

# Responsible public procurement seminar

5<sup>th</sup> April 2019

Prague





## Shaun McCarthy OBE

### Director

Shaun McCarthy is an independent advisor, author and speaker in the field of sustainable business policy and practice. He was awarded an OBE for services to sustainability and the London Olympics by Her Majesty the Queen in her 2013 birthday honours list.

Shaun has an extensive portfolio which includes; Chair of the Supply Chain Sustainability School, Chair of IEMA Professional Standards Committee and Non-Executive Director, Chair of Action Sustainability Asia Pacific, Non-Executive Advisor to Tarmac Sustainability Panel and Trustee of the Greenshoots Foundation Trust. From 2006 -13 he was chair of the Commission for a Sustainable London 2012, a ground breaking assurance body directly advising the Mayor of London and Olympics Minister.

Shaun has over 20 years senior management experience with large companies and 12 years' experience as an independent advisor to a wide variety of corporations and governments around the world.

In addition to his OBE, he is Fellow of the Royal Society of Arts (FRSA), a Fellow of the Institute of Environmental Management and Assessment (FIEMA) and a member of the Chartered Institute of Purchasing and Supply (MCIPS).

Shaun can sometimes be found floating along the Thames in his boat.





## Seminar 1

Creating simple responsible public procurement strategy







ISO 20400



ISO20400.org is a not-for-profit, free to access platform which aims to develop a global community of practice around ISO 20400 and sustainable procurement.

On this site you can learn about ISO 20400, self-assess your organisation or post content to share your knowledge.

[About ISO20400.org >](#)



[Articles >](#)

Apr 5 2017 / English

### Analysing snowflakes in a blizzard

Following a BSI forum on reporting, Consultant Alex Giles provides an update on the current landscape of reporting, and where...

[Articles >](#)

Apr 5 2017 / English

### Who says collaboration is difficult?

An example of collaboration in the UK construction sector to respond to the Modern Slavery Act "The supply chain sustainability school since..."



## Hot topics

See resources contributed from around the world of how to build sustainable procurement into everyday life.

[View all hot topics >](#)

## Get involved and post content

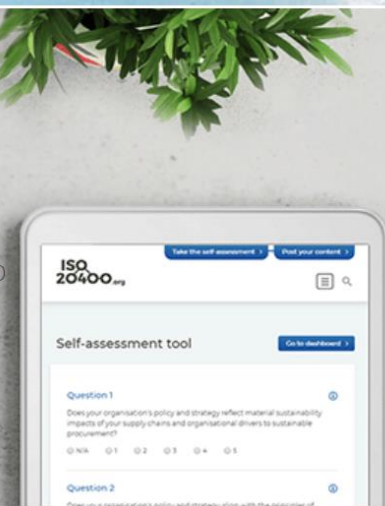
Post documents, videos, webinars and links in any language. Simply register using the link below and start posting content to share your experience with the world.

[Sign up to post content >](#)

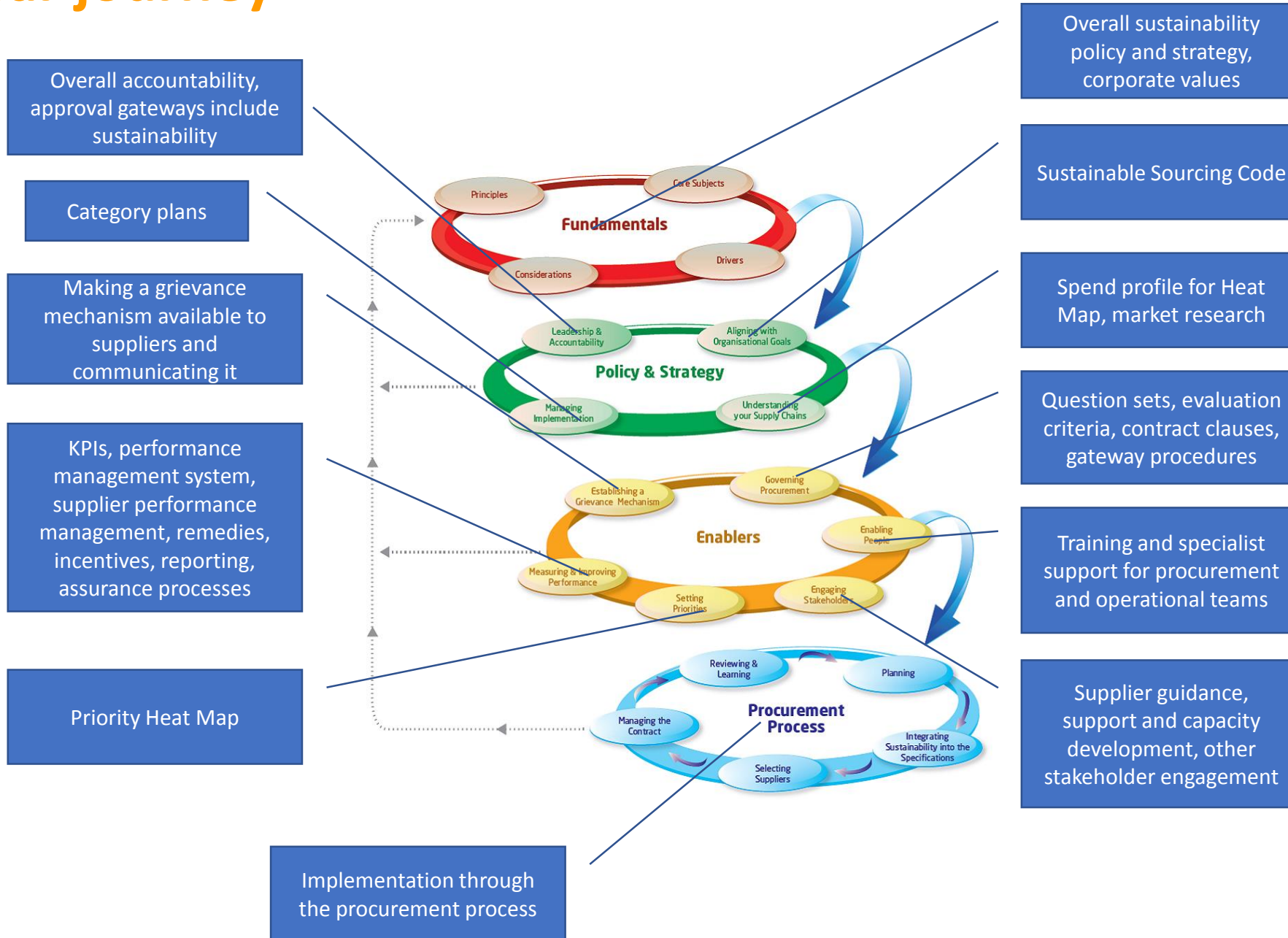
## Take the self-assessment in just 20 questions

You can self-assess your organisation's progress towards alignment with ISO 20400 by answering 20 simple questions.

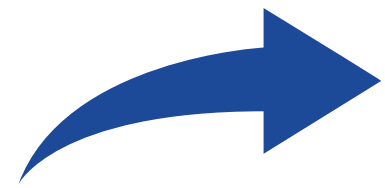
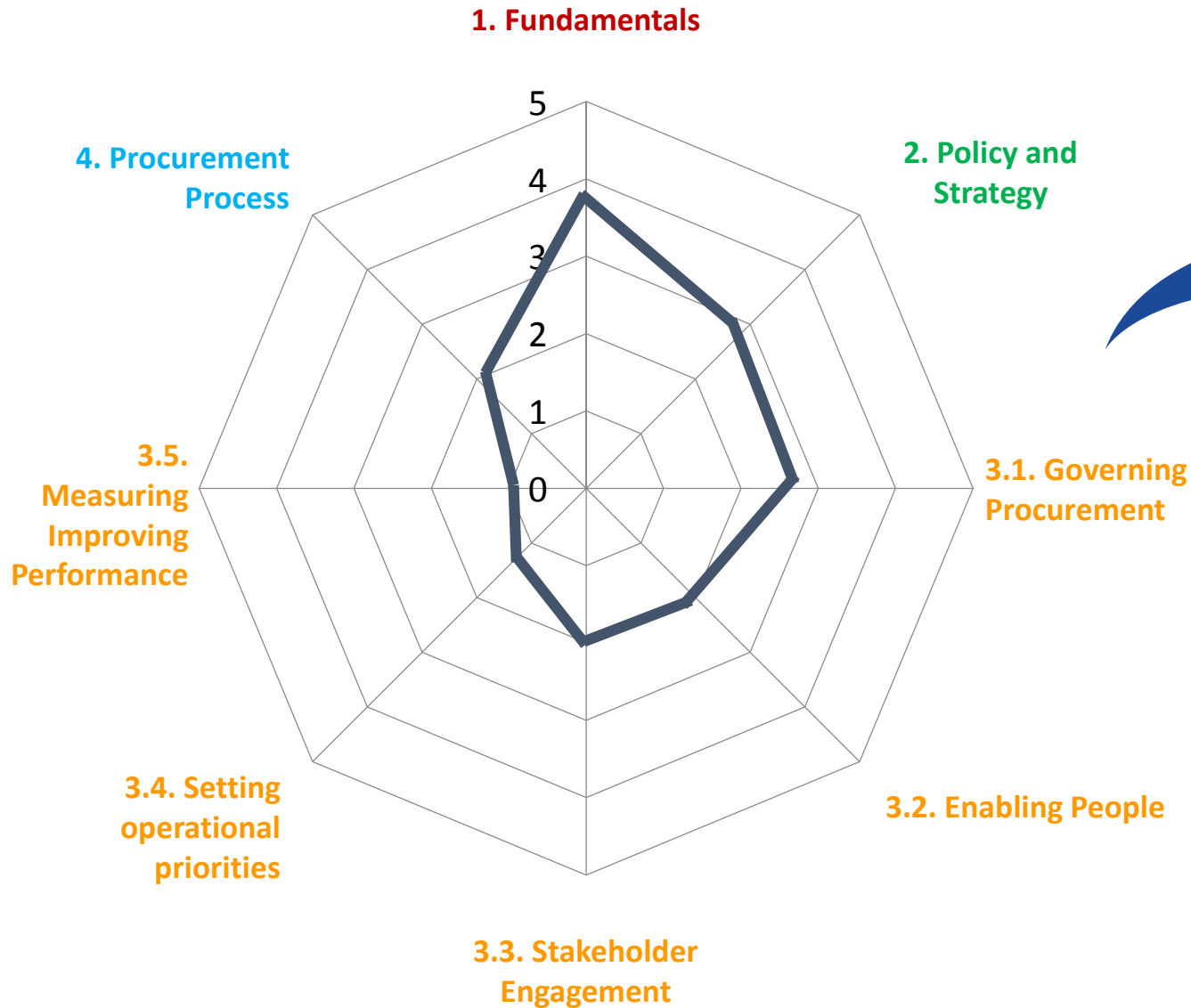
[Take the self-assessment >](#)



# A 3-5 year journey



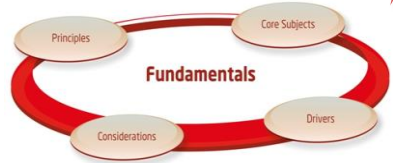
# Start with a self-assessment



The new website with online Gap Analysis tool will be available April 2019







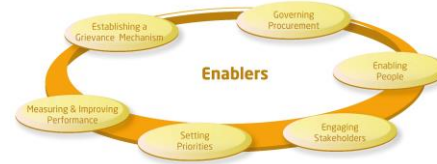
# Our 20-question assessment tool



-  **Material impacts and drivers**
-  **Due Diligence**



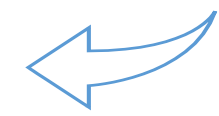
-  **Formal Commitment**
-  **Clear Accountabilities**
-  **SMART Objectives**
-  **Performance Review**



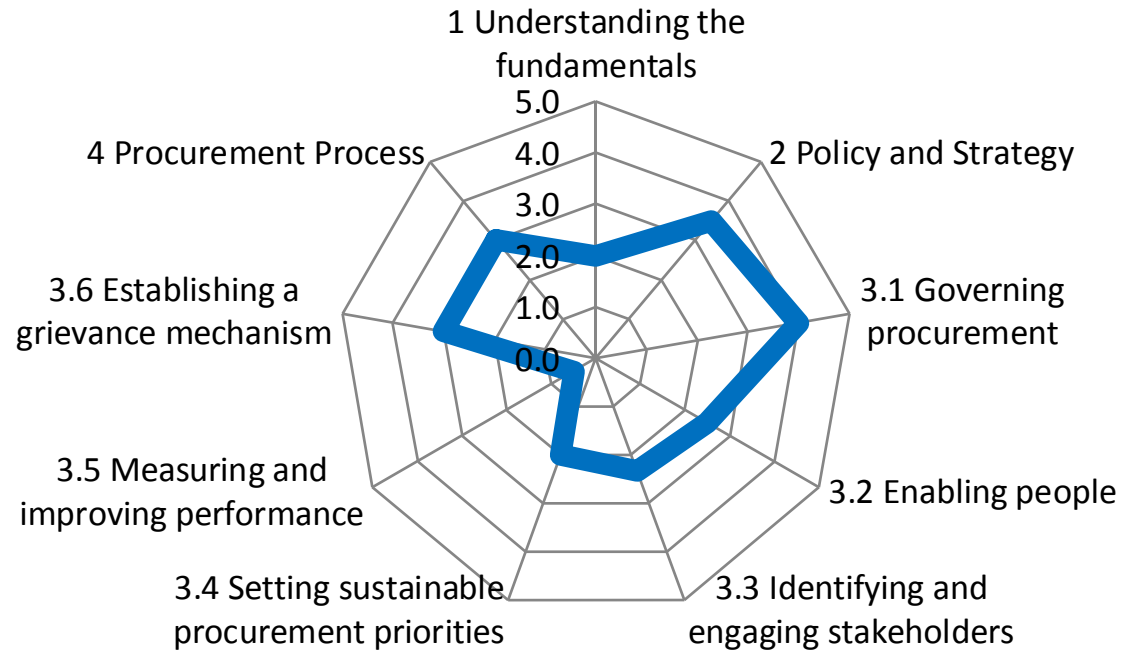
-  **Governance Process**
-  **Individual Objectives**
-  **Staff capabilities & Culture**
-  **Stakeholder Engagement**
-  **Supply Chain Engagement**
-  **Other external stakeholders**
-  **Setting Priorities**
-  **Performance Indicators**
-  **Managing performance**
-  **Grievance Mechanisms**



-  **Coverage of major categories**
-  **Procurement planning**
-  **Sourcing process**
-  **Contract and Supplier Management**





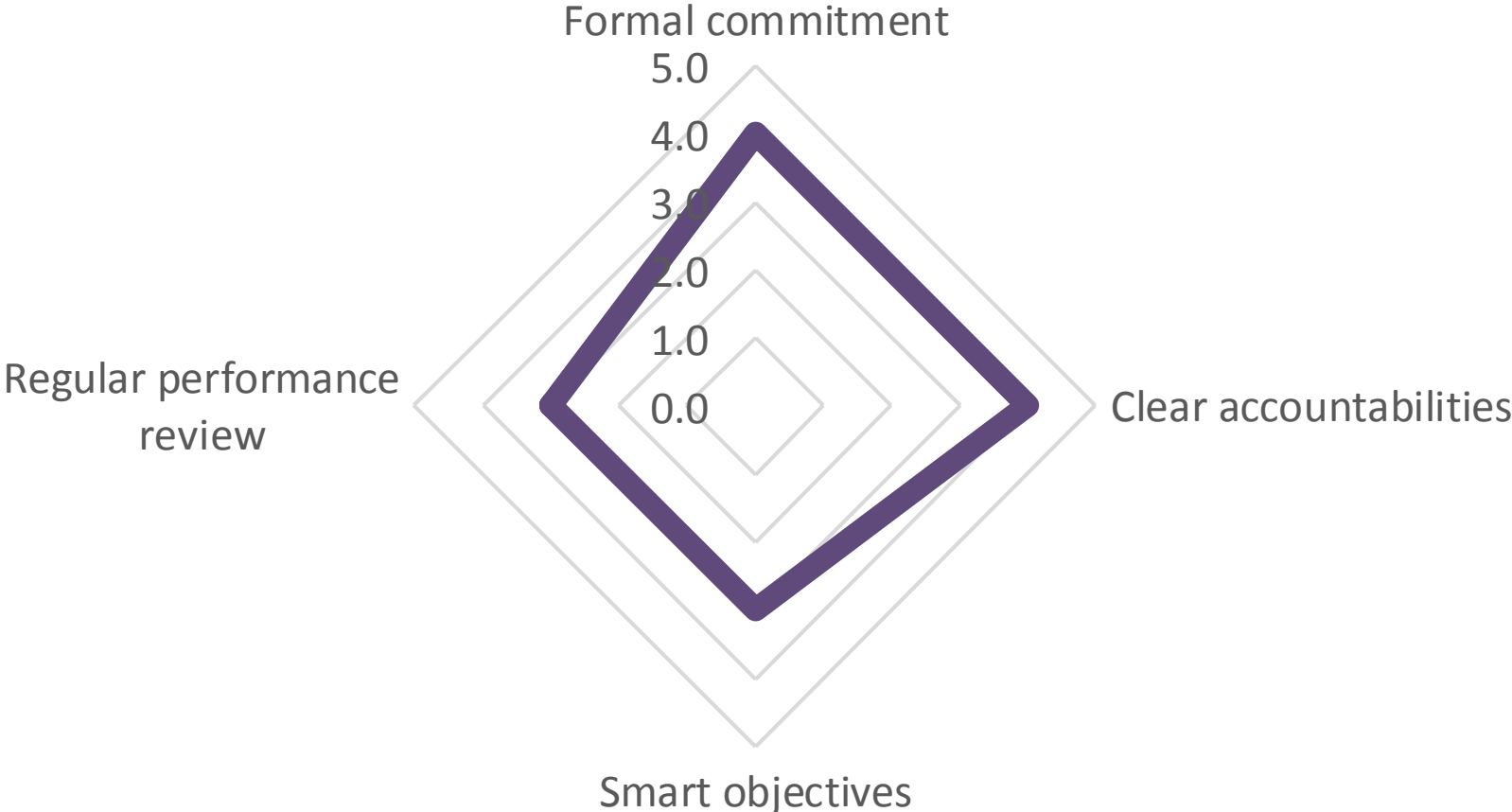




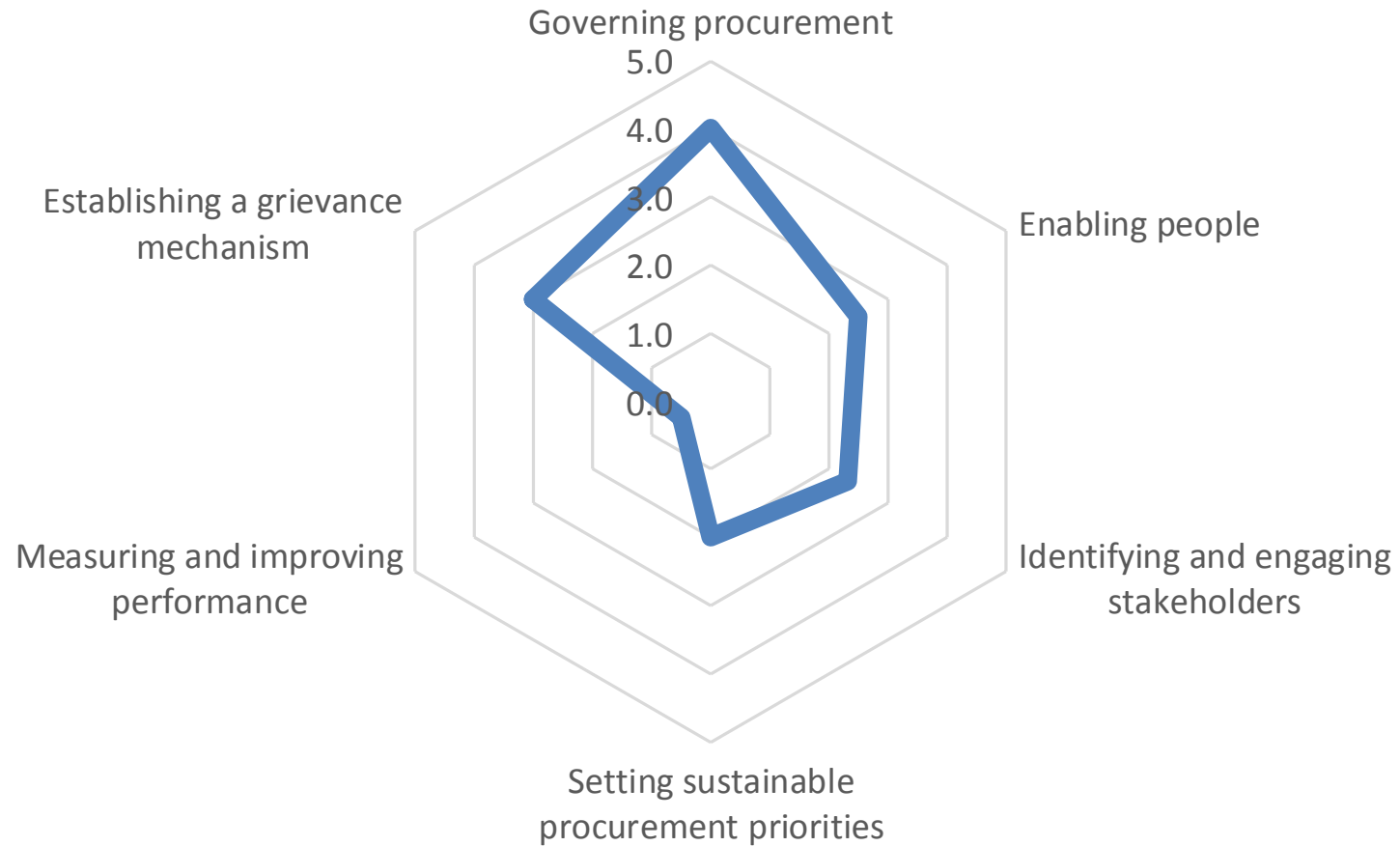
# Self-assessment





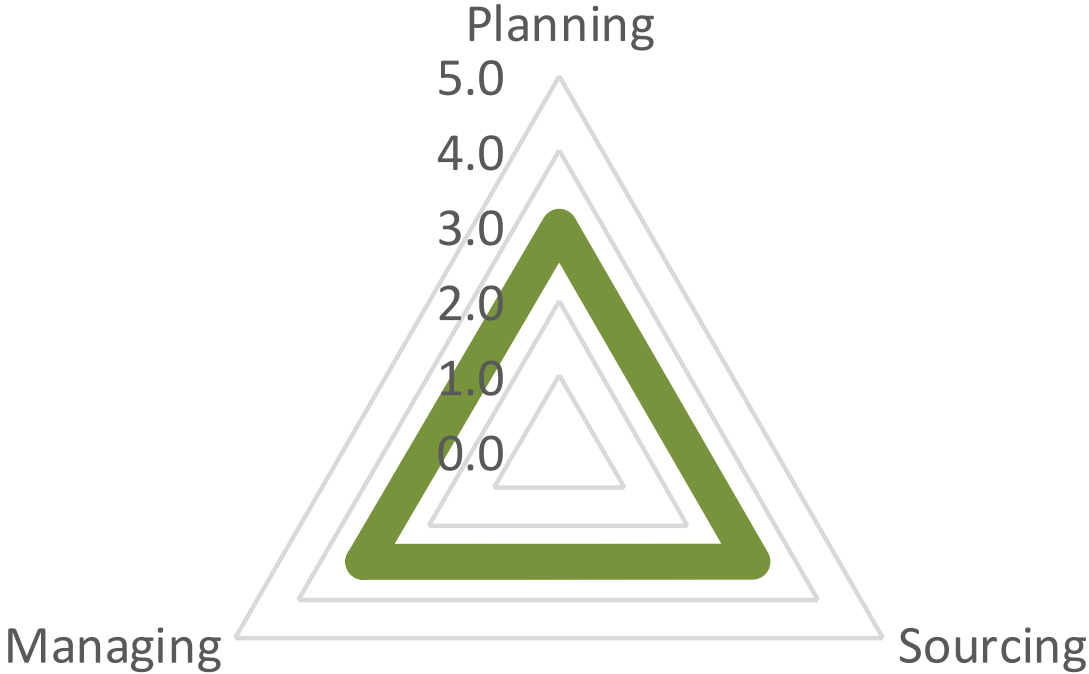


# Self-assessment





# Self-assessment



# 39 assessed organisations

## Australia



## Hong Kong

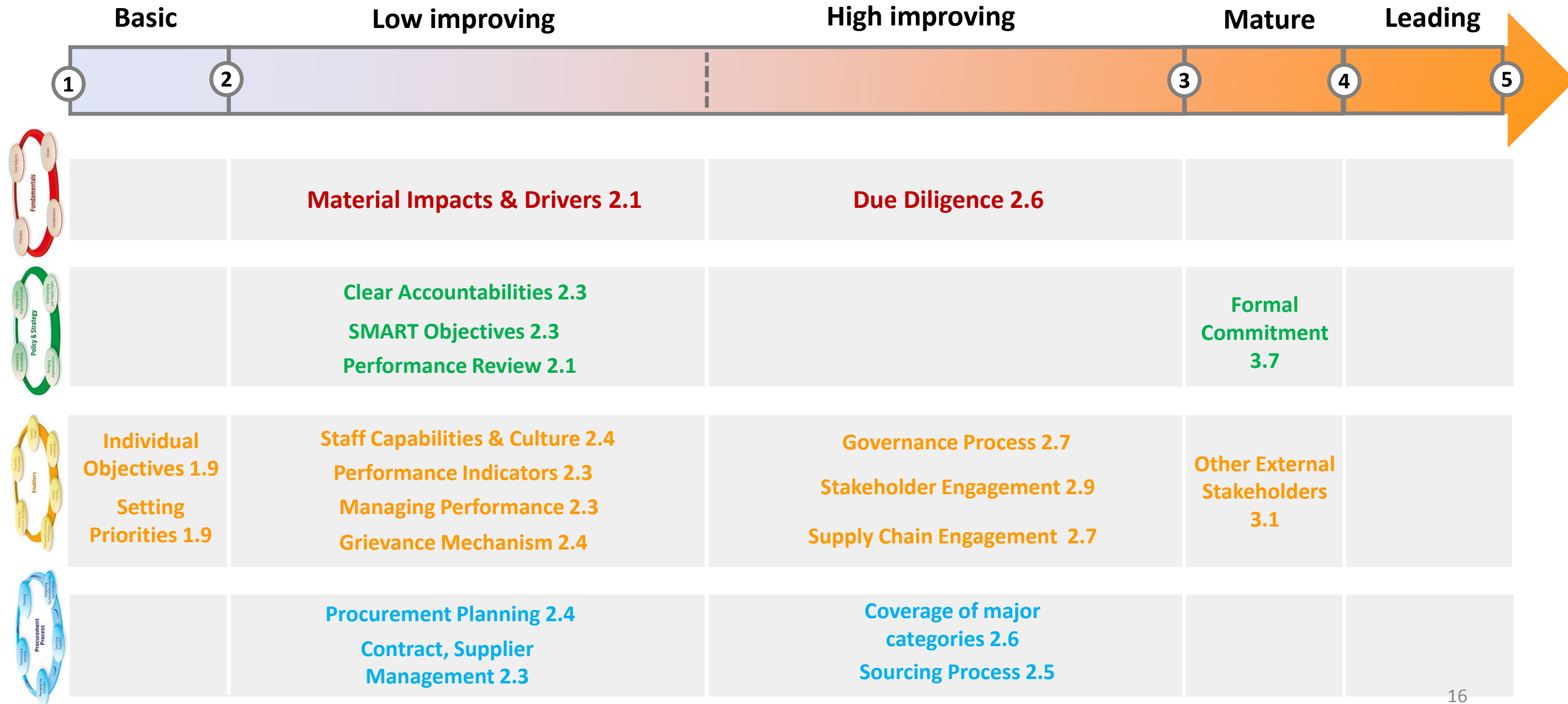


## United Kingdom



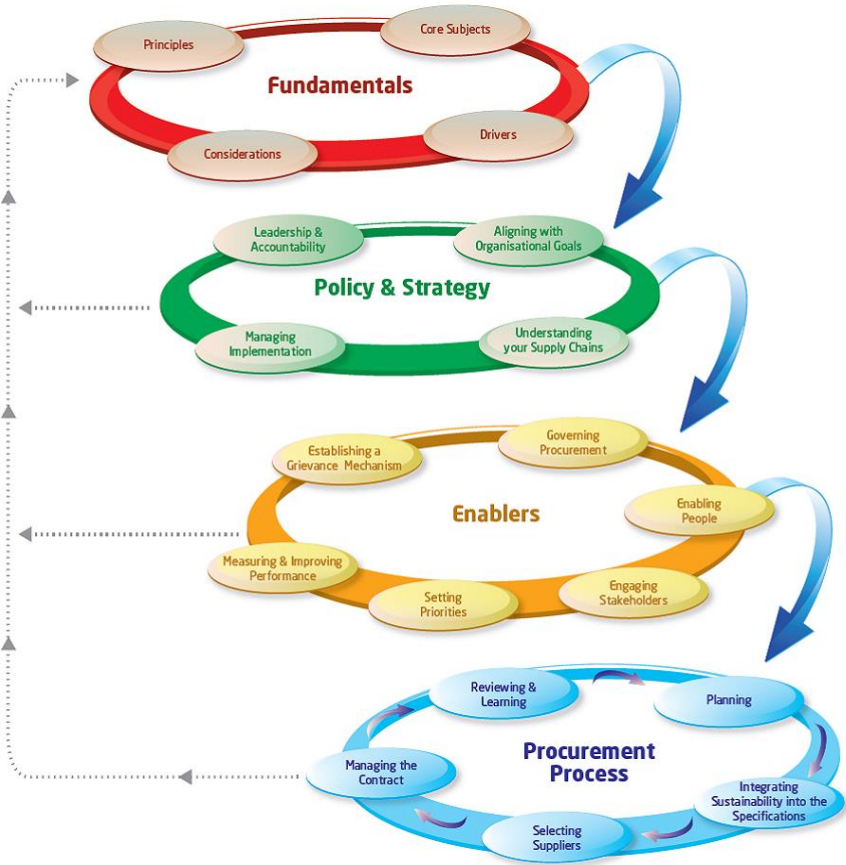


# Benchmark Summary – View per ISO 20400 section



ISO 20400: 2017 Sustainable Procurement Framework

# Action planning



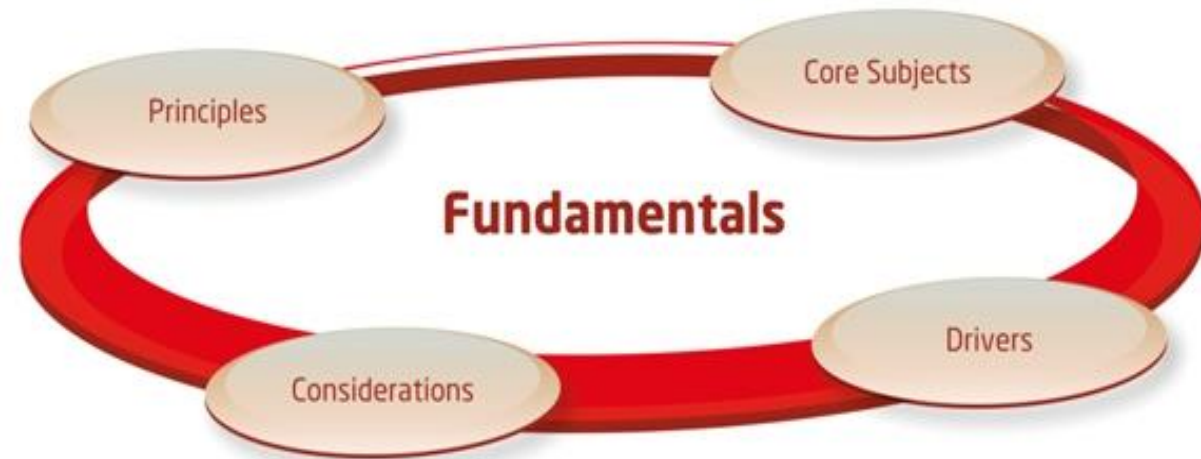


## Action planning

Revise policy to establish more specific priority goals

Drivers exercise to help set priorities

ISO 20400: 2017 Sustainable Procurement Framework



ISO 20400: 2017 Sustainable Procurement Framework

# Action planning

## SMART objectives for specific sustainability impacts



# Additional Examples

London Organising Committee of the Olympic Games and Paralympic Games

LOCOG Sustainable Sourcing Code Second Edition

December 2009

Sustainable Procurement Policy

Incorporating policies for:

- Supply chain Health
- Ethical sourcing
- Supply chain equality
- Environmental and
- Best Value procurement

**SKANSKA**

Sustainable Procurement Policy

**Sustainable Supply Chain Charter**

VERSION 3 (July 2011)

### Intention

Signatories to this charter have agreed to support us in delivering wider social, economic and environmental benefits from our supply chain, whilst continuing to deliver real, long term value.

The purpose of this document is to set out our joint commitment to the broad principles and expectations detailed in this charter.

We do not expect a "one size fits all" approach and we will enter into dialogue with signatories to understand which areas of the charter apply most prominently to them. Whilst specifics may vary for signatories the fundamental principles will be consistent throughout.

We will work with signatories to set challenging but realistic objectives to reflect the principles of this charter.

For the purpose of this charter, the term "supplier" refers to all organisations providing goods, services, works or utilities in return for payment. We expect our suppliers to adopt the scheme standards with their supply chain.

### ETHICS

We expect our suppliers to join us in mirroring our ethical approach. We will not tolerate corruption, bribery and unfair anti-competitive actions and expect our suppliers to adopt the following principles as a minimum standard:

- We will comply with applicable competition or procurement laws
- We will not, directly or indirectly offer or accept any undue payment or other consideration for the purpose of inducing any person or entity to act contrary to their prescribed duties
- We will record the correct nature of all financial transactions in accordance with accepted accounting principles
- We have controls in place in our IT procedures to ensure adequate levels of data protection for our clients, employees and supply chain
- We will carry out ethical audits of our suppliers where appropriate.

### PAYMENT

We will pay our suppliers in accordance with the contract conditions and expect all businesses in our supply chain to be treated in the same way.

We have demonstrated our commitment to payment on time by signing up to the Prompt Payment Code and will publish our performance. We expect our suppliers to commit to the principles of this code as a minimum and would encourage them to publish their performance.

### COMMUNITY

We expect suppliers to have an understanding of how their activities impact their local area and wider community, and we encourage them to make positive contributions and investments, for example by providing appropriate local employment opportunities, workforce volunteering and charity activities.

We expect our suppliers to minimise disruption to communities, using the principles of standards such as the Considerate Constructors Scheme, where appropriate.

**United Utilities**

**COBHAM**

The most important thing we build is trust.

### Responsible Supply Chain Management

Corporate Responsibility at Cobham in ways that offer real long term benefits. We see this as an essential and effective part of our business.

#### Our vision

Our vision is for our entire supply chain to be environmentally responsible and sustainable.

#### The business case

We believe there is a strong business case for this supply chain management policy.

#### The environment

We expect all our suppliers to have in place systems that are appropriate for the nature of the services provided that they identify and manage risks relating to pollution of land, air or water, in our business and supply chain in a way that is consistent with local and global environment.

- 1. Environmental protection**
  - All suppliers to have appropriate procedures in place.
- 2. Energy efficiency and carbon footprint**
  - We expect suppliers to understand the carbon footprint of their GHG emissions at the organisational level.
  - Adapt their business to be resilient to climate change.
  - Our product designs will reflect our commitment to energy efficiency.
- 3. Hazardous materials**
  - We expect suppliers whose processes involve hazardous materials to demonstrate compliance with local and global standards and to ensure the obsolescence in the supply chain.
- 4. Resource efficiency**
  - Our product designs will be resource efficient, reducing the amounts of materials we use and recycle.
  - We expect our suppliers to understand the resource efficiency hierarchy and to:
    - avoid the use of scarce natural resources,
    - where possible use secondary materials
    - suppliers in areas of water stress to have risk assessment and mitigation plans in place.
- 5. Construction**
  - We have a corporate aspiration to align to the most appropriate standard such as (LEED or BREEAM standards) to reduce operating costs of our facilities and improve the working conditions of our people.



PROCURMENT THE MOLSON COORS WAY





# Hot off the press



Published March 2019

ISO 20400: 2017 Sustainable Procurement Framework

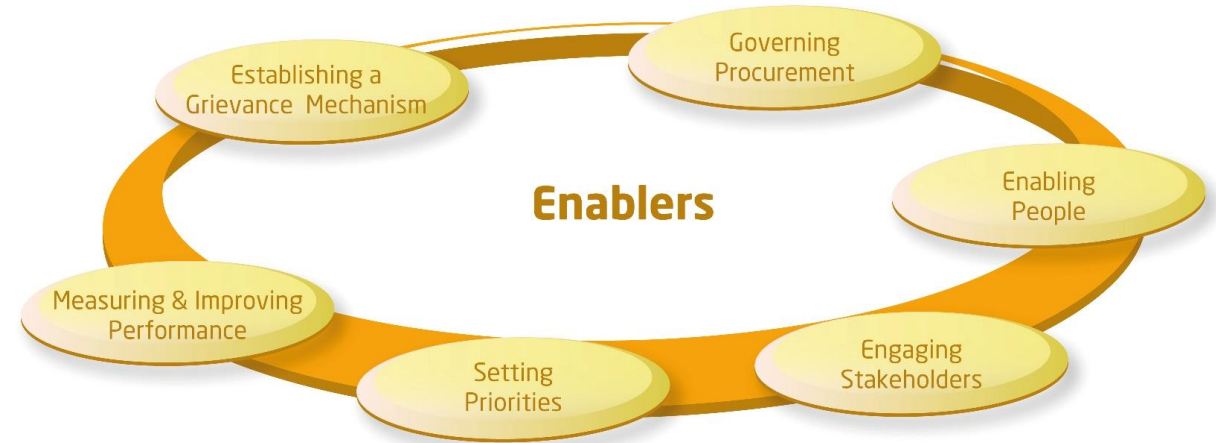
# Action planning

People development and support

Stakeholder mapping and plan

Priority heat map

Performance metrics and indicators



# Supply Chain Engagement





# 86 Partners leading our work



# IMPACT ON SUSTAINABILITY

37%



reduced carbon emissions

48% agree the School helped achieve this

40%



reduced waste

56% agree the School helped achieve this

63%



increased modern slavery understanding

82% agree the School helped achieve this

37%



increased understanding of fairness, inclusion & respect

85% agree the School helped achieve this



45%

increased community engagement

66%

agree the School helped achieve this

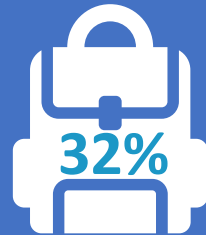


49%

increased understanding of responsible sourcing

81%

agree the School helped achieve this



32%

increased apprentice numbers

44%

agree the School helped achieve this

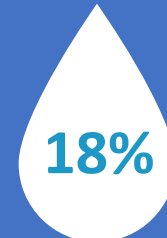


15%

improved air quality

54%

agree the School helped achieve this



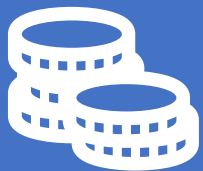
18%

reduced water consumption

50%

agree the School helped achieve this

# SCHOOL IMPACT ON BUSINESS PERFORMANCE



**45%**  
REDUCED  
COSTS



**43%**  
WIN NEW  
BUSINESS



**58%**  
MORE  
COLLABORATIVE



**73%**  
BETTER  
UNDERSTANDING OF  
SUSTAINABILITY



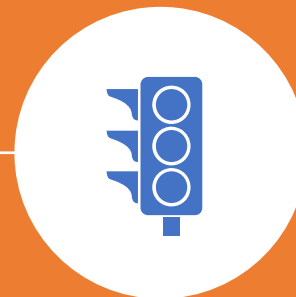
**25%**  
RETAINED  
TALENT



**56%**  
BETTER  
RELATIONSHIPS  
WITH SUPPLIERS



**52%**  
IMPROVED QUALITY  
OF BIDS



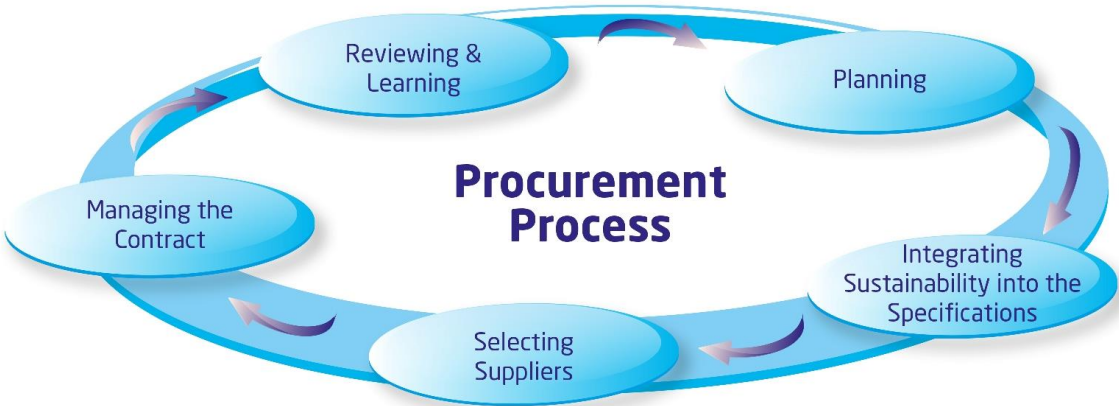
**53%**  
REDUCED  
REPUTATIONAL RISKS



ISO 20400: 2017 Sustainable Procurement Framework

# Action planning

## Review process to ensure fit for purpose



# Integrating CSR into the Global Paper Bags Tender

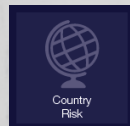
As the Procurement 5 Streams strategy continues to deliver Paper Bags is an area where we have been able to organise for success. CRH uses 300 million paper bags world wide to package our products which consumes 20,000 tonnes of paper – this equates to a spend of €46m and half a million trees.

The category team have undertaken a risk and priority analysis of the CSR impacts and built these requirements in to the tendering process they concluding. After ensuring that our minimum expectations are met they ensure CRH captures the sustainability performance and innovation of the market leaders to optimise paper weights used while maintaining the integrity of the bag. The team are challenging others to build their capacity to meet the highest environmental and forestry standards through increased competition and supplier relationship management.

## Targets

Sourced to FSC/PEFC or Equivalent standard

2017	2018	2020
18	40	100





# Contract and supplier management

- The London 2012 Olympics **seriously** enforced sustainability requirements through their construction supply chain and required **monthly reports** from all suppliers.
- Sustainability performance was integrated into a sophisticated risk management process.
- There was no online product to enable this to happen. This gave rise to a spreadsheet jungle and inspired us to develop our Sustainability Tool.
- It also helped tier 1 contractors to understand that their supply chains need capacity development to be competent to deliver challenging sustainability objectives.



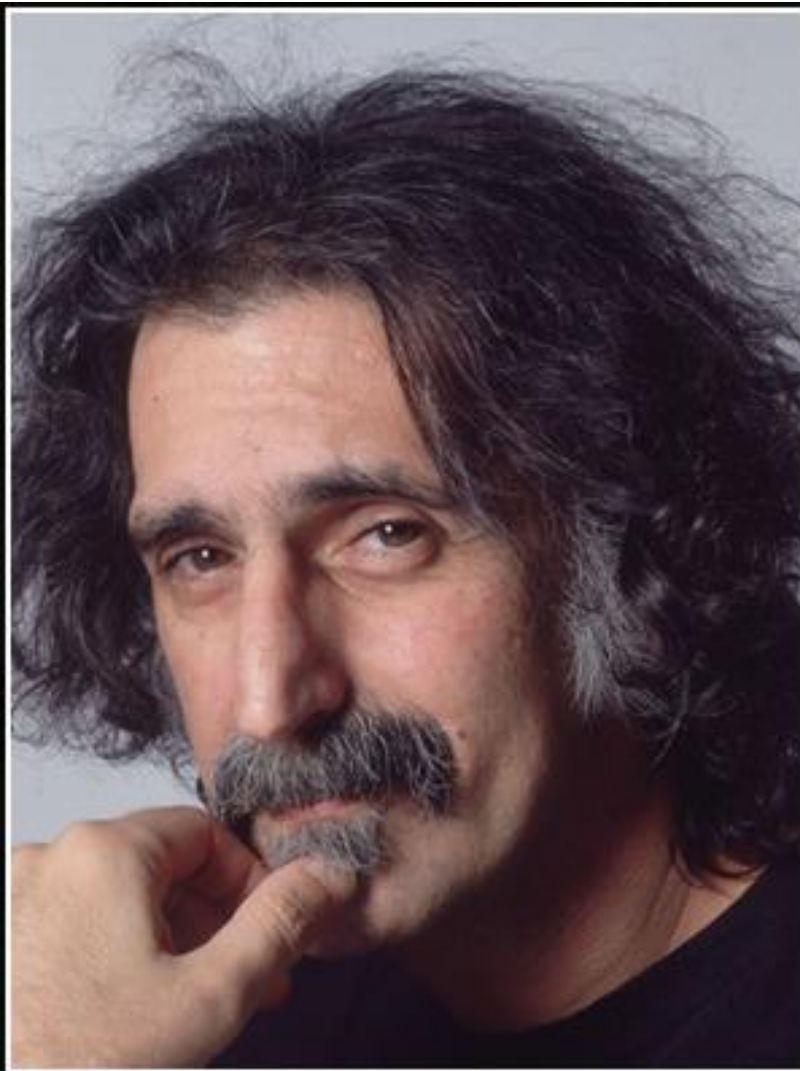


## Seminar 2

Setting priorities, objectives for the organization







One size does not fit all.

— Frank Zappa —

AZ QUOTES

# Organisational Drivers





# Organisational Drivers - result



# BEST PRACTICE

Stagecoach: 100% of busses have low-entry access.

Heathrow Airport: have a long established and co-ordinated approach towards local procurement, which includes activities to encourage local businesses to tender for work such as meet the buyer events. Of note it has a yearly business summit to engage with local employers and SMEs.



**LOCOG:** for the 2012 London Olympics all suppliers were requested to use the Diversity Works for London Gold Standard Diversity Tool to measure their diversity and inclusion performance against best practice standards.

Commbus is an initiative in the Blaby district (Leicestershire) which offers a door to door 5 days a week service from many villages to local shopping centres and places of interest. It is a charity, staffed by volunteers and designed to offer an affordable service to elderly, disabled and vulnerable people who might not otherwise be able to access conventional public transport. The service is highly valued and gives added independence and freedom to vulnerable members of the community who might otherwise be stuck at home.



# Social value



Measure and continuously improve levels of local employment and local procurement

Use the RSB Social Value Framework to select and monitor appropriate social value initiatives

Work with us to develop meaningful joint volunteering schemes.

Focus on employing workers from disadvantaged circumstances (such as long term unemployed, disabled, ex-offenders and service veterans) and report on the results.

Help us to deliver a service that is accessible to all



Report other social initiatives such as work with communities, volunteering etc..



High Ambition





# BEST PRACTICE

**Network Rail:** recognise that long term changes in the environment are a significant risk to the operation of the UK's railways for a variety of reasons but primarily associated with extreme weather events. Network Rail is also committed to supporting the Climate Change Act 2008.

Finnish bachelor's thesis which provides some data on the carbon emissions associated with a bus. Results indicate that the carbon footprint is between 48 and 56 tonnes per bus.

Flixbus: offer customers the option to offset their emissions and have identified a UN Gold Standard project to offset customers emissions.

NS (Dutch Rail): from 2017 all Dutch trains will run on 100% green electricity. This is due to a 2014 agreement in which NS signed a long-term contract with Eneco to supply green energy to the Dutch rail network. On the basis of this commitment Eneco has built a new windfarm. NS also has a long-term commitment to using green energy in its buildings, busses and road vehicles.

NS has also had a series of long term commitment to reducing energy consumption. The organisation has a goal of becoming 35% more energy efficient by 2020 compared with 2005 levels.

**Lothian Busses:** has a commitment to vegware cutlery in 2017 in all of its canteens

**NS (Dutch Rail):** has set itself a target of **re-using** 75% of the waste it receives by 2020. It hopes to achieve this by expanding station and train facilities for separating waste. The organisation is also looking at how to reduce waste during procurement and exploring more re-use opportunities



Low carbon



Demonstrate that goods and services are adaptable to climate change where appropriate.

Work with us to provide innovative, low carbon transport solutions to support our objective to reduce carbon emissions by 20% CO<sub>2</sub>e per vehicle mile by 2021 against a 2016/17 baseline..

Work with us to define and reduce the embodied carbon footprint of our key services.

Demonstrate your commitment to low carbon through membership of a recognised scheme such as the Carbon Disclosure Project.



High Ambition



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High Ambition

# Exercise – considering your drivers, what are your priorities

Sustainable Procurement
Environmental Management
Waste and Resource Efficiency
Energy and Carbon
Water
Air quality
Biodiversity

Materials
Fairness Inclusion and Respect
Modern Slavery
Business Ethics
Social value - Employment
Social value - Training & skills
Social value - Community
Social value - Supplier diversity
Wellbeing

# Setting SMART objectives

- **Corporate objective:**
  - “To deliver a legacy of social and economic benefits for Londoners”
- **Procurement SMART objective:**
  - “By December 2018, our combined portfolio of projects will achieve these goals annually:
    - **20% of our total supply chain expenditure will be sourced from businesses operating (i.e. 25% of the contract value) within London boroughs**
    - **25% of the supply chain workforce on our sites will be resident in London boroughs**
    - **6% of the supply chain workforce on our sites will be apprentices or trainees”**



# SMART objectives

## Go Ahead Group Sustainable Procurement Charter 2019



# Additional Examples

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December 2009

SOURCE

SKANSK

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VERSION 3 (July 2011)

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- Incorporating policies for:
- Supply chain Health
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  - Environmental and
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Sustainable Procurement Policy v

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- All suppliers to have appropriate procedures in place.

#### 2. Energy efficiency and carbon footprint

- We expect suppliers to understand the carbon footprint of their operations and to report on GHG emissions at the organisational level.
- Adapt their business to be resilient to climate change.
- Our product designs will reflect our commitment to energy efficiency.

#### 3. Hazardous materials

- We expect suppliers whose processes involve hazardous materials to demonstrate compliance with local regulations and to ensure the safe disposal of hazardous materials at the end of their life cycle.

#### 4. Resource efficiency

- Our product designs will be resource efficient, reducing the amounts of materials we use and recycle.
- We expect our suppliers to understand the resource efficiency hierarchy and to:
  - avoid the use of scarce natural resources,
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  - suppliers in areas of water stress to have risk assessment and mitigation plans in place.

#### 5. Construction

- We have a corporate aspiration to align to the most appropriate standard such as (LEED or BREEAM standards) to reduce operating costs of our facilities and improve the working conditions of our people.



# Setting Priorities

Spend category
Trains
Energy
Buses
Cleaning
Repair & Maintenance
Employees
Uniforms
Office equipment
Offices & depots
FM
Catering ...

**Sustainable Procurement Policy**

**Categories**      **Impacts**

**Environment**

**Ethics**

**Socio-Economic & Community**



**Workshop**

Consider inherent impacts/risks
Relative magnitude of impact/risk
Scope for improvement
Leverage to improve

**Heat Map**

Spend category	Sustainable Construction	Sustainable Procurement	Environmental management	Responsible sourcing	Climate change	Waste	Water	Biodiversity	Social responsibility	Economic & community
Site Preparation	Red	Yellow	Red	Green	Green	Red	Red	Red	Red	Red
Demolition & Clearance	Red	Yellow	Red	Green	Green	Red	Red	Red	Red	Red
Land Reclamation	Red	Yellow	Red	Green	Green	Red	Red	Red	Red	Red
Site Investigation	Red	Yellow	Red	Green	Green	Red	Red	Red	Red	Red
Groundworks	Red	Yellow	Red	Green	Green	Red	Red	Red	Red	Red
Building & Civils	Red	Yellow	Red	Green	Green	Red	Red	Red	Red	Red
Concrete works	Red	Yellow	Red	Green	Green	Red	Red	Red	Red	Red
Steelwork	Red	Yellow	Red	Green	Green	Red	Red	Red	Red	Red
Road & Bridgeworks	Red	Yellow	Red	Green	Green	Red	Red	Red	Red	Red
Stone & Brickworks	Red	Yellow	Red	Green	Green	Red	Red	Red	Red	Red
Tunnelling	Red	Yellow	Red	Green	Green	Red	Red	Red	Red	Red
M&E Services	Red	Yellow	Red	Green	Green	Red	Red	Red	Red	Red
Building Finishing	Red	Yellow	Red	Green	Green	Red	Red	Red	Red	Red

Typical group
Supply chain
Production
Quality
Sales
HSE

**Category plans**



# Exercise

- In groups:
  - Set out your primary sustainability objectives
  - Set out a selection of your key categories of supply
  - Draw them on a matrix
  - Colour Red for high impact, Amber for medium impact, Green for low impact

Spend category	Sustainable Construction	Sustainable procurement	Environmental management	Responsible sourcing	Climate change	Waste	Water	Biodiversity	Social responsibility	Economic & community
Site Preparation	Red	Amber	Red			Red		Red		
Demolition & Clearance	Red	Amber	Red	Green	Green	Red	Amber	Amber	Red	Red
Land Reclamation	Red	Amber	Red			Red		Red		
Site Investigation	Red	Amber	Amber			Green		Red		
Groundworks	Red	Red	Red			Amber		Green		
Building & Civils	Red	Red	Red			Red		Red		
Concrete works	Red	Red	Red			Amber		Amber		
Steelwork	Red	Red	Red			Amber		Green		
Road & Bridgeworks	Amber	Amber	Amber			Amber		Amber		
Stone & Brickworks	Red	Red	Red			Red		Amber		
Tunnelling	Red	Red	Red			Red		Amber		
M&E Services	Red	Red	Red			Red		Green		
Building Finishing	Red	Red	Red			Red		Green		



## Seminar 3

Measuring, reporting and evaluation.  
Communication.





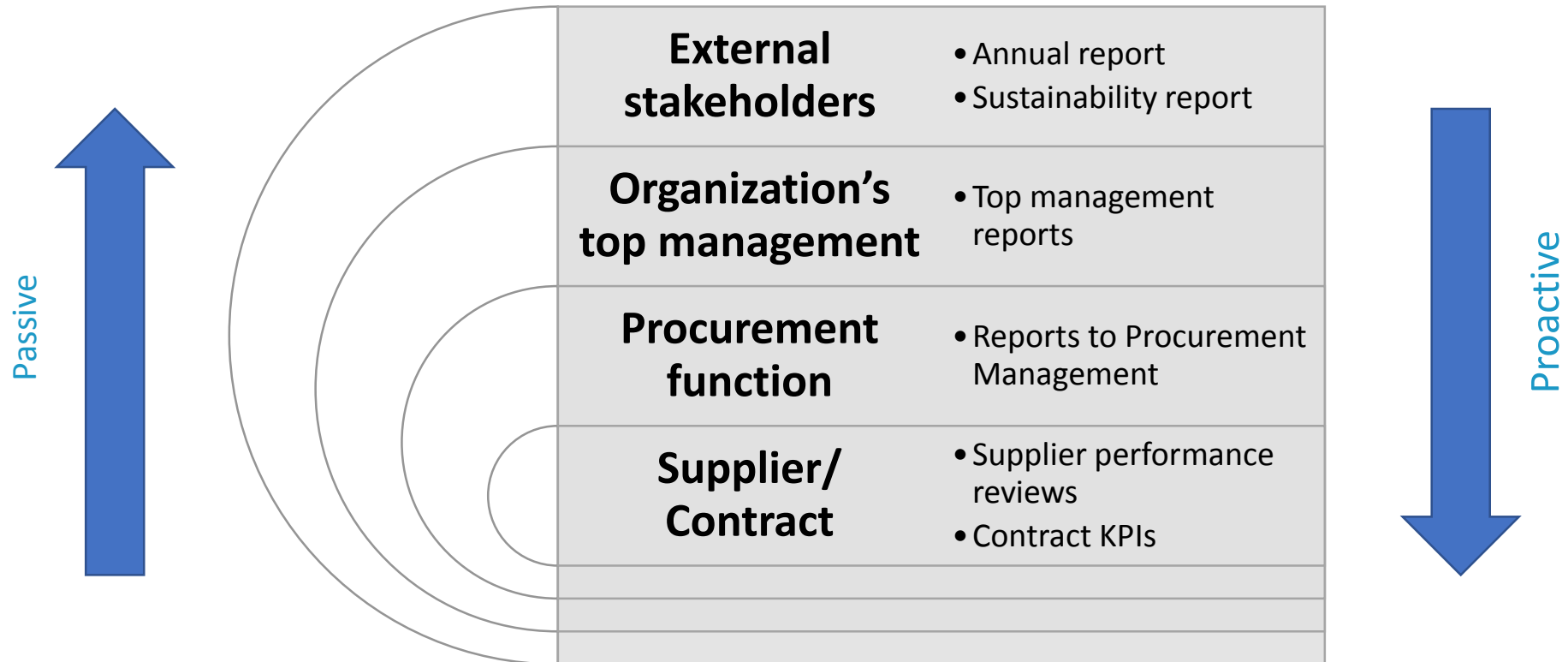
But what exactly do we mean by *'performance measurement and management'*?

SUPPLY CHAIN SUSTAINABILITY  
**SCHOOL**



# Why?

## 'Reports' v. 'Performance Management'



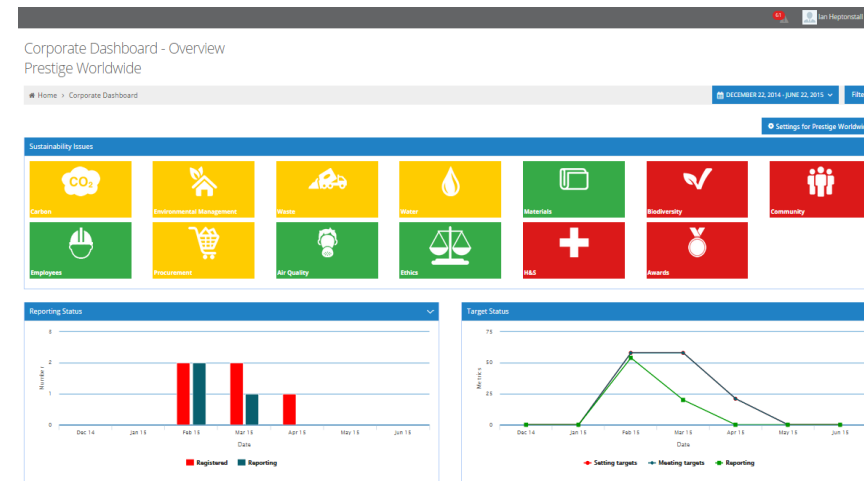


### Reports

- Define 'report'
- What do you see as the drivers & benefits of 'reports'
- Things to think about...
  - Business benefits
  - Stakeholder benefits

### Performance management

- Define 'performance management'
- What do you see as the drivers & benefits of 'performance management'
- Things to think about...
  - Business benefits
  - Project benefits



# Why?

## Drivers & Benefits: Reports

Drivers	Benefits
Stakeholders	Reporting requirements or expectations (annual report, Modern Slavery statement)
Compliance	Legal and regulatory adherence
Transparency	Reduced reputational risk; Satisfying institutional investor requirements
Benchmarking	Competitive advantage through comparing to peers, leaders and competitors (e.g. GRI)
Demonstrate best practice	Improved reputation

## Drivers & Benefits: Managing performance

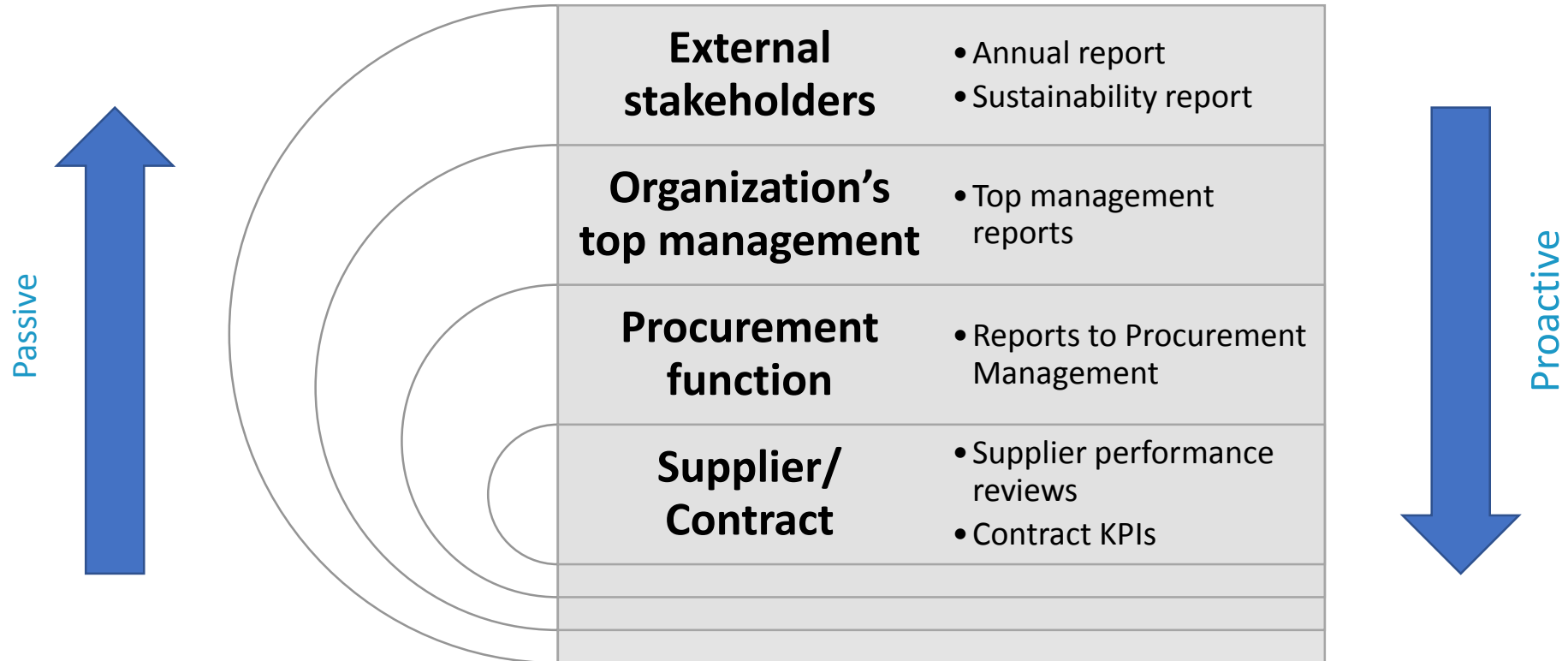
Drivers	Benefits
Establish a baseline	Know and understand current performance
Data & performance analytics (deviation from baseline / target)	Proactively manage suppliers; Spot risk early & take action
Identify best practice (projects & supply chain)	Recognition; Communication/PR materials and case studies
Engage with supply chain on performance	Proactive conversations, collaborative approach and continual improvement (how can we improve). Two way performance review.
Use results to engage with internal stakeholders & decision makers	Drive sustainability agenda and ensure correct decisions are made
Avoid non-compliance	Cost and time savings
Identify opportunities for improvement	Cost and time savings



# Why?

Lets revisit this

‘Reports’ v. ‘Performance Management’



## Discussion: Current activities and challenges

- What are the top 5 performance measurements that your clients are currently asking for?
- How do they relate to:
  - Site, Project or Programme level
  - Environmental, Social and/or Economic (or a combination)
  - Frequency of measurement
  - Relevance of measurement
  - Prospective Audience
  - Presentation Media

# How?

The language challenge.....



1	Sustainability Tool - Metric	Method	Unit
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# Metrics.

# Where do we start?



# Language is important

There can be lots of terms thrown around



'% waste diverted from landfill'

# How?



Indicator



Goal!

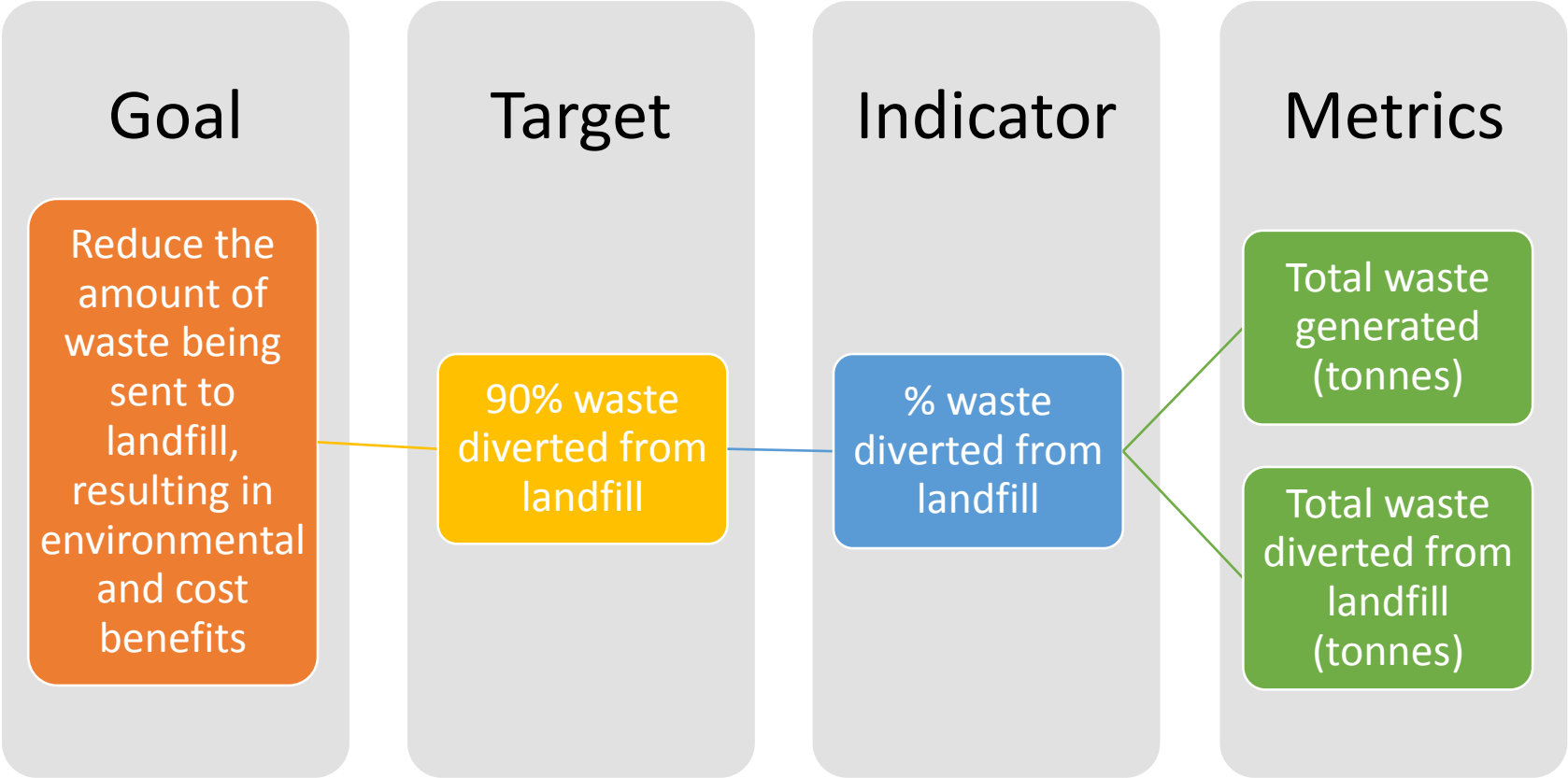


Metric

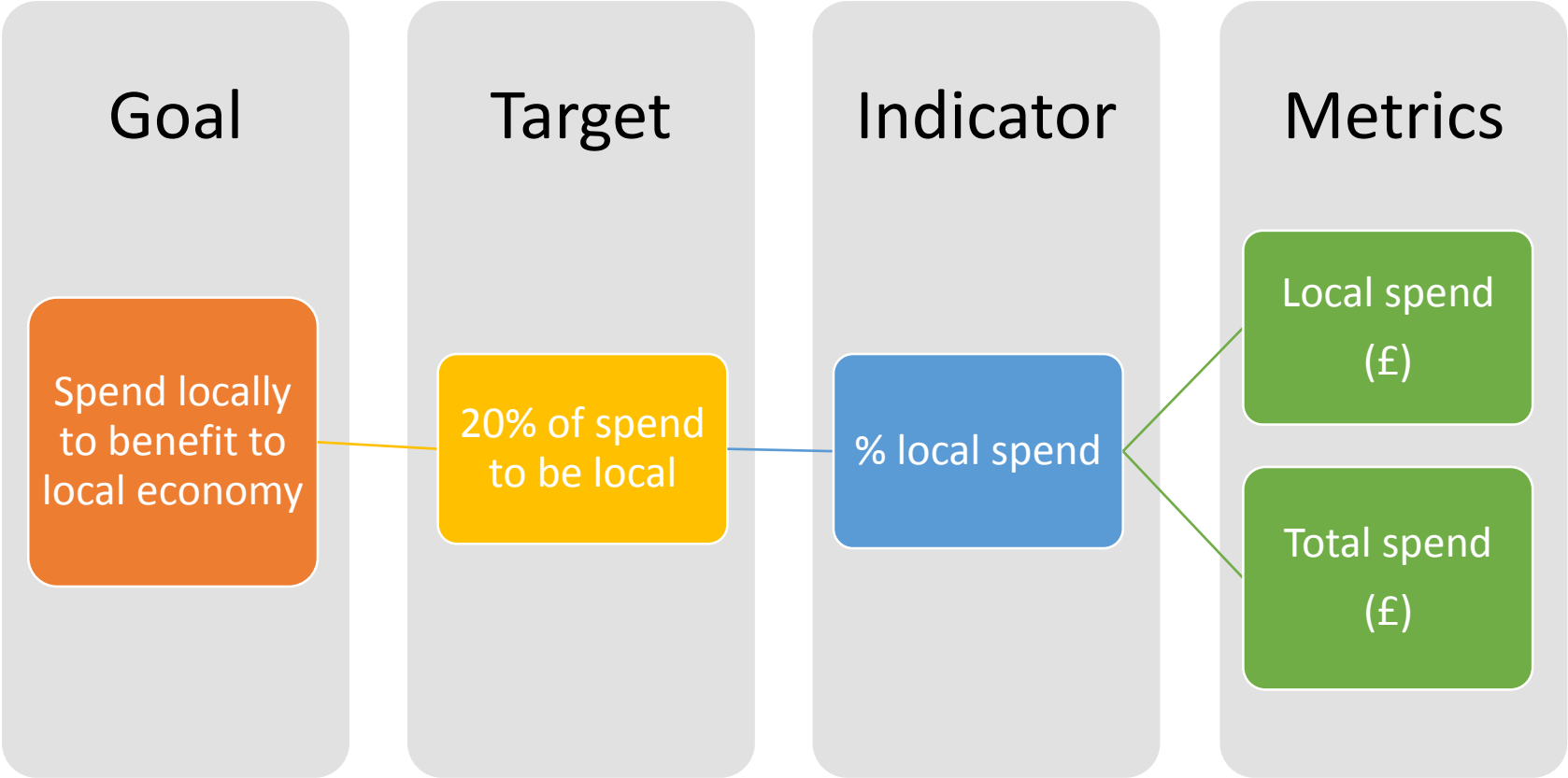


Target

# Language is important



# Language is important





# How?

1. Total timber
2. Spend with small medium enterprises
3. Increase hours worked by apprentices
4. Hours worked by apprentices
5. % hours worked by apprentices
6. Ensure timber purchased is certified
7. 40% spend with SMEs
8. % FSC/PEFC certified timber
9. % SME spend
10. Timber certified
11. Increase SME spend
12. 3% hours work by apprentices
13. 100% certified timber
14. Total spend
15. Hours worked by total workforce onsite

# Collecting data and evidencing performance

## Group exercise

### Measurement and Evidence Exercise

- ✓ Your client has asked you as an organisation to collect and evidence a series of sustainability deliverables
- ✓ As a result you now to consider the following:
  - ✓ What qualitative or quantitative data is required to evidence success for each sustainable outcome
  - ✓ Where within your own organisations does this information exist
  - ✓ What resources would you require to collect this information
- ✓ Where you have experience of this please capture this and if there are ways to improve this also please feel free to capture as well

### Client Sustainability Objectives

Objective	Performance indicator	Qualitative - Quantitative	Source Data	Key Resources/Stakeholders
Get it right first time - delivering outputs that taxpayers, investors & funders value	Number and type of rework and snagging on project, and estimated cost	Quantitative	Snagging/rework assessments	Construction Managers, QS
Diversity & Inclusion Values will be included in the induction of all new employees & key supply chain organisations				
Create new apprenticeships/trainee positions as well as offering work experience opportunities				
Be recognised as having a proactive and positive impact on the local community				

### Appendix 1: Definitions

Objective	Term	Definition	Additional information
Value	Rework and snagging	A piece of construction work that needed to be redone due to inaccuracies in design, or snagging. To be broken down by estimated cost and type of rework	
Diversity and Inclusion	Key indicators of diversity	<ul style="list-style-type: none"> <li>• Disability</li> <li>• Gender</li> <li>• Ethnicity</li> <li>• Age</li> <li>• Sexual orientation</li> <li>• Religion and beliefs</li> </ul>	
Socio-economic	Apprentices	Apprenticeships combine practical training in a job with study. To qualify for this metrics, the apprenticeships need to be registered with UK government apprenticeship scheme	<a href="https://www.gov.uk/apprenticeships-guide">https://www.gov.uk/apprenticeships-guide</a>
	Trainees	Career intervention schemes which encourages careers and training in the Railway industry (excludes apprentices) For example: Graduates, Engineering Conversion schemes, traineeships	
Biodiversity	Biodiversity units	1 metric produced by Defra that measures the habitat quality	<a href="https://consult.defra.gov.uk">https://consult.defra.gov.uk</a>

# Types of indicator

- **Management / process** indicator or metric
- **Input** indicator or metric
- **Output** indicator or metric
- **Outcome / impact** indicator or metric

# Types of indicator

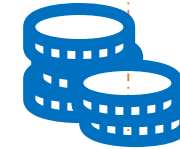
- **“Management” / “process”** indicator
  - Progress against plans
  - Average number of hours of training/ development provided to all workers (e.g. per annum)
- **“Input”** indicator
  - Number of new apprenticeship starts
  - Number of job vacancies publicly advertised



# Types of indicator

- “**Output**” indicator

- % hours worked by local workforce
- % hours worked by apprentices
- % workforce paid Living Wage or more

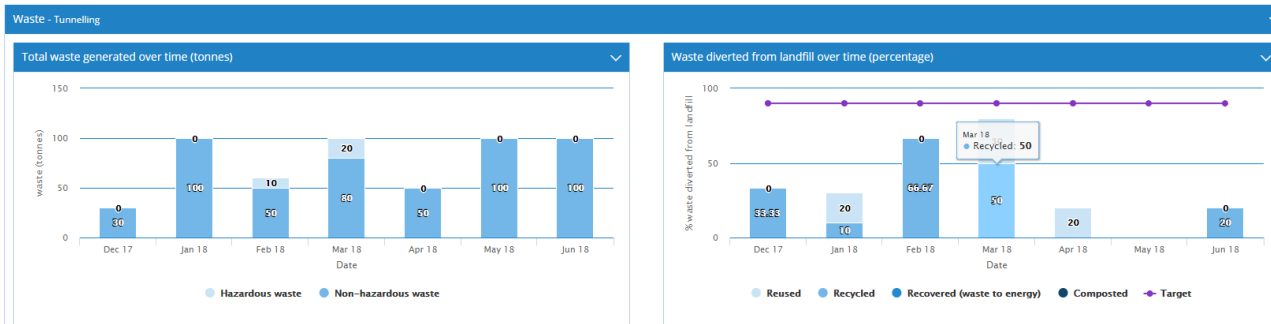
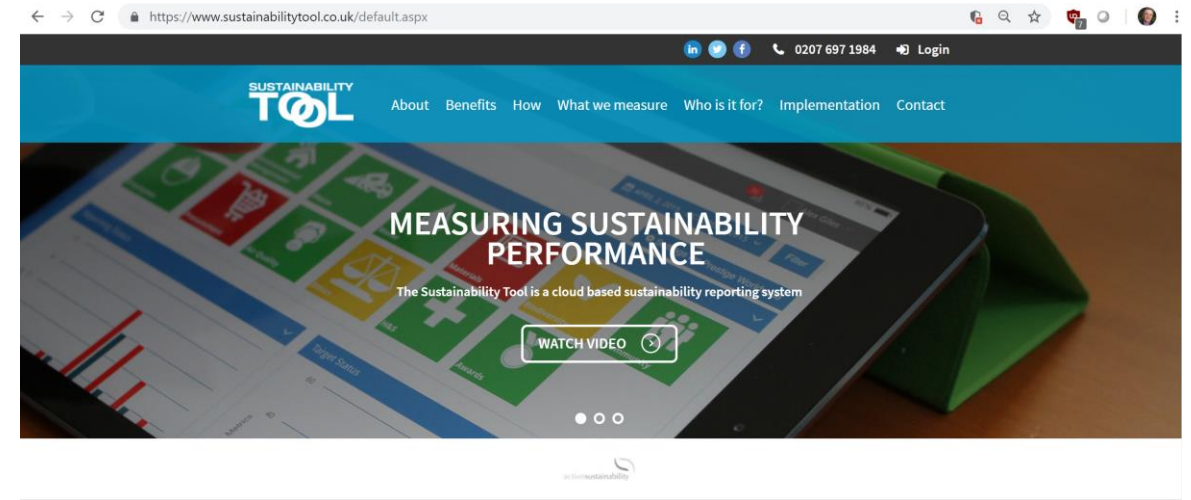
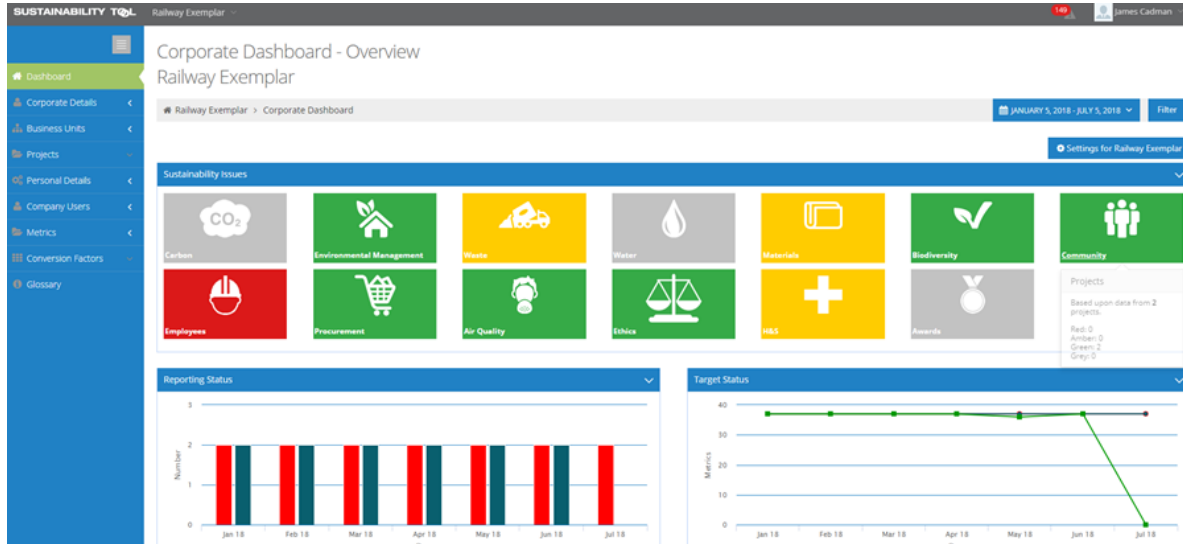


*Monetisation  
of outcomes  
can provide a  
social value*

- “**Outcome**” indicator - can indicate **impact** (particularly when supported by case study or information about context)

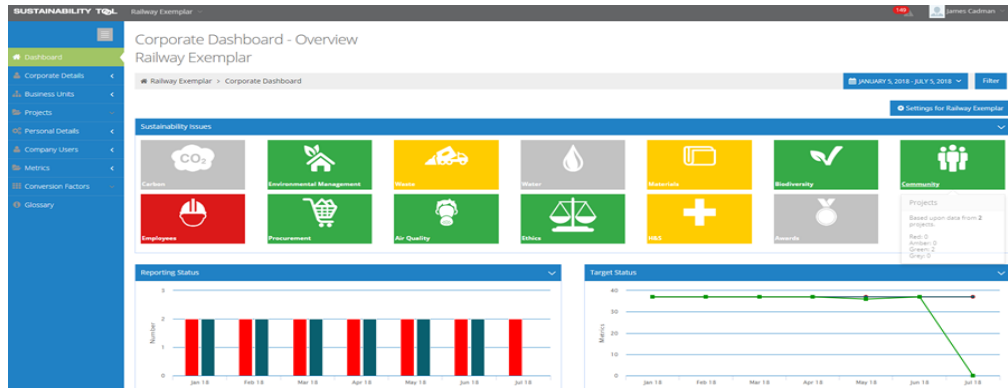
- % gender pay gap HR records , case study / context
- Demonstrable benefits to individuals of reducing use of controversial labour practices
- Demonstrable benefits to individuals of occupational health care
- Actual improvements to communities resulting from volunteering/ charitable giving

# Using a cloud based performance system

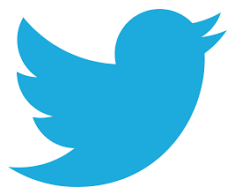


[www.sustainabilitytool.co.uk](http://www.sustainabilitytool.co.uk)

# Communication



Live data



Social media



Sustainability reports



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