

SUPPLY CHAIN SUSTAINABILITY



September 2019

Supply Chain Sustainability School

Progress report

1. Summary by numbers

1.1 Overview

Engagement in the School is being sustained. Key highlights for this quarter are:

- One of the largest training days took place in July in Wales with 270 attendees and over 100 assessments completed on the day.
- Over 1,500 hours of face to face training has been delivered at 34 workshops to date.
- 16 supplier training days / regional contractor briefings have taken place attracting over 1,100 attendees.
- There has been a 63% increase in resources views this quarter compared to the last quarter highlighting the success of the communications strategy to engage members to learn through the School.
- In addition to the above, when comparing to last year, there has been a 38% increase in resource views.
- Elearning downloads have increased, and exceeded target with 4,828 downloads since 1st April 2019.
- Assessments, though there has been good headway in encouraging learners to undertake an assessment this quarter, are still way behind target. The launch of the new format of assessment next quarter should see some traction on these figures. The new format is more user friendly and many Partners are ready to promote it to their supply chains.

1.2 KPI's

There are currently 1,991 organisations who have become active since 1st April 2019** which represent 3,681 active individuals.

Table 1 below sets out the comparisons to the same time period compared to 2018 and 2017:

Table 1 Comparison of total Active organisations and individuals over 12 months and since April 2018 & 2017:

	2019	2018	2017	%age Increase (2019 vs 2018)
Active Organisations (over a period of 12 months)	3,092	2,980	2,562	4%
Active Individuals (over a period of 12 months)	6,205	4,972	4,013	25%
Active Organisations (April – Sept)	1,991	2,015	1,333	-1%
Active Individuals (April – Sept)	3,681	3,150	1,896	17%

* Active member defined as an organisation which have used at least one resource in the past 12 months. This can be either completing an assessment, coming to one of our events, or accessing an online resource.

Encouraging members to access resources and learn through the School continues to be a focus for the School. When comparing resource access, the communications strategy in place is shown to be successful. The table below highlights the increase in resource views:

Table 2 Comparison of resource access by members by quarter and year

	2019	2018	% increase (YOY)
Resource views Q1	5,680	4,713	21%
Resource views Q2	9,234	6,701	38%
%age increase (by quarter)	63%	42%	--

It is pleasing to see that the School is consistently increasing engagement with the individual members of the School. This is also further illustrated when looking at the number of active individuals over a 12 month period, as illustrated by table 1 above.

However, there does remain a concern on the number of assessments being taken by organisations. The numbers for each market and the School over all are down significantly. Partners have fed back that they are waiting to launch the new format of assessment and upgraded web platform to their supply chains (priority suppliers). This will have directly affected the assessment figures as though the School communicate to the members the benefits of taking an assessment, the message is more powerful when received from a

client.

In terms of the planned activities, these remain on track with planned delivery for the majority of the year. The tables and statistics below illustrate performance against target as well as comparisons to previous years.

Table 3 below shows a summary of planned activity and progression for each sector:

	Const	FM	Homes	Infra	Offsite	Wales*	Scotland*	Entire School
Active Companies	1,667 /(2,250)	353/(500)	544/(800)	504/(750)	493/(600)	237/(800)	257/(300)	1,991/3,200
Supplier days	n/a	0/1	n/a	1/3	2/3	(1/2)0/1	0/1	3/9
Regional Sub-contractor events	3/7	2/4	4/7	1/3	n/a	(1/2)0/1	(1/4)1/1	13/20
Learners @events	260/470	292/480	226/420	359/725	177/525	424/(400)	152/(480)	1,724/3,010
Training Workshops	6/8	6/12	3/8	7/10	4/22	(3/7)3/3	(3/6)2/1	36/64
E-learning Downloads	--	--	--	--	--	--	--	4,828/4,000
E-learning (new)	n/a	0/1	n/a	n/a	0/7	n/a	n/a	0/8
Assessments	387/(800)	104/(450)	112/(450)	100/(375)	40/(150) BIM: 7 Mgmt: 48	81/(450)	32	558/1,500
Re/assessments	273/(400)	18/(250)	67/(300)	53/(174)	12/(50) BIM: 2 Mgmt: 9	41/(300)	11	334/850
Bronze/ Silver/ Gold	411/(500)	82/(150)	142/(300)	143/(200)	n/a	n/a	n/a	518/500

*Wales & Scotland School have some events that are part of the sector business plans (denoted in brackets)

** Bracketed figures indicate potential for double counting against the entire school target. For example, a company can be active in more than 1 market sector but would only count once towards the overall target.

Table four below compares the active organisations over the last three years:

Table 4. Number of active organisations to date:

Active Organisations	2019 (Apr – Sept)	2018 (Apr – Sept)	2017 (Apr – Sept)	2019 Target
School Overall	1,991	2,015	1,333	3,000
Construction	1,667	1,689	1,135	2,000
FM	353	337	237	500
Homes	544	548	381	700
Infrastructure	504	503	278	750
Offsite	493	500	297	500
Wales	237	669	310	500
Scotland	257	--	--	300

There are also individual learners who are not captured via the School as they are accessing on a Learning Management System called Docebo. Partners can use this system to encourage their employees to access the elearning modules.

Currently there are four Partner organisations promoting the use of the system in their organisations. The table details usage since April 2019:

Table 5. LMS engagement:

Organisation	Total
Telford Homes	149
Buckingham Group	85
Hochtief	1
VINCI	2
Total	237

Table 6. Table showing assessments completed to date

Assessment	2019 (April – Sept)	2018 (Apr – Sept)	2017 (Apr – Sept)	2019 Target
School Overall	558	1,006	728	1,500
Construction	387	581	349	800
FM	104	157	60	450
Homes	112	275	146	450
Infrastructure	100	225	81	375
Offsite	40	69	31	150
Wales	81	63	88	450
Scotland	32	--	--	--

Table 7. Table showing re-assessments completed to date

Re-assessment	2019 (Apr – June)	2018 (Apr – June)	2017 comparison (Apr – June)	2019 Target
School Overall	334	342	245	850
Construction	273	257	162	400
FM	18	37	47	250
Homes	67	108	110	300
Infrastructure	53	50	68	174
Offsite	12	17	32	50
Wales	41	19	66	300
Scotland	11	--	--	--

1.3 Supplier training days and sub-contractors breakfast briefings

The below table illustrates the supplier training days/ sub-contractor training days which have taken place this financial year. There has been a total of 1,193 learners who have attended the supplier and sub-contractor days to date. The School held one of its largest supplier days in Wales on 17th July with a focus on the SEWSCAP framework. There were 270 attendees at this event, with over 100 assessments completed.

Table 8. Supplier days and sub-contractor briefings taken place to date

Date	Sector	Key theme	Location	Attended
3 April	Infrastructure	Kier Highways	Birmingham	122
4 April	Offsite	Offsite with Kier	London	65
24 April	Homes	Sub-contractor briefing	London	74
1 May	FM	Plastics	London	125
22 May	Construction	Sustainable Timber	Birmingham	57
30 May	Scotland	Sustainable Materials	Porcelanosa	32
4 June	Homes	Offsite	Birmingham	54
19 June	Offsite	Digital Skills	Liverpool	53
28 June	Scotland	Waste	Inverness	25
2 July	Construction	Air Quality	London	54
17 July	Wales/ Construction	SEWSCAP	Cardiff	270
22 Aug	Scotland	Carbon	Edinburgh	51
5 Sept	Homes	Regional priorities	Birmingham	58
17 Sept	Homes	Modern Slavery Collaboration	Barratts	9
24 Sept	Wales/ Infrastructure	Reducing Carbon	Cardiff	79
25 Sept	Construction	Social Value	Sheffield	65

1.4 Training workshops

To date there have been 531 attendees to training workshops run by the School. This is the equivalent of 1,593 hours of face to face training to date.

Table 9. Training workshops taken place to date

#	Date	Topic	Lead Partner	Sector	Location	Attend
1	2 Apr	Sustainable Timber	Bouygues	Construction	London	11
2	10 Apr	Introduction to the School	Go Ahead Group	FM	London	12
3	17 Apr	Introduction to Sustainable Procurement	Kilnbridge	Construction	London	9
4	24 Apr	Modern Slavery	Costain	Infrastructure	Maidenhead	21
5	8 May	Introduction to the School	Kilnbridge	Construction	London	13
6	13 May	Delivering Together	Vinci	FM	Hertfordshire	28
7	14 May	Introduction to the School	Kier	Construction	London	16
8	14 May	Optioneering	ISG	Offsite	London	5
9	15 May	Embedding Sustainable Procurement	National Grid	Infrastructure	Warwickshire	19
10	16 May	Introduction to the School	Advante	Construction	London	7
11	16 May	Carbon	CSIC	Scotland	Hamilton	6
12	3 June	How the School can help your business	Welsh Water	Wales	Cardiff	25
13	4 June	Carbon	Wilmott Dixon	Wales	Cardiff	16
14	12 June	Social Value	A14	Infrastructure	Cambridge	36
15	12 June	Social Value	Bouygues ES	FM	London	35
16	14 June	Waste Reduction	CSIC	Homes/Scotland	Hamilton	6
17	18 June	Circular Economy	Bovis Homes	Homes	Reading	14
18	18 June	Embedding Sustainable Procurement	Network Rail	Infrastructure / Scotland	Glasgow	23
19	25 June	Optioneering in Commercial Buildings	--	Offsite	London	10
20	26 June	Social Value	NPTC	Wales	Neath	11
21	27 June	Offsite Construction in Healthcare	McAvoy	Offsite	Leeds	25
22	1 July	Carbon in Infrastructure	Osborne	Infrastructure	Reigate	23
23	4 July	Introduction to FIR	Bouygues	Construction	London	32
24	9 July	Carbon	Skanska	FM	London	13
25	12 July	Becoming a FIR Ambassador	Bouygues	Wales	Cardiff	9
26	26 July	Sustainable Procurement	National Grid	Infrastructure	Warwick	11
27	6 Aug	Introduction to the School	Recycling Lives	FM	Preston	10

#	Date	Topic	Lead Partner	Sector	Location	Attend
28	2 Sept	Sustainable Construction	Network Rail	Infrastructure	London	20
29	5 Sept	Interoperability	Hawkins Brown	Offsite	London	18
30	6 Sept	Circular Economy	Bouygues	FM	Manchester	18
31	19 Sept	Modern Slavery	SCIC	Scotland	Hamilton	12
32	24 Sept	Responsible Sourcing	SCIC	Scotland	Hamilton	3
33	25 Sept	Introduction to FIR	Bouygues	Wales	Cardiff	14
34	26 Sept	Becoming a FIR Ambassador	Bouygues	Wales	Cardiff	

1.5 Quality ratings of events

All events that are run are measured against three KPI's: quality; impact (change) and relevancy. These vary via sector and are based on good or excellent responses. The below graph and table illustrate these for the events run to date:

Table 10. Table showing KPI ratings for Change, Relevancy and Quality

Sector	KPI	Workshops	Supplier day/ briefings	Target
School Overall	Impact	92%	82%	--
	Relevancy	96%	91%	--
	Quality	96%	98%	--
Construction	Impact	95%	82%	85%
	Relevancy	89%	93%	90%
	Quality	93%	98%	95%
FM	Impact	96%	78%	80%
	Relevancy	92%	98%	80%
	Quality	100%	99%	95%
Homes	Impact	97%	85%	80%
	Relevancy	100%	97%	80%
	Quality	100%	98%	95%
Infrastructure	Impact	92%	89%	80%

	Relevancy	97%	94%	80%
	Quality	93%	96%	95%
Offsite	Impact	67%	72%	95%
	Relevancy	89%	85%	80%
	Quality	91%	98%	80%

2. Sector Group Progress

2.1 Construction

The Construction School is progressing well against the business plan this year. Key points:

- The Leadership group continue to use the LG meetings as a platform to **learn how other partners have engaged in the school (both internally, and with the supply chain), the challenges, lessons learned, and resulting business benefits.** The September meeting saw Bouygues UK Head of Procurement and Supply chain talk about their involvement to date. Benefits to date include how the work of the Labour group and People Matter Charter has helped inform the specification and development of the procurement process when tendering for PSL for labour, the value gained from circular economy workshops for the supply chain, and how the work of the Offsite group has fed into the development of their own offsite residential strategy.
- **Social Value** is high on the agenda of construction partners with 2 supplier engagement briefings planned on this topic – one in Sheffield on 25th Sept and one in Manchester on 9th January. Speakers include Recycling Lives, BAM, Sheffield City Council, Balfour Beatty, Marshalls, Whitecroft Lighting and NG Bailey
- **London’s Responsible Procurement Network (33 London boroughs are represented on this group) and the School plan to run an air quality event on 4th November. The event will aim to:**
 - 1) Give London Local Authorities the opportunity to inform supply chain partners of their plans to introduce continuously more stringent procurement, licensing and statutory requirements to minimise air pollution
 - 2) Provide the supply chain with a forum to present existing barriers and constraints to their adherence to these new requirements

- 3) Facilitate the learning of the SME supply chain who have fewer resources to invest the time and finance into improving their approach to mitigating air quality – to make sure that we break down barriers to them bidding for public sector contracts
- 4) Facilitate the learning of everyone present in terms of latest stats on air quality and road danger, latest technologies, the results of pilot projects etc.
- 5) Encourage closer working and collaboration between procurement at each local authority and their air quality and transport counterparts
- 6) Highlight the role of the School in helping organisations to address these issues

The City of London is leading the engagement of the 33 London boroughs, and will be encouraging the leads for air quality, procurement and strategic transportation / planning to attend.

2.2 Homes

The Homes Group's workstream on Collaborating to address Modern Slavery is now up and running.

Originally supported by 7 homebuilders, due to changes at Telford Homes (acquisition by CBRE) the likely merger of Linden Homes / Galliford Try Partnerships, and Kier Living up for sale has meant that just Lovell, Redrow, Taylor Wimpey and Barratts are now in a position to support the programme. Initial response from the supply chain has been poor with very few sub-contractors responding to their customers' request to participate / engage. A call to agree how best to proceed is taking place in September – this will also look at how best to allocate remaining budget set aside for this workstream.

Other key points:

- The leadership group trialled a virtual meeting for Homes partners on skype. Unsurprisingly the meeting was not without its IT challenges. The School team will be looking at lessons learned, and what can be done differently next time. As an industry we need to get better at facilitating virtual meetings so we will persevere and look to run another virtual meeting in early 2020.
- The Homes group continue to work closely with the Home Building Skills Partnership (HBSP) and Home Builders Federation (HBF) to ensure a joined up approach in terms of the offering / message to the supply chain. HBF / HBSP are speaking at all Homes supply chain engagement events, and the School's FIR programme Director is

speaking at the next HBSP EDI working group to look at opportunities for collaborative working.

- Homes partners are keen to hear how other market sector partners are engaging with the School and are keen for Infrastructure and Construction partners to present case studies on their engagement with the School (progress, challenges, opportunities, lessons learned, benefits etc) at future Leadership group meetings
- The leadership group look forward to sharing their feedback /comments on the proposed School 2025 strategy during a webinar taking place on 1st October

2.3 Infrastructure

This years business plan has been slow to engage with challenges around the role of the leadership group and the changes in the platform. However with the new school platform imminent for release the group have been enthusiastic and eager to start understanding how they can collaborate together to engage the supply chain.

At the last leadership group, they heard from National Grid and their plans to update their Sustainability and Sustainable Procurement commitments up until 2025. There is an appetite from the leadership group to hear more from clients and get a better understanding of how they can all work closer.

In addition to this the group has expressed to hear more from groups outside the school on the work they are doing so they can understand how to get better engaged and as a result they have decided to invite the Chief Executive of the new Common Assessment Framework to the meeting to understand the work they are doing in relation to streamlining and improving the PQQ process in the industry.

A new marketing plan will be developed by the group at the meeting in November and the group has decided to develop the business plan remotely as much as possible this year to limit the time taken in the leadership meetings going forward.

A carbon in Infrastructure breakfast briefing is being held in Wales in September and the subjects for the remaining Supplier Days and Breakfast briefings have been agreed up until the end of the business plan, namely:

- 1) Social Value in Infrastructure
- 2) Clients in Infrastructure Breakfast Briefing
- 3) HS2 Supply Chain engagement

Over the last couple of months the school has developed a partnership offering for projects and currently 1 project is in the process of joining the school and 3 other projects are currently in discussion.

Demand for workshops has significantly increased this financial year with the budget potentially being surpassed.

The next leadership meeting is at McGinley's offices in Watford on the 13th November 2019.

2.4 FM

The FM group met on 3rd July with a key focus of further shaping the events and workshops programme for the current year.

Planning and delivery has continued subsequently including the following:

- A joint event with the Scotland School on 22nd August – Skanska, BAM FM and Reconomy all delivered talks to support this successful collaborative event
- Agreement with various partners including Bouygues, Engie, Skanska, and new School partner Recycling Lives to deliver training workshops for them
- In support of the above new workshops have been developed and trialled with Skanska - covering business benefits from carbon reduction in FM, and Bouygues – covering circular economy in FM
- Initial planning for the FM Conference which will take place at Mary Ward House, London on 11th March 2020
- Agreement to run a webinar on Responsible use of plastics. This webinar will run on 19th September. Content from Cabinet Office/Crown Commercial Services has been utilised in the webinar content and this was therefore shared with them in advance. Both parties were highly complimentary regarding the look and content of the presentation (the webinar has been developed in the new School format).

2.5 Offsite

The CITB Offsite Learning Materials project has in the last three months achieved the following:

- We have run initial workshops for several of the modules whereby we have asked experts in their respective fields to give us guidance around “what does the industry need to know to transition to offsite?” These include Design, Cost Control,

Procurement Logistics and Project Management. We have a Site Management workshop planned for September.

- We have developed the Design Module to the point where we now have a Slide Deck and we will be delivering two trial workshops next month to test the material and the format in front of live audiences.
- We have run a follow-up workshop with Cost Consultants for them to review the work we have done so far and we have follow-up workshops imminent with Procurement, Logistics and Project Management experts.

In terms of Press, there was an article about the project in the [Buildoffsite magazine July Edition](#). We have also been invited to speak at the Offsite Construction Show in November.

2.6 Wales

July saw the Schools' biggest event to date which was held in Cardiff and attracted 271 delegates. Focused on the £1 billion Sewscap construction framework, the event drew together the Partners in Wales to deliver a common message to the supply chain in relation to sustainability.

The promotion of social enterprises was an integral part of this event as they are identified by the Wales Leadership Group as key to helping the supply chain to reach their sustainability targets. The Social Enterprises that attended ranged from Y Prentis to Malpas Court with 13 attending in total.

Alongside this the School in Wales has delivered 4 workshops with 63 delegates attending and the current 'Active members' of the School stands at 727 against a target of 800

The 'Carbon in Infrastructure' supplier day will be held on the 24th September with speakers from Skanska, Transport for Wales and Welsh Water. At the time of writing it has 140 delegates booked.

The new e-module for Wales focusing of the 'Welfare of Future Generations Act' is set to be launched in September.

2.7 Scotland

The School continues to work on delivering its agreed 2019/2020 business plan in Scotland

which is focusing on building active membership north of the border and delivering training on 5 main issues of Carbon, Waste, Fairness, Inclusion and Respect, Modern Slavery and Responsible Sourcing.

We have made progress with increasing accessibility across Scotland – by running a Supplier Briefing in Inverness on 26 June, and planning a similar event in Stirling on 30 October. This event will be co-hosted with Robertson, who will discuss their journey to becoming a responsible business and what this means for their supply chain in Scotland.

Our annual Supplier Day took place on 22 August in Edinburgh, with the theme of Carbon Reduction and Management. This event was once again well attended with 51 companies joining our day to hear from large contractors and other stakeholders such as Moltiplex, Skanska, BAM, Flannery, Edinburgh Centre for Carbon Innovation and City of Edinburgh Council. Architype, an award winning architect and leading expert on Passivhaus, also addressed the audience.

Upcoming workshops will run in the autumn on Modern Slavery, FIR and Responsible Sourcing.

The School's Leadership Group continues to attract considerable interest, and guests from Maxwell Bruce and SP Energy Networks (the Distribution Network Operator for Scotland). Having successfully run meetings as a broader discussion to enable collaboration (rather than simply update on progress), we continue this approach in September and have agreed two significant actions. The first is to produce a Learning Pathway for Scotland which provides a useful summary of different levels of resources aimed at the Scottish supply chain. The second is to develop a "Designing Out Waste" workshop with our new Partner, Zero Waste Scotland. This workshop will enable different parts of project teams to work together, using their detailed knowledge to identify practical measures they can take on the ground – at project level - to reduce or eliminate waste. The aim is for this workshop toolkit to be made available to 1st tier contractors in Scotland, for them to use at the outset of major projects in Scotland.

The School was represented recently at a Balfour Beatty Supply Chain Event on 10 September, to promote our learning and resources to Balfour Beatty key suppliers across Scotland.

3. New Knowledge Development

3.1 Plant Category Group

The group have signed off the engine and air quality paper that was produced and have compiled a commitment paper that has been developed to support the work undertaken so far. It has been produced specifically for the Partners of the school and commits signatories to the following:

The signatories to this Commitment – Partners and Members – commit to reducing the air quality and greenhouse emissions and the negative impacts they cause from the construction plant and equipment that we buy, hire, and use. We will do this by adhering to the following commitments. They apply to anyone in the value chain, from client through to subcontractor:

- **Minimum standards in procurement:** we will buy or hire CPE to the minimum standards for AQ and GHG emissions, as laid out in the latest version of accompanying technical paper;
- **Engagement:** we will engage stakeholders up and down the value chain to inspire them to actively participate and contribute in working towards our aim;
- **Awareness raising and education:** we commit to providing our supply chain with the skills, knowledge and confidence they need to achieve our aims;
- **Measurement and reporting:** we will measure progress in reducing our emissions and report them to relevant stakeholders
- **Innovation:** we will investigate, trial and implement new technologies that will help us on the route to zero emissions onsite.

Over the next couple of months the group will be reviewing the resources in the School in order to help Partners embed these commitments within their supply chain as well as continuing to raise awareness in relation to the work the group is doing.

3.2 Labour Category Group

In August the Labour group ran a successful stakeholder engagement session designed to review the People Matters charter and work through how it can be implemented. As a result the commitments were amended slightly and reduced to eight:

- **Intent** - Evidence the implementation of Equality & Diversity / Fairness, Inclusion & Respect (EDI / FIR) objectives and practices that go beyond the Equality Act 2010 in order to deliver increased employee satisfaction and an improvement in workplace behaviour.
- **Intent** - Evidence an employment, skills and training strategy with a monitored implementation plan.
- **Intent** - Evidence the implementation of mental and social wellbeing objectives and practices designed to support a healthy, resilient and independent workforce culture.
- **Intent** - Evidence a plan towards paying the real living wage as defined by the living wage foundation
- **Intent** - Evidence materials supply chain due diligence processes that ensures that basic human rights are being protected.
- **Commitment** - Evidence that the organisation is complying with the legal requirement to ensure that all the permanent or temporary labour in your organisation have the right to work in this country
- **Commitment** - Evidence processes are in operation and monitored to ensure that the organisation has the capacity & resilience to identify and report issues of labour exploitation
- **Commitment** - Demonstrate that all payment mechanisms in place for employment comply with HMRC Legislation in relation to Tax, NI and pension contributions. As well as legal compliance, evidence that employees directly employed or through our supply chain have access to all benefits such as sick, holiday and paternity pay and they are made aware of their entitlements.

The group met again In September and started to scope out the following resources to support the charters implementation over the next 12 months:

- ✓ Launch event on the 15th January
- ✓ E-learning module to help the supply chain understand the nature of the charter and how to implement it
- ✓ The web and assessment resources that need to be developed in order to support the charters implementation.

As of 16th September there are already four Partners and one School member committed to signing the charter with a number of others currently close to committing.

3.3 Waste Category Group

The Waste Category Group was convened in March 2019 with 40 Partners in attendance. Three main areas of interest were agreed by those attending:

- Priority materials and mapping waste and resource efficiency initiatives
- Procurement & supply chain engagement
- Measurement & Reporting
- In the first of these three streams we have agreed several actions and developed several documents:
 - Mapped existing waste and resource efficiency (WRE) initiatives above and beyond what UKGBC have pulled together to guide Partners and members what they can be involved in
 - We are undertaking an internal review of school resources on WRE. We have also surveyed school members on what they'd like and find useful in terms of school resources
 - Engaged design community and others to participate in designing out waste for greater circular economy outcomes
 - Engaged BRE about valuing waste and materials
 - Developed a paper on material exchange portals (MEPs), what they are and offer

3.4 Special Interest Groups:

Carbon

The first meeting of the Carbon Special Interest Group (SIG) was held on 23rd July at Canary Wharf Group offices in London. This meeting was used to discuss and set the context and direction for SIG.

The Aim of the Group was discussed and has been summarised as: to drive a reduction in carbon emissions from the built environment value chain through the products, works and services procured. This will be achieved by understanding the scale of the issue and where the priorities lie through the capture and analysis of data. It will be facilitated through the

education and upskilling of the supply chain by the use of learning materials in the School to enable a common understanding across client, designer, main contractor, and supplier communities.

There was general agreement to have two subgroups or workstreams, namely:

- **Subgroup 1 for supplier-based corporate emissions.** Collecting scope 1 and 2 data from suppliers, to start this as soon as possible, and then bring in scope 3 for the most carbon intensive materials. There was strong agreement to do this; a poll of the attendees gave an ~80% majority in favour of this; and
- **Subgroup 2 for project-based supply emissions.** Collecting carbon data on the works and materials associated with specific, exemplar client projects. There was likewise strong agreement to take this approach as well and start developing the approach for this as soon as possible.

Engagement and Education. To get supplier/contractor engagement on the reasons and benefits of measuring and reducing carbon, we need to make the business case clear on why they should actively report carbon emissions: cost savings, efficiencies and productivity (lean), reputation, development and opportunities. Ensure it is an inclusive, cross-sector message, but sophisticated for different audiences (finance, procurement, QS, sustainability, site project director...). The School to redefine its existing climate / carbon learning into a 'Climate Action Hub' with a dedicated page on the School site, to signpost resources, common and consistent messaging and language. It should provide a syllabus for suppliers to learn from that includes online learning, face-to-face training, case studies, social media, as well as Partner videos extolling the message.

Wellbeing:

The Wellbeing SIG launched on 24th July at Marshalls Design Space, Clerkenwell, and was attended by approximately 20 School Partners.

The SIG's objectives are to:

- demonstrate the business case for investing in wellbeing in the built environment; communicate the key trends driving occupier and user wellbeing and the implications for the built environment value chain
- research and gather evidence of the impacts of wellbeing investments on downstream occupiers and users of the built environment (e.g. productivity)

- develop School materials that reflect best practice on wellbeing in the built environment

Andrew Day (Telford Homes) will represent the School Partners as Chair of the SIG. The SIG will meet again during the Autumn and agree the outputs with an estimated delivery of late-Q4.

3.5 Horizon Group

The Horizon Group has continued to support the three masters level projects that are underway. However the focus of activity this quarter has been engaging with key School Partners and Sector groups to determine how the Horizon group should evolve to deliver on the School Boards suggestion to create an “Upper School”. The intent of the “Upper School” is to drive the leadership agenda and to consolidate the various leading initiatives we currently undertake or plan to undertake moving forward i.e. SIGs, category groups, Horizon.

Feedback to date indicates that Partners are happy with the format of the current Sector groups who deliver perceived value in sharing and learning among themselves and deciding how to disseminate current knowledge to members. Therefore we have multiple requirements considering both Board and Sector group requirements and now need to develop a whole School solution to satisfy both partners who want to follow and those who want to lead the industry (not just lead in sustainability).

Consequently the New Horizon concept has emerged with two areas of focus:

1. Strategic advisory group

An invited group that meets twice a year in a facilitated session to consider the long term issues the School needs to tackle.

This would comprise senior representation from partners, leading academics and other invited guests (not necessarily School partners).

Their role is to advise the Board who ultimately represent partners interests.

2. Academic engagement

Identifying and working with leading academics to find ways to use the opportunity presented by the School to engage industry and to use academic findings to support new learning.

This may not be a “group” but a more informal network.

This thinking is not yet finalised and further engagement is underway within and beyond the Horizon Group who met to consider the proposal on 16th September.

4. New Partners

The School welcomes new Partner this quarter, CBRE and McLaren Construction.

Unfortunately, this quarter has seen Colas not renew their Partnership with the School.

5. PR, Marketing & Communications

External Trade Shows

Our long-standing partnership with **UK Construction Week** (October) will send two consultants to speak in the CPD hub, who will highlight the benefits of the School. The topics will be on carbon and wellbeing. It was decided that the School will not have a stand presence at the event, as it does not bring the equivalent value to the cost involved.

Offsite Construction Show is taking place in November. We confirming our presence at this event, but should have a stand and speaking opportunity.

Once again, we have been offered partnership and sponsorship with **London Build** in November this year. We are finalising some speakers on topic specific areas, and will be inviting some Partners to join panel discussions in the sustainability summit. Shaun McCarthy will be chairing the first day of the conference. We have also been offered some time in the networking hub, and we are in discussion about potentially launching our website in the public market at this hub. This is yet to be decided.

The School will be promoting the **Social Mobility Awards** (October) as part of a partnership. We have promoted this to members to enter.

The **Responsible & Ethical Leadership for Global Construction Supply Chains Conference** (September), we will have a speaker (Helen Carter) and have offered the School membership free tickets, funded by the School as part of a long-standing partnership.

Press coverage

The School has received press mentions in industry related publications/websites. See the table below. Our press mentions mainly were as a result of targeted release of our impact survey results.

Publication	Title	Date	URL
i-FM	School Reports supply chain sustainability doing well	18-Jun-19	https://int-fpi.com/news/school-reports-supply-chain-sustainability-school-doing-well
IEMA Transform	Construction sector reports growing awareness of modern slavery	18-Jun-19	https://transform.iema.net/article/construction-sector-reports-growing-awareness-modern-slavery
FM Industry	FM Sector leads in combatting modern slavery	20-Jun-19	http://www.fmindustry.com/en/2019/news/47388/FM-Sector-Leads-in-Combatting-Modern-Slavery-modern-slavery-impact-survey-facilities-management-industry-2019-supply-chain-sustainability-school-Industry--Regulatory-News-Facilities-Management-Transport--Logistics-EMEA-Service-Provider-News.htm
Facilitate Magazine	Slavery, inclusion and community are 2019's top 3 supply chain issues	26-Jun-19	http://www.facilitatemagazine.com/news/slavery-inclusion-and-community-are-2019s-top-3-supply-chain-issues/
Buildoffsite magazine	Learning Materials for Offsite - An update from the Supply Chain Sustainability School	15-Jul-19	https://issuu.com/buildoffsite3/docs/july-e-magazine?fr=sNDVIZTcwODk1

Housebuilder magazine	Supply Chain Sustainability School reveals Impact Survey results	30-Jul-19	https://www.housebuilder.co.uk/news/supply-chain-sustainability-school-reveals-impact-survey-results/
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Content and email marketing

The marketing team, along with sector lead leads have been busy continuing the content marketing plan for this year, in order to increase School activity with current members, beyond face-to-face event attendance.

Themes have been working well, and the marketing team have been coming up with creative ways to market our resources, resulting in more engagement from our members, despite current barriers to entry. Our unsubscribe rate for emails is very low at about 1% which is to be expected with a list of our size.

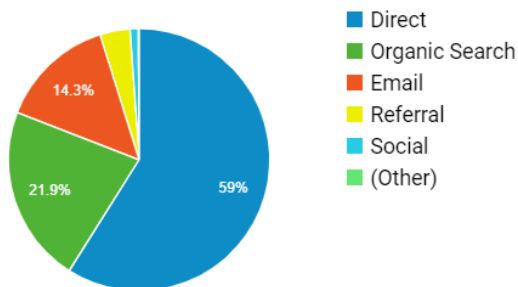
Results for June/July are below:

	Jun/Jul Average	May Average	School list average	Industry average (target)	Comment and actions
Open rate	15.28% (+1.16%)	14.12%	13.2%	16.5%	<i>Subject lines improving for opens, team trying different engagement lines. Click throughs have dropped Actions: Adjust content that is engaging and easy to click, with clear CTAs.</i>
CTR	1.11% (-0.44%)	1.55%	0.6%	1.6%	
	Jun/Jul FY19	Apr/May FY19	FY18	Target FY19	
Resource views	9,175 (+5,534)	3,641	7,595	30,000	<i>Ahead of monthly targets</i>
e-learning downloads	2,899 (+1,763)	1,136	2,175	4,000	

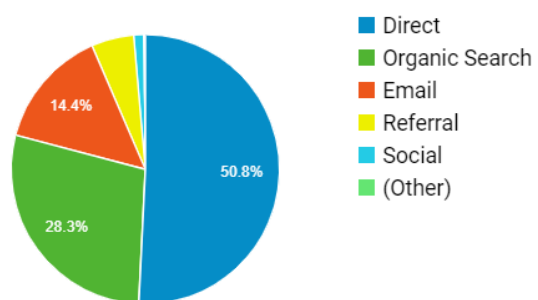
Website referrals

Our website referrals (where traffic comes from) is quite evenly spread across the board, we are looking at ways to improve traffic from emails, referrals (from external or Partner sites) and social media. Results below indicate an upward trend, thanks to the work of the marketing team in pushing out the content plan.

May 2019



June/July 2019



All of our top resources in June and July were used in our email marketing campaigns, showing the success of the non-event-based activity.

Success of our major SEWSCAP event in Wales in July is evidenced from the high referral traffic from the Business Wales website.

Email Service providers

Due to the changing nature of the current email provider software, and then need to have a system that collaborates well with our new School website, we are looking at email service provider alternatives to Mailchimp.

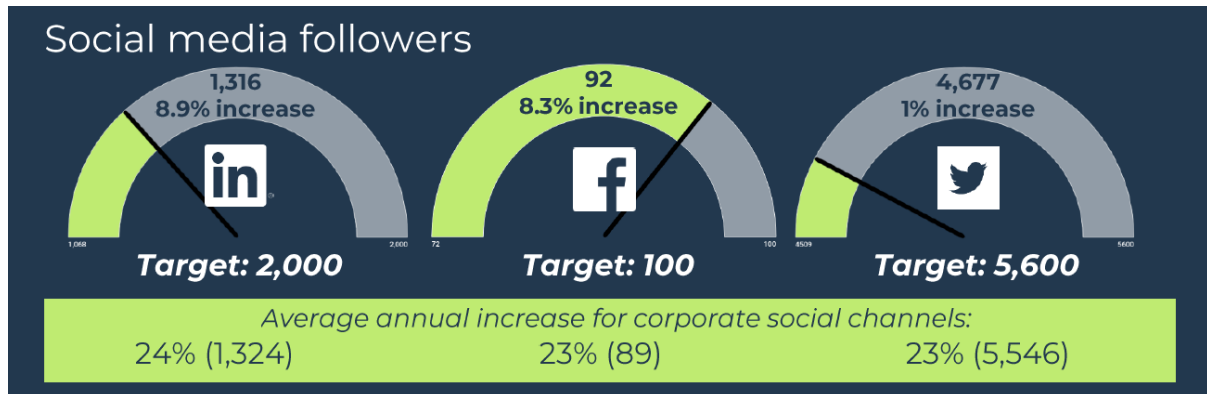
It has been decided to postpone the move to a new provider until the new school website is launched, as ensuring all functionality of the website must take priority.

We will reconvene the search later in the year.

However, we have set up a transactional email service (Mandrill) to streamline the communications coming directly from online-based activity. This will kick in when the new School launches.

Social media

The marketing team has put some more effort into social media marketing and postings over the last few months. This is evidenced by the increased figures from our followings as seen below.



We are on track to meet our annual targets. We will be running a training session this quarter on effective and engaging social media content which will hopefully boost figures and engagement rates even further.

It is worth noting that at this time, the School does not put any monetary funding into our social media presence, meaning all growth is organic from our own promotions. In the changing social media world, organic growth is becoming extremely difficult, so our growth despite this is promising.

We continue to ask all our Partners to share our content or mention us on social media as often as possible to enhance our efforts.

The next step will involve gathering a network of PR and communications contacts from our Partner organisations as well as industry bodies, to join up our efforts in external promotions. This is one of our strategic goals over the next year.

Brand

Our biggest change to date, is the new School branding that is being rolled out across all our materials, events and will be reflected in our new website.

We have worked with an external designer to produce a suite of materials that match our new style. We have developed a comprehensive brand guideline, a first for the School which incorporates all guidelines for using our brand, to reflect the School's current maturity level. Internal training has taken place and the brand guide will soon be circulated to our Partners.

End.

