



# Sustainable Procurement Standard

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Title	Sustainable Procurement Standard				Owner Name	James Dixon-Gough	

## Preface

This Sustainable Procurement Standard will help achieve the vision of becoming a University where sustainability is truly embedded through knowledge, engagement, collaboration and innovation.

It represents a commitment to embed sustainability into University procurement and deliver against the key themes outlined in the University Sustainability Strategy:

- Embedding sustainability through collaboration
- Building knowledge and capacity
- Being a positive Partner in society
- Making the most of resources

The University's business encompasses many internal and external stakeholders both locally and globally, and performs a diverse variety of activities that can impact positively and negatively on a range of environmental and socio-economic issues which include:

- Extraction and use of resources
- Climate Change
- Local and international biodiversity
- Pollution
- Social, economic and community value

The purpose of this Standard is to clearly establish the University's commitment to procure its goods and services in a way that actively promotes and enhances the sustainability of both the University and its suppliers, whilst also ensuring compliance with EU and UK Government policies on procurement.

## Governance

Sustainability policy and practice is monitored and implemented by the Sustainable Development Steering Group which includes a representative membership from across the University.

Sustainable Procurement is championed by the Sustainable Procurement Group, which includes membership from Sustainability, Central Purchasing and all five Purchasing Satellites.

The Head of Procurement will ensure this Standard is implemented and maintained.

The Sustainable Procurement Group will monitor compliance against the requirements of the Standard and review performance against objectives. Performance will be reported to the Sustainability Steering Group.

This Standard and related objectives will be reviewed in line with new developments in good practice and legislation by the Sustainability Manager and the Head of Procurement on an annual basis, and will be submitted to the Sustainable Development Steering Group for approval whenever significant changes are made.

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## Scope

The Standard applies to all employees who are involved in the purchase of goods, services or works across the University and its subsidiaries. Specific attention should be paid to the areas with highest levels of risk and opportunity, as identified in Appendix 2.

Tendered Suppliers appointed via a competitive process will also be provided with a copy of the Sustainable Procurement Standard as part of the procurement process, and will adhere to it in all work they perform on behalf of the University.

## Requirements of the Standard

### Suppliers

- Are expected to follow the requirements of this standard
- Are expected to conform to environmental legal and regulatory requirements
- Must meet core International Labour Organisation (ILO) standards within their own business, sub-contractors and supply chain.
- Must be able to evidence conformance against any performance criteria or sustainability clauses agreed as part of the tender process
- Will support the University commitment to embed sustainability throughout its operations, activities and services
- Should be willing to actively work with the University to secure the most sustainable option within a tender
- Should be willing to work with the University to improve the sustainability of their product or service over the life time of a contract

### University Purchasing

- Are expected to implement the requirements and objectives of this standard
- Will ensure that sustainability forms a minimum 10% of the assessment of a tender with a value over £25k
- Will periodically check that suppliers are meeting the requirements , performance criteria and sustainability clauses in category management meetings.
- Will work with suppliers to help them improve the sustainability of the product or service over the lifetime of a contract if necessary.
- Will follow the **Sustainable Procurement (contracted goods and services) Procedure** in its procurement of goods and services for the University
- Will periodically review the procurement commodity groups for sustainability risk and opportunity and use this to inform the procurement process
- Will ensure that purchasing staff receive adequate training and support to meet the requirements and objectives of this standard

### Objectives

The Sustainable Procurement Standard sets objectives that will help achieve the strategic commitments from the Sustainability Strategy. It aims to ensure that purchasing activities are managed in a sustainable manner, having due regard to their environmental, economic and social opportunities and impacts and will be implemented through the following objectives

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## 1) Embedding sustainability through collaboration

- Build on external engagement with suppliers, procurement partners and the wider community to encourage sustainable practices
- Identify and develop partnership projects that increase influence over key supply chains in order to improve sustainability performance.
- Promote and make full use of “value added” services offered by suppliers, e.g. the collection and recycling of previously supplied items.
- Work with partners across and beyond the campus to encourage sharing and reduced resource use.

## 2) Building knowledge and capacity

- Support and encourage suppliers to be compliant with any current and future environmental and social legislation.
- Ensure that all tendered suppliers are assessed against their environmental and social credentials, providing training where applicable.
- Work towards achieving and maintaining level 4 of the Government issued Sustainable Procurement Flexible Framework
- Identify opportunities to help build the capacity of suppliers to deliver more sustainable goods and services
- Ensure that all staff involved in purchasing activities have an understanding of sustainability issues and best practice

## 3) Being a positive partner in society

- Ensure we consider social and community benefits of goods/services (in accordance with the Public Services (Social Value) Act 2012), where possible
- Utilise our supply chain, where possible, to maximise opportunities for students
- Improve the proportion of Fair Trade and ethically sourced goods that the University procures
- Ensure that we take active steps to recognise and address poor labour standards and other ethical issues in our procurement.

## 4) Making the most of resources

- Ensure relevant sustainability issues and opportunities are considered as part of the purchasing process during the specification and/or evaluation stage, e.g.:
  - Climate change
  - Circular economies
  - Ethics and labour standards
  - Social value
  - Pollution
  - Resource extraction and use
  - Biodiversity & ecosystems
- Utilise a ‘whole life costing’ approach to the purchase, usage and disposal of goods and services.
- Ensure performance criteria against agreed sustainability criteria are written into contracts and are actively monitored.
- Encourage contracted suppliers to provide more sustainable products and services where available

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A plan for achieving these objectives can be found in Appendix 1.

### Associated procedures and guidance

The following are used to implement the requirements and objectives of this standard:

**Sustainable Procurement (contracted goods and services) Procedure:** This describes the process for managing sustainability risks and opportunities within University tenders.

**Sustainability Risk Matrix:** A result of the assessment of sustainability risk & opportunities of commodity groups by the Sustainable Procurement Group. Used to identify the correct procedure to follow (found within the Sustainable Procurement Procedure).

**Category Management Risk Log:** Used by category managers to identify the likely sustainability risks and opportunities within a commodity group. This will help inform tenders, contractual requirements and form party of supplier meetings.

**Savings log:** Used to track the value of sustainability within new contracts.

### Signed



Tim Brannon  
Head of Procurement

Date: 14<sup>th</sup> December 2015



Louise Ellis  
Head of Sustainability

Date: 4<sup>th</sup> December 2015

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## Appendix 1 – Sustainable Procurement Objectives 2015-16

Performance against objectives and action will be reviewed at the Sustainable Procurement Group. Objectives and actions will be reviewed on an annual basis.

Objective	Actions/Tools	KPI	Responsibility
<b>1</b>	<b>Embedding sustainability through collaboration</b>		
1.1	Build external engagement with suppliers, procurement partners and the wider community to encourage sustainable practices	<ul style="list-style-type: none"> <li>Review and collaborate with other organisations who deliver sustainable purchasing best practice</li> <li>Identify commodity groups where there is potential to increase resource efficiency &amp; increase sharing or improve sustainability performance</li> <li>Identify potential suppliers/partners that can help meet objectives and use tenders &amp; supplier meetings to develop opportunities.</li> </ul>	Number of suppliers/partners helping to meet objective.  Sustainable Procurement Group
1.2	Promote and make full use of services offered by suppliers	<ul style="list-style-type: none"> <li>Use the Sustainability Risk Matrix and process flow chart to identify high impact spend areas</li> <li>Identify and action opportunity areas as part of Category and Sub-Category strategy development</li> <li>Identify “value added” services through the tender process, transactional procurement or contract management and incorporate into future contracts.</li> </ul>	Number of sustainability SMART “savings” logged for transactional and high-value purchases  Sustainability considerations captured in Category and Sub-Category strategies  Category and Sub-Category Leads  All Purchasing Staff
1.3	Identify and develop partnership projects that increase influence over key supply chains in order to improve sustainability performance.	<ul style="list-style-type: none"> <li>Identify suppliers/partners who we can work with to mutually improve performance.</li> </ul>	Number of suppliers targeted for development via tender/contract management processes Number of supplier where partnerships have led to measurable sustainability improvement  All Purchasing Staff

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2 Building knowledge and capacity				
2.1	Support suppliers to be compliant with any current and future environmental legislation.	<ul style="list-style-type: none"> <li>Identify areas that suppliers can improve their sustainability policies /practices using the Sustainability Questionnaires in tenders</li> <li>Provide support and guidance to suppliers who require improvement</li> <li>Include sustainability as part of annual supplier performance reviews.</li> </ul>	Sustainability is considered as part of supplier performance reviews.	All Purchasing Staff /Sustainability Manager
2.2	Ensure that all tendered suppliers are assessed against their environmental and ethical credentials, providing training where applicable.		Number of suppliers where guidance support is delivered.	Category and Sub-Category Leads
2.3	Work towards achieving and maintaining level 4 of the Government issued Sustainable Procurement Flexible Framework	<ul style="list-style-type: none"> <li>Complete all activities required in the flexible framework action plan to achieve level 4.</li> </ul>	Completion of level 4 by December 2015	Sustainable Procurement Group/ Head of Procurement
2.4	Identify opportunities to help build the capacity of suppliers to deliver more sustainable goods and services	<ul style="list-style-type: none"> <li>Review commodity groups &amp; identify suppliers or commodity groups that are failing to meet University sustainability expectation.</li> <li>Find ways to support suppliers to help meet expectations including potential link with University research/expertise</li> </ul>	Commodities, contracts and suppliers regularly reviewed to identify opportunities  Number of suppliers who have improved knowledge/capacity through University support	All Purchasing Staff / Category and Sub-Category Leads
2.5	Ensure that all staff involved in purchasing activities have an understanding of sustainability issues and best practice	<ul style="list-style-type: none"> <li>Sustainability induction questionnaire for new staff</li> <li>Pocket Guide to Sustainable Purchasing to be reviewed</li> <li>Regular presentations on Sustainable Purchasing</li> <li>Sustainability updates delivered in the Purchasing Forum</li> </ul>	All staff involved in purchasing activities have awareness of sustainability issues  All staff involved in purchasing have received sustainability training	Sustainable Procurement Group  Head of Procurement

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		<ul style="list-style-type: none"> <li>• Annual sustainability targets included in staff SRDS objectives</li> <li>• Activities from the Sustainable Procurement Group cascaded in team /121 meetings</li> <li>• Staff to attend sustainability training</li> <li>• Support from Sustainability Service to share best practice internally and externally</li> <li>• There is an opportunity for staff to be recognised through the University Sustainability Awards</li> </ul>		
<b>3</b>	<b>Being a positive partner in society</b>			
3.1	Ensure we consider social and community benefits of goods/services (in accordance with the Public Services (Social Value) Act 2012), where possible	<ul style="list-style-type: none"> <li>• Identify opportunities for social and community considerations as part of Category and Sub-Category strategy development</li> <li>• Identify “value added” social and community services, such as employability for students, through the tender process and contract management</li> <li>• Incorporate opportunities through the tender process and contract management</li> </ul>	Sustainability considerations captured in Category and Sub-Category strategies	Category and Sub-Category Leads
3.2	Utilise our supply chain where possible, to maximise opportunities for students		Number of tenders that include social value criteria (where applicable/possible)	All Purchasing Staff
3.3	Improve the proportion of Fair Trade and ethically sourced goods that the University procures	<ul style="list-style-type: none"> <li>• Establish the baseline of current expenditure on FT &amp; ethically sources goods and current commodities sourced.</li> <li>• Identify potential growth areas &amp; engage with key University purchasers &amp; suppliers to increase proportion.</li> </ul>	Review of current expenditure by the Sustainable Procurement Group  Performance against baseline (e.g. 2015/16)	Sustainable Procurement Group

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3.4	Ensure that we take active steps to recognise and address poor labour standards and other ethical issues in our procurement.	<ul style="list-style-type: none"> <li>Identify which parts of goods &amp; services are at risk from poor labour standards and poor ethical standards.</li> <li>Set improvement targets in these areas to integrate into future procurement.</li> <li>System in place that ensures ongoing review of labour/ethical issues in supply chain</li> </ul>	Sustainability considerations captured in Category and Sub-Category strategies  Number of ethical issues raised versus action.	Category and Sub-Category Leads
<b>4 Making the most of resources</b>				
4.1	Ensure relevant sustainability issues are considered as part of the purchasing process during the specification and/or evaluation stage	<ul style="list-style-type: none"> <li>Identify alternative routes to purchase, e.g. reuse@Leeds or collaboration with other universities to use existing goods/services</li> <li>Evaluate sustainability risks/opportunities when developing Category/Sub-Category Strategies</li> <li>Utilise the Risk Matrix to formulate appropriate award criteria for tenders</li> <li>Assess low value/transactional purchases using the SMART sustainability “savings” targets</li> <li>Use a whole life cost approach for the award of goods and services, where appropriate</li> <li>Monitor performance criteria within contracts &amp; progress against these.</li> </ul>	Sustainability considerations captured in Category and Sub-Category strategies	Category and Sub-Category Leads
4.2	Utilise a ‘whole life costing’ approach to the purchase, usage and disposal of goods and services.		Tenders include appropriate sustainability criteria and are based on whole life cost, where possible.	All Purchasing Staff
4.3	Encourage contracted suppliers to provide more sustainable products and services where available		Number of sustainability SMART “savings” logged for transactional and high-value purchases	All Purchasing Staff
4.4	Ensure performance criteria against agreed sustainability criteria are written into contracts and are actively monitored.		Average score given to awarded tenders in each category (RAG)	All Purchasing Staff

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## Appendix 2 – Risk and Opportunity Matrix

Category	Sub-Category	Risk/ Opportunity
<b>Laboratory</b>	Capital Equipment	Yellow
	Service and Maintenance Contracts	Yellow
	Consumables and Life Sciences	Red
	Small Equipment	Yellow
<b>Engineering Supplies</b>	Workshop Supplies	Yellow
<b>Construction</b>	Professional Services	Yellow
	Capital Projects	Red
<b>Facilities Management (inc. Furniture)</b>	Vehicles and Plant	Red
	Safety and Security	Yellow
	Furniture	Red
	Utilities	Yellow
	Grounds Maintenance	Red
	Waste	Red
	Building Maintenance	Red
	Cleaning Services	Yellow
<b>Catering</b>	Food and Drink	Yellow
	Equipment (inc. electrical goods)	Yellow
	Catering Services	Yellow
	Watercoolers	Green
<b>Professional Services</b>	Temporary Staff	Yellow
	Recruitment	Yellow
	Business Services (e.g. finance, translation, data)	Green
	Advertising	Green
	Consultancy	Yellow
	Legal Services	Yellow
	Training	Yellow
	Banking Services	Yellow
	Insurance	Green
	Mail and Courier Services	Yellow
<b>IT Hardware and Software</b>	IT Hardware	Red
	IT Software	Green
	IT Services (E.g. maintenance, training)	Red
	IT Consumables	Yellow
	Mobile Telephony	Red
	Other telephony and internet	Green
	Print and design (inc web design/ media)	Red
	AV Equipment	Yellow
	MFDs and Printers	Yellow

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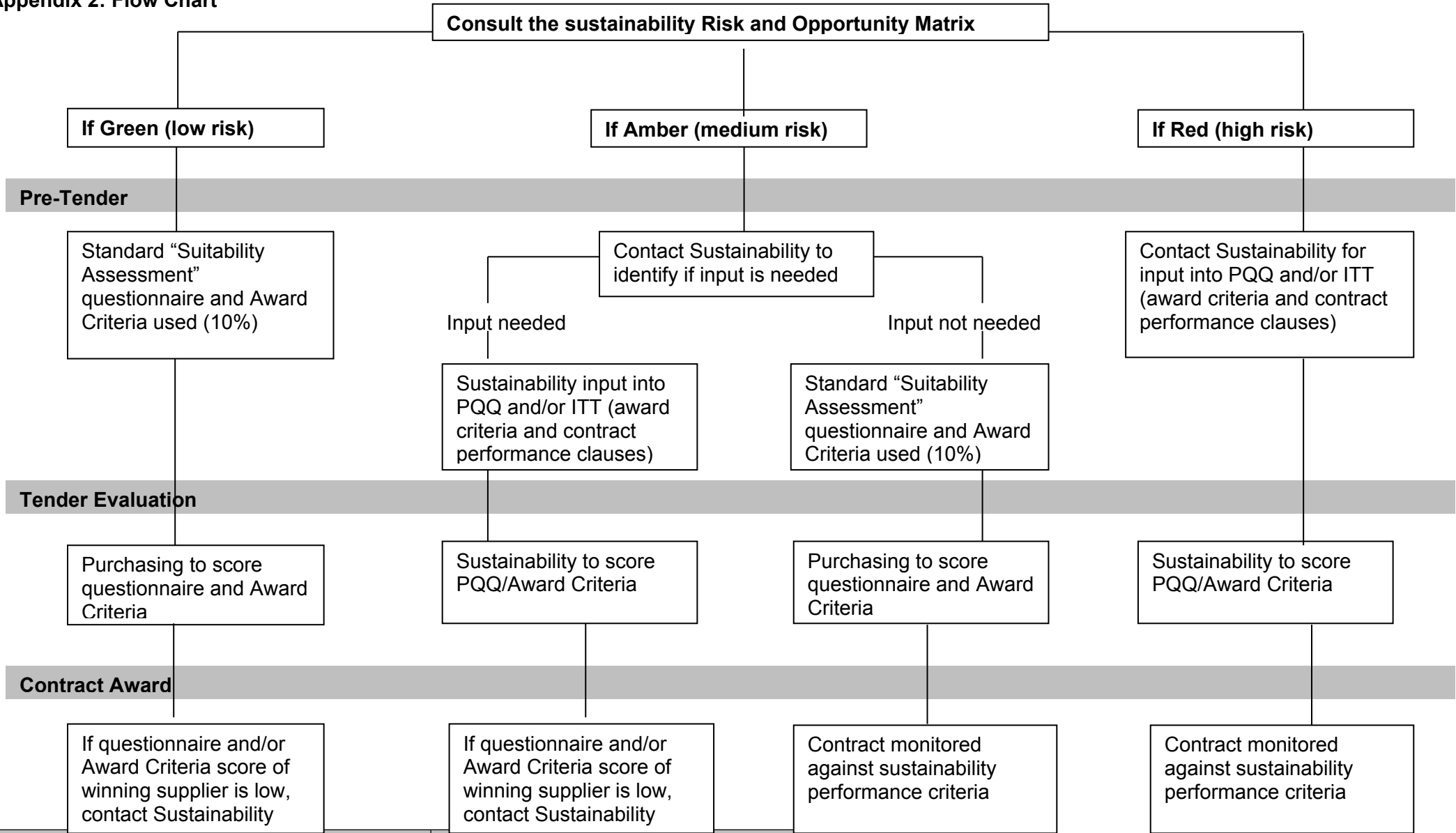
<b>Office Supplies</b>	Books	
	Stationery and Paper	

<b>Travel</b>	Car Hire	
	Coach Hire	
	Travel (air and rail)	
	Hotels	
	Venue Hire	

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**Appendix 2: Flow Chart**



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