



Savings | Choice | Service

# Annual Report



2025

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## About OECM

OECM is a trusted not-for-profit collaborative sourcing partner for Ontario's education, municipal and Broader Public Sector (BPS) customers. We contract with innovative, reputable suppliers to offer a comprehensive choice of quality products and services, to generate significant savings 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 bridges amongst and between our customers and supplier partners.

[\*\*Learn more about OECM.\*\*](#)



### SAVINGS

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



### CHOICE

OECM offers a wide range of collaboratively sourced and competitively priced products and services, provided by over 600 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, LESLEY CORNELIUS (ICD.D)

It is an honour to serve as Chair of OECM's Board of Directors during a year marked by strong performance and continued progress. In 2025, OECM delivered record-breaking results, exceeding growth targets through product and service expansion, increased contract utilization, strengthened partnerships, and continued diversification of its customer base. While maintaining a strong foundation in the education sector, OECM also experienced significant growth across healthcare, municipalities, the broader public sector, and the not-for-profit community, **surpassing 1,000 non-education customers for the first time in OECM's history**. These achievements reflect OECM's ongoing commitment to delivering high-quality, responsive procurement solutions and exceptional service to the organizations it serves.

This year also marks a meaningful transition in Board leadership. I would like to extend my sincere appreciation to Dr. F. Haider Alvi for his outstanding service as Chair since 2020, and for his continued support on the Board as Past Chair. As OECM continues to grow and innovate, the Board is focused on reinforcing the organization's role as a trusted collaborative sourcing partner to Ontario's broader public sector. We remain committed to strong governance, thoughtful and effective oversight, and supporting the advancement of OECM's long-term strategic vision. Looking ahead, we will continue to prioritize accountability, transparency, and meaningful engagement.

OECM's success is built on trust – trust from its customers, suppliers, partners, government stakeholders, and employees. We extend our sincere appreciation to all our partners for their continued confidence in OECM and for the important role they play in advancing our shared objectives. We are fortunate to benefit from dedicated and accomplished leaders across the organization, and on behalf of the Board, I would like to thank the President and CEO, the leadership team, and all OECM staff for their professionalism, agility, and focus in advancing the organization's strategic priorities. I am confident that, together, we will continue to strengthen OECM's impact and deliver exceptional value to the public sector organizations we serve.



**Lesley Cornelius**  
*Chair, Board of Directors, OECM*

# CEO's Message

## PRESIDENT & CEO, JIM HADJIYIANNI

I am pleased to share OECM's 2025 Annual Report, which reflects the strongest-performing year in our organization's history. In a dynamic and evolving procurement landscape, OECM achieved a record **\$821 million in total Spend** – the highest annual customer Spend to date. We advanced our growth and transformation priorities while continuing to deliver strong value to Ontario's broader public sector. We strengthened our strategic sourcing model, accelerated speed-to-market, expanded our reach across non-education sectors, and achieved unprecedented customer satisfaction results. Together, these accomplishments underscore the resilience and relevance of our collaborative approach, as well as the trust our customers and suppliers continue to place in OECM.

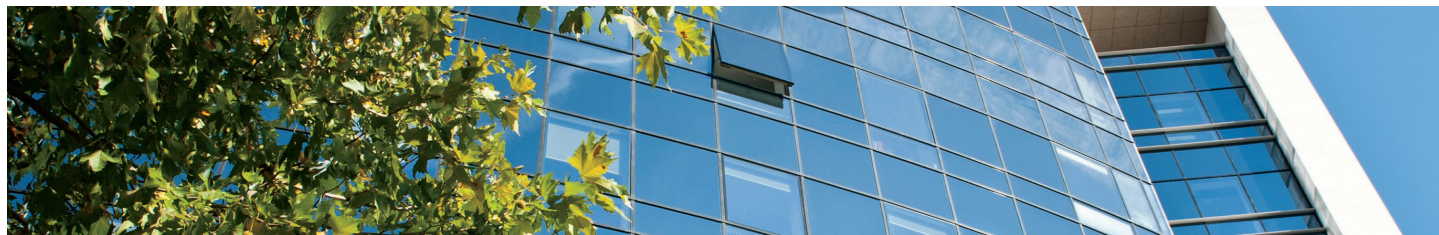
In 2025, we successfully launched and refreshed key agreements, including the third generation of our End-User Computing agreement, which generated significant customer uptake and expanded choice and value. We deepened engagement across municipal, health, and community sectors, and continued modernizing our operations through digital transformation, enhanced analytics, and responsible adoption of AI tools. At the same time, we strengthened supplier partnerships, advanced ESG and Indigenous procurement initiatives, and reinforced our role as a trusted partner within the public procurement ecosystem. As a result of this strong performance, OECM surpassed **\$6 billion in life-to-date collaborative Spend in January 2026** – a significant milestone as we also prepare to celebrate OECM's 20th anniversary this summer.

These accomplishments are the result of collective effort. I extend my sincere appreciation to our Board of Directors for their strategic guidance and oversight, to our dedicated staff for their professionalism and commitment, and to our customers, suppliers, and partners for their trust and confidence in OECM. Together, we are building a more connected, efficient, and sustainable procurement model. As we look to 2026 and beyond, we remain focused on innovation, collaboration, and delivering exceptional value to the organizations and communities we are proud to serve.



**Jim Hadjiyianni**

*President & Chief Executive Officer, OECM*





# Board of Directors

OECM is guided by a competency-based Board of Directors that focuses on the value OECM creates and delivers through robust strategy, planning, and performance management.

[Learn more about OECM's Board of Directors.](#)



# Customer Council Committee

OECM's Customer Council Committee (CCC) serves as a direct conduit for customer engagement, with members providing strategic input to OECM regarding our customer-centric strategy, products and services, customer and supplier relationship management, service delivery approach, and more.

[Learn more about OECM's Customer Council Committee.](#)



# Supplier Partner Council

OECM's Supplier Partner Council (SPC) serves as a direct conduit for communication and engagement with OECM's supplier partners, deepening strategic partnerships and increasing the joint value proposition to customers through shared insights and collaborative problem-solving.

[Learn more about OECM's Supplier Partner Council.](#)

# Our People



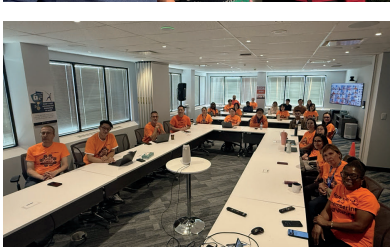
## Our people are the foundation of our success.

At OECM, we recognize the important role our team plays in driving performance, shaping our reputation, and enabling us to serve with excellence. As a collaborative sourcing organization, our impact is driven not only by the agreements we establish but also by the relationships we build, the trust we earn, and the professionalism we demonstrate in every interaction.

OECM's Board-approved People Strategy continues to guide how we attract, develop, and retain talent aligned with our mission and values. We are committed to fostering a respectful, inclusive, and high-performing workplace – one that embraces diversity of thought and experience, supports professional growth, and promotes equity and belonging. Through ongoing investment in leadership development, competency alignment, and employee engagement, we are strengthening the foundation that enables long-term organizational success.

### 2025 Highlights:

- **89% employee satisfaction** rate, reflecting strong engagement and organizational pride
- **87% employee retention** rate, demonstrating stability and commitment across teams
- **15 employees earning or pursuing CIPS/NISCL** designations, supporting professional advancement



# OECM's Strategic Vision



## Growth & Transformation

In 2025, OECM's growth and transformation efforts were guided by clear objectives to expand customer participation, enhance service delivery, deepen sector engagement, and modernize our business operations.

Transformation at OECM is not limited to systems or structures – it reflects a mindset.

Across the organization, we are modernizing tools, leveraging data and analytics to inform decision-making, and adopting responsible innovation, including the measured integration of artificial intelligence (AI). These efforts position OECM to remain responsive to evolving public sector needs while maintaining strong governance and accountability.

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, healthcare, and other broader public sectors, municipalities, and 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.

### Seven Elements of the CCSDF

- 1 Listen to the customer
- 2 Define service offerings
- 3 Improve customer engagement
- 4 Enhance effective use of technology
- 5 Set standards and measure performance
- 6 Actively involve industry, suppliers and partners
- 7 Engage staff and strengthen culture



# Commitment to ESG and Indigenous Reconciliation

OECM's strategic direction is anchored in a strong commitment to Environmental, Social, Governance, and Indigenous (ESGI) principles. We recognize the power of public procurement to advance social value, responsible governance, and inclusive economic participation.

In 2025, OECM adopted a policy that allocates a minimum of 12% weighting to ESG components in the overall evaluation criteria for all sourcing initiatives. This underscores our commitment to responsible procurement by encouraging suppliers to adopt sustainable practices, promote social value, and demonstrate sound governance.

Reconciliation remains a central priority in our journey.

In December 2025, OECM established the Indigenous Strategic Advisory Circle (ISAC) to guide long-term engagement and ensure Indigenous perspectives inform our procurement practices.

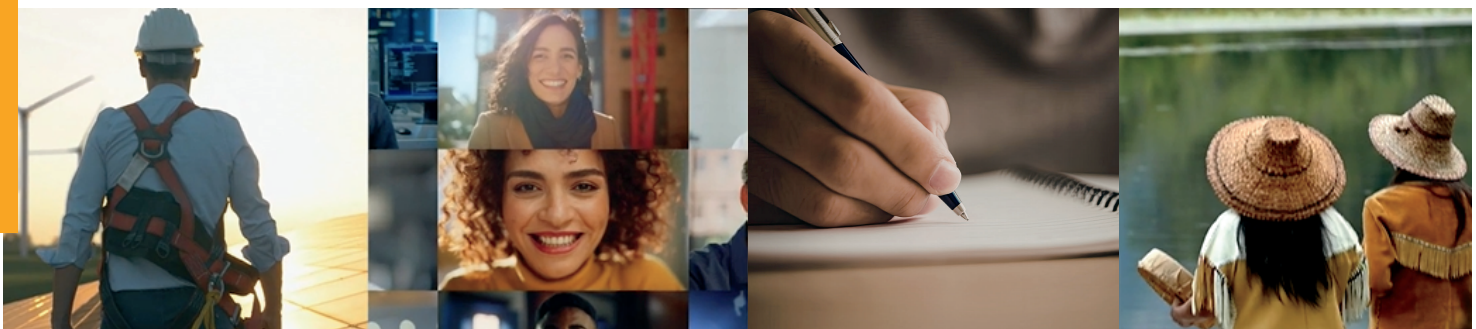
Launched in the Fall, OECM's new [Indigenous Marketplace](#) has exceeded expectations:



These outcomes reflect a coordinated, organization-wide effort to embed reconciliation into sourcing strategy, supplier engagement, business development, and sector outreach.

Through continued integration of ESGI considerations into our agreements and partnerships, OECM is advancing a procurement model that delivers economic value and broader, lasting public benefit.

[Learn more about OECM's ESGI commitment and journey.](#)





# 2025 Business Highlights

In 2025, we continued to have all of Ontario’s educational institutions participate in and leverage OECM agreements.

School Boards, Colleges and Universities

Healthcare Institutions or Hospitals

Municipal and Related Services Entities

Other Broader Public Sector and Not-for-Profit Organizations

116

174

325

529

87%

Percentage of OECM’s agreements and product/service offerings utilized by Ontario’s education sector

1,144 Total Active Customers

In addition to our education sector customers, as of December 31, 2025, we had 1,028 non-education sector customers actively using our Marketplace, including 529 other Broader Public Sector and Not-for-Profit organizations, 174 Healthcare institutions or Hospitals, and 325 Municipal and Related Services entities. Despite continued global unrest, ongoing supply chain disruptions, and demanding market conditions, 2025 was a record year for OECM – marked by increases in collaborative Spend, customer growth, and product and service offerings.

## Key Stats

\$821M

Total Collaborative Spend (in millions)

### Collaborative Spend

Collaborative Spend provides the ultimate measure of OECM’s customers’ participation and support. In 2025, OECM had a total of \$821 million in collaborative Spend.

113

New OECM customers in 2025

### Active Customers

OECM is a customer-based organization that provides savings, choice, and service to its 1,144 customers. In 2025, we welcomed 113 new OECM customers.

98

Total products & services categories in 2025

### Products & Services

OECM offers products and services that can be facilitated best through collaboration. In 2025, we had 98 categories of products and services available through our Marketplace.

# OECM: An Integrated Service Approach

In 2025, OECM continued to demonstrate that our strength lies not only in the agreements we deliver, but in how we deliver them. Our integrated service approach connects Strategic Sourcing, Supplier Relationship Management (SRM), Customer Relationship Management (CRM), Business Development (BD), and Marketing and Communications (MarCom), with the support of Corporate Services – encompassing Finance, Business Intelligence (BI), Information Technology (IT), and Human Resources (HR) – to enable one coordinated operating model focused on public sector value.

This approach ensures that every agreement launched, every customer supported, and every supplier engaged reflects a shared commitment to service excellence, compliance, innovation, and responsible growth. The result is a collaborative ecosystem that strengthens the broader public sector procurement landscape and reinforces our role as a trusted partner in Ontario and beyond.

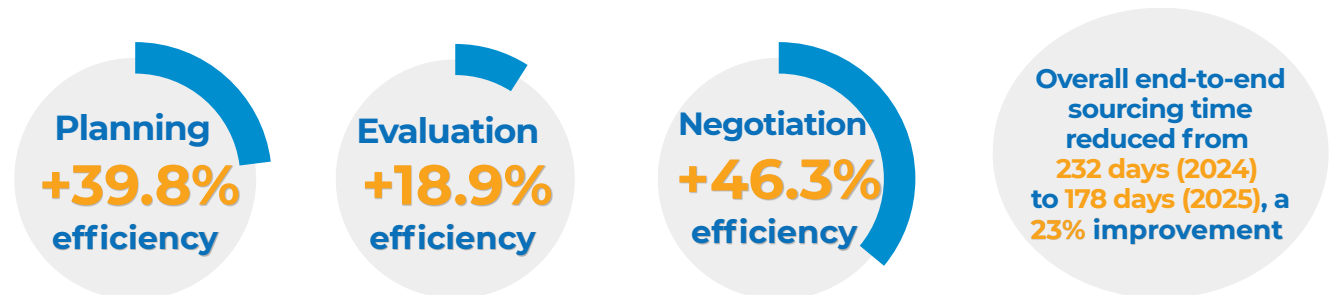


OECM.CA/MARKETPLACE

[See our complete Marketplace of Agreements.](#)

## Delivering Value Through Procurement Excellence Advancing the Sourcing Plan

In 2025, Strategic Sourcing achieved 100% of its annual targets and exceeded its net new project goal, reinforcing OECM's disciplined execution of its Growth Plan. Of note, significant cycle time improvements across all sourcing stages were realized, including:



These efficiencies translate directly into faster access to compliant, high-quality procurement solutions for our customers – reducing administrative burden while maintaining robust governance and oversight.

# Flagship Retender: End-User Computing (EUC)

In February 2025, OECM launched the third generation of its End-User Computing (EUC) Products and Related Services agreement, featuring 11 supplier partners and 10 OEMs. The introduction of Apple OEM through four suppliers further expanded customer choice and value.

The success of the EUC retender reflects coordinated effort across departments:



Together, these efforts strengthened OECM's position, enhanced pricing and value, and reinforced our leadership in a critical procurement category. [Learn more about OECM's EUC Agreement.](#)

## Navigating External Pressures

In a year marked by geopolitical uncertainty and U.S. tariff considerations, OECM re-engineered its procurement tools, implemented enhanced risk assessments, and refined compliance controls to ensure alignment with policy changes, helping customers navigate complexity while reducing administrative burden.

By embedding risk mitigation into our sourcing strategy, OECM protected customer interests while maintaining fairness, transparency, and adherence to trade agreements and BPS directives.

Learn more about [OECM's Approach to Navigating Tariffs](#) and [Supporting Canadian Suppliers](#).

[See OECM's complete list of upcoming agreements and sourcing projects >](#)



# Strengthening Supplier Partnerships

OECM’s integrated approach extends beyond contract award. Supplier Relationship Management (SRM), with BD, CRM and MarCom support, ensures that agreements deliver sustained value throughout their lifecycle.

## Driving Performance and Recognition

In 2025, SRM managed:

**\$821M**  
in Spend across  
**785+**  
master agreements,  
reflecting continued  
growth

**1,492**  
Customer-Supplier  
Agreements  
(CSAs) reviewed  
and processed

**124**  
supplier  
orientation  
sessions

**1,450+**  
supplier engagement  
meetings and  
business reviews

**100+**  
second-stage  
requests facilitated  
on behalf of  
customers

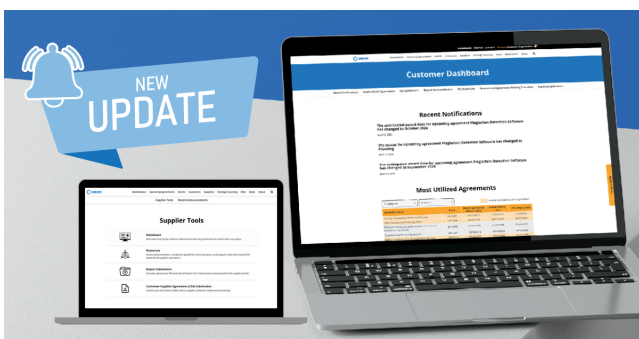
Enhancements to the **Supplier Recognition Program (SRP)** included incorporating Indigenous participation criteria and adding customer testimonials to the evaluation process. These refinements strengthen alignment with OECM’s values and commitment to reconciliation. In 2025, OECM’s SRP was recognized for advancing ESG with a prestigious **Sustainable Purchasing Leadership Council (SPLC) Leadership Award**.



## Digital Transformation: Enhancing Efficiency

Internally, digitizing approval processes significantly reduced manual effort and improved workflow efficiency. Automation of approval circulations and data population enhanced service responsiveness and transparency, allowing teams to focus on strategic oversight rather than administrative processing.

Dedicated Supplier and Customer portals, accessible via OECM’s website, further modernized engagement by providing streamlined access to information and strengthening digital collaboration. Since launch, the Customer Dashboard has generated 19,057 views.



[Learn more about OECM’s Supplier Portal and Customer Dashboard.](#)

# Elevating the Customer Experience

At the heart of OECM's integrated service model is our deep commitment to customer service and success.

## Unprecedented Customer Satisfaction

OECM's third Customer Satisfaction Survey, conducted by an independent third-party provider, reported exceptional results, including:



Overall  
Satisfaction

91%

Satisfaction with product  
and service quality

90%

Satisfaction with the quality of OECM's  
communications

91%

Net Promotor  
Score

90.3

Customers would  
recommend OECM

9 in 10

These results reflect the quality of our agreements and the value of the coordinated support provided by OECM's integrated teams. [Click here for more survey highlights!](#)

## Supporting Growth and Engagement

Customer engagement reached new levels in 2025:

2,350+ Customer inquiries addressed  
(27% increase from 2024)

800+ Webinar attendees, including  
260+ participants at a Second  
Stage Process session

100+ Customer business review  
meetings

100+ Onboarding sessions

100+ Second-stage requests  
facilitated

CRM and Business Development teams worked closely to convert outreach into meaningful engagement, and for the first time in OECM's history, active non-education customers surpassed 1,000, reflecting successful diversification into municipal, developmental services, and health sectors.

MarCom amplified agreement visibility through targeted campaigns and digital analytics, issuing over 140 communications in 2025 and achieving an average open rate of 47.3%, well above industry benchmarks. OECM's social media influence also reached unprecedented levels, with over 10,900 followers engaged through LinkedIn. The team introduced the Customer Dashboard, along with enhancements, including a promotions and webinars page, making information easier to find and more accessible for customers.



# Strategic Partnerships and Sector Engagement

OECM's integrated approach extends beyond transactional procurement. Through partnerships and sector alliances, we strengthen the public procurement ecosystem.

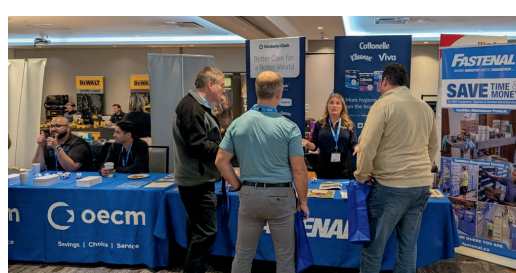
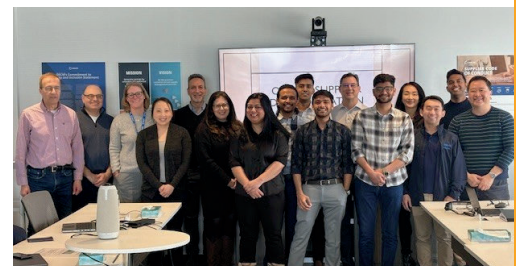
## Expanding Sector Reach

In 2025, OECM:

- Strengthened alliances with the Municipal Finance Officers' Association (MFOA) and municipal associations
- Expanded presence through Ontario Public Buyers Association (OPBA) committee memberships and championed **a new training program** for elected officials and senior leaders in Ontario's public sector as part of our joint Education Initiative Partnership
- Continued collaboration with the Ontario First Nations Economic Developers Association (OFNEDA) and Indigenous communities
- Advanced procurement initiatives with the Ontario University Procurement Professionals Management Association (OUPPMA) and the Ontario Colleges Purchasing Managers Association (OCPMA)

Strategic partnerships with Humber College and Seneca College supported innovation through capstone projects focused on supplier data validation and AI-enabled procurement processes. Participation in the **Canadian Collaboration for Sustainable Procurement (CCSP) working group** and the Infrastructure Client Group (ICG) with the **Canadian Association for Sustainable Infrastructure Services (CASIS)** reinforced OECM's commitment to sustainable sourcing and ESGI integration.

As the National Public Sector Champion for the National Institute of Supply Chain Leaders (NISCL), OECM also supported several NISCL initiatives, participating in Live Chats and Webinars, sponsoring the NISCL Gala Public Sector Team Award, and championing the NISCL-CSCP and MCIPS Certification Program and the Foundations Course – Certificate Program.



# Events and Knowledge Sharing

OECM co-hosted several supplier and sector events, including the [3<sup>rd</sup> Annual Procurement Summit](#) and collaborative engagement sessions with supplier partners such as Dell, Fastenal, and Pinchin. These forums strengthened relationships, facilitated knowledge exchange, and enhanced alignment between customer needs and supplier capabilities. We were also proud to be named the [Program Partner for Empowered Kids Ontario's Spring Symposium](#).

Thought leadership articles published in 2025 addressed collaboration, strategic partnerships, and the role of technology and automation in public procurement – reinforcing OECM's voice as a trusted sector leader.

[Browse OECM's Thought Leadership Articles.](#)



## Enabling Infrastructure

Behind every agreement and partnership is a foundation of strong governance and digital enablement. OECM's Corporate Services team – comprising Finance, Business Intelligence, Information Technology and AI – strengthened organizational performance and resilience through coordinated financial oversight, advanced analytics, and responsible technology adoption.

This included promoting increased electronic payment adoption through proactive supplier outreach, reinforcing our ESG commitment while reducing risks associated with paper based payments, and advancing enterprise-wide business analytics, including supplier and customer dashboards, to ensure financial insights inform strategic decision-making.

The team also supported the integration of AI tools across the organization, enhancing productivity, enabling evidence-based decisions, and driving greater operational efficiency.

These initiatives reflect a responsible and measured approach to innovation, balancing opportunity with risk management and data protection.

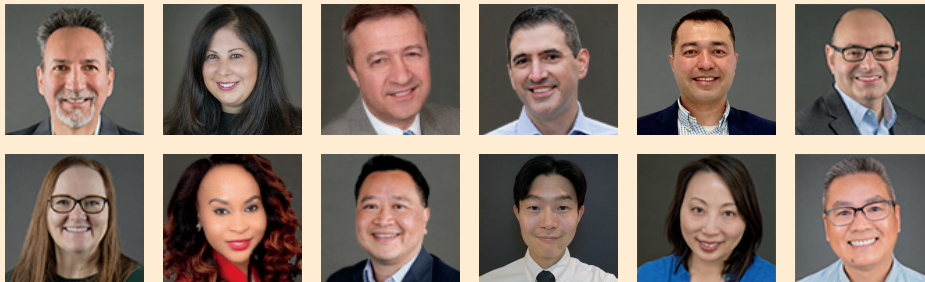




# Looking Ahead

OECM enters 2026 with clarity of purpose and a strong foundation for the future. As the broader public sector continues to navigate fiscal pressures, policy shifts, and evolving service demands, our role remains steady: to provide practical, compliant, and high-quality procurement solutions that reduce administrative burden and create shared value. We will continue refining our operating model, strengthening alignment with sector priorities, and ensuring our agreements remain responsive, competitive, and accessible.

The year ahead will focus on disciplined execution: advancing our Business Operations growth and transformation initiatives, enhancing sector engagement, and further strengthening the tools, insights, and partnerships that support informed decision-making. Guided by our strategic vision and commitment to responsible procurement, OECM will continue to evolve thoughtfully and proactively – ensuring we remain a trusted, forward-looking partner to the public sector organizations we proudly serve.



**2025-2026 Senior Council**

(Top, from left to right: Jim Hadjiyianni, Sonia Gallo, Len Scavuzzo, Ben Hamilton, Khusen Shukurov, Perry Arzumanian, Bottom, from left to right: Janet Clarke, Shelly Ann Henry, Patrice Likamshum, Justin Sin, Belinda Yu, Ken Voong.)

OECM's dedicated team members are the driving force behind our continued growth, innovation, and success. [Meet the OECM team!](#)

OECM's 20<sup>th</sup> Anniversary



Savings  
Choice  
Service

In August 2026, OECM will celebrate 20 years of serving Ontario's education sector and broader public sector through collaborative strategic sourcing. We are proud of what we have accomplished together and are deeply grateful to all who have contributed to OECM's journey.

As we look ahead, OECM remains focused on supporting excellence across the public sector by unlocking the full potential of collaboration.

# Stay Connected



## OECM ON SOCIAL MEDIA

Follow OECM and join the conversation on:

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

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

## OECM NEWSLETTERS

Stay connected with OECM – subscribe to receive updates on supplier partner agreements, webinars, promotions, Marketplace activity, sourcing projects, and sector insights.

Our newsletters – delivered weekly, bi-weekly, and quarterly, including [The OECM Connection: Unlocking the Potential of Collaboration](#) – feature new agreements, initiatives, supplier highlights, customer stories, and expert insights. You can also explore past editions to see what you've missed.

Customers can [register for an OECM account](#) to personalize their communications and stay connected to the latest updates.



**2025**