

A photograph of a large, historic stone building with Gothic architectural features, including pointed arches and a large central archway. The building is made of light-colored stone and has several windows with decorative tracery. In the foreground, there are some potted plants with pink and white flowers. The sky is blue with some clouds, and there are trees on the right side of the frame.

MANCHESTER
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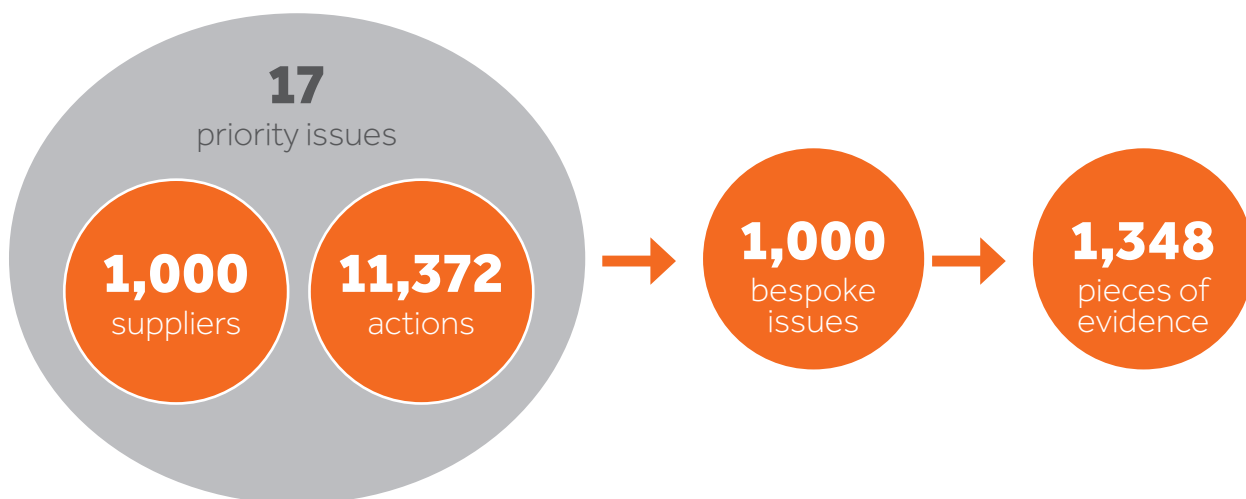
The University of Manchester

The University of Manchester

Demonstrating the Impact of 1,000 Suppliers

Key facts

More than **1,000** suppliers have committed to a total of **11,372** actions across **17** priority issues. More than **1,000** bespoke issues and actions have currently been generated by these suppliers which are unique to them and **1,348** pieces of evidence have provided for their actions.



Overall, our suppliers have committed to **11,372** actions; of these, **1,985** have been completed, **2,366** are in progress and **7,021** have been committed to but not yet started. This gives the University ample opportunity to support action within our supply chain.



The University of Manchester: Demonstrating the Impact of 1,000 suppliers

Introduction and context

The University of Manchester is the only university in the UK to place social responsibility as a core goal. As such, we are committed to making a difference to the social and environmental wellbeing of our communities and wider society through our teaching, research and public events and activities.

Our commitment to social responsibility includes five key areas of focus: research with impact, socially responsible graduates, engaging our communities, responsible processes, and environmental sustainability.

As one of the largest employers and investors in Greater Manchester, with an annual spend on goods and services of c£410m per annum and a capital programme in excess of £1 billion, our attention to procurement helps to deliver two key areas of our social responsibility work: our commitment to responsible processes and environmental sustainability.

Traditionally tasked with demonstrating 'value for money', the strategic ambition to be a socially responsible university has encouraged us to re-evaluate what

procurement excellence means in order to support this institutional goal. Our Central Procurement Office, based in our Directorate of Finance, now plays a significant role in proactively supporting and delivering key elements of our social responsibility agenda.

This report has been designed to communicate our learning and leadership on this agenda to date, and to engage with other procurement professionals across our sector as part of our commitment to continuous improvement.

A key stage of our journey has been considering how we approach and demonstrate value for money. We have taken a lead in looking beyond a simple reduction in bottom-line costs; identifying how we can demonstrate additional benefits through our spend and considering additional positive impacts have become part of our approach. This new thinking has been supported by a growth in understanding around concepts such as social value and more sophisticated ways to consider sustainability measures.

Legislative drivers have also stimulated new conversations. The Modern Slavery Act (2015) is a recent addition to UK legislation that has further encouraged institutions to consider risks in their supply chains. Although this relates to a very specific issue, many organisations have joined us in taking the opportunity not only to consider how they might reduce other negative impacts associated with the goods and services they procure, but also to demonstrate their positive impacts as part of this activity.

Our leading role in the launch of the NETpositive Supplier Engagement Tool (Higher Education) has been another important part of our journey, helping us to move from 'supplier engagement' towards 'supplier development'. This project has been led by NETpositive Futures who, supported by the Stockholm Environment Institute, has been pioneering 'net positive' approaches since 2011.

Analysis of data gathered from the first 1,000 University of Manchester suppliers to use the Supplier Engagement Tool (HE) has provided a rich source of information to integrate into our thinking. As always, we are keen to share our approach and so publish here some analysis, along with how we intend to use this information to shape our future activity.

We hope you find the report of interest and of use.

Report structure

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Our approach

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An introduction to our approach, including some background on the Supplier Engagement Tool (HE) and details on the rationale for decision-making in respect of the approach.

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High-level data

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An overview of the high-level data provided by the tool.

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Data analysis examples

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Using some specific data sets from the tool, we identify how we will use this data to inform supplier engagement and development practices within The University of Manchester. We call this 'evidence-based engagement'.

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Category management

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Here we explore what the data says about the risks and opportunities in priority categories for the University and how we can use the tool as part of category management. Specifically, we share how we are going to use the data from the tool as part of our category strategies.

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Conclusions and next steps

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A summary of some of the key lessons and opportunities we have identified using the data from the tool to inform our approach.

1

Our approach

1. Our approach

1.1 About the Supplier Engagement Tool (HE)

Working with NETpositive Futures www.netpositivefutures.co.uk we developed and piloted an innovative online tool that supports our suppliers to develop a free sustainability action plan, based on the latest sustainability thinking. The tool works as follows:

1. The supplier registers.
2. The supplier provides some basic company information (size, location, type of activity, etc).
3. The supplier carries out a simplified NETpositive materiality assessment, which helps them prioritise issues for action in their specific context (the focus is on both positive and negative environmental, social and economic impacts).
4. The tool generates a dynamic action plan based on the priority issues identified by the supplier, which can be amended, updated and customised by our suppliers.

The resulting action plan can be used to discuss sustainability not only with The University of Manchester, but also with any other university, or client, the supplier may have. As part of the procurement process, we use the action plans to engage and develop our suppliers through the contract management process.

1.2 Prioritising our suppliers

The University of Manchester has over 8,000 suppliers, and we were keen to offer all of them the opportunity to complete an action plan. Completing this action plan would therefore be a lasting benefit of supplying the University – even for one-off suppliers – which they could use to develop their business. This is just one way for us to make a positive contribution to our supply chain – and, by extension, to wider society.

Given the scale of the task, we decided to prioritise which suppliers would receive the link to the tool first. This was determined as follows:

- Phase 1: Contracted suppliers and those suppliers deemed as high risk (identified through our risk processes).
- Phase 2: All suppliers on our finance system.
- Phase 3: All new suppliers.

1.3 An innovative approach

The use of this type of engagement tool is innovative in several ways:

1.3.1 Service, not requirement

Unlike other approaches to supplier engagement on sustainability, our approach does not require suppliers to answer a list of environmental or social questions, or ask for their policies – nor does it charge the supplier a fee to be assessed on sustainability. Instead, we offer them an opportunity to develop a tailored sustainability action plan, which they can use to improve their business.

1.3.2 Action, not policies

Historically we (as with many universities) have focused on checking our suppliers' policies. On some issues this is important, especially if they relate to a legislative requirement. However, when dealing with sustainability we focus on action and impact. The shift from 'send in your policy' to 'tell us what you are doing on sustainability' allows us to better determine if the supplier understands the key environmental, social and economic issues for their business, and explore what they are doing to manage them. As issues change, suppliers can update their plan and activities accordingly.

1.3.3 Data as a by-product of support

Gaining support to develop a sustainability action plan helps our suppliers to better engage with the University of Manchester and other clients, giving them a useful tool to aid discussions in contract management meetings and when setting key performance indicators (KPIs) around contracts, for example. It also often stimulates useful discussions within suppliers' own organisations.

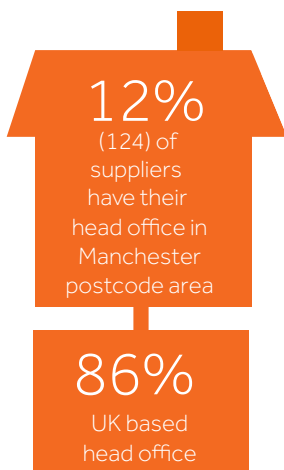
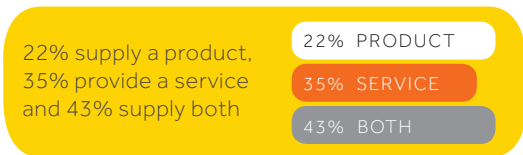
For the University, a valuable by-product of offering this service is the data provided by our suppliers, which enables us to better engage, support and report on the contribution they make to the environment and broader society.

Access to this data means we can better understand how to engage our suppliers on issues that are important to them – and us. We can undertake evidence-based supplier engagement on sustainability in a way that feeds directly into our University strategy, our social responsibility commitments, our environmental sustainability strategy and – importantly for procurement – our category strategies.

High-level data

2

High level data provided by the supplier engagement tool (HE)



Data analysis examples

3

3. Data analysis examples

We have gathered a significant amount of information in the first few months of using the Supplier Engagement Tool (HE).

More than 1,000 suppliers have committed to a total of 11,729 actions across 17 priority issues. More than 1,000 custom issues and actions have been generated and suppliers have provided 1,348 pieces of evidence for their actions.

This rich data can be explored and contribute to our responsible procurement agenda in a variety of ways. In this initial report, we have focused our analysis on areas that develop our thinking and practice in relation to demonstrating impact and supporting our suppliers.

We are keen to understand:

- priority issues for our suppliers, and how these align with our own priorities;
- sustainability actions being implemented by our suppliers;
- how the data can help us identify risk in our supply chain.

3.1 Priority issues for our suppliers, and how these align with University priorities

The University's strategy for social responsibility is based on five key areas of focus, as set out in table 1 below.

Table 1: University of Manchester Priorities

Theme:	Ambition:
1. Research with impact	We will showcase the positive impact of our research, which is addressing some of the world's most fundamental social and environmental challenges.
2. Socially responsible graduates	We will equip students with the knowledge and experience to positively contribute to our world as ethical professionals, leaders and citizens of tomorrow.
3. Engaging our communities	We will actively engage and involve the public in our work, creating benefit for the University and wider society.
4. Responsible processes	We will ensure our organisational processes, such as campus development, procurement, energy and resource management, create positive social, economic and environmental impacts.
5. Environmental sustainability	We will use our full range of knowledge and influence to support a world that is environmentally sustainable.

As they journey through the tool, our suppliers select and prioritise the issues that are important to them (this provides the basis of their action plan). This reveals to us which are the most (and least) important issues, the first 1,000 of our suppliers that have completed an action plan, and the extent to which these align with our own priorities.

Table 2: Priority issues of our suppliers mapped against University social responsibility priorities

Priority rank	Issue	Impact	Focus	Selected	Presented rate	Selection priority	University
1	Customer feedback is important to us	Social	Positive	726	967	75%	Engaging our communities
2	We are keen to communicate with our customers	Economic	Positive	642	968	66%	Engaging our communities
3	We take our health and safety responsibilities seriously	Social	Positive	572	865	66%	Responsible processes
4	We keep up-to-date with new technology or approaches to working so we can identify innovation or gains in efficiencies	Economic	Positive	608	967	63%	Responsible processes
5	Our goods (or our people) travel	Environmental	Negative	518	964	54%	Responsible processes/ Environmental sustainability
6	We are keen to communicate our environmental commitments	Environmental	Positive	515	969	53%	Responsible processes/ Environmental sustainability
7	We make work accessible to people from all backgrounds	Social	Positive	511	968	53%	Responsible processes
8	We set targets to improve our sustainability	Environmental	Positive	360	960	38%	Responsible processes/ Environmental sustainability
9	We are interested in (or are currently) employing apprentices	Social	Positive	317	966	33%	Socially responsible graduates/ Responsible processes
10	We could do more to engage and develop our staff	Social	Negative	253	968	24%	Engaging our communities/ Responsible processes
11	Our business activities use natural resources (energy, water, mined materials, plant or animal products)	Environmental	Negative	231	967	24%	Responsible processes/ Environmental sustainability
12	We could do more to maintain good relationships with our suppliers	Economic	Negative	230	968	24%	Engaging our communities

All issues identified by suppliers as their highest priorities relate to our own strategic themes, with issues related to our themes of responsible processes, environmental sustainability and engaging our communities most likely to be selected. We recognise that 'community' can mean internal stakeholders, local communities or customers in the context of our suppliers, whilst what The University of Manchester terms 'research' would equally equate to 'innovation'. We have used this to inform our mapping process.

In the top 12 selected issues, there are eight positive and four negative issues; positive issues dominate the top three spots in terms of selection rates.

This alignment of priorities means we are in a strong position to demonstrate impact that is relevant to our priorities. It also makes engagement with shared outcomes more likely. We may also need to consider how we can contribute to the strategic ambitions beyond those in our direct control. We can clearly contribute to responsible processes, but if we can also contribute to research with impact or socially responsible graduates, we should explore these opportunities.

3.2 Suppliers' sustainability actions

Once suppliers have prioritised their issues, they are presented with a number of pre-defined actions to help their business address these issues. Suppliers then select the actions they plan to undertake and add any other actions that are specific to their context. We are clear that our interest is in our suppliers demonstrating actions being taken to address the social responsibility and sustainability issues most relevant to their business.

Overall, our suppliers have committed to 11,372 actions; of these, 1,985 have been completed, 2,366 are in progress and 7,021 have been committed to but not yet started. This gives the University ample opportunity to support action within our supply chain.

Table 3 below shows a list of actions committed to and completed by our suppliers. The ranking of actions is based on how many times an action has been selected and marked 'completed' by our suppliers.

Table 3: Prioritised list of actions carried out by our suppliers

Ranking	Action	University priorities
1	Have a meaningful process for dealing with customer feedback	Engaging our communities
2	Ensure your staff can be responsive	Engaging our communities
3	Understand that communication is a two-way process	Responsible processes
4	Be transparent about your customer feedback	Engaging our communities
5	Go beyond health and safety compliance	Responsible processes
6	Keep up-to-date with new developments within your sector	Research with Impact
7	Offer sustainable travel options	Engaging our communities/Environmental sustainability
8	Understand the travel impacts of your business	Responsible processes/Environmental sustainability
9	Explore options that reduce the need for business travel	Engaging our communities/Environmental sustainability
10	A clear focus on wellbeing	Engaging our communities
11	Issue a positive environmental policy	Responsible processes/Environmental sustainability
12	Regularly publish customer feedback	Engaging our communities
13	Train staff on equality, diversity and social inclusion	Responsible processes
14	Obtain certification for your products	Research with impact
15	Organise a Toolbox talk around equality and diversity	Responsible processes
16	Employ an equality and diversity co-ordinator	Responsible processes
17	Join an apprentice scheme	Socially responsible graduates/Responsible processes
18	Communicate sustainability to your customers	Engaging our communities/Environmental sustainability
19	Co-ordinate your sustainability strategy between departments	Engaging our communities/Environmental sustainability
20	Designate a sustainability co-ordinator	Responsible processes/Environmental sustainability
21	Report your commitments against agreed methodologies	Responsible processes
22	Guarantee suppliers a payment date	Engaging our communities/Responsible processes
23	Provide short-term work placements	Engaging our communities/Responsible processes
24	Support apprenticeship schemes	Engaging our communities/Responsible processes

Actions being taken by our suppliers in relation to sustainability not only strengthen our understanding of the alignment between their priorities and our own, but also help us to think about how we can support shared ambitions for mutual benefit.

The top 24 actions in the above table are out of a potential 56 actions suppliers could have chosen. From this data we can see several things:

1. There is a clear social focus, with priorities 1, 2 and 3 being around customers and communication activities both internally and externally.
2. Other areas of action that appear strongly are transport-related, with priority actions 7, 8 and 9 focusing on this issue.
3. Remembering that 74% of participating suppliers are SMEs, we are pleased to see wellbeing, equality and diversity, and health and safety as priority considerations, as this aligns with our social responsibility commitments.
4. It is disappointing to see that actions around providing work placements and apprenticeship schemes only appear as priorities 23 and 24. This is an important focus for the University, and we will need to do more work in this area with our suppliers.

We are also pleased that our suppliers are sharing with us evidence of their actions. This is an indication of the depth of engagement stimulated by the tool, while also providing us with more information and insights about supplier actions.

We have gathered 1,348 pieces of evidence on impact.

3.3 How the data helps us identify risk in our supply chain

As part of our responsible procurement journey, we are focusing on the contribution we can make to our suppliers and sustainability. However, as with any other business, we must also seek to identify and manage risk where it occurs. Legislation such as the Modern Slavery Act 2015 has focused our attention in this area and the data from the tool provides us with the opportunity to identify risks and take management actions to reduce/manage them.

Table 4 below provides an overview of how the tool supports us to identify and respond to risk in our supply chain, along with the responses we have identified that will help us to mitigate these.

Table 4: Examples of supplier risk and potential responses

Data from tool	Issue raised	Suggested responses
9% of suppliers not aware of modern slavery	Lack of understanding of modern slavery in our supply chain; increased reputational risk to the University.	<ul style="list-style-type: none"> E-mail a link to the further guidance to all those suppliers who are unaware of modern slavery
68% of our suppliers predominantly manufacture outside the UK	Many of these suppliers may have developing world supply chains and therefore increased risks associated with modern slavery	<ul style="list-style-type: none"> Contact each of these suppliers to identify developing world supply chains and/or where the products are manufactured. Invite these suppliers to add further detail on modern slavery risks within their action plans to enable the sharing of best practice Invite suppliers to a workshop on modern slavery
23% of our suppliers provide us with goods and services of which 25% are sourced from outside Europe		

Category management

4

4. Category management

As part of our commitment to responsible and excellent procurement, our Central Procurement Office has been afforded the opportunity to reflect and focus; as a result, our thinking and our approach have matured. Leading-practice procurement has been moving towards more sophisticated, commodity-specific approaches for some time, and the University has been developing category strategies to support this. Since all activity within the team has responsible procurement at its heart, we have been exploring how sustainability considerations are built into these strategies from the outset.

In addition to the general management of risk outlined above, we have benefited from using data from the tool at the category or commodity level.

4.1 Category management and risk

Suppliers using the tool have been categorised by standard HE commodity codes, which helps us to identify the product or service they supply. These codes correspond closely to some of the high-risk spend areas identified as part of our response to the Modern Slavery Act 2015, in addition to aligning to the priority issues we have identified as part of our wider responsible procurement activity.

In respect of modern slavery and environmental impacts, we are prioritising the high-risk commodities and include three of these within this report: Catering Supplies and Services; Computer Supplies and Services; and Estates and Buildings.

A good initial indicator of where risk lies in a supply chain is the level of engagement demonstrated by suppliers of commodities identified as 'higher risk'.

Table 5 below shows by commodity area the number of suppliers registered to use the tool that have completed action plans.

Table 5: Numbers of suppliers in each commodity code area by ranking

Rank (number of suppliers)	PROC HE category
1 (155)	Laboratory Supplies and Services
2 (151)	Professional and Bought-in Services
3 (71)	Computer Supplies and Services -
4 (66)	Estates and Buildings
5 (66)	Catering Supplies and Services
6 (59)	The Arts, Audio-Visual and Multimedia Supplies and Services
7 (51)	Medical, Surgical, Nursing Supplies & and Services
8 (46)	Furniture, Furnishings and Textiles
8 (46)	Workshop and Maintenance Supplies (Lab & Estates)
9 (36)	Printing
10 (22)	Library and Publications
11 (19)	Janitorial and Domestic Supplies and Services
12 (18)	Travel and Transport (inc Vehicle Hire & Subsistence)
13 (12)	Stationery and Office Supplies
14 (10)	Agricultural/Fisheries/Forestry/Horticultural/Oceanographic Supplies and Services
15 (9)	Safety and Security
16 (8)	Telecommunications, Postal and Mail Room Services
17 (3)	Vehicles (Purchase, Lease, Contract Hire)

4.2 Category management priority issues

The University has developed individual category strategies for:

- Estates and Buildings
- Computer Supplies and Services
- Catering Supplies and Services

Just as the data generated by the tool can be used to help us consider supplier engagement in relation to responsible procurement, identifying how our priorities align with those of our suppliers and how it supports evidence-based engagement, so can we replicate this approach at a commodity level also.

We are interested not only in the issues our suppliers are selecting in each category area and the actions they are committing to, but also in how this differs by commodity area. This will enable our category specialists to engage meaningfully with the specific issues relevant to the areas they are responsible for. In this way, our supplier engagement focus, including the setting of targets and measures, will support the delivery of category strategies in each area.

The tables below show the top five selected issues for each of the category areas outlined above and the ways in which the selection rates for these areas differ from overall selection rates. There are clear differences in the issues considered most relevant to each of these commodity areas, revealing the need for a more nuanced approach to engagement.

Table 6: Estates and Buildings suppliers' most selected issues

CATEGORY CODE W: Estates and Building		
Top five selected issues	Estates selection rate	Overall selection rate
Our goods or our people travel	66%	53%
We keep up-to-date with new technology or approaches to working so we can identify innovation or gains in efficiencies	66%	63%
We are keen to communicate our environmental commitments	63%	52%
We make work accessible to people from all backgrounds	64%	53%
We set targets to improve our sustainability	56%	36%

Table 7: Computer Supplies and Services suppliers most selected issues

CATEGORY CODE K: Computer Supplies and Services		
Top five selected issues	Computer selection rate	Overall selection rate
We keep up-to-date with new technology or approaches to working so we can identify innovation or gains in efficiencies	74%	63%
We make work accessible to people from all backgrounds	71%	53%
Our goods or our people travel	50%	53%
We are keen to communicate our environmental commitments	50%	52%
We are interested in (or are currently employing apprentices)	47%	31%

Table 8: Catering Supplies and Services suppliers most selected issues

CATEGORY CODE C: Catering Supplies and Services		
Top five selected issues	Catering selection rate	Overall selection rate
We make work accessible to people from all backgrounds	71%	53%
We are keen to communicate our environmental commitments	65%	52%
We keep up-to-date with new technology or approaches to working so we can identify innovation or gains in efficiencies	60%	63%
We set targets to improve our sustainability	60%	36%
Our goods or our people travel	55%	53%

From Tables 6, 7 and 8, we can conclude the following across these three priority categories for The University of Manchester:

1. All three categories refer to the transportation of goods and people; this is a top priority in the Estates and Building category.
2. Encouraging the employment of apprentices is a clear priority for suppliers of Computer Services and Supplies. These suppliers may therefore be receptive to conversations around graduate placements.
3. Unsurprisingly, suppliers of Computer Services and Supplies are keen to keep up-to-date with new technologies, with a selection rate of 74% compared to 63% across all other category areas.
4. Suppliers in all three categories have identified making work accessible to people of all backgrounds as a high priority, compared to the average selection rate of all other category areas.
5. Communicating environmental commitments is a priority for many suppliers; as such, this offers scope for us to work with selected companies to share knowledge, or even develop opportunities for shared promotion.

4.3 Category management priority actions

As mentioned previously, the actions selected by suppliers provide us with a greater depth of understanding about their sustainability activity. We have focused on the 'big picture' information for this initial report – but, as we consider the nuance of commodity areas, activity-level information provides additional granularity.

Tables 9, 10 and 11 compare the responses of suppliers in these three areas with the average response of suppliers across the remaining category areas in:

- completion rates of specific actions;
- in-progress rates of the action;
- not-started rates of the action;
- the amount of evidence of action made available.

This data allows us to understand the priority actions taken by suppliers in these key categories for The University of Manchester. Following each table is an analysis of what we consider to be the key points highlighted from the data.

Table 9: Completed actions by suppliers in the Estates and Buildings category

Actions	Issue	Completion rate	Average completion rate	In-progress rate	Average in-progress rate	Not-started rate	Average not-started rate	With evidence	Average with evidence
Join an apprentice scheme	We are interested in (or are currently) employing apprentices	39%	37%	6%	15%	55%	43%	17%	17%
Go beyond health and safety compliance	We take our health and safety responsibilities seriously	28%	22%	14%	21%	55%	55%	17%	14%
Support apprenticeship schemes or disadvantaged groups in your local community	We are interested in (or are currently) employing apprentices	28%	24%	17%	14%	55%	42%	17%	8%
A clear focus on wellbeing	We take our health & safety responsibilities seriously	25%	33%	5%	17%	70%	48%	5%	18%
Measure your progress	Our business uses natural resources	22%	15%	22%	23%	56%	59%	11%	25%
Keep up-to-date with new developments in your sector	We keep up-to-date with new technology or approaches to working so we can identify innovation or gains in efficiencies	21%	17%	24%	28%	55%	55%	12%	12%
Train for resource efficiency	Our business uses natural resources	20%	8%	0%	27%	80%	65%	10%	8%
Report on your successes (or failures)	Our business uses natural resources	20%	7%	10%	20%	70%	69%	0%	8%
Provide short-term work placements	We are interested in (or are currently) employing apprentices	18%	18%	24%	22%	58%	59%	12%	13%
Understand the travel impacts of your business	Our goods or our people travel	14%	14%	14%	23%	72%	58%	5%	10%
Offer sustainable travel options	Our goods or our people travel	14%	15%	19%	21%	67%	74%	9%	12%
Engage with your suppliers on modern slavery	Modern slavery is an issue for our business	14%	9%	14%	24%	72%	60%	0%	16%
Explore options that reduce the need for business travel	Our goods or our people travel	12%	14%	23%	28%	75%	56%	7%	14%
Adapt your processes to prevent wasting natural resources	Our business uses natural resources	10%	16%	10%	26%	80%	56%	0%	14%
Understand your resource use	Our business uses natural resources	10%	7%	0%	20%	90%	69%	0%	7%
Partner up with research bodies and universities to lead on innovation for your sector	We keep up-to-date with new technology or approaches to working so we can identify innovation or gains in efficiencies	5%	17%	11%	15%	84%	64%	5%	12%
Generate power for your office	Our business uses natural resources	0%	11%	22%	18%	78%	60%	0%	21%
Invest for resource efficiency	Our business uses natural resources	0%	8%	22%	30%	78%	53%	0%	22%
Develop a code of conduct which prohibits the use of forced or trafficked labour	Modern slavery is an issue for our business	0%	16%	14%	29%	86%	56%	0%	22%
Provide training for staff on modern slavery	Modern slavery is an issue for our business	0%	4%	14%	20%	86%	71%	0%	13%
Publish your Modern Slavery Act 2015 transparency statement	Modern slavery is an issue for our business	0%	9%	14%	20%	86%	76%	0%	13%

Estates and Buildings is a priority category for the University, particularly in the context of our large-scale capital programme. Supplier uptake on the tool has been relatively strong, with 66 suppliers registering; this is the fourth highest supplier uptake across all categories.

Table 9 tells us the following:

- Joining an apprentice scheme was the most completed action by this supplier group. Completion rates on this action are 39%, more than the average completion rates across the other categories (37%). More notably, the rate at which the action has been selected but not started stands at 55%, compared with an average rate of 43% across other categories. This indicates a need for further support and encouragement on making progress with this action with Buildings and Estates suppliers.
- There are several other areas where commitment to action has been made, but no action has been taken. Areas such as resource efficiency and travel are key sustainability issues for the construction sector, and it is surprising and worrying that less progress has been made than might be expected. Specific actions include:
 - o train for resource efficiency (80% not started);
 - o understand the travel impacts of your business (72% not started);
 - o understand your resource use (90% not started).
- Since the emergence of the Modern Slavery Act 2015, many organisations have been struggling to understand their responsibilities and how this might affect the supply chain. Suppliers in the construction industry have been identified as at a high risk of modern slavery exposure, whether throughout the global value chain or nearer to home. The data shows us that the following actions have been selected in response to modern slavery issues, but that little action has been taken by any of the suppliers in response:
 - o develop a code of conduct which prohibits the use of forced or trafficked labour (86% not started);
 - o provide training for staff on modern slavery (86% not started);
 - o publish your Modern Slavery Act 2015 transparency statement (86% not started).

Table 10: Completed actions by suppliers in the Computer Supplies and Services category

Actions	Issue	Completion rate	Average completion rate	In-progress rate	Average in-progress rate	Not-started rate	Average not-started rate	With evidence	Average with evidence
Join an apprentice scheme	We are interested in (or are currently) employing apprentices	31%	38%	15%	15%	54%	44%	0%	19%
Support apprenticeship schemes or disadvantaged groups in your local community	We are interested in (or are currently) employing apprentices	31%	23%	15%	14%	53%	42%	0%	11%
Adapt your processes to prevent wasting natural resources	Our business uses natural resources	29%	16%	14%	26%	57%	56%	14%	14%
Keep up-to-date with new developments in your sector	We keep up-to-date with new technology or approaches to working so we can identify innovation or gains in efficiencies	23%	17%	23%	28%	53%	54%	6%	13%
A clear focus on wellbeing	We take our health and safety responsibilities seriously	21%	33%	21%	15%	58%	49%	5%	18%
Go beyond health and safety compliance	We take our health and safety responsibilities seriously	17%	24%	29%	20%	54%	55%	5%	14%
Provide short-term work placements	We are interested in (or are currently) employing apprentices	15%	18%	30%	21%	55%	59%	10%	13%
Train for resource efficiency	Our business uses natural resources	11%	8%	11%	25%	77%	64%	14%	8%
Understand the travel impacts of your business	Our goods or our people travel	11%	14%	17%	22%	66%	59%	3%	10%
Explore options that reduce the need for business travel	Our goods or our people travel	9%	15%	23%	27%	66%	55%	3%	14%
Offer sustainable travel options	Our goods or our people travel	9%	16%	17%	21%	69%	58%	3%	13%
Partner up with research bodies and universities to lead on innovation for your sector	We keep up-to-date with new technology or approaches to working so we can identify innovation or gains in efficiencies	6%	17%	17%	16%	78%	64%	0%	13%
Measure your progress	Our business uses natural resources	0%	17%	0%	25%	100%	55%	0%	25%
Develop a code of conduct which prohibits the use of forced or trafficked labour	Modern slavery is an issue for our business	0%	14%	67%	24%	33%	61%	0%	20%
Generate power for your office	Our business uses natural resources	0%	12%	0%	18%	83%	66%	0%	21%
Engage with your suppliers on Modern Slavery	Modern slavery is an issue for our business	0%	10%	67%	20%	33%	63%	0%	14%
Publish your Modern Slavery Act 2015 transparency statement	Modern slavery is an issue for our business	0%	8%	33%	18%	67%	73%	0%	12%
Invest for resource efficiency	Our business uses natural resources	0%	8%	17%	30%	80%	53%	0%	21%
Report on your successes (or failures)	Our business uses natural resources	0%	8%	0%	20%	100%	69%	0%	8%
Understand your resource use	Our business uses natural resources	0%	7%	22%	19%	78%	71%	0%	7%
Provide training for staff on modern slavery	Modern slavery is an issue for our business	0%	4%	33%	18%	67%	73%	0%	12%

Computer Supplies and Services is another key category area for the University. Supplier uptake on the tool has again been relatively strong, with 73 suppliers registering; this is the third highest supplier uptake across all categories. Table 10 tells us the following:

- The actions 'join an apprentice scheme' and 'support apprenticeship schemes or disadvantaged groups in your local community' are strongly represented across Computer Supplies and Services. Encouragingly, they are the top two completed actions, both with a respectable 31% completion rate; as encouraging is the 15% in-progress rate for each of these actions. Placement opportunities in addition to supporting disadvantaged groups are a key commitment for the University, and it is clearly an area we can explore further with these suppliers.

- Of the suppliers that committed to the action 'partner up with research bodies and universities to lead on innovation for your sector', we see only a 6% completion and a 17% in-progress rate. This would suggest that further guidance, support and a steer to these suppliers may be useful to help encourage them to start this action.
- The IT industry has been identified as high risk in relation to breaches of the Modern Slavery Act 2015. Although completion rates for actions around modern slavery are 0%, there is evidence of some progress:
 - develop a code of conduct which prohibits the use of forced or trafficked labour (67% in progress);
 - engage with your suppliers on modern slavery (67% in progress);
 - publish your Modern Slavery Act 2015 transparency statement (33% in progress).

Table 11: Completed actions by suppliers in the Catering Supplies and Services category

Actions	Issue	Completion rate	Average completion rate	In-progress rate	Average in-progress rate	Not-started rate	Average not-started rate	With evidence	Average with evidence
Join an apprentice scheme	We are interested in (or are currently) employing apprentices	33%	38%	25%	14%	42%	46%	18%	17%
Adapt your processes to prevent wasting natural resources	Our business uses natural resources	30%	15%	10%	26%	40%	58%	30%	12%
Go beyond health and safety compliance	We take our health and safety responsibilities seriously	26%	23%	22%	21%	52%	56%	22%	13%
Provide short-term work placements	We are interested in (or are currently) employing apprentices	25%	18%	17%	22%	58%	59%	8%	13%
Support apprenticeship schemes or disadvantaged groups in your local community	We are interested in (or are currently) employing apprentices	25%	24%	25%	13%	50%	54%	8%	10%
A clear focus on wellbeing	We take our health and safety responsibilities seriously	24%	33%	24%	15%	52%	50%	19%	16%
Keep up-to-date with new developments in your sector	We keep up-to-date with new technology or approaches to working so we can identify innovation or gains in efficiencies	15%	18%	23%	28%	62%	53%	12%	12%
Develop a code of conduct which prohibits the use of forced or trafficked labour	Modern slavery is an issue for our business	14%	13%	29%	27%	57%	60%	29%	18%
Engage with your suppliers on modern slavery	Modern slavery is an issue for our business	14%	9%	14%	24%	71%	60%	14%	13%
Understand the travel impacts of your business	Our goods or our people travel	12%	14%	26%	22%	62%	59%	21%	9%
Explore options that reduce the need for business travel	Our goods or our people travel	12%	15%	24%	27%	62%	55%	15%	13%
Report on your successes (or failures!)	Our business uses natural resources	10%	7%	30%	19%	60%	70%	10%	7%
Understand your resource use	Our business uses natural resources	10%	7%	20%	19%	70%	71%	10%	7%
Generate power for your office	Our business uses natural resources	8%	12%	8%	19%	85%	57%	8%	22%
Offer sustainable travel options	Our goods or our people travel	6%	16%	26%	20%	62%	59%	12%	12%
Partner up with research bodies and universities to lead on innovation for your sector	We keep up-to-date with new technology or approaches to working so we can identify innovation or gains in efficiencies	5%	17%	10%	15%	80%	63%	10%	12%
Measure your progress	Our business uses natural resources	0%	19%	23%	23%	77%	55%	8%	26%
Publish your Modern Slavery Act 2015 transparency statement	Modern slavery is an issue for our business	0%	9%	29%	18%	71%	73%	14%	11%
Invest for resource efficiency	Our business uses natural resources	0%	9%	23%	30%	77%	51%	8%	22%
Train for resource efficiency	Our business uses natural resources	0%	9%	50%	23%	40%	66%	0%	9%
Provide training for staff on modern slavery	Modern slavery is an issue for our business	0%	4%	29%	18%	71%	73%	14%	11%

Catering suppliers have been engaged with a host of environmental and social issues for a considerable time. It is the fifth best represented supplier group on the tool. Once again, due to the industry and nature of the global supply chain, these suppliers have been identified as high risk from a modern slavery perspective. Movements such as Fairtrade and Workers' Rights, and high-profile issues about provenance of products in the supply chain, may have influenced the choice of action by this group of suppliers:

- It is telling that, of the top nine completed actions by this supplier group, eight are focused on social considerations. There are even two actions associated with Modern Slavery, which appear at positions eight and nine in the table. This social focus may be due to some of the issues and movements such as Fairtrade, as well as a high level of understanding of the material issues within this sector.
- Three of the top five completed actions focus on apprentices and work placement activities, which may be of interest within the University among those responsible for creating opportunities for our students.
- The split of completed actions in this category is clear: suppliers focus on and around socio-economic considerations. While there is a commitment to environmental issues, such as resource efficiency, transport and others, overall there has been significantly less progress in these areas.

Conclusions and next steps

5

5. Conclusions and next steps

The experience of utilising the Supplier Engagement Tool (HE) has been useful, but also challenging (as we would expect with any new initiative). Supplier engagement has always been complex, as we strive to strike a balance between challenge and support. Using an online platform has allowed us to significantly minimise the resource needed to support our suppliers – and the resulting data will help us streamline our approaches further by giving our engagement a clear evidence base.

We conclude with the benefits that our Central Procurement Office has identified from the process, and an outline of the next steps on our journey.

5.1 Key benefits of using the NETpositive Supplier Engagement Tool (HE)

- The online nature of the support has provided a single mechanism and a consistency of approach with which to engage and support our suppliers on social responsibility and environmental sustainability.
- We have been able to communicate our values of social responsibility and responsible procurement to our suppliers, at the same time as new procurement requirements, legislation and internal priorities.
- Our team has had a consistent approach to communicating with internal stakeholders, including devolved procurers that has demonstrated both progress and impact.

5.2 Supplier feedback

"Really nice and simple to use; I have seen a few of these types of thing over the years, and this is by far the best. Simple and concise, but still focuses our minds on constant improvement. We try to be as proactive as possible within the constraints of our business and what our end users will accept, but there is always more we can do."

Davin Miller, Sales Manager
New England Biolabs UK Ltd

"I wanted to... express our gratitude for the way The University of Manchester has helped Chariot to develop as a business... As a preferred supplier to the University, we have been encouraged to achieve certification such as ISO14001 and ISO9001. This has enabled our business to make positive improvements in many areas, such as environmental impact, social impacts, and economic impacts. Not only does this have a positive impact on our supply to the University, it has also helped us to win new business and also retain business. Supplier tools such as the Netpositive Supplier Engagement Tool (HE) have also helped Chariot to make further improvements."

Mike Carter, Managing Director
Chariot Office Supplies

"We have now completed this sustainability plan tool. I found the process interesting and a positive way of continuing to realise the areas in which we are doing well, the areas [in which] we could improve and also a framework for developing a plan for this improvement."

John Davey, Director
Ideas Agency Ltd

5.3 Next steps

This report provides only a brief snapshot of the information that we have gained from first 1,000 suppliers who have completed the Supplier Engagement Tool (HE). We will continue to explore ways in which this data can inform the process and practice of our Central Procurement Office, focusing on the following key areas over the next year:

- providing an evidence-based approach to supplier engagement and development;
- contributing to the development of commodity strategies;
- rolling out excellent practice with key internal stakeholders (especially devolved procurers);
- demonstrating progress against our targets and proof of positive impact;
- identifying opportunities to provide relevant useful information generated from the data with colleagues across the University;
- identifying potential ways to support our two other core institutional goals of research with impact and an outstanding learning and student experience.

Most importantly, we will promote ongoing use of the tool with all our suppliers, encouraging them to add evidence, return and update their plans and share good practice with us – and with the rest of the sector.

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