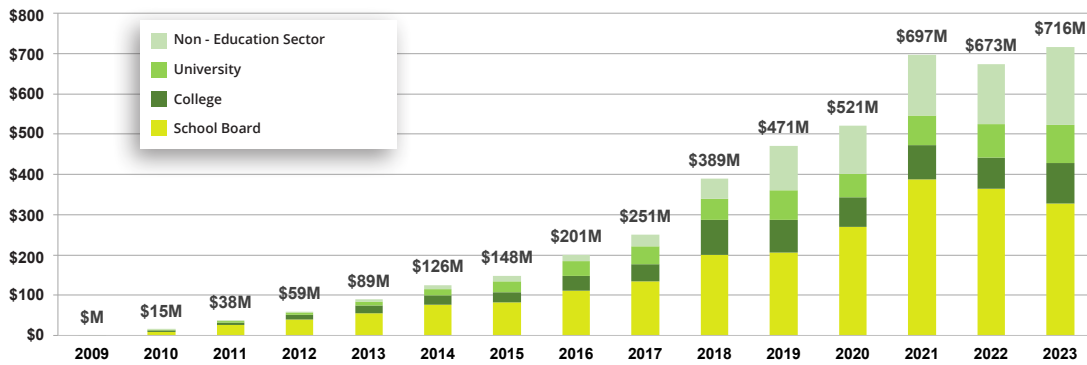
Products & Services

OEM offers products and services that can be facilitated best through collaboration. In 2023, we had 85 categories of products and services available through our Marketplace, including 10 new categories with a major focus on Facilities and Operations related agreements.

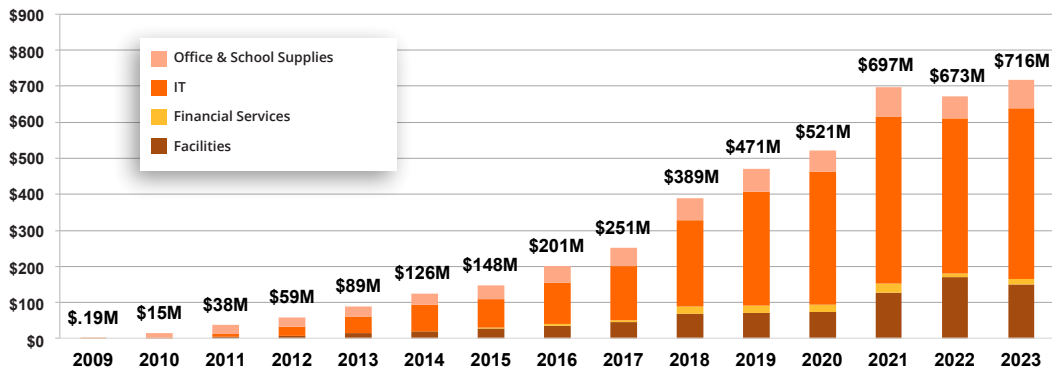
Total No. of Active Customers



Collaborative Spend by Sector (millions)



Collaborative Spend by Category (millions)



OECM Milestone: \$4 Billion in Life-to-Date Collaborative Spend



In the summer of 2023, **OECM surpassed \$4 billion** in accumulated life-to-date collaborative spend, solidifying our position as Ontario's leading collaborative sourcing partner for the broader public, not-for-profit, and education sectors. Our year-over-year collaborative spend growth demonstrates our commitment to delivering value, generating savings, and facilitating opportunities across the provincial and municipal supply chain ecosystem. OECM's success would not be possible without the contribution, collaboration, and guidance of our Board of Directors, Committee members, partners, customers, and suppliers. We look forward to crossing \$5 billion in accumulated collaborative spend in the year ahead, as we work collaboratively to introduce continued improvements and process efficiencies and deliver enhanced value to all our customers.

Sector Success Sharing & Funding Initiatives

OECM's **Sector Success Sharing (SSS) program** is an exclusive initiative that allows for funds generated through collaborative spend on OECM contracts to be invested back into the sectors we serve, including school boards, colleges, universities, and municipalities.

On December 18, 2023, OECM's Board of Directors approved an increase of \$1.6 million, bringing the SSS reserve fund to an impressive life time allocation of **\$10 million dollars**. The reserve fund is intended to support innovation and transformation and foster supply chain collaboration and strategic partnerships amongst sectors.

Funds from the reserve amounting to **\$5.8 million dollars** to date has been utilized by the sectors to support significant projects, including an Enterprise Resources Planning (ERP) procurement initiative for school boards, a Sustainable Procurement Program/Framework for Ontario colleges, and Data Harmonization and Improvement for universities. For the municipal sector, projects include targeted sessions for the Northern Municipalities in Thunder Bay and Sudbury, dedicated asset management resources, education videos, and other strategic priorities relevant to the sector. Through initiatives like the SSS, OECM positions itself as a premier, customer-driven supply management partner for Ontario's broader public sector and reinforces our commitment to give back to the customer sectors that we serve.

Technology Transformation: Enhancing Customer Experience

Website Enhancements

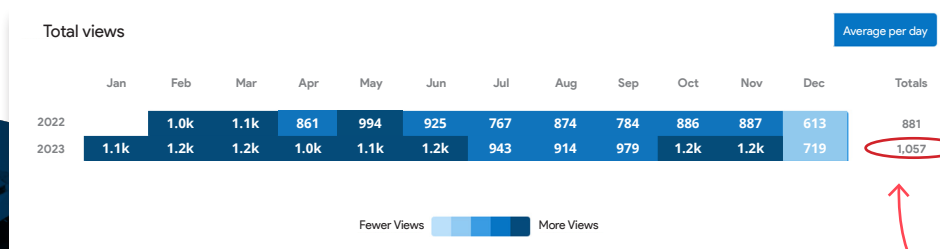
In 2023, OECM implemented several website enhancements and features to improve navigation, interactivity, and the overall customer and supplier partner experience on oecm.ca. This included updates to the Marketplace and how awarded supplier partners are displayed, as well as the inclusion of a customer feedback link to capture metrics in support of OECM's Supplier Recognition Program (SRP). Additionally, leveraging OECM's business intelligence capabilities and access to data, enhancements that integrate with OECM's Microsoft Dynamics 365 continue to be prioritized. For example, based on their needs and interests, customers can access a list of Recommended Agreements through each agreement page.

In 2024, we'll continue to provide tailored information to our customers and supplier partners, using business intelligence and data analytics to support strategic decision-making and enhance procurement outcomes. To support our customer-centric goals, a Customer Dashboard with a variety of self-serve functionality will be unveiled in Spring 2024.

2023 Website Highlights

Engagement Overview

Jan 1, 2023 – Dec 31, 2023



Average daily views in 2023

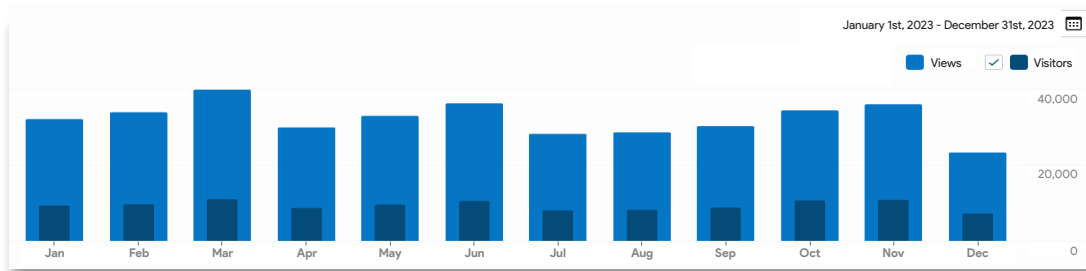
584,341
Total Views

no. of pageviews from visitors to the OECM website

105,020
New Users

New User Acquisition and Average Engagement through our Website.
New Users: The number of users who interacted with the OECM website for the first time

User Acquisition and Most Views



14.5% of OECM website users are returning visitors and they engage 4x longer than a new visitor.

1m 35s
Average Engagement Time

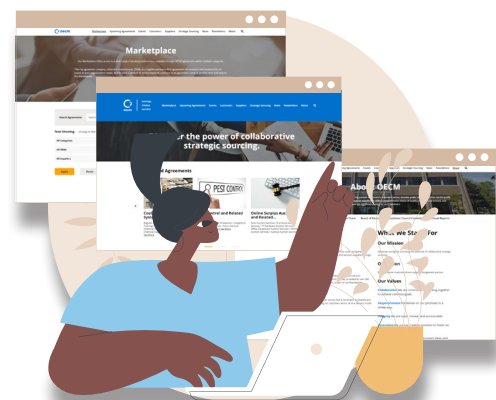
OECM's website has a better engagement time than most B2B and B2C companies.

The average time spent on a single page is 54 seconds.
[Source: HubSpot through Forbes Top Website Statistics for 2023]

First impressions matter. Users form an opinion about a website in the incredibly brief time of 0.05 seconds.

Which Landing Pages Get the Most Views?

	Views	New Users	Avg. Engagement Time
HOME	163,222	25,575	1m 58s
MARKETPLACE	64,121	2,200	3m 3s
ABOUT OECM	15,699	1,603	2m 23s
SUPPLIERS	15,704	2,690	1m 44s
UPCOMING AGREEMENTS	13,976	1,303	1m 20s



Business Intelligence

Data utilization is a fundamental tool that helps us establish benchmarks, measure Key Performance Indicators (KPIs), problem-solve, improve processes, identify the market and customers' needs, and set future goals that align with OECM's strategic outlook. This is where OECM's Business Intelligence (BI) team is making a difference. This team oversees OECM's data architecture, provides analytical support to our leadership, delivers regular and consistent data insights on corporate undertakings, budgets, and forecasts, and promotes using unbiased data to leverage opportunities to support operations and strategic decision-making.

This year, we continued to enhance our decentralized data analytics approach, empowering every business unit across OECM to leverage advanced business intelligence tools and enable analysis of extensive data to enhance our organizational outputs and identify opportunities for transformation and growth.

In 2024, the BI team is set to roll out an upgraded data storage and management plan to strengthen security measures, optimize costs, and improve our data analysis capabilities.

Learn more about the BI team and how they are working to enhance OECM's use of data and analytics to support empowered decision-making:

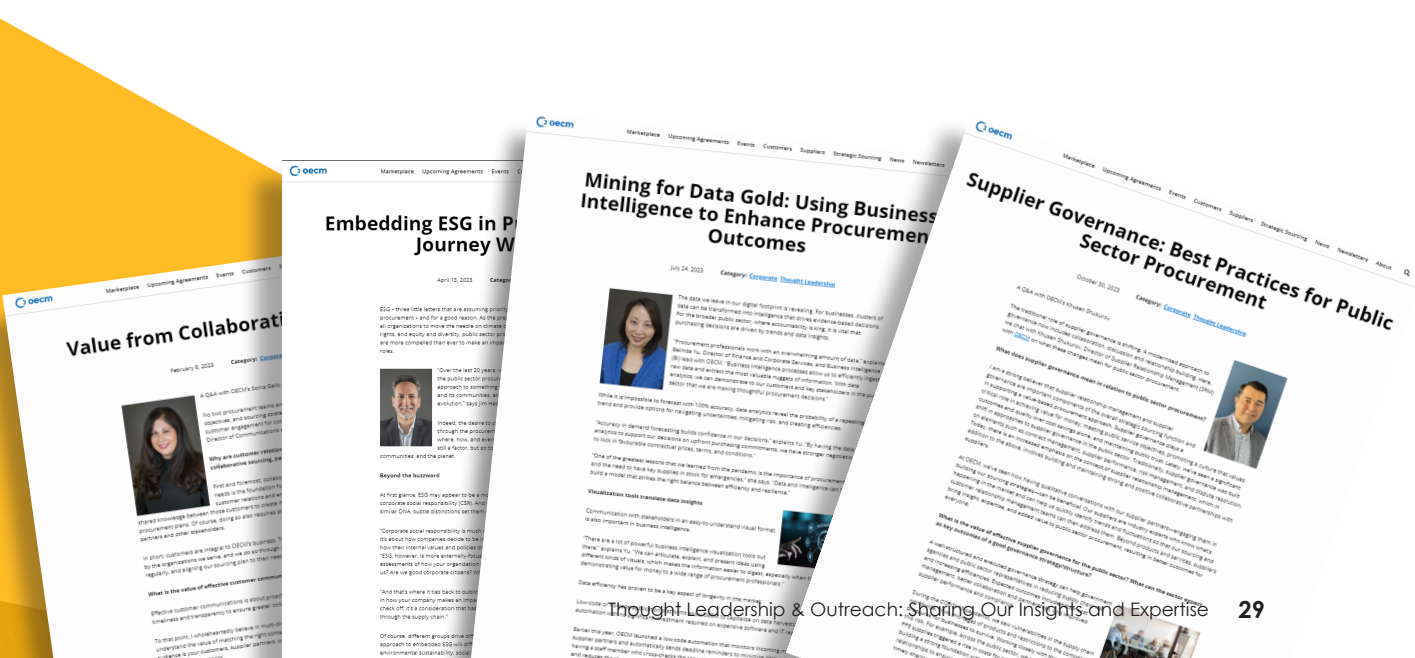
<https://oecm.ca/news/inside-the-doors-business-intelligence-team/>

Thought Leadership & Outreach: Sharing Our Insights and Expertise

As the premier customer-driven supply management partner for Ontario's public sector, we believe in establishing best practices and leading the way in adopting new approaches to drive innovation and demonstrate value beyond cost savings. In 2023, OECM's thought leaders continued to make significant contributions to the public procurement sector, sharing valuable insights and expertise to foster dialogue, change, and innovation. Through a robust program combining published articles, industry publications, presentations, participation at key sector events, and OECM-led events, our leaders inspired discussions on important topics ranging from ESG in public procurement to navigating the evolving supply chain landscape.

Our experts shared their knowledge and perspectives in feature articles for several industry publications and on OECM's website:

- **Ontario Public Buyers Association (OPBA):**
 - *Value from Collaborative Procurement*
 - *Embedding ESG in Public Procurement: A Journey Worth Taking*
 - *Mining for Data Gold: Using Business Intelligence to Enhance Procurement Outcomes*
 - *Supplier Governance: Best Practices for Public Sector Procurement*
- **MFOA:**
 - *Procurement Versus Purchasing: Separate Functions, Distinct Objectives*
- **OECM:**
 - *Top 5 Procurement Trends to Survive and Thrive in the 'New Normal'*
 - *Fostering Innovation and Driving Value across Ontario's Public Sector through a Success Sharing Initiative*



OECM's Industry Spotlight: Sharing Insights on Future Trends

OECM's Supplier Relationship Management (SRM) team continued to work in collaboration with supplier partners to bring the latest in supply chain and industry-related insights and trends to our customers. In 2023, OECM published three installments of our **Industry Spotlight** news resource, focused on:

- **Cybersecurity**
- **Cloud Technology and Computing**
- **Natural Gas Management**

Additional installments of the Industry Spotlight are planned for 2024, including in-depth analyses of Artificial Intelligence (AI) and other leading topics.

Speaking Engagements

Several of our in-house thought leaders were visible at key sector events this year, delivering insightful presentations, leading educational workshops, and moderating discussions on a variety of topics:

- **Getting a Seat at the Table: Stories of Leading Women**
SCMAO Women in Leadership Series
- **The New Normal 2.0: Navigating the Ever-Changing Supply Chain Landscape. New Challenges, Opportunities, Best Practices, and Resilient Procurement Strategies**
The Canadian Public Procurement Council (CPPC)
- **The Power of Collaboration in Navigating Supply Chain Challenges**
Ontario Association of School Business Officials (OASBO) Annual Conference
- **Group Buying: A Growing Option for Canadian Procurement Teams**
The Professional Association for Cooperative Procurement (NCPP)
- **Procurement versus purchasing within the supply chain: Distinguishing the functions while enhancing collaboration**
Municipal Finance Officers' Association (MFOA)
- **Navigating Supply Chain Evolving Landscape: Lessons, Best Practices, and Resilient Procurement Strategies**
The Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO) 85th Annual Conference, Municipal Finance Officers Association (MFOA) Annual Conference, and Ontario Public Buyers Association (OPBA)
- **The Power of Collaborating for Success**
Operations, Maintenance, and Construction (OMC) 74th Annual Workshop



Events and Outreach

As part of our overarching thought leadership strategy, OECM-led events and initiatives allow us to bring influential thought leaders and experts to our community of customers, supplier partners and stakeholders. Through these events, OECM promotes ongoing collaboration across sectors and industries, creates value for customers, and enhances operational efficiencies. In 2023, we hosted two inaugural events, **OECM's College and University Procurement Summit** and **OECM's Facilities Summit**.

OECM's **College and University Procurement Summit** was held in Niagara Falls from June 7-9, 2023, bringing together over 90 senior procurement professionals from Ontario's college and university sectors. Emceed by OECM's Senior Manager of Customer Relations, Shelly Ann Henry, the three-day event provided a platform for attendees to delve into the latest trends and strategies in procurement, with a focus on fostering collaboration. Leaders from Supply Ontario shared insights into their organization's initiatives and transition plans while discussing their collaboration agreement with OECM. Additional discussions revolved around potential changes to procurement rules aimed at enhancing efficiencies for both buyers and sellers in the public sector. This panel discussion with CEO Jamie Wallace, Chief of Strategy, Programs and Partnerships Sunita Chander, and Chief Supply Chain Operations Officer Jackie Korecki, was moderated by OECM's Vice-President of Communications and Customer Relations Sonia Gallo. Distinguished guest speakers, including Al-Azhar Khalfan, President and CEO of Supply Chain Management Association Ontario (SCMAO), and industry lawyer Debby Shapero Propp, shared their perspectives on elevating the supply chain profession and driving value through innovative procurement models. More panel discussions, including an ESG-focused one moderated by OECM's Vice-President of Supply Management and Business Development Jim Hadjiyianni, provided a Q&A platform that encouraged valuable exchanges among attendees.

OECM's **Facilities Summit** was held at the Sheraton Centre Toronto Hotel from October 25-27, 2023, catering specifically to Ontario's education and municipal sector leaders in the area of facilities. The event featured an array of speaker sessions, expert panels, and workshops addressing pressing industry challenges and emerging trends in facility management. Alongside the networking opportunities, attendees engaged in various professional development sessions and presentations. The program encompassed a keynote presentation titled, "Your Circular Economy Roadmap to Net Zero," delivered by Frances Edmonds, Head of Sustainable Impact at HP Canada, as well as presentations by Keel Cottrelle LLP, Bruce Mayhew Consulting, and an OECM-led workshop focused on "Collaborating for Success" with leaders from our Strategic Sourcing and Supplier Relationship Management teams. Additionally, an Environmental, Social, and Governance (ESG) panel discussion and a session on "Building Automation Systems and AI" featuring Tim Schneider, President of Blackstone Energy Corp, were included in the agenda.

These events were significant opportunities for in-person networking and knowledge-sharing, igniting enthusiasm for future events as part of OECM's outreach strategy.



May 11 | 2:00 pm

GROUP BUYING:
A Growing Option For
Canadian Procurement Teams



Thought Leadership & Outreach: Sharing Our Insights and Expertise



May 10-12, 2023

**OASBO Annual
Conference**



Sector Outreach

In 2023, OECM greatly expanded our sector outreach efforts, prioritizing strengthened collaboration with key strategic organizations in the public sector. Our participation in sector-specific events and through strategic sponsorships demonstrated our commitment to building and sustaining meaningful partnerships.

Team members from across all business units actively participated in sector events with the following groups:

- Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO)
- Canadian Association of Municipal Administrators (CAMA)
- Canadian Association of School System Administrators Conference (CASSA)
- Canadian Association of University Business Officers (CAUBO)
- Canadian Council for Aboriginal Business (CCAB)
- Canadian Public Procurement Council (CPPC)
- Council of Ontario Finance Officers Conference (COFO)
- Council of Senior Business Officials (COSBO)
- Education Collaborative Network of Ontario (ECNO)
- Federation of Northern Ontario Municipalities Conference (FONOM)
- Forward Summit
- HealthPRO Supplier Tradeshow
- Higher Education Summit
- Municipal Finance Officers' Association (MFOA)
- Municipal Information Systems Association (MISA)
- National Institute of Governmental Purchasing (NIGP)
- National Cooperative Procurement Partners (NCPP)
- Northwestern Ontario Municipal Association (NOMA)
- Ontario Agencies Supporting Individuals with Special Needs (OASIS)
- Ontario Association of Physical Plant Administrators (OAPPA)
- Ontario Association of School Business Officials (OASBO)
- Ontario College Council of Chief Information Officers (OCCCO)
- Ontario College Facilities Management Association (OCFMA)
- Ontario Library Association (OLA)
- Ontario Library Services (OLS)
- Ontario University Council of Chief Information Officers (OUCCIO)
- Rural Ontario Municipal Association (ROMA)
- Supply Chain Management Association Ontario (SCMAO)
- The Technology and Education Seminar and Showcase (TESS)



OECM showcased ongoing commitment to collaboration and partnership as sponsors at several sector events including:

- Canadian Association of School System Administrators (CASSA) Conference
- Canadian Public Procurement Council (CPPC) Forum
- Canadian Sustainability Conference
- CODE (Council of Ontario Directors of Education) / Council of Senior Business Officials (COSBO) Conference
- Dell Technologies Conference
- Education Collaborative Network of Ontario (ECNO) Annual Conference and Golf Tournament
- Higher Education Summit
- Ontario Association of Physical Plant Administrators (OAPPA) Conference 2023
- Ontario Association of School Business Officials (OASBO) ICT Conference
- Ontario Public Buyers Association (OPBA) Conference



Customer, Supplier & Staff Appreciation and Recognition (CSSAR) Initiatives

OECM's Customer, Supplier & Staff Appreciation, and Recognition (CSSAR) Initiatives are dedicated to acknowledging the value, work, and commitment of all our partners and showing our appreciation for their continued support. As a not-for-profit organization, we strongly believe in the importance of *giving back to the community through charitable endeavours and community work*, which closely aligns with our organization's core values of collaboration, responsiveness, and respect. Every year, we champion a worthy cause by mobilizing our efforts to fundraise, campaign, or volunteer our time to support that charity. In 2023, OECM supported several important causes that matter on a global scale.

CN Tower Stair Climb



In April, a dedicated group of OECM staff members and their families took the CN Tower Climb challenge, walking up 1,776 stairs to raise funds for the World Wildlife Fund (WWF). We proudly raised \$5,685 for the WWF!

2nd Annual Invitational Customer & Supplier Appreciation Charity Golf Tournament



In June, we hosted OECM's 2nd Annual Invitational Customer & Supplier Appreciation Charity Golf Tournament, once again acknowledging the unwavering support of our customers and the dedication of our supplier partners. The event raised funds for the Daily Bread Food Bank. Held at the Cardinal Golf Club in King, Ontario, customers and Platinum supplier partners, awarded through the Supplier Recognition Program, were invited to join OECM staff and management for a round of golf followed by dinner. As our charitable partner of choice, Daily Bread Food Bank staff members set up a fundraising booth on-site to encourage donations to the cause. We collectively raised \$16,020 for the charity through this event!





OECCM Family Day

OECCM's annual **Family Day** event brings families and staff together to celebrate the importance of relationships and community engagement. This year, over 170 family members gathered at the OECCM office and participated in collaborative and interactive activities, including Bingo Bowling. The event doubled as an opportunity to raise \$2,720 and two large bins of non-perishable food items for the Daily Bread Food Bank!



Canadian Council for Aboriginal Business (CCAB)

In our efforts to cultivate and strengthen ties with Ontario's Indigenous communities and support Indigenous representation across the supply chain landscape, OECCM donated \$2,500 to the Canadian Council for Aboriginal Business (CCAB) in support of Indigenous-based initiatives.

OECCM & Daily Bread Food Bank



Among several of the causes that we have supported over the years, OECCM strongly connects with the Daily Bread Food Bank's mission to address food insecurity and poverty in this city. As proud citizens of Toronto, we believe access to food is a fundamental right for all humans and we are pleased to support this important endeavour. Earlier this year, OECCM staff lent a helping hand on-site at the Daily Bread Food Bank in Toronto, participating in a day of service, collectively packaging nearly 2,800 pounds of food! And we leveraged several events throughout the year as fundraising opportunities in support of this worthy cause. In 2023, OECCM proudly raised nearly \$23,000 and contributed five large bins of non-perishable food items to Daily Bread!

OECCM proudly accepted the **Daily Bread Food Bank's 2023 Workplace Champion Award** this year! Thank you to our customers, supplier partners, staff and stakeholders who have generously supported our fundraising initiatives and community work in 2023.

Strategic Partnerships

Supply Ontario Collaboration Agreement

In March 2023, OECM entered into a **Collaboration Agreement with Supply Ontario (SO)**, instituting a new milestone in our shared commitment to facilitate economic growth and mobilize Ontario's collective sourcing and purchasing power. This new partnership will allow Supply Ontario and OECM to identify mutually beneficial opportunities to improve the overall efficiency of Ontario's public sector supply chain and provide organizations with greater access to public procurement prospects. Between February and April 2023, executives from major provincial entities participated in a series of brainstorming sessions with Supply Ontario and OECM to explore opportunities to work collaboratively and address critical issues related to core directives and policy, Environmental, Social, and Governance (ESG), social procurement, Indigenous procurement, sustainability, and data security. Through consistent dialogue and shared learning, the two organizations found Data Sharing and Category Management pertinent to our stakeholders and customers. In 2024, we look forward to continuing working with Supply Ontario on joint initiatives that maximize our collective strength and leverage our resources to drive innovation, improve process efficiencies, and cultivate greater value.



Collaboration with Government: Supporting the BOBI Initiative

As a leading sourcing partner for Ontario's public sector, OECM regularly engages with the provincial government to integrate newly embedded mandates in our procurement processes. Following the introduction of the **Building Ontario Businesses Initiative (BOBI)** in the Fewer Fees, Better Services Act, 2022, the province enacted the Building Ontario Businesses Initiative Act, 2022. The BOBI legislation stipulates that public organizations prioritize purchasing from Ontario businesses when procuring goods or services below a specified threshold amount. To familiarize ourselves with the critical features of the BOBI legislation and how it impacts the current supply chain processes, OECM participated in several information and consultation sessions with the Ontario government. As we prepare for roll-out, we will continue to stay actively engaged with government bodies to determine how we can assist to ensure seamless implementation when the BOBI Act comes into effect on January 1, 2024.

SCMAO Leadership Series and Live Chats



Supply Chain Management Association Ontario (SCMAO) is a leading organization that serves as a primary source for networking, career-building, and continued education for supply chain professionals across the province. As a long-term platinum partner, OECM continues to provide support through collaboration and participation in two of SCMAO's flagship offerings, the Leadership Series and Live Chats. In 2023, OECM participated in three Leadership Series events focusing on Sustainable Supply Chain and ESG, Women in Supply Chain, and Supplier Diversity. The *Women in Supply Chain* series showcased OECM's Senior Vice President of Strategy and Partnerships, Karen Owen, who shared her insight on the impact and transformative changes women have inspired in the Canadian supply chain industry. In addition to our involvement in the Leadership Series, OECM also participated in SCMAO's Live Chats – fireside chats to encourage shared learning and discourse among industry partners and procurement professionals to explore topics including indigenous procurement, integrating artificial intelligence in supply chains and healthcare supply chain challenges and solutions to overcome the barriers. Participating in initiatives that promote innovation, creativity, and communication helps reinforce OECM's position as a trusted source of thought leadership and transformative ideas. In 2024, we anticipate several SCMAO events that will feature OECM's thought leaders at the forefront of core discussions.

CCSP Partnership

In 2023, OECM joined the *Canadian Collaboration for Sustainable Procurement (CCSP)* as part of our efforts to integrate our business practices with Environmental, Social, and Governance (ESG) policies and recommendations. As we navigate towards establishing a formal ESG framework for OECM, we recognize the significance of building alliances with organizations that are a source of resources and expertise in ESG and sustainable corporate practices. CCSP is a non-profit organization addressing and advancing environmental, social, Indigenous, and ethical opportunities and risks in the Canadian public supply chain.



OECM's Commitment to ESG

OECM remains deeply committed to conducting our business in a socially responsible and environmentally sustainable manner. Building on the groundwork laid out by our **Environmental, Social, and Governance (ESG) Materiality Assessment** in 2022, this year we completed the **ESG Strategy Implementation Roadmap** which included strategizing ways to integrate ESG into our work. This roadmap outlined a comprehensive framework designed to support the integration of key ESG factors into OECM's governance, risk management, metrics, targets, reporting, and disclosure practices.

Throughout this journey, OECM's operational teams across Sourcing, SRM, CRM and BD, have worked closely with each other to create long-term value for all of our stakeholders by ensuring ESG is an integral part of our business strategy and incorporating sustainability into everything we do. Looking ahead to 2024, we are set to further this commitment by putting our ESG Implementation Roadmap into action, applying its recommendations, and transparently sharing our progress.

Learn more about OECM's approach to ESG and our thoughts on why embedding ESG principles in public procurement is important:

<https://oecm.ca/news/embedding-esg-in-public-procurement-a-journey-worth-taking/>

OECM: Advancing Together in 2023

In 2023, OECM's collaborative efforts across Strategic Sourcing, Supplier Relationship Management, Customer Relationship Management, and Business Development significantly deepened our relationships with stakeholders and advanced key strategic initiatives. Our commitment extended beyond delivering value and creating savings for our customers. We also enhanced strategic partnerships, supported Indigenous communities and advanced our journey toward truth and reconciliation, integrated sustainability into our operations through our ESG strategy, and supported Ontario government initiatives to improve the success of students and educators.

We are proud to share our achievements and accomplishments in 2023 that demonstrate how, together, we are advancing OECM's position as the premier customer-driven supply management partner.

- 40 Strategic Sourcing:
Expanding Marketplace Offerings
- 42 Supplier Relationship Management:
Strengthening Supplier Collaboration
- 46 Customer Relationship Management:
Deepening Customer Connections
- 50 Business Development: Navigating Growth

Strategic Sourcing: Expanding Marketplace Offerings

Key Highlights

In 2023, OECM's Strategic Sourcing team continued to collaborate with Project Advisors, Strategic Advisory Committee and Customer Council Committee members, and professionals from various sectors on new and retendered projects. The team successfully introduced a record 21 agreements to the Marketplace.

In addition, the Sourcing team enhanced several of its processes to align with customer needs, support Ontario government initiatives, and expand product and service offerings to our customers. Here are some highlights!

180 Master Agreements executed

379 Bid submissions received

229 Supplier consultations held

Supporting Ontario Government Initiatives

Building on successful past partnerships and endeavours, OECM continued to support Ontario government-led initiatives throughout 2023 providing added value for our customers across the education sector.



Following the late 2022 provincial funding announcement of an additional \$15 million as part of the Ontario government's *Plan to Catch Up* initiative, OECM extended our **Math Skills Digital Tools** agreement until 2026, helping School Boards to maximize and leverage available funding and support from the Ministry of Education. The extension of this agreement demonstrates our collaborative commitment to improving and maximizing student performance, and to the success and well-being of all students across Ontario.



In Spring, the Ontario government tasked OECM to support the Ministry of Education's Right to Read initiative. The result is the launch of the **Early Reading Screening Tools** agreement, offering evidence-based English and French language early reading screening tools to provide information on the possible reading difficulties of students in Year 2 of Kindergarten, Grade 1, and Grade 2. This agreement, a testament to OECM's strength in collaboration, was developed in

partnership with the Ministry of Education and with various project advisors, including Dyslexia Canada, International Dyslexia Association (IDA) Ontario, Ontario Institute for Studies in Education of the University of Toronto, and the University of British Columbia.

OECM remains committed to advancing Ontario's educational initiatives in 2024 and looks forward to future opportunities to support and enhance student success province-wide.

Sourcing Projects Intake Process: Aligning Customers' Needs

As part of the strategy to simplify the process for customers to share their input regarding sourcing initiatives, the Strategic Sourcing team introduced an online **Sourcing Project Intake Process** in 2023.

The screenshot shows a web form titled "oeem Sourcing Project Intake Form". Below the title, it says "To help OEEM to assess projects and assign sourcing requests for services/products across categories. All sections of this form should be completed." The form is divided into sections, with "A. Customer Information" being the first. It contains six numbered fields: 1. Organization's Name, 2. Organization's Full Address, 3. Primary Point of Contact Name, 4. Telephone Number, 5. Email Address, and 6. Date of Request. Each field has a "Please input data (M/M/YYYY)" instruction below it.

Expanding Product and Service Offerings

OECM worked closely with various internal and external stakeholders throughout the year to gather valuable expertise and insights on new projects. This collaborative approach led to an expansion of product and service offerings, now available to our customers across the public sector through our Marketplace.

Some of the agreements introduced in 2023 include:

- **Learning Management System**
In September, we introduced the new Learning Management System agreement offering modern, comprehensive, and accessible cloud-based teaching and training solutions for the education, healthcare, municipalities, not-for-profit, and broader public sectors. These educational tools are fully compliant with Ontario and Canadian privacy and security requirements and allow our customers to create their own courses and classrooms.
- **Lab Animal Feed and Supplies**
The Lab Animal Feed and Supplies agreement was launched in September, offering feed, supplies, and related products and services for various lab animals from various supplier partners.
- **Foodservice Consulting and Design Services**
The Foodservice Consulting and Design Services agreement was introduced in June, offering access to consultants and design experts who support all aspects of foodservice development and operations to enhance guest satisfaction, revenue generation, and return on investment while identifying opportunities for increased efficiency and cost savings.
- **Multi-Function Devices and A4 Printers**
The newly re-tendered Multi-Function Devices and A4 Printers agreement was introduced in November, offering an expansive range of options for both Office and Production Multi-Function Devices (MFDs) as well as A4 Printers, all in a single agreement.

Strategic Sourcing in 2024

Following the achievements of 2023, OECM's Sourcing team is looking ahead to 2024 with great anticipation for our upcoming procurement initiatives. With 24 sourcing events planned, we're excited to continue collaborating with our strategic partners on new projects, including Internet Broadband Services, Electronic Research Administrative System Vehicle Rental and Related Services, Online Marketplace Platform, and more.

See OECM's complete list of upcoming agreements and sourcing projects:

<https://oecm.ca/upcoming-agreements/>

Supplier Relationship Management: Strengthening Supplier Collaboration

Key Highlights

In 2023, the Supplier Relationship Management (SRM) team made several enhancements to generate greater operational efficiencies. The team restructured to maximize existing resources across three key portfolios — Facilities and Operations, Information Technology, and Education and Business Systems.

Focusing on OECM's strategic objectives around strengthening supplier collaboration, the SRM team led three major projects: the Supplier Recognition Program (SRP), the Supplier Working Group (SWG), and the Supplier Success Program (SSP).

110 New, unique suppliers added

412 Suppliers evaluated under the 2023 SRP

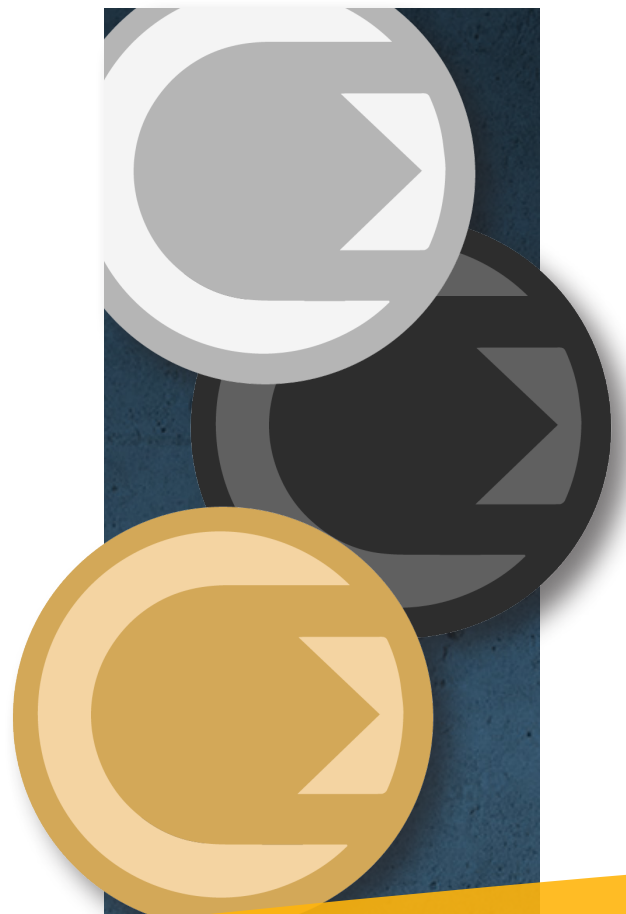
104 Agreement amendments executed

11 Collaborative supplier partner webinars hosted

Supplier Recognition Program: Encouraging Sustainability Practices

In 2023, the SRM team enhanced the Supplier Recognition Program by introducing the OECM SRP Special Awards, serving as a platform to spotlight supplier partners who demonstrate excellence in sustainable practices, as well as diversity and inclusion initiatives. These awards highlighted OECM's commitment to promoting sustainability while encouraging supplier partners to advance in sustainable procurement practices.

The SRM team was proud to recognize 15 Special Awards, 62 Platinum, 55 Gold, and 52 Silver supplier partners. In 2024, the team will continue to enhance the SRP by introducing a new evaluation methodology, and a new Diamond recognition level.



Supplier Working Group: Fostering Meaningful Collaborations

Since its pilot launch in December 2022, the Supplier Working Group (SWG) has deepened collaboration between OECM and its supplier partner community. Comprising twelve 2022 SRP Platinum-awarded supplier partners from varied industries and sizes, the SWG championed strategic dialogue and reinforced partnerships throughout 2023. In December, building upon the successes achieved through the SWG, OECM transitioned the initiative into the Supplier Partner Council (SPC). The SPC formalizes and further strategizes the initiative and continues the leading practices observed through OECM's various advisory committees.

This progression underscores our dedication to fostering meaningful collaborations and capitalizing on collective expertise to enhance knowledge sharing and expand marketing efforts.



Supplier Success Program: Driving Mutual Growth and Success



In 2023, the Supplier Success Program was pivotal in aligning OECM's strategic goals with those of our supplier partners. This initiative led to several key developments:

- Completion of a segmentation methodology exercise, tailoring OECM's approach to meet diverse supplier partner needs.
- Establishment of engagement strategies, enhancing collaboration and partnership depth.
- Introduction of new promotional flyers, boosting supplier partners' visibility and brand awareness.

We also laid the groundwork for Business Review Sessions with our supplier partners, setting the stage for future discussions on shared strategies, tactics and objectives. The SSP is an example of OECM's dedication to fostering fruitful relationships with supplier partners to drive mutual growth and success.

Following a robust and productive year, the SRM team looks forward to maintaining this momentum by introducing enhancements to the SRP, advancing the SWG to the next level, incorporating ESG practices in our work, and strengthening ties with the supplier partner community.

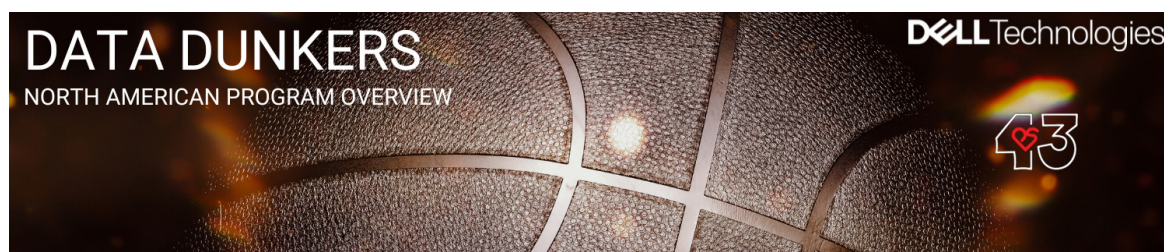
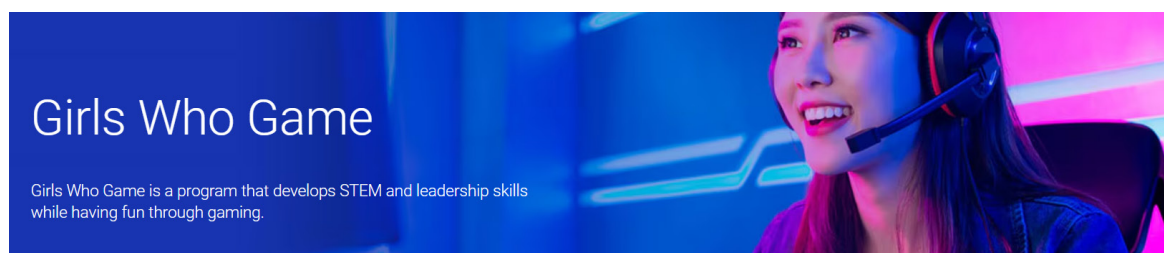
Dell Professional Learning Program

In 2023, we continued to support our partnership with Dell Technologies and Advanced Learning Partnerships through the continuation of the **Dell Professional Learning Program**. First launched in 2021, and following successful results year-over-year, the new program was streamlined to offer Ontario's K-12 and post-secondary educators exclusive access to 10 high-impact, engaging, and practical virtual learning sessions over four weeks in February and March. These sessions, facilitated by accomplished education leaders, focused on three pathways that reflected Ontario educators' priorities and aligned with provincial and district outcomes: **Coding, Truth and Reconciliation, and Well-Being**. The 2023 program attracted over 250 session attendees, had over 300 post-session YouTube views and garnered close to 15,500 social media impressions during the program timeframe. This program is a testament to OECM's commitment to collaboration for the betterment of our sectors.

Girls Who Game Initiative and Data Dunkers Program

OECM continued our commitment to fostering educational innovation and promoting an inclusive learning environment across Ontario by providing a collaborative virtual platform to support the **Girls Who Game** Initiative. This extracurricular program, created by Dell Technologies with Microsoft and Intel, continued to inspire young female students (Grades 4-6) to explore STEM (Science, Technology, Engineering, and Mathematics) through digital learning.

Building on this commitment, we've expanded our support in 2023 by extending the virtual platform to the **Data Dunkers Program** by PS43, a foundation initiated by NBA All-Star and former Toronto Raptors player Pascal Siakam. This innovative program combines basketball with data science, providing students in Grades 5-12 a unique opportunity to develop foundational data science skills by analyzing open data from the National Basketball Association (NBA) and Women's National Basketball Association (WNBA).



Supplier Partner and Customer Engagements



OECM Customer and Supplier Appreciation Golf Event



Staples 2023 Business Expo



Dell Education Roadshow



SIS Conference



Site Visit: Fastenal



OAPPA Conference at Brock University



OASBO Conference



MCL – Sustainability Conference



NIGP – Institute of Public Procurement Conference 2023 in Louisville, Kentucky



Dell Technologies Forum



Bunzl Kingston Innovation Showcase



Super Solutions – Innovation Day



Blackstone Symposium



Staff Retreat

Customer Relationship Management: Deepening Customer Connections

Key Highlights

In 2023, OECM maintained its commitment to delivering exceptional customer service, engaging with strategic sector partners, and sharing valuable insights with our customers across the broader public sectors. Our Customer Relationship Management (CRM) team, comprising Customer Support, Marketing and Communications, and Outreach, continued implementing OECM's Customer Engagement Plan while achieving goals set out in our Multi-Year Strategic Plan. We introduced a new CRM Dashboard to enhance operational efficiency and foster better connections during one-on-one Business Review Meetings with customers and through targeted outreach, effective marketing and communications, and the sharing of expert knowledge, we strengthened relationships with our customers and stakeholders, setting a high standard for continued growth and future success.

1,600+

Customer inquiries managed

99

Business Review Meetings held

30+

Second Stage requests facilitated

40+

Customer Onboarding sessions held

10

Events sponsored

29

Sector outreach events attended



Customer Support: Setting the Standard for Service Excellence

Our Customer Support team excelled in serving a wide range of public organizations, successfully managing and resolving over 1,600 incoming Customer inquiries from sectors including education, healthcare, not-for profits, government, and more. In 2023, the team achieved a 97% inquiry resolution rate within just one business day, which is a testament to the team's dedication and expertise in providing timely and effective solutions to our customers.

Supporting Our Customers through Business Review Meetings

We continued to execute the initiatives and activities outlined in OECM's Customer Engagement Plan, resulting in a year of engagement and growth. Part of this plan included conducting one-on-one Business Review Meetings with customers. In 2023, the Customer Support team conducted 99 of these sessions, allowing for in-depth discussions that deepened our understanding of customer needs across various key customer segments. These meetings enabled OECM to tailor our support effectively, enhancing our ability to assist our customers in meeting their procurement and business goals.

New! CRM Dashboard

A new **CRM Dashboard** was introduced to automate customer snapshot reports for conducting Business Review Meetings with OECM customers. The new dashboard leverages data to enhance the overall experience and the efficiency of the team's engagement with customers.



Marketing & Communications: Enhancing Our Message and Reach

OECM's Marketing and Communications (MarCom) team oversees all traditional marketing and communications, corporate communications, including executive communications, thought leadership, event management and outreach, our corporate website and social media activities. Working in close collaboration to support OECM's Executive and Corporate, Strategic Sourcing, Customer Support, Supplier Relationship Management, and Business Development teams, in 2023, MarCom was instrumental in researching and developing several newsletters and news articles, facilitating and managing OECM-led events, coordinating OECM's presence at industry events and conferences, and designing various effective marketing and communication materials to meet the informational needs of our diverse audience. Examples of external communications include timely updates on OECM agreements, introductions of new and re-tendered agreements, tailored marketing materials for supplier partners, and engaging content such as thought leadership articles, blog posts, social media, presentations, conference materials, and newsletters.



174,000+ Reach through social media

357,000+ Reach through customer email communications

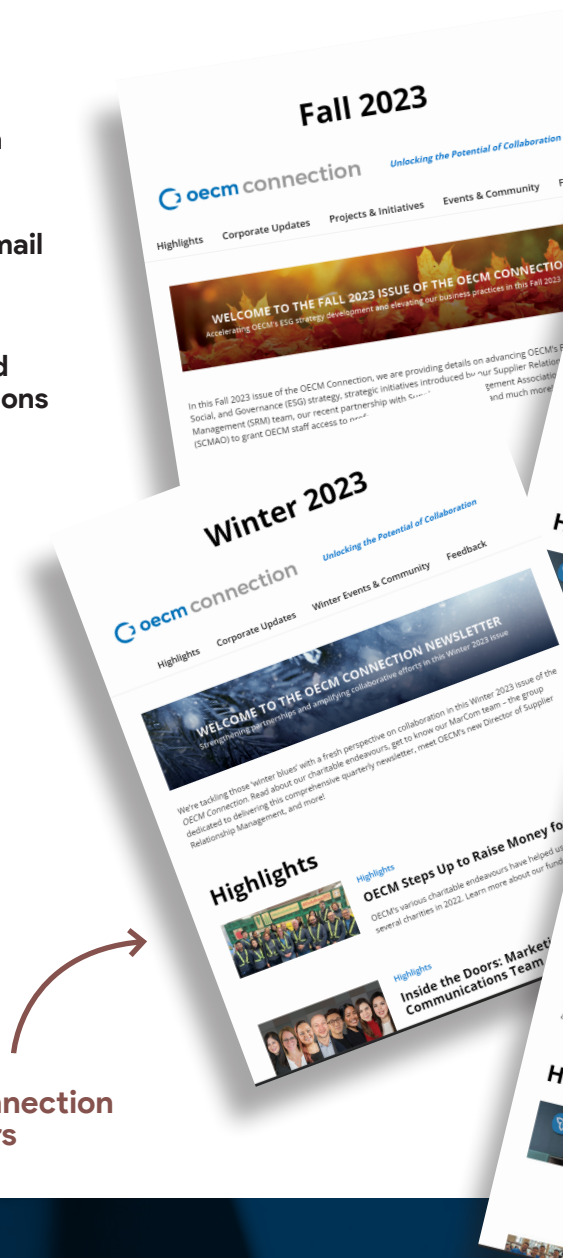
463,000+ Visits to oecm.ca generated through email communications

Key 2023 communications to our customers, supplier partners and other stakeholders included:

- **OECM Connection Newsletter**
- Supplier Partner Agreement Updates
- New and Retendered Agreement Announcements
- **Industry Spotlights**
- Strategic Sourcing Newsletter
- Webinars and Promos Newsletter
- News Articles and Corporate Announcements

Looking ahead to 2024, the MarCom team plans to broaden our communication enhancements, starting with the launch of a revamped website and a more intuitive Customer Dashboard.

OECM Connection Newsletters





Industry Spotlights

oecm
INDUSTRY SPOTLIGHT
Focus on Cloud Technology and Computing

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INDUSTRY SPOTLIGHT
Natural Gas Management

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INDUSTRY SPOTLIGHT
Insights and Trends

Summer 2023
oecm connection
Unlocking the Potential of Collaboration
Highlights Corporate Updates Summer Events & Community Feedback
WELCOME TO THE OECM CONNECTION NEWSLETTER
Advancing our collaborative initiatives and thought leadership in this Summer 2023 issue
In this Summer 2023 issue of the OECM Connection, we are sharing an update on OECM's collaboration with Supply Ontario, how automation is innovating OECM's internal processes, our recent thought leadership and outreach efforts, and much more!
Highlights
Supply Ontario
Supply Ontario Collaboration Update
In light of our partnership with Supply Ontario, we are pleased to share an update on our upcoming joint endeavours that support data sharing and category management. Watch Supply Ontario's CEO, Jamie Wallace.

Spring 2023
oecm connection
Unlocking the Potential of Collaboration
Highlights Corporate Updates Spring Events & Community Feedback
WELCOME TO THE OECM CONNECTION NEWSLETTER
Accelerating our outreach efforts and charitable endeavours in this Spring 2023 issue
This Spring, OECM has been very busy working on several new agreement launches and unique procurements for our customers, as well as strengthening partnerships with leaders in Supply Chain. In the Spring 2023 issue of the OECM Connection, we announce the newly established OECM and Supply Ontario Collaboration Agreement, share our recent charitable endeavours, provide an update on our ESG Strategy.
Highlights
Supply Ontario
OECM and Supply Ontario Enter into a Collaboration Agreement
We are thrilled to announce a collaborative partnership with Supply Ontario, to identify and explore initiatives that will facilitate economic development and harness Ontario's sourcing and purchasing potential.



Business Development: Navigating Growth

In 2023, OECM's Business Development (BD) team focused on identifying opportunities for organizational growth through diversification across the non-education, government, and broader public sectors. The team contributed to several key initiatives aimed at broadening OECM's relationships with strategic partners, reinforcing our commitment to social and environmental responsibility, and fostering respectful and meaningful relationships with Indigenous communities and organizations.

Strengthening Strategic Partnerships & Relationships

The BD team worked collaboratively across the organization to establish several new strategic partnerships while strengthening existing relationships across the non-education sectors. This included targeted engagements with OECM customers to gain insights into their procurement needs and experiences with OECM, enhancing our ability to identify areas of enhancements in our offerings and seek opportunities for greater collaboration.

With support from the BD team, OECM established several new partnerships and relationships with municipal and broader public sector organizations this year, including:

- Association of Commercial Engineers of Ontario
- Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO)
- Canadian Collaboration for Sustainable Procurement (CCSP)
- Municipal Finance Officers Association (MFOA)
- Municipal Information Systems Association (MISA)
- Municipal Service Advisory Group
- Ontario Agencies Supporting Individuals with Special Needs (OASIS)
- Shared Service West (SSW)
- Thunder Bay Construction Association

These partnerships have broadened our network and increased interest in OECM, paving the way for joint initiatives, thought leadership opportunities, and the potential for greater collaboration.

Indigenous Engagement: Our Path Toward Truth and Reconciliation

This year, we focused on discovering ways to deepen our commitment to engaging with Indigenous communities and businesses, advancing our path toward truth and reconciliation. BD led several initiatives in 2023, guiding OECM as we actively connected and engaged with over 40 Indigenous organizations, fostering harmonious relationships based on respect and mutual understanding. These engagements also helped OECM better understand the unique needs of these communities so that we can continue to build meaningful collaborative partnerships.



**MNO Early Learning & Child Care
The Giving Tree**
This charming story, richly steeped in Métis culture, reimagines the classic tale of the Giving Tree as told by a young boy with his mother and father. This vibrant illustration is a beautiful retelling of a traditional Métis story. Both Leanne and Gabriel Dumont Institute are very pleased to share this story and larger communities since it emphasizes Métis values including strength, kindness, courage, tolerance, sharing, caring, balance, patience, and most of all, love. This resource also includes a digital download of the narrators in English.





Through these efforts, OECCM formed deeper mutual connections with several Indigenous and/or Métis organizations including the Anishnawbe Business Professional Association (ABPA), Association of Native Child and Family Services Agencies of Ontario (ANCFSAO), Canadian Council for Aboriginal Business (CCAB), Indigenous Works, Métis Nation of Ontario (MNO), and Ontario First Nations Economic Developers Association (OFNEDA).

We are proud of these partnerships with Indigenous communities and organizations and look forward to strengthening our collaborative journey toward understanding and reconciliation.

Indigenous and Métis Engagement Framework



Inspired by the traditional Indigenous Medicine Wheel, the team developed an Indigenous and Métis Engagement Framework to guide our future efforts in strengthening OECCM’s relationships with Indigenous communities, partners, and organizations. The framework focuses on four strategic pillars – Indigenous Customers, Strategic Partnerships, Policy and Processes, and Training.

In 2023, we also continued to develop an Indigenous Procurement Engagement Strategy, identifying and meeting the specific requirements of Indigenous procurement partners. In 2023, we expanded Indigenous participation to 29 active organizations, leveraging 15 OECCM agreements with over \$7.1 million in total spending.

BD and SRM Supporting Indigenous Communities and Educational Initiatives

The BD team collaborated with our Supplier Relationship Management (SRM) team to support the Métis Nation of Ontario (MNO) and their Early Learning and Child Care (ELCC) programs. In addition, the teams partnered with BrownBooks to design custom education cards and distribute resource learning kits for young children in the community, to support their educational journey.

Six Nations on the Grand River: Hands-on Learning Experience

In November, the BD team helped coordinate a visit for OECCM’s senior management and Board Chair to Six Nations on the Grand River, Canada’s largest First Nations reserve by population and the second-largest reserve by size. This event was a key moment in OECCM’s learning journey on the history, culture, and traditions of this Indigenous community.



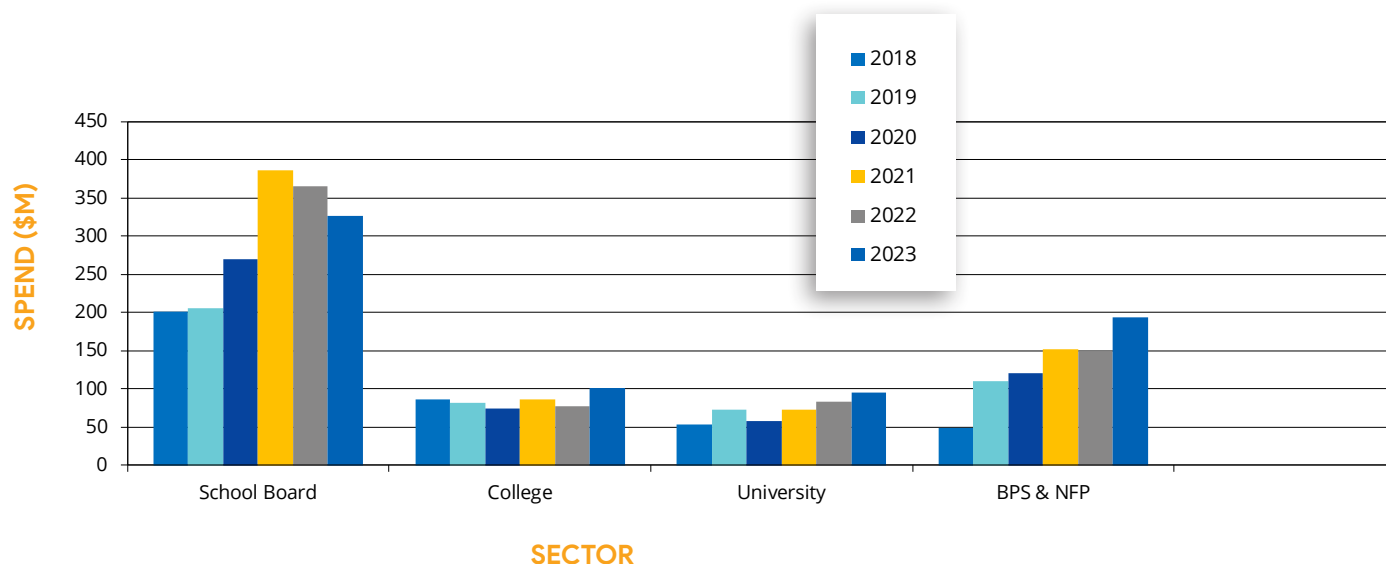
Financial Highlights

Collaborative Spend

In 2023, OECM completed a total of 21 strategic sourcing initiatives and streamlined our Marketplace to provide customers with a wider choice of products and services through 85 agreements available through 418 active supplier partners. We also facilitated a collaborative Spend of \$716 million, a 6.3% increase over 2022.

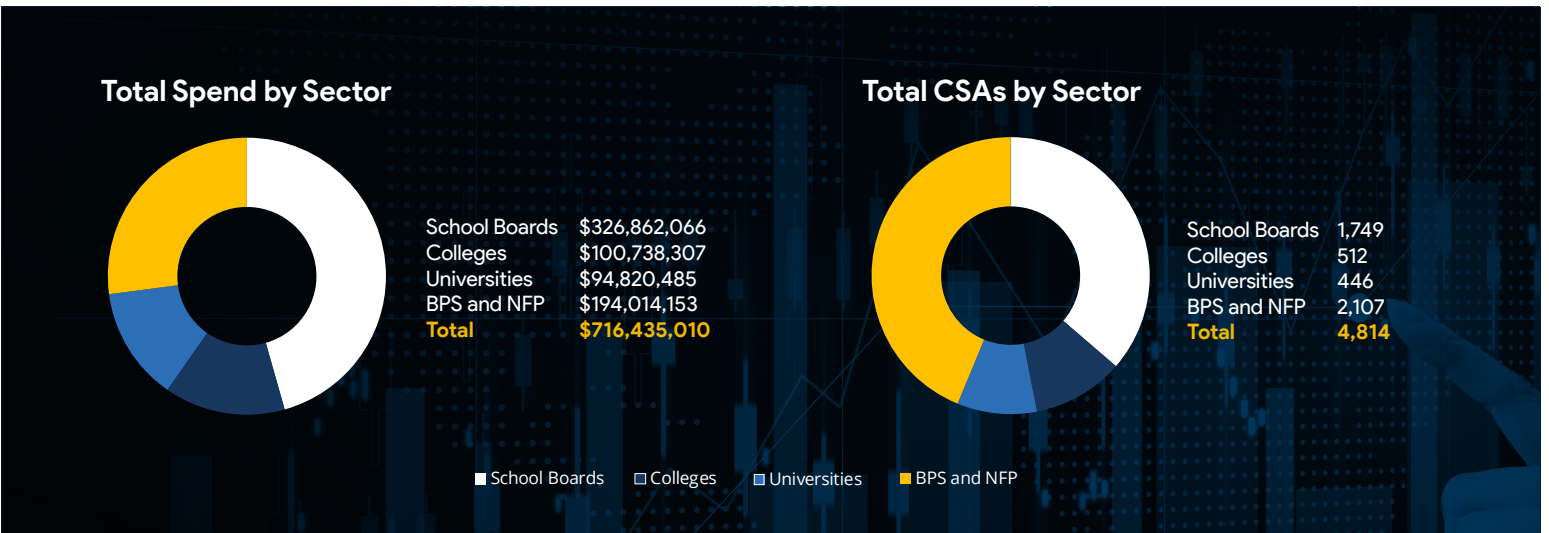
Year over Year (YOY) Spend: Six-Year Comparison

While the Education sector remains a key area of focus, we continue to work toward expanding our offering to respond to the needs of other sectors across the Province. In 2023, we facilitated a sector Spend of \$194 million in procurement from other BPS and NFP organizations, including Municipalities, representing a 27.80% increase in sector Spend compared to 2022.



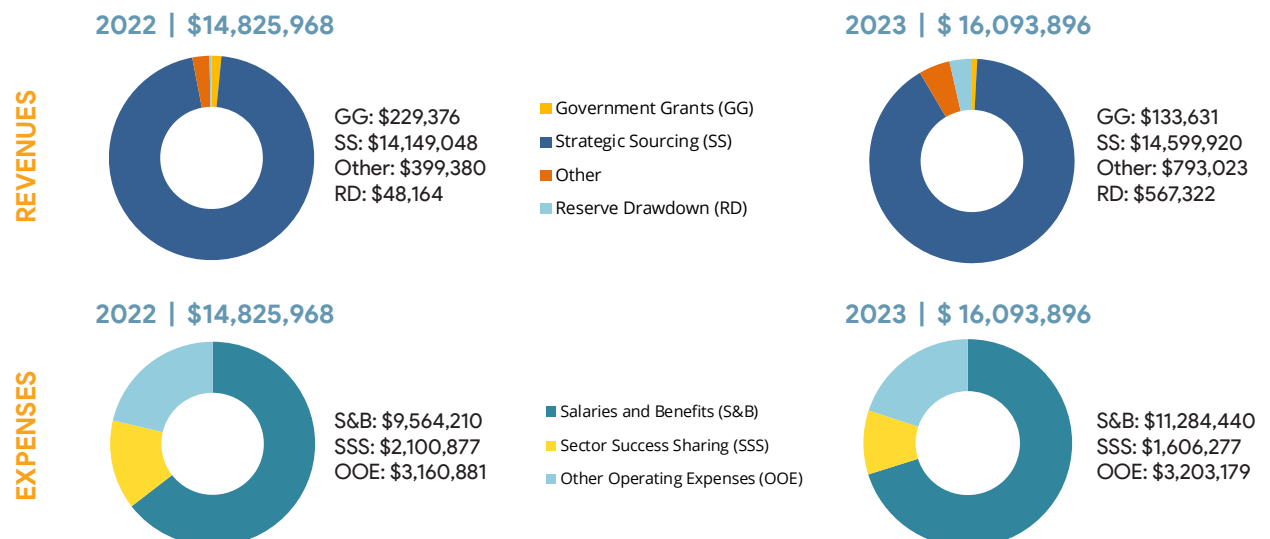
Participation by Sector on all Products and Services

OECM's total collaborative Spend is driven by our customer participation across 85 categories of products and services. In 2023, OECM achieved total collaborative Spend of \$716 million through 4,814 Customer-Supplier Agreements (CSA), with the greatest participation from the School Board Sector, followed by Non-Education Sectors, the College Sector and the University Sector.



Revenues and Expenses

OECM's primary source of revenue is earned as Ontario's institutions (School Boards, Colleges, Universities, and other BPS and NFP organizations) purchase goods and services through our Marketplace. The supplier of goods and services remits a nominal cost-recovery fee to OECM, based on the amount of spend generated by these institutions. As a not-for-profit organization, all revenues are reinvested in OECM to create additional benefits for Ontario's institutions. The 2023 Audited Financial Statements were approved by the Board of Directors at the April 9, 2024 Regular Board Meeting and are available upon request.



Top 10 Products and Services, and Participating Supplier Partners

In 2023, the top ten agreements based on collaborative spend include:

1. End-User Computing Devices and Services

CDW Canada, Compugen Inc., Dell Technologies

2. Software License Products and Related Services

CDW Canada, Computacenter Canada Inc., Softchoice Canada Inc.

3. Office Supplies & Fine Copy Paper

Asca Office Solutions Inc., Grand & Toy Ltd., Hamster Brand of Novexco, Staples Professional Inc.

4. Networking Products and Related Services

Access 2 Networks Inc., BALANCED+ Inc., Bell Canada, Calian Ltd., CDW Canada, Cloud Managed Networks, Compugen Inc., Computacenter Canada Inc., Dell Technologies, Eclipse Technology Solutions Inc., Hypertec Systems Inc., IBM Canada, INSA Corp., Integra Data Systems Corp., ISA Cybersecurity Inc., Lanworks Inc., Long View Systems Corp., Netagen Communication Technologies Inc., Northern Micro Inc., OnX Enterprise Solutions Ltd., PX Solutions Ltd., Secure Sense Solutions Inc., Softchoice Canada Inc.

5. Custodial Supplies and Equipment

Bunzl Canada Inc., Flexo Products Ltd., Mister Chemical Ltd., Reliable Window Cleaners (Sudbury) Ltd., Staples Professional Inc., Superior Solutions L.P., Swish Maintenance Ltd., Weber Supply Company Inc.

6. Multi-Function Devices and Related Services

Canon Canada Inc., Compugen Inc., Epson Canada Ltd., Konica Minolta Business Solutions (Canada) Ltd., Kyocera Document Solutions Canada, Ltd. / 4 Office Automation Ltd., PrintersPlus Ltd., QRX Technology Group, Ricoh Canada Inc., Sharp Electronics of Canada Ltd., Toshiba Tec Canada Business Solutions Inc., Xerox Canada Ltd.

7. HVAC System Air Filter & HEPA Air Filtration Units and Related Products

Aeroex Technologies, Americair Corp., Blade Air, Camfil Canada Inc., Dafco Filtration Group, Grand & Toy Ltd., Mister Chemical Ltd., QAir Environmental Controls, School Specialty Canada Ltd., Staples Professional Inc., Swish Maintenance Ltd.

8. Chrome and Cloudbook Devices and Services

Compugen Inc., Insight Canada Inc., Northern Micro Inc., Powerland Computers Ltd.

9. Portable Classroom and Modular Building Supply and Installation

AMB Modular, BECC Modular, Fero International Inc., NRB Inc.

10. Educational Furniture and Related Services


Accent Environments, Alpha-Vico Inc., Alumni Classroom Furniture Inc., Brezach Solutions Inc., Computer Media Products Ltd., Hollend Furnishings Ltd., Patrick Cassidy and Associates Inc., POI Business Interiors LP, Schoolhouse Products Inc., Staples Professional Inc., Wintergreen Learning Material

For a detailed list of all categories of agreements and related products and services offered through OECM, visit our [Marketplace](#).

Looking Ahead



2024 Senior Council (Top, from left to right: John A. Sabo, Karen Owen, Jim Hadjiyianni, Sonia Gallo, and Len Scavuzzo. Bottom, from left to right: Khusen Shukurov, Perry Arzumanian, Belinda Yu, Janet Clarke, and Ken Voong).



In 2024, OECM will forge ahead, upholding our position as a leader and visionary in collaborative strategic sourcing. We will continue to facilitate collaboration amongst and between our customers in the education, municipal, health, broader public sectors and not-for-profit communities, responding to ever-increasing service pressures and demands on resources by building an effective, efficient and sustainable supply management system for Ontario and beyond.

We plan to develop and implement a new dedicated Growth Strategy, focusing on diversification, regionality, collaboration, partnerships and engagement, speed-to-market, subject matter expertise, and professional development, to support and enhance OECM's trajectory of business growth and transformation.

We continue to work to transform OECM's solid sourcing practice into a recognized *Centre of Excellence* for collaborative supply management innovation. We're doing this by incorporating Environmental, Social, and Governance (ESG) considerations into our procurement process, increasing the use of Generative AI and other collaborative technology tools, and introducing innovative value-based practices to expedite and increase access to more relevant, high-quality, priority products and services. We will continue to collaborate with Supply Ontario and government partners to explore opportunities for streamlining procurement approaches and ensuring compliance. We will continue to prioritize customer-centric initiatives that enhance the customer experience as we simultaneously boost opportunities for supplier collaboration.

As part of our Growth Strategy, in 2024, we will place greater emphasis on business diversification and growth opportunities, particularly within the non-education sector, grow our strategic partnerships across government and the broader public sector, take further action to foster and maintain respectful relationships with Indigenous and Métis communities, and continue with the implementation of our ESG strategy. We look forward to hosting our 3rd Ontario Leadership & Collaboration Sector Symposium in February 2024 and anticipate this event to be deeply informative and inspirational to the senior sector leaders who have already confirmed their attendance.

We continue to keep a firm eye on initiatives that support our commitments to enhance sustainability practices, diversity and inclusion, and continued learning and professional development opportunities for our staff. OECM's People Strategy remains a key focus for 2024, as ultimately, it is our team members – those who are doing the work every day to realize and promote the value of collaborative strategic sourcing – who play a pivotal role in the preservation of our ongoing success.

Stay Connected!

OECD ON SOCIAL MEDIA

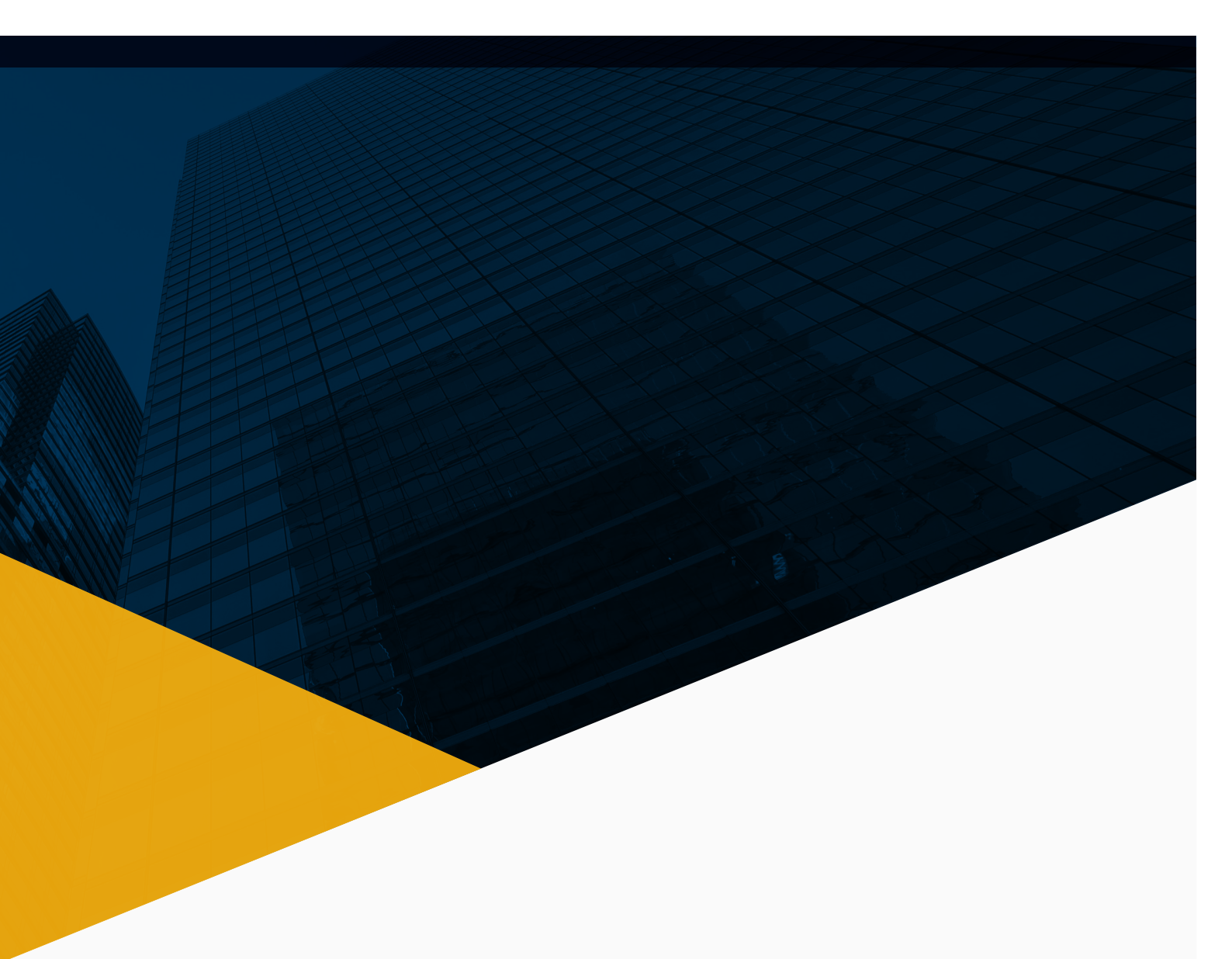
Follow OECD and join the conversation on:

 <https://www.linkedin.com/company/oecd>

 @OECDCollaborate

Featuring a cross-section of news items, business announcements, details on collaborative campaigns as well as staff and office news, OECD's social media presence has been steadily gaining traction and interest amongst customers, supplier partners and stakeholders. **#OECDCollaborate**





OECM NEWSLETTERS

Subscribe to OECM's newsletters and stay updated on the latest news and activities at OECM and across the sectors we serve. Customers can customize their communications preferences through the OECM website while registering for an **account**.

The OECM Connection: Unlocking the Potential of Collaboration

Read all about OECM, our Marketplace activities, current and upcoming sourcing projects, new agreements, and major initiatives, supplier partner highlights, customer success stories, OECM expertise including best practices and thought leadership, and much more in this quarterly newsletter.

OECM's Municipal Marketplace

Get the latest in municipal sector-related achievements, OECM agreement launches, and customer spotlights, as well as upcoming sector events, workshops, and other news and information relevant to OECM's municipal customers and stakeholders.

Supplier Partner Agreement Updates Newsletter & Upcoming Webinars and Promotions Newsletter

These comprehensive weekly and bi-weekly newsletters provides the latest in supplier partner agreement updates and webinars, promotions and related supplier partner offerings.



20
23 Annual
Report

