

Supplier Engagement HE Tool

Action Plan for The University of Manchester

We have used the issues you have selected to suggest some actions to help improve your sustainability performance. You can remove actions if they are not relevant to your business, or add your own actions to this list. The action plan is likely to form part of discussions between the purchasing consortia and clients during contract review meetings. We encourage you to update your progress on these actions and to add evidence that demonstrates how you are demonstrating progress and improvement. Please feel free to share this action plan with colleagues within your business and your clients.

Social Impacts

Actions you select here will help increase your NETpositive impact on society. Select actions from this list that you have in progress, are ready to start or have already completed.

Your issues

1 We could do more to engage and develop our staff
Engaged staff are assets to your business; they understand what you are trying to achieve and want to help make it happen. An efficient and responsible business understands that reward and recognition is not just about money!



Your action plan

Let staff shape your sustainability strategy and implementation *In progress*
Staff are a great source of ideas and probably know your business better than anyone. Experience shows that unless staff fully understand the sustainability journey you are on implementation can be difficult. Full staff engagement is essential to bridge the gap from policy to practice. Supporting champions network(s) is a great example of how to encourage peer-to-peer activity that helps to embed sustainability.

Evidence

Our staff have often taken a lead in encouraging and promoting sustainability. We have a network of champions across the organisation involved in driving practical developments such as the Green Impact Scheme: <http://www.sustainability.manchester.ac.uk>. The University has recently launched the largest staff engagement initiative within the HE Sector. Every member of staff has been encouraged to engage to help us deliver 10,000 Actions. More information can be found here: <http://www.thinksustainability.manchester.ac.uk>

2 We should know more about where the things we buy come from and how they are made
All of the products we buy have a story attached to them; how they are made, what they are made from, who has made them and even how far they have come. These stories all have both positive and negative impacts. An efficient and responsible business seeks to understand these stories so it can make responsible purchasing decisions.



Make a public commitment to purchasing sustainably *In progress*
A simple sustainable procurement commitment (buying 'greener' or more ethical products or services) can be used to communicate what is important to your business. You may use certified products or services or choose to have your own certified. A public commitment demonstrates to your customers how you consider and address the impacts within your supply chain.

Evidence

Our approach is based on responsible procurement which is about considering the impacts of what we buy. The aim is to reduce the negative (harmful emissions, poor labour practices etc.) and maximise the positive (sustainable production, job creation etc.) when we buy. We have a clear social responsibility commitment (<http://www.manchester.ac.uk/disclosure>) supported by environmental goals (<http://www.sustainability.manchester.ac.uk>). We have a number of embedded commitments to sustainable purchasing such as Fair trade status: <http://www.foodoncampus.manchester.ac.uk> We are one of a few Universities to be assessed as Level 4 on the Flexible Framework: <http://www.procurement.manchester.ac.uk>

Develop your suppliers don't just assess them! *In progress*

Develop ways to train, support and engage your suppliers on sustainability that go beyond simply assessing them via your tender or contract management processes. Find out about their needs and support them to develop for mutual benefit.

Evidence

We are engaging with our suppliers using an evidence based approach to support them rather than scoring performance or box ticking. We regard suppliers as partners and encourage them to work with us on the basis of shared benefits. This applies to SME suppliers as well as large multi-nationals both of which have a role to play in helping us to deliver our objectives. More about our responsible procurement approach can be found on our web pages: <http://www.procurement.manchester.ac.uk>

3 Modern slavery is an issue for our business

The University publishes an annual statement in conformance with the Modern Slavery Act 2015.



Publish your 'Modern Slavery Act Transparency Statement' *In progress*

Publish your organisational transparency statement on the home page of your website. Provide us with a link to it in the evidence box!

Evidence

The University publishes an annual statement in line with the Modern Slavery Act 2015. This is available via our homepage: <http://www.manchester.ac.uk/> Additional information is available from the Central Procurement Office web pages: <http://www.procurement.mancheste...>

Develop a code of conduct which prohibits the use of forced or trafficked labour *In progress*

This may be included in an existing ethical policy. If not a statement complying with the Universal Declaration of Human Rights may help

Evidence

A copy of our Anti-Slavery and Human Trafficking Policy is available on-line: <http://documents.manchester.ac.u...>

Engage with your suppliers on modern slavery *In progress*

Provide your own suppliers with a link to guidance on modern slavery and ask them to provide you with assurance that it is not an issue for their business.

Evidence

We engage with all of our suppliers and encourage them to fill in an on-line tool to tell us about the impacts of their business. Details of our approach is on our web-pages: <http://www.procurement.mancheste...>

Provide training for staff on modern slavery *In progress*

Training staff on how to identify the signs of slavery and human trafficking will help reduce the risk of modern slavery occurring in your business

Evidence

All professional procurement staff have completed the CIPS Ethical Procurement Module. Additional training is planned as part of our Responsible Procurement approach and as part of on-going CPD. We have provided guidance for colleagues across the University on our web-pages: <http://www.procurement.mancheste...>

4 Our activities have an impact in our immediate locality

Businesses often have a range of positive or negative impacts on the immediate locality; an efficient and responsible business will strive to understand what these impacts are. They will then seek to reduce any negative impacts and make the most of opportunities to enhance the positive impacts they could have.



Complete a materiality analysis *In progress*

A materiality assessment is a systematic review of your business impacts. It is generally considered a key activity in the development of a sustainability strategy and subsequent action or implementation planning.

Evidence

Materiality impacts are undertaken across the University to assess business impacts e.g. of travel, Scope 3 emissions etc. In terms of the impact of our spending we have undertaken detailed impact analysis by commodity of spend, and we have shared this approach with colleagues across the HE Sector: <http://www.hepa.ac.uk/sustainabi...>

1 Customer feedback is important to us

All businesses are subject to customer scrutiny. An efficient and responsible business will understand the importance of responding positively to feedback from its customers. Negative feedback will be viewed as an opportunity to improve processes or practices and positive feedback as a success story to share.



Regularly publish customer feedback *In progress*

Transparency is crucial for all organisations. Regularly publishing customer feedback can build trust with clients and consumers as well as enhancing your brand value.

Evidence

The University routinely makes available information on the organisation; for example: <http://documents.manchester.ac.u...> The University is subject to the Freedom of Information Act and as such has a process for transparent publication of information and disclosure upon request: <http://www.manchester.ac.uk/disc...>

Have a meaningful process for dealing with customer feedback. *In progress*

A meaningful process for dealing with customer feedback will be clear and transparent for your customers as well as your staff. It will be clear what actions and responses have been provided and there will be a culture of learning from negative feedback as well as sharing positive feedback broadly.

Evidence

Our students are our main customers and feedback is obtained from them in a variety of ways as part of our internal processes. We have a Directorate for the Student Experience: <http://www.dse.manchester.ac.uk/> We participate fully in the annual National Student Survey. [http://www.eee.manchester.ac.uk/...](http://www.eee.manchester.ac.uk/) Results are published and action taken in response to the outcomes of these surveys.

2 We are interested in (or are currently) employing apprentices

Employing apprentices equips young people with vital skills and supports social cohesion within the local community. In many cases apprentices are eligible for funding from national training organisations to partially or fully cover college training fees.



Support apprenticeship schemes or disadvantaged groups in your local community *In progress*

Your business might be able to make a real difference locally by participating in work experience schemes with more challenging audiences. These might equip young people, ex-offenders or other disadvantaged groups with new skills at the same time as improving the local area

Evidence

The University is very active in encouraging local unemployed and disadvantaged people to gain experience and opportunities for full time employment. It has been heavily involved in The Works an award winning scheme helping people in our local community: <http://www.manchester.ac.uk/conn...> Further information is available on the Works website: <http://theworksmanchester.co.uk/>

Join an apprentice scheme *In progress*

Offering apprenticeships can be a great way for a business to grow talent and expand their staff base at low cost and risk. This is a great place to start if you want to find out if it is for you: <http://www.apprenticeships.org.u...>

Evidence

The University has in place a number of apprenticeship schemes: <http://www.manchester.ac.uk/disc...> It is participating fully in the Apprenticeship Levy scheme run by the UK Government.

3 We make work accessible to people from all backgrounds

Discriminating against potential job candidates, or employees based on the protected characteristics detailed in the Equality Act 2010 including: age, sexual orientation, gender, disability, race and socio-economic background leads to an unequal workplace environment and is breaking the law. An equitable workplace will generally have a high level of morale, which leads to better customer satisfaction



Train staff on equality, diversity and social inclusion *In progress*

Employers can host workshops within their workplace, which educate staff on issues of equality, diversity and inclusion. This can improve the overall workplace culture and reduce an organisation's exposure to disciplinary actions - stemming from discrimination - as well as increasing staff retention. For guidance on equality and diversity for employers see: <http://www.equalityhumanrights.c...>

Evidence

The E&D; team provide training support, and advice to staff and others. Their website has a range of materials representing best practice: <http://www.staffnet.manchester.a...> An example of the success of this approach is a steady improvement in our ranking in the Stonewall Top 100 Employer Index since 2012: <http://www.staffnet.manchester.a...>

Employ an Equality and Diversity Co-ordinator *Completed*

Larger businesses should consider developing an equality and diversity strategy. Developing such a strategy will demonstrate that the company takes social inclusion seriously and is working to embed such principles in its daily activities.

Evidence

The University is committed to equality and diversity across its activities and employs a team to assist in delivering excellent outcomes in this area: <http://www.staffnet.manchester.a...>

4 We take our Health and Safety responsibilities seriously

All businesses have obligations to meet Health and Safety requirements but an efficient and responsible business really understands the difference a happy and healthy workforce can make - not least to its bottom line!



A clear focus on wellbeing In progress

Best practice in this area promotes staff wellbeing alongside safety and risk management. From support to stop smoking, promoting healthy eating or encouraging physical activity to flexible working and family friendly policies, a responsible business understands the positive benefits of considering health and well being holistically.

Evidence

Staff support and well-being are encouraged in a variety of ways from childcare arrangements, work-life balance initiatives and courses to promote health and active lifestyles. For example HR provide a list of well-being activities and Sport promote exercise for all: <http://www.staffnet.manchester.a...> <http://www.sport.manchester.ac.u...>

Economic Impacts

Actions you select here will help increase your financial resilience, reduce your business risk and generate a positive impact on the wider economy. Select actions from this list that you have in progress, are ready to start or have already completed.

Your issues

1 We could do more to improve the formal relationships with our staff

Getting the balance right between getting good value from staff and paying them fairly can be tricky. An efficient and responsible business understands people are an asset and that a little effort spent on sensible employment practices can maximise both efficiencies and profits.



Offer wider benefits to employees In progress

Businesses can attract and retain skilled individuals by offering a package of employee benefits. Benefit schemes can motivate and reward workers, or attract new talent without adding to salary costs. Can you offer flexible working or access to training as part of a package of employee benefits?

Evidence

The University is a progressive employer offering its staff good terms and conditions and a wide range of benefits in addition to traditional forms of remuneration. These include work-life balance commitments, childcare arrangements, learning & development and support. Details can be found on the HR website: <http://www.staffnet.manchester.a...> and <http://www.staffnet.manchester.a...>

2 We could do more to maintain good relationships with our suppliers

Ensuring strong business relationships are formed with suppliers is key to maintaining and developing trust along your supply chains. An effective and responsible business will be keen to share its values with its suppliers for mutual benefit.



Guarantee suppliers a payment date Completed

Businesses can ensure payments are met by a specified date, and offer compensation or another gesture if this deadline is not met. Guaranteeing suppliers a date of payment builds trust across your supply chain as suppliers feel they will suffer less financial risk when carrying out business with you.

Evidence

The University is recognised as a good partner with which to do business. We are committed to paying valid invoices within a reasonable period and as required under relevant legislation. Within our main construction supply chain we, and our partners, are signed up to the Fair Payment Charter: <https://www.gov.uk/government/pu...>

Ask suppliers for feedback In progress

There are a range of ways you can ask your suppliers for feedback. As well as using this to inform your business development it can also be something you publish to attract new business.

Evidence

We hold regular reviews with contracted suppliers; this is a two way process allowing both sides to understand any issues affecting the contract and relationship. We have held a number of supplier engagement days to explain us as an organisation with which to do business and to understand the motivations of our actual, and potential, suppliers. We have adopted an on-line supplier engagement tool that allows our suppliers to tell us what is (and isn't) important for them. Outputs from this will be published to help inform future approaches and strategies: <http://www.procurement.mancheste...>

Find ways to support local SMEs as part of your procurement processes *In progress*

It can often be harder for SMEs to negotiate the procurement processes of larger businesses. Find ways to work with local and smaller suppliers to ensure they are not inadvertently excluded from your supply chain.

Evidence

We have started to look at ways that we can give opportunities for SMEs to gain business at the University. Part of this is monitoring and measuring our suppliers; what this means is this is articulated in our Social Benefit statement included in our Financial Statements: <http://documents.manchester.ac.u...> Also we have engaged with SMEs and both the Head of Procurement and the Director of Social Responsibility have presented to local voluntary organisations through the GMVCO. We are in the process of developing guidance to help SMEs to work with the University.

1 We are keen to communicate with our customers

An effective and responsible business understands that customers can be your biggest supporters and so it is important to communicate openly and honestly with them.



Communicate sustainability to your customers *In progress*

Including the benefits of sustainability and how you integrate it into your business practice can help build a stronger customer base. Considering sustainability in your business and communicating it is now becoming normal business practice, ensure you are part of this growing trend!

Evidence

The University communicates its core goals to its suppliers including our commitment to social responsibility (Goal 3) which incorporates our environmental commitments. These are published on our website: <http://www.sustainability.manche...> Environmental issues are a standing item on contract management meetings. We have encouraged our contracted suppliers to demonstrate their good work as part of our biennial series of supplier exhibitions. Some examples are highlighted in our 2015-16 Report: <http://documents.manchester.ac.u...>

2 We keep up to date with new technology or approaches to working so we can identify innovation or gains in efficiencies

New technologies or innovative approaches are often crucial to positioning and competitiveness. An efficient and responsible business understands the benefits that come from being efficient with resources.



Partner up with research bodies and universities to lead on innovation for your sector *Completed*

Future-proofing the business by investing in innovation and new technology can set your business apart. Constant innovation could be considered business as usual!

Evidence

We are a University; our core goals are excellence in research, student experience and social responsibility. These are articulated in our 2020 Vision: <https://www.manchester.ac.uk/dis...> Research and innovation is at the heart of what we do we have a proud record of partnering with others and a clear approach to our future approach in this area: <https://www.manchester.ac.uk/res...>

Environmental Impacts

Actions selected in this sector will help increase your environmental sustainability. Select actions from this list that you have in progress, are ready to start or have already completed.

Your issues

1 We produce commercial waste that is sent to landfill

The expansion of landfill sites degrades the local environment by destroying animal habitats, polluting waterways and reducing air quality, and places materials that could be recycled or re-used in the ground instead of the supply chain. Businesses can save resources and money by reducing the amount of waste they send to landfill.



Your action plan

Look to remove waste from your business *In progress*

Developing a zero waste strategy can send a powerful message of your commitment to waste management. Utilising approaches such as cradle-to-cradle thinking can help you lead the way.

Evidence

Waste reduction is a key target for the University. We have committed reduce construction waste to landfill (<http://www.estates.manchester.ac...>) and promote best practice in terms of waster creation, reduction and disposal: <http://www.estates.manchester.ac...>

2 Our business activities use natural resources (energy, water, mined materials, plant or animal products)
 Prudent use of natural resources is a key issue for any business striving to be efficient and responsible. Limiting the use of finite supplies and opting for renewable alternatives where possible can also reduce exposure to future business risks.



Could your waste become a resource? *In progress*

Waste from one activity might be considered a resource for another. Investigate how your own waste materials might be utilised in other processes or given to re-use projects before they are recycled. Community projects are often a good starting point for re-use or sharing activity.

Evidence

We continue to investigate how we can embed principles of re-use into what we do. For example we have an arrangement to re-cycle and re-use old IT equipment, and an in-house initiative to re-use furniture and avoid it going to landfill:

<http://www.estates.manchester.ac...> Similarly our student residences encourage students to re-use their items at the end of term:

<http://www.accommodation.manches...> We work with suppliers to re-purpose as much as we can, for example we have recently introduced a new approach to re-cycle ceiling tiles to divert them from landfill and to ensure that they can be remade into new ceilings. The University is looking at the practicability of introducing the principles of a circular economy into certain categories of purchase.

Engage employees to reduce waste *In progress*

Educating staff on the benefits of reducing waste such as packaging, paper or even food waste and encouraging them to think about re-use or sharing can contribute towards reducing waste disposal costs. Thinking about waste at the point of purchasing can also be helpful to avoid over-ordering that can lead to waste. Supporting a culture of efficiency across all areas will help reduce running costs.

Evidence

Staff are encouraged to reduce waste where possible and we have a number of waste streams to deal responsibly with waste that we create. We have engaged with staff to harness their enthusiasm and creativity to help reduce waste and negative environmental impacts within day-to-day activity; <http://www.thinksustainability.m...>

Measure your progress *In progress*

If you are committing to reducing your energy, water or other natural resources you will need to measure changes in usage over time to engage your staff and also communicate with your customers. Plan to measure and monitor your progress.

Evidence

Resource use and waste reduction targets are set and reported on: <http://www.sustainability.manche...> and <http://www.estates.manchester.ac...>

Generate power for your office *In progress*

As a larger organisation it might be feasible to investigate whether you can generate any of your own renewable energy.

Evidence

In addition to initiatives to reduce resource usage and increase the efficiency of buildings the University plans to install a CHP plant as part of its Campus Development Plan: <http://www.masterplan.manchester...>

Invest for resource efficiency *In progress*

Committing to reducing the amount of natural resources your business uses may require investment. Investigate the feasibility of appropriate investment, whether in process equipment or infrastructure, which will enable you to plan to allocate resource into implementation. Using fewer or renewable resources should be the aim whatever your business operation.

Evidence

Natural resource efficiency is a key driver in our estates plan and includes reducing usage in existing and new buildings: <http://www.sustainability.manche...> End users are encouraged to consider resource usage, through adopting whole life costing approaches, before they purchase capital items.

3 Our goods (or our people) travel

Travel might involve moving goods or people and impacts on health and wellbeing, the environment and of course the bottom line! An efficient and responsible business will understand how it can make a sustainable travel plan that works in its own context.



Understand the travel impacts of your business In progress

Determine not only what moves from A to B as part of your business operations but how it gets there. This will help you to better understand where your impacts lie and how they can be mitigated or maximised. An effective and responsible business will explore and implement for low carbon travel options and/or local sourcing of goods and services where possible.

Evidence

Carbon associated with travel is monitored in an attempt to understand the impact this causes and reduce these where possible. The University has a travel policy/plan: <http://www.estates.manchester.ac...>

Explore options that reduce the need for business travel In progress

Whether reducing the numbers of deliveries or challenging the behaviour of your staff there are likely to be ways that some business travel can be eliminated altogether. Start by considering if the need for travel is business critical.

Evidence

The University is a UK organisation with global connections; travel is a feature of what we do. However, staff are encouraged to consider alternatives to travel (teleconferencing, video-conferencing etc.) where possible: <http://www.estates.manchester.ac...>

Offer sustainable travel options In progress

Whether updating your fleet, encouraging lift sharing or remote working for your staff or incentivising certain kinds of travel there are ways to make travelling sustainably part of your culture. Highlighting public transport options for your visitors, having somewhere for staff to store bikes securely or offering changing facilities might all be ways you can support sustainable travel. Try to extend the range of sustainable travel options you promote. A Sustainable Travel Plan might help you to co-ordinate activity.

Evidence

Staff are encouraged to opt for more sustainable methods of transport: <http://www.estates.manchester.ac...> A number of electric vehicles have been purchased replacing older diesel/petrol vehicles for use around the campus.

1 We are keen to communicate our environmental commitments

Measuring and reporting of environmental performance allows a business to understand its exposure to the risks of climate change and other external environmental disturbances, as well as demonstrate leadership with regard to corporate sustainability, which enhances your credentials in the marketplace.



Report your commitments against agreed methodologies In progress

You may want to report using the Global Reporting Initiative Criteria or the Business in the Community Indexes to demonstrate your commitment. You may decide to implement an Environmental Management System (EMS).

Evidence

The University does not currently have an EMS, however, we set targets and report against them internally and externally. The approach is articulated on the Environmental Sustainability webpages: <http://www.sustainability.manche....> Detailed information can be viewed at: <http://www.estates.manchester.ac...>

2 We set targets to improve our sustainability

Setting clear, measurable targets is an important element of any organisation's commitment to being sustainable. These targets can be framed in terms of reducing your negative impacts but also how you enhance your contribution to society and the economy. A robust and monitored set of measures is essential for any business.



Publicly report on your impacts Completed

Regular public reporting of both your positive and negative environmental impacts can demonstrate your commitment to improving your environmental performance. Any public reports will carry more weight if they are externally verified.

Evidence

Regular reports are issued on progress against our targets. This includes an overall annual stocktake report: <http://documents.manchester.ac.u...> in addition to statutory reporting. Various reports on aspects of our environmental performance are made available: <http://www.sustainability.manche...>

Co-ordinate your sustainability strategy between departments Completed

An employer can form an environmental working group or sustainability team by identifying a person from each department/area of work who is committed to developing your sustainability strategy and implementing your plan.

Evidence

The University has a clear governance structure and strategy to deliver its environmental and sustainability goals. These are publicly available via our webpages: <http://www.sustainability.manche...>

Designate a Sustainability Co-ordinator Completed

Appointing a senior member of staff responsible for developing your company's environmental management approach can enhance your sustainability. The appointed person also benefits from an increased awareness of Corporate Social Responsibility and implementing sustainability in accordance with the best regional, national and international practices.

Evidence

The University has a Head of Environmental Sustainability and a team to support this important area. They work alongside a network of sustainability champions across the organisation to embed awareness of sustainability issues and help deliver change in the context of the University's strategy. See: <http://www.sustainability.manche...>