

# CIPS L5M5 Questions - Shortcut To Success 2026



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## **CIPS L5M5 Exam Syllabus Topics:**

Topic	Details

Topic 1	<ul style="list-style-type: none"> <li>Understand the impact of ESG (Environmental, Social, and Governance) considerations on ethical and sustainable supply chains: This section of the exam measures the skills of Procurement Managers and covers how ESG principles are applied to secure ethical and sustainable supply chains. It looks at the role of environmental, social, and governance factors in procurement decisions, alongside risks and benefits of ESG adoption. Learners also explore issues such as modern slavery, bribery, and human rights, as well as the importance of diversity, inclusion, and stakeholder management. The section highlights how globalization, culture, and labour practices shape supply strategies and examines potential conflicts that may arise when balancing ESG priorities with business demands.</li> </ul>
Topic 2	<ul style="list-style-type: none"> <li>Understand the importance of compliance with ESG (Environmental, Social, and Governance) factors to achieve ethical and sustainable procurement and supply arrangements: This section of the exam measures skills of Supply Chain Specialists and covers methods to ensure compliance with ESG standards in procurement. It includes the use of supply chain mapping, risk management, stakeholder engagement, and contractual terms to secure sustainable practices. Candidates also learn how to monitor supplier performance, handle non-compliance, and utilize third-party auditors to maintain ethical standards. Relationship management strategies, corrective actions, and escalation processes are emphasized as part of ensuring suppliers meet ESG expectations.</li> </ul>
Topic 3	<ul style="list-style-type: none"> <li>Understand initiatives and standards related to ESG (Environmental, Social, and Governance) that support ethical and sustainable procurement and supply: This section of the exam measures the skills of Procurement Leaders and covers the global frameworks and standards that shape ethical supply practices. It explores international labour standards set by organizations such as the UN and ILO, and labour codes like the Ethical Trading Initiative and SA800. Candidates also examine external environmental frameworks, industry accreditations, and their role in meeting ESG goals. Finally, this section addresses fair trade principles, organizations such as WFTO and Fairtrade International, and the need to align internal governance with global standards.</li> </ul>

## CIPS Managing Ethical Procurement and Supply (L5M5) Sample Questions (Q44-Q49):

### NEW QUESTION # 44

Which tier of a supply chain would the original equipment manufacturer have the closest relationship with?

- A. Tier 1
- B. No tier
- C. Tier 3
- D. Tier 2

**Answer: A**

Explanation:

As shown in the figure, Tier 1 suppliers directly provide systems or services to the OEM. According to the study guide, the correct answer is Choice B. Reference: LO-2.1; Page 146; Mapping supply chains to achieve supply chain transparency

### NEW QUESTION # 45

In an effort to enhance sustainability and ethical business practices, four companies have embedded Environmental, Social, and Governance (ESG) performance measures into their supplier agreements. Each organization has identified specific ESG challenges and established contractual requirements that suppliers must meet to align with corporate sustainability objectives.

Below is an overview of the ESG priorities for each company and the corresponding contractual terms:

Company 1:

This company has pledged to cut its carbon footprint by 40% by 2030. To achieve this target, it mandates that its suppliers actively contribute to emission reduction efforts. Suppliers are required to meet defined, measurable benchmarks related to carbon emissions and submit periodic reports detailing their progress on sustainability initiatives.

Company 2:

With a strong emphasis on fostering fairness and inclusivity, this company requires suppliers to align their payment structures and financial strategies with its commitment to equity. Suppliers must implement fair compensation policies, ensure timely salary

disbursements via banking channels, and adopt ethical pricing structures that support inclusive hiring practices, particularly for underrepresented groups.

Company 3

Operating in industries prone to unethical practices, this company enforces stringent anti-corruption policies and financial transparency requirements for its suppliers. Suppliers must uphold rigorous governance standards, establish transparent reporting mechanisms, and comply with all anti-corruption regulations to ensure ethical business operations.

Company 4

This company is committed to making a meaningful impact on the communities in which its suppliers operate. As part of its contractual obligations, suppliers must actively participate in local initiatives that drive social and economic development. This includes contributing to community projects, generating employment opportunities, and supporting social welfare programs. The four companies must establish contractual terms aligned with their respective ESG considerations, including a Community Benefit Clause, Key Performance Indicators (KPIs), Commercial Clause, and Governance Clause.

Match Column A with Column B from the following table:

□

- A. Carbon Emissions: KPI as Performance Measure
- B. Equality, Diversity, and Inclusion (EDI): Commercial Clause

**Answer: A,B**

Explanation:

Company 1: Carbon Emissions + KPI as a Performance Measure To achieve its goal of reducing carbon emissions, the company mandates that suppliers meet specific sustainability targets. By incorporating Key Performance Indicators (KPIs) into contracts, progress becomes measurable, ensuring accountability and continuous improvement in environmental performance. Company 2: Equality, Diversity, and Inclusion (EDI) + Commercial Clause The company's commitment to inclusivity is reinforced through a Commercial Clause, requiring suppliers to align financial practices with ethical standards. This includes fair payment structures, equitable pricing models, and hiring policies that support underrepresented groups, ensuring diversity and inclusion within the supply chain. Company 3: Governance + Governance Clause Operating in a high-risk industry, the company prioritizes governance and transparency by enforcing strict anti-corruption policies. The Governance Clause mandates adherence to ethical business practices, requiring suppliers to implement robust compliance frameworks, transparent financial reporting, and regulatory alignment. Company 4: Social Value + Community Benefit Clause The company's dedication to creating positive community impact is embedded within a Community Benefit Clause. This contractual requirement ensures that suppliers actively contribute to local social and economic development, participate in community projects, and provide employment opportunities, fostering long-term sustainability in the regions they operate.

#### **NEW QUESTION # 46**

Which of the following could be considered a competitive advantage for a company?

- A. Return on investment
- B. High profit margin
- C. Brand reputation
- D. Reduced lead times

**Answer: D**

Explanation:

Comprehensive and Detailed Explanation From Exact Extract of Documents:

A competitive advantage is something that makes one organisation more attractive than its competitors. The L5M5 study guide (p.62) highlights reduced lead times as a clear competitive advantage because customers value speed, reliability, and efficiency in delivery. While high profit margins (B) and ROI (C) are outcomes of strong performance, they do not necessarily attract customers. Brand reputation (D) is important but is considered a broader intangible asset rather than a direct competitive advantage in procurement. Reduced lead times demonstrate operational excellence, helping procurement gain a strategic edge in the marketplace. Reference: Managing Ethical Procurement and Supply (L5M5) Study Guide, p.62

#### **NEW QUESTION # 47**

Which of the following statements is TRUE about the adjudication form of dispute resolution? Select TWO

- A. It is an informal process
- B. A decision must be made within 28 days
- C. The decision cannot be legally binding

- D. It is quicker than going through the courts

**Answer: B,D**

Explanation:

Comprehensive and Detailed Explanation From Exact Extract of Documents:

Adjudication is a formal ADR method, widely used in construction and supply disputes. The L5M5 study guide (p.237) outlines its key features: it is designed to be faster than court proceedings and legally requires that a decision is reached within 28 days of referral. Decisions made can also be legally binding. Contrary to option A, adjudication is not informal; it follows structured legal processes. Option D is also incorrect, as adjudicator decisions may carry binding authority unless overturned later in arbitration or litigation. The process ensures disputes are resolved promptly, preventing long project delays.

Reference: Managing Ethical Procurement and Supply (L5M5) Study Guide, p.237

#### NEW QUESTION # 48

Peacock Clothing Manufacturing has a superior IT system compared to competitors. What form of competitive advantage is this?

- A. Intellectual property (IP)
- B. Culture
- C. People
- D. Processes

**Answer: D**

Explanation:

Comprehensive and Detailed Explanation From Exact Extract of Documents:

Competitive advantage refers to unique capabilities that give an organisation an edge in the market. The L5M5 study guide (old p.39, new p.63) explains that superior IT systems fall under process advantages, as they directly influence how efficiently orders are taken, materials are managed, and operations are executed. Culture (A) refers to organisational values and behaviours, IP (C) refers to patents or trademarks, and People (D) refers to skills or talent. For procurement, recognising process-driven advantages helps identify supplier strengths and strategic sourcing opportunities.

Reference: Managing Ethical Procurement and Supply (L5M5) Study Guide, p.63

#### NEW QUESTION # 49

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