

SUPPLY CHAIN SUSTAINABILITY



Oct - Dec 2023

Supply Chain Sustainability School

Progress report

1. Summary by numbers

1.1 Progress against KPI's

There are currently 5,871 organisations and 31,364 individuals who have become active since 1st April 2023. This is an 92% increase for active individuals and 26% increase on active companies compared to last FY. A key point to note here is that as of the end of the last financial year, the School is now including the active individuals gained from Partner organisations using the School eLearning on their own Learning Management Systems. Thought this data is not recorded on the School LMS, it is still learning as a result of the School. The figures above include that learning.

Planned activities remain on track to meet end of year targets. Illustration 1 below shows key highlights for the financial year to date and Illustration 2 outlines performance against the KPI's:

Illustration 1:

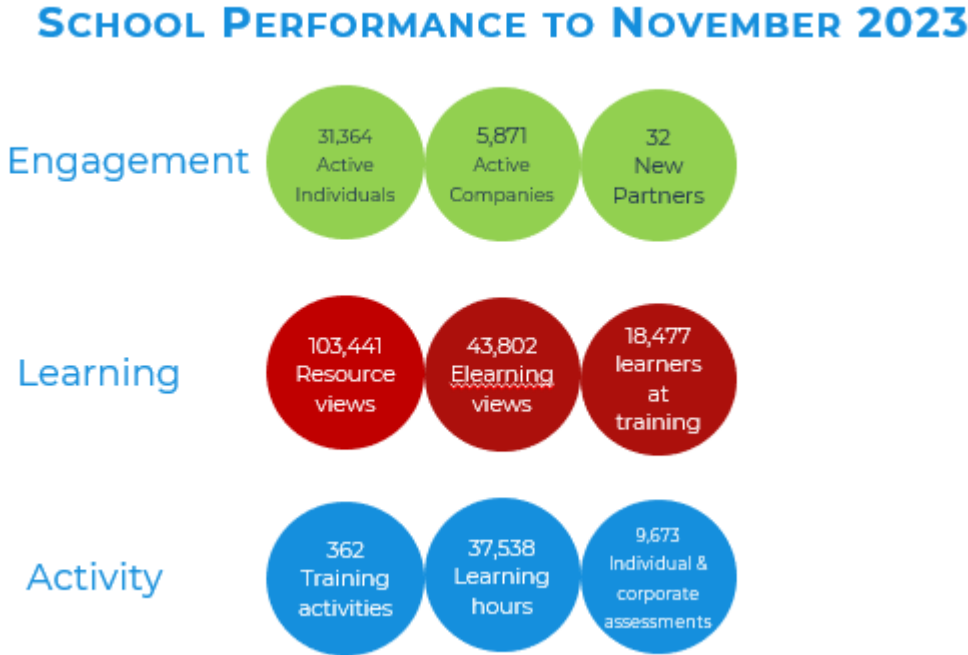


Illustration2:

KPI	End of FY March 2023	Dec 2023	% increase from end of last FY	Target 2023
No. of Partners	188	219	16%	236
No. of priority supplier lists (quarterly update)	90	109	--	125
Av. change in assessment score (corporate)	13%	14%	1%	5%
Av. change in assessment score (individual)	11%	12%	1%	5%
<u>12 month</u> Active Companies	5,503	6,587	19.6%	7,500
<u>12 month</u> Active Individuals	20,767	27,983	34.7%	35,000
Active Companies since April	5,503	5,871	--	7,500
Active individuals since April	20,767	24,412	--	35,000
Active individuals recorded on Partner internal LMS (quarterly report)	3,393	6,952	--	5,000 <small>(inc. in above active individuals figure)</small>

Table 1 below shows a summary of planned activity and progression for each sector:

Group	Active Co. (actual/ target)	Active Ind	Workshop	L&L	Virtual Conf	Learners at Training	Elearning downloads	Learning Pathway	Assess (Corp/ Ind)	Re-ass (Corp/Ind)	Bronze, Silver, Gold	Ambassador
Const.	3,706/5,050	11,832/17,750	--	--	--	--	--	--	--	--	--	--
Homes	1,302/3,000	3,244/8,000	--	8	2	--	--	150	--	--	--	--
FM	870/1,260	2,514/4,900	--	--	--	--	5,151/2,900	400	--	--	169/260	--
Infra	1,497/2,250	6,124/9,750	--	8	4	600	--	--	--	--	--	--
Offsite	1,256/1,500	2,589/3,750	12	12	4	1,250	474/3,000	--	51/303 100/400	Inc. in assessment	--	--
Lean	1,022/1,300	2,516/3,000	8	8	2	1,000	--	--	35/434 80/600	Inc. in assessment	--	--
Digital	1,092/800	6,664/2,000	8	10	2	2,120	--	--	46/848 100/1,000	Inc. in assessment	166/250	--
Proc	--	--	--	--	--	--	--	--	--	--	--	--
Retrofit	117/350	664	6	6	2	400	350	--	5/117 50/100	Inc. in assessment	--	--
Wales	611/720	1,526/2,000	4	4	2	450	--	--	245/513 250/1,300	Inc. in assessment	142/250	--
Scot	837/750	2,260/1,700	6	8	6	--	--	--	354/727 200/400	Inc. in assessment	226/300	--
FIR	1,958/458	--	52	8	3	--	--	--	--	--	--	943
Overall	5,871/7,500	31,364/35,000	186/264	159/199	13/23	16,273/25,895	43,802/50,270	--	844/6,711 1,800/9,570	846/1,272 1,470/2000	955/990	--

*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.

Key:	On target	Concern	Focus required	No target
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Please note: In the new system Wales & Scotland are viewed as regions. There are two ways to look at the reporting for these regions:

- Looking at the number of companies with a Welsh or Scottish postcode.
- Those who have an interest in these regions but are not actually located there.

The figures above illustrate figures from the second bullet point. In addition, as there has been a joined-up approach towards the face-to-face training activities, there are several activities which are not 'sector specific' so the figures above will not necessarily add up to the total.

1.2 Online Face to face training activities

Progress against the ambition to reach 500 learners attending virtual conferences is gaining momentum and by the end of Q3 there has been 4,446 learners attending 13 virtual conferences. Last year the full year figure was 3,541 learners attending 31 virtual conferences. This is a huge uplift and the School team are pleased with results to date. There is more work to be done however to gain the ambition to get to 500 attendees at each virtual conference.

Table 2. Training activities taken place to date.

Type	No. of sessions	No. of learners	No. of learning hours
Virtual Conference	13	4,446	8,892
School summit	1	367	2,936
FIR Conference	3	482	3,856
Meet the Buyers	1	248	1,984
Half day in person	--	--	--
Workshops	186	4,284	10,710
Lunch & Learns	159	9,160	9,160
Total	362	18,477	37,538

The number of learner hours is calculated as follows:

- Virtual Conference = 2 hours x no. of learners
- Workshops = 2.5 hours x no. of learners
- Lunch & Learns = 1 hour x no. of learners
- School Summit/ FIR Conf = 8 hours

1.3 Engagement in the School

The table below illustrates the continued success to engage members to access resources (which have seen huge increases year on year) which also impacts the number of active companies and individuals.

Table 3 Comparison of Active organisations, individuals and engagement over 12 months and since April:

	2023	2022	2021	2020	2019	2018	2017
Active Organisations* (over a period of 12 months)	6,587	5,261	4,220	3,208	3,188	2,567	2,630
Active Individuals* (over a period of 12 months)	27,983	18,823	16,802	6,772	5,948	4,239	4,368
Active Organisations (1 st April – 31 st Dec)	5,871	4,649	1,586	1,695	1,204	1,237	601
Active Individuals (1 st April – 31 st Dec)	22,491	16,323	5,240	--	--	--	--
Resources & eLearning accessed (1 st April – 31 st Dec)	147,243	95,697	20,933	9,926	4,183	3,320	2,082

* Figures from 2017 – 2022 were final figures recorded at the end of the FY to represent a full 12 months. e.g., 2022 represents data from April 2022 – March 2023. Figures for 2023 represent the current 12 months period.

Table 4 focuses on the month-by-month engagement from individuals.

Table 4. Engagement tracker

Month	Resource views (not e-learning) 22/23	E-learning views 22/23	Face to face training 22/23	Resource views (not e-learning) 23/24	E-learning views 23/24	Face to face training 23/24
April	6,461	3,171	1,330	8,042	3,495	640
May	7,498	4,238	1,642	8,663	3,586	1,199
June	5,424	3,372	1,793	10,720	4,008	1,762
July	6,815	3,750	1,390	12,170	4,112	1,905
August	7,052	3,996	935	11,908	4,186	1,520
September	6,922	3,522	1,746	12,600	4,579	2,075
October	7,504	4,177	1,196	15,083	5,370	2,439

Month	Resource views (not e-learning) 22/23	E-learning views 22/23	Face to face training 22/23	Resource views (not e-learning) 23/24	E-learning views 23/24	Face to face training 23/24
November	7,248	4,565	2,065	14,478	6,013	3,328
December	6,050	3,005	1,173	8,873	3,871	2,204
January	6,910	3,693	1,363			
February	6,838	3,608	1,698			
March	8,809	16,124 <small>NB: inc Partner LMS figures</small>	2,167			

It is also interesting to analyse which type of resources are being used by the members. The table below illustrates this. Elearning and videos remain the top viewed resource type.

Table 5. Analysis of popularity of resource type

Unique Resource Views	October	November	December
All Resources	11,311	12,574	7,885
Case Study	137	173	84
Document / Presentation	1,715	1,904	1,335
E-learning Module	3,912	4,440	2,927
Tool	165	175	93
Video	3,833	4,011	2,377
Web link	1,549	1,871	1,069

The top five resources each month are listed in the table below. This is likely to be driven by the communications that go out to members encouraging them to use specific resources based on the theme for that month.

Table 6. Top 5 resources each month

Top 5 Resources	October	November	December
#1	Introduction to Climate Change and Carbon	Introduction to Climate Change and Carbon	The ultimate guide to measuring carbon in supply chains
	305 views	155 views	236 views
#2	Modern Slavery	Ipieca Introduction to Labour Rights	Modern Slavery
	204 views	145 views	110 views
#3	Introduction to Project 13	Ipieca Initial Assessment	Modern Slavery - Sustainability Short
	172 views	143 views	90 views
#4	Modern Slavery - Sustainability Short	Modern Slavery	Ipieca Introduction to Labour Rights
	145 views	139 views	87 views
#5	Introduction to Social Value	Modern Slavery - Sustainability Short	The Modern Slavery Act
	143 views	131 views	87 views

1.4 Quality ratings of events

All events that are run are measured against three KPI’s: quality; impact (change) and relevancy. These are based on good or excellent responses. The below table illustrate results for the training run to date.

The internal team continue to meet regularly to discuss feedback received from those who attend the training to ensure that the offering is continually improved. The statistics this quarter have dropped by 1% on relevancy and quality. The team will be looking into this to understand if it was specific sessions or type of training activity which may have contributed to this drop in statistics. It may seem like a small drop, but it is important that it is investigated to ensure it does not continue and also the School strives to improve these scores ultimately.

Table 7. Table showing KPI ratings for Change, Relevancy and Quality

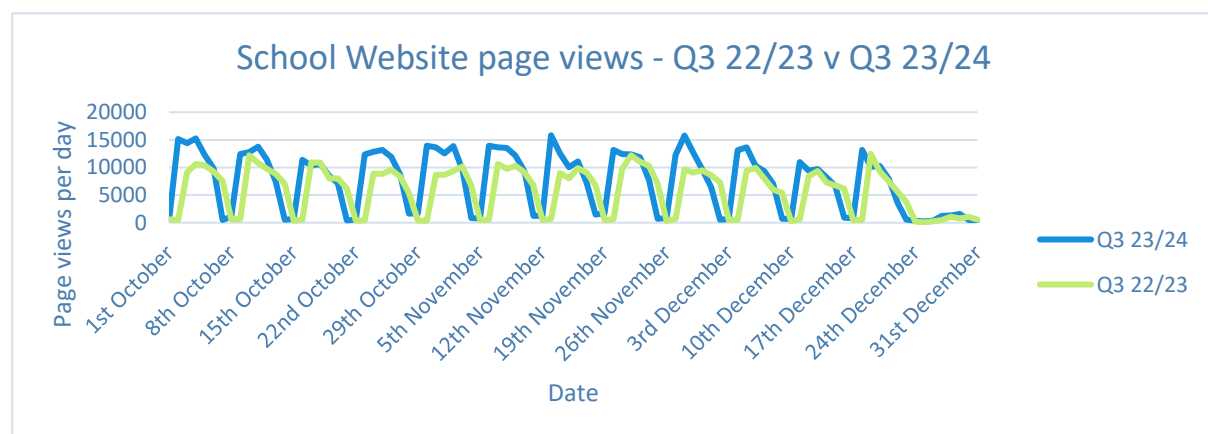
Year	Target and measure	Rating	Change +/-
April - Dec 2023	95% of employers will rate the training quality as good or excellent	93%	-2%
	90% of employers will rate the training received as relevant to their needs	88%	-1%
	75% of employers agree training will change the way they do business	84%	-1%
FY 2022/23	95% of employers will rate the training quality as good or excellent	95%	
	90% of employers will rate the training received as relevant to their needs	89%	
	75% of employers agree training will change the way they do business	85%	

2. PR, Marketing & Communications

Marketing Update – Q3 2023

Website

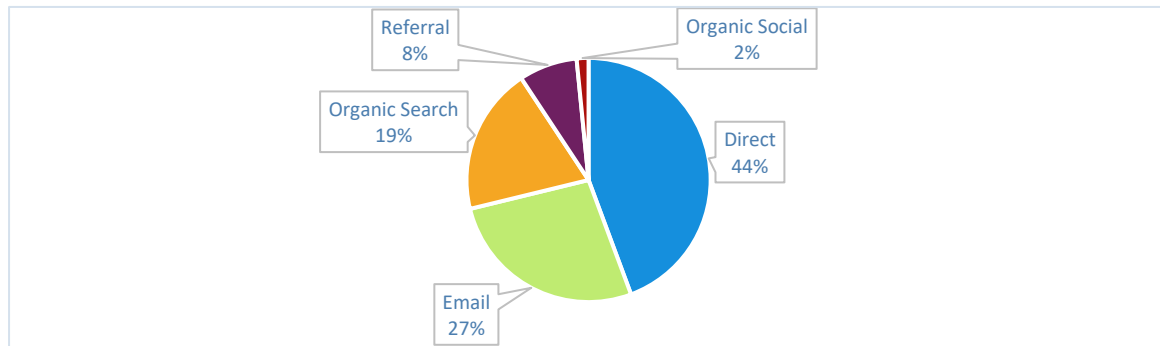
Between October – December 2023, the School website received 74,764 visitors (62.6% YoY) and 700,333 page views (29.7% YoY).



The School continues to receive international visitors, specifically users from USA (13.5%), Netherlands (3.3%), and Finland (2.9%).

Users are visiting the site via a range of marketing channels, 'direct' has decreased as a percentage of the total, but remains the most effective channel,

with 44% of visitors knowing the website and have likely bookmarked the browser. Email marketing has solidified its position as the second most effective channel, with 27% of visitors respectively engaging with email content and clicking through to learn on the School. Meanwhile, 19% of visitors find the School from searching on engines such as Google and 8% through referrals.



Microsites are also being utilised to further increase engagement and conversion across a range of areas in marketing, including virtual conferences, training guides and more. They enable the team to package a programme of training for members and effectively promote them as a series.

- Top performing microsites:
 - COP28 Training Guide – 2,500 page views
 - Retrofit Programme Topic Page– 1,993 page views
 - Virtual Conference Programme – 1,692 page views
 - Diversity Data Benchmarking Conference 2023 – 1,463 page views
 - Climate Mitigation & Adaptation Virtual Conference – 1,281 page views

Media coverage

The School featured in @ 23 press mentions in Q3, including:

- Articles authored by the Supply Chain Sustainability School team, including Mark Turner (Sector Manager/Consultant for FM and Waste), Cathryn Greville (Head of Fairness, Inclusion and Respect), and Imogen Player (Senior Consultant)
- Press around the School's 'Packaging Optimisation in the Housebuilding Sector' report
- Press around NatWest's partnership with the School
- The School was also featured in articles about School Partners, new gold members, and Plant Charter signatories.

Marketing Automation

There are multiple marketing automation campaigns live focused on different objectives:

1. Topics Journey: retargeting 585 members in Q3 who visited a particular topic page on the School CMS. Content is dynamic and targeted based on user's activity to engage them with continuous learning. The conversion rate in Q3 improved from Q2, increasing to 37.2%, up from 35%.
2. Partner Acquisition journey: focused on acquiring new Partners by utilising partnerships and School data of contacts who aren't from a Partner company currently. Across 1,336 contacts, 2% (31) have been converted into a meeting with the School's Business Development team.
3. Inactive School users campaign: to re-engage both members and priority suppliers to become active on the School again:
 - a. 6,490 inactive registered members have been marketed to through seven different email campaigns, with 475 become active again with a 7.3% conversion rate.
 - b. 2,743 inactive priority suppliers have been marketed to through seven different email campaigns, with 230 becoming active again with an 8.4% conversion rate.

Content and Email Marketing

- Monthly Newsletter: distributed to engaged School Members (~42k) on the first Wednesday of every month and is focussed on promoting the free resources available on the School; average open rate of 25.4%, average click rate of 19.3%.
- TrainingAlert: weekly email to engaged School Members promoting upcoming training sessions, average open rate of 22.6%, average click rate of 10%.
- Members to Bronze/Silver/Gold membership: quarterly email distributed to School members according to their membership level, encouraging them to advance to the next level; average open rate of 17.7%, average click rate of 13.1%
- Assessments email: dynamic email based on users' chosen topics, distributed quarterly to engaged School Members to encourage them to take individual (re)assessments; open rate of 26.7%, click rate of 12.8%. This led to a 11.6% increase in assessments and a 29.4% increase in reassessments 2 weeks post-email.

- FIRry Friday: bi-weekly FIR email sent to FIR Ambassadors (~900); average open rate of 19.2%, average click rate of 24.2%.

Social Media

LinkedIn continues to be the best channel for attracting followers and high engagement, nearing the 10k followers milestone.

Platform	# Followers	# Posts	Engagement	What's going well?
Twitter	5.5k	93	58	Number of followers has roughly stayed the same, dip in posts and engagement.
LinkedIn	9.8k	86	1.4k	Significant increase in followers, dip in posts and engagements.
Facebook	240	30	18	Increase in followers, dip in posts and engagements.

The most popular social media posts & campaigns from Q3 include:

- Anti-Slavery Day campaign, featuring the Modern Slavery Leadership Group – received 6.9k impressions on LinkedIn
- COP28 campaign, including the launch of the School's COP28 Training Guide – shared 33 times on LinkedIn
- Plant Commitment Charter campaign to get new signatories – received 3.3k impressions on LinkedIn

2. Leadership Groups Progress

The following section gives a summary of what each group are currently focusing on.

2.1 Construction

- The Partners were surveyed to determine direction to take next year. As a result of this, a monthly Construction newsletter will be circulated to Partners from April 2024, providing:
 - Insight into what other groups are working on to explore collaboration opportunities
 - Information on upcoming legislation/regulation and signposting to more details
 - Links to Case studies, new resources
 - Snapshot of training calendar

2.2 Homes

- Ran a Homes specific virtual conference **Greening the Supply Chain – the Homebuilders' View** on 11 October, supported by nine major UK

homebuilder Partners with a common message, designed to build the supply chain's knowledge of the sector's drive to net zero. There were 700 registrations and 348 attendees, with 84% attendees saying they were likely or very likely to implement the training given.

- Exploring developing content on EPD's; why they are important, how to get one and how to interpret one. Creating content for a Virtual Conference, alongside series of webinars, coinciding with launch of a new refreshed e-learning module on the topic. Collaborating with the Future Homes Hub to incorporate their work on EPD's into this programme, taking place between February-April 2024.

2.3 Infrastructure

- In the most recent meeting, the group engaged around the School's work on solar panels and HVO. They also saw a presentation on the new Nature Recovery Group with a call to action to get more infrastructure Partners involved.
- The group is considering some work on traffic management and the carbon impact of inefficient practices around the UK.

2.4 FM

- FM has played a leading role in bringing forward two essential areas for work for the School; development of the School's first ever resources and an event addressing energy efficiency and framing a desired work programme for the School's Nature Recovery Group.
- The group have been considering the priority areas for 24/25 and business planning. Priority areas identified were;
 - **Net Zero and energy efficiency**
 - **Waste, resource efficiency and circular economy**
 - **Nature recovery / biodiversity**
 - **Improving skills and encouraging careers in FM**
- The World Green Business Council have been approached to provide a keynote presentation based on the implications for FM of their publication Social Impact across the Built Environment: Prioritising people throughout the building life cycle ([click here for the report](#)) at the upcoming FM virtual conference on 19th March 2024. Other areas that will be addressed are likely to include;
 - **skills and recruitment** – *how does FM compete to secure the talent it needs to meet future challenges?*
 - **the digital future** – *how does FM capitalise on the challenges and opportunities presented by big data?*
 - **Nature recovery** – *enhancing the role of the existing built environment.*

2.5 Wales

- The School had representation at the Kier Supplier Day in Cardiff and Dave Emery, Wales Sector Lead, spoke alongside Sue Hurrell of Welsh Government to outline the School's plans to create guidance for the new Social Value and Public Procurement (Wales) Act.
- Dave Emery also attended a Welsh Government Workshop entitled 'Residential Decarbonisation Strategic Route Map Workshop'.
- The group has established links with, and contributes to, Zero Playbook workshops.
- The last leadership group meeting received presentation from Welsh Government on their wish to collaborate with the group around the Social Value and Public Procurement (Wales) Act.
- Eoin Bailley from Celsa UK is group Vice-Chair and Wyn Prichard retains his role as Chair (as his retirement plans seem not have developed!).

2.6 Scotland

- The School continues to show impressive growth in Scotland, with 643 Member Companies (1,850 active individual learners) including 90 at Gold Level. The target for 23/24 was to reach 750 members companies – if achieved this will represent 50% growth, year on year.
- Webinars and workshops over the last few months have included sessions on Nature Based Solutions and a market update from SGN on their H100Fife project, which will use 100% Green Hydrogen as a domestic fuel.
- A session has also been held to promote new guidance on the Environmental Clerk of Works role in project management and delivery. This was presented by the Association of Environmental Clerk of Works (AECoW).
- Since September 2023 the School has supported a number of different Partner Supply Chain Engagement activity, working closely with Scottish Water, Balfour Beatty, SSE and BE-ST to promote sustainability learning and upskilling to materials suppliers, manufacturers and sub-contractors.
- The School is represented on Scotland's "Construction Accord" which is now coordinating public and private sector collaboration at a national level to transform the built environment north of the border.
- The School is represented on Scotland's "Construction Accord" which is now coordinating public and private sector collaboration on transforming the built environment north of the border.

2.7 FIR

In Q3 2023, the FIR Group:

- Held its first conference focusing on the experiences of Black and Ethnic minority candidates and workers in the sector, with 216 engaged attendees benefitting from the insights from the 2022 Diversity Data Benchmarking Report, 2023 FIR Culture Impact Survey, external research reports, and presentations and panel discussions featuring specialists, those with lived

experience, industry leaders and change makers committed to driving actionable change.

- With the Diversity Tool team, planned, prepared and held the annual Diversity Data Benchmarking Conference to reveal the results of the 2023 Diversity Survey, shifting from the previous virtual conference format to a live in-person event in Birmingham. The Diversity Survey continues to grow with over half a million workers from 537 organisations represented in the 2023 data and awareness increasing about the insights gained from the data and the opportunity to participate in the survey for free.
- Developed and utilised new FIR collateral including FIR promotional materials and a summary of EDI issues in the built environment sector to increase engagement and understanding of the need for and importance of fairness, inclusion and respect.
- Participated on panel discussions with various audiences and developed and delivered bespoke presentations utilising the EDI expertise of the Head of Fairness, Inclusion & Respect, with topics covering the business benefits of diversity and inclusion, the importance of FIR to Commercial and Procurement, the talent and skills challenge, and leadership in FIR/EDI.
- Enhanced outreach activities through leadership roles on industry groups such as the Construction Leadership Council (CLC) and City of London's Skills for a Sustainable Skyline Taskforce; engagement with industry associations and underrepresented groups; and formally signing up the first FIR Industry Collaboration partner to co-promote fairness, inclusion and respect across the sector.

2.8 Digital

During Q3, the group reviewed the Terms of Reference in September. Ideas include:

- Create a hub for disseminating good practice and to help the School become a thought leader in the digital space.
- Look at Digital Maturity Assessment.
- Look at Digital Leadership Competency Framework.
- Find a way to celebrate the success of the Digital Leadership Course.

The terms of reference will be rewritten and approved by the group once it has been decided which ideas will form part of the Terms of Reference and which are part of the business planning process.

2.9 Procurement

The procurement group has highlighted four workstreams:

- De-carbonising the supply chain. This work ties in with the work of the Climate Action Group. At the next meeting the group will consider how to engage the procurement profession in this work and if the group needs to fill any gaps.

- **Supply chain mapping and due diligence.** This ties in with the Modern Slavery Group, who will present at the next meeting and enable to group to identify gaps.
- **Collaborative procurement techniques.** Although the group prioritised this topic, we have had no volunteers to join the sub-group. If there continues to be a low response, we will put this work on hold for now.
- **SME procurement.** This workstream breaks down into two key areas:
 - Procurement **by** SMEs. Helping small businesses to build the procurement skills they need to deliver greater value.
 - Procurement **of** SMEs. Helping larger businesses to have more “SME friendly” processes through consulting with our SME members.

2.10 Plant Category Group

- Developed and launched beginner level learning pathway **Carbon and Air Quality within Plant and Equipment**. There have been 88 assignments and 8 completions to date.
- Developed a [plant hierarchy graphic](#) to provide an overview of the steps to be taken to reduce emissions and the ease and beneficial impact of doing so.
- Developed a graphic to demonstrate the different [roles and sustainability responsibilities within the plant and equipment sector](#).
- Engaged with original equipment manufacturers (OEMs) to gain insights to inform an update to the minimum standards.

2.11 Modern Slavery Group

- The School's modern slavery group has expanded to 83 partners and gained external recognition. Following joint communications on modern slavery day, the group was approached by CCLA Investment Management and Dame Sara Thornton, the UK's first anti-slavery commissioner. A joint event, a roundtable for investors in the construction sector, is planned for Q4 or Q1, offering an excellent opportunity to elevate the School's profile, attract more active members, and promote awareness of the business case for addressing modern slavery.
- Working group have met to further develop the common heatmap approach for identifying modern slavery and labour exploitation risks – School team now developing the guidance.
- All resources targeted at operational site level have now been identified – work now focusing on updating the existing operational toolkit with the new resources, and adding in the section on grievance and remediation, case studies and the business case.
- Remediation in modern slavery virtual conference scheduled for 25 Jan featuring case studies from Speedy on their work supporting survivors of slavery, and best practice insights from Australia.

- Emerging priorities for 2024-25, yet to be finalised include making the existing resources more accessible (learning pathways, interactive tools similar to the waste group's lifecycle resource directory), developing new resources on due diligence (tools, maturity guidance, assessments, market insights have all been proposed), and working more collaboratively with other school groups e.g. waste, carbon.

2.12 Waste Category Group

- The project addressing Packaging Optimisation in the Housebuilding Sector is complete for now. [Download here for the full report](#). However, project partner Biffa kindly presented at a webinar explaining the requirements under Extended Producer Responsibility on 28th November. This topic will require further attention as more detail emerges on timescales, likely costing structure etc, with best current estimates suggesting costs for obligated businesses might be more than double the current cost burden under the current PRN regime
- Work has continued on developing a common or at least more structured reporting framework for waste. The starting point for this has been the collation of any partners' waste or resource efficiency related goals, targets, indicators and metrics with an overriding collective ambition to, first, work together to improve measuring, monitoring and reporting.
- The group is contributing to a School Virtual Conference on digital waste tracking for the built environment on **20th February 1pm – 3pm**. Digital waste tracking now has a firm timetable for implementation, with a trial run beginning from April 2024 for a year, followed by mandatory reporting from April 2025. It is expected that this could be extremely challenging for some partners and members, but will also present a major opportunity for the built environment to improve its poor performance on waste and resource efficiency.

2.13 Climate Action Group

- Developed and launch Task Group Level Charter OKRs (1-Page Reporting), to help drive successful outcomes. This will accelerate outcomes, through improved engagement with institutions (BSA, CBI, IEMA, UKGBC), help onboard new task group chairs, and unify efforts on climate and carbon.
- The Tool Task Group have been asked to look at developing and sharing metrics on embodied carbon as part of their focus for 2024. With an emphasis on issuing additional guidance to improve accuracy over time for (Scope 3) carbon reporting across the supply chain.
- There is a NEW chair of task group 3 (Skills & Scholarships) led by Gareth Smith (Digital Services Net Zero and Sustainability Lead, National Highways) and he brings fresh thinking and renewed efforts on closing out an open task to screen and update School Carbon learning materials. We still need a chair for

task group 1 (Industry Engagement), and challenges lie ahead as we strive to be seen as a leading voice on climate action.

Our goals for 2024 involve expanding our impact, co-developing good practice guides, and cultivating a sustainable culture in construction and infrastructure - a dynamic and forward-looking journey.

2.14 Wellbeing

- The Wellbeing Group have appointed a new Group Chair: Louise Watmough, Head of Wellbeing & Inclusion, Amey
- Delivered new training content to provide more proactive training and support to drive positive culture change. New Content included: Menopause Awareness in the Workplace (350 + registrations), Emotional Intelligence (fully booked), Domestic Abuse Awareness for Employers (150+ registrations).
- Industry Initiative Mapping: Created and distributed the 'industry collaboration survey' to gather information about other groups/initiatives.
- Work on building relationships & collaborating with key wellbeing multipliers & stakeholders (CITB/Mates in Mind/Lighthouse/CLC/MHFA England/Baton of Hope).

2.15 Social Value

- The social value group has developed a **Social Value landscape guide**, due to be released at the end of January. The guide outlines some of the most frequently used terms used in social value and focuses on the evolving social landscape that covers social value.
- The social value group is currently in the process of electing its **first chairperson**. Once chosen, the chairperson will play a pivotal role in supporting working group sessions and contributing to the execution of the 2024/2025 business plan.
- The social value group has developed a new **workshop on Social Sustainability** covering different elements of social aspects based on the partner's request. The workshop will be available for partners to book from the new FY Q1.

2.16 Interiors

- Our joint work with the Finishes and Interiors Sector Group has led to an agreed objective to boost the number of FIS members from 67 to 225 accessing the School's resources.
- A programme of training and lunch and learns has been developed with FIS aligned to their priorities.
- FIS members have reviewed and inputted into the Sustainability Assessment and are keen to role it out to their membership once live.

- FIS are leading work to develop an end of life take back scheme for interiors.
- FIS are developing a materials exchange programme and will pick up with the waste group on this.

2.17 Offsite

- The offsite LG group reviewed the suggestions that the School had made to the CLC for inclusion in their proposed submission to government on how to support the offsite sector.
- The group's suggestion is for the School to continue to explore the failures in the sector and to look for ways to help strengthen the supply chain (these ideas were further developed in the December business planning meeting).

2.18 Retrofit

- The new retrofit programme sponsored by NatWest Group was launched on 7th November with a virtual conference. There were 998 registered and 470 attendees. It had major speakers from the School and NatWest Group.
- The two new training needs assessments – both for individual knowledge and corporate capacity were also launched on 7th November.
- 6 new e-learning modules have been developed and are now complete:
 - The Business Case for Retrofit
 - Standards in Retrofit
 - Whole Building Approach
 - Data Led Design
 - Retrofit and Carbon
 - People and Retrofit
- The group inputted, and is continually working on a new programme of training events for 2024. This includes 4 conferences, 12 webinars and 12 workshops.
- The group elected a new chair, Rebecca Hart, from United Living.

2.19 Nature

- The draft terms of reference as well as the group's current scope of work and remit have now been agreed. A request has been made seeking expressions of interest from any partner representatives who would be willing to put themselves forward as Chair.
- The following progress has been made on three priority tasks:
 - **Development of a conceptual framework** for stakeholders, illustrating the scope and remit of the group including how and where it will address the topic matter. This is complete in draft.
 - **Improving knowledge and understanding of Biodiversity Net Gain/Nature Positive/Net Benefits** as well as the Taskforce on

Nature Related Financial Disclosures. Two webinars have been arranged with support from Julia Baker at Mott MacDonald.

- **A full resource review**, auditing existing School material and suggesting new or replacement resources where needed. This is partially complete – challenges in partner time commitments are affecting progress somewhat but the task is on track to be completed.
- Preparation for a virtual conference in Q1 2024/25.

2.20 Lean

- The lean assessment has recently undergone a revamp to align with the Operational Excellence focus. This updated assessment has been shared with leadership group members and modifications made.
- On November 28th, the Boosting Construction Productivity virtual conference took place, attracting over 350 registrations and hosting 160 attendees. There was a focus on leadership and team building. The event collated 70 feedback responses, providing insights into its success and areas for improvement.
- The look ahead to 2024 highlights the remaining webinars and workshops are strategically planned to ensure that the Operational Excellence group not only meets but exceeds its target number of facilitated sessions.
- The National Highways Supplier Development Training has developed a strategic plan for 2024. This includes a BBI facilitated “Construction to Production masterclass” at Toyota plus leadership workshops, productivity workshops, webinars, and face-to-face sessions. This plan is aligned with the objectives of the Operational Excellence group, contributing to a well-rounded approach for the coming year.

3. New Partners

The School welcomes 32 new Partners this financial year:

32 New Partners since April 2023	
Bowmer & Kirkland	Heart of Yorkshire College
Taziker	Brigg & Forester
Fusion Partitions	Bolton College
Wigan & Leigh College	Bury College
Gas Networks Ireland	Hopwood College
Binnies	Tameside College
Scewb	Salford City College
Fluor	The Manchester College
Oldham FE College	The Trafford College
NSG Group	BAE Systems
National Gas	Mears
BU UK Infrastructure	Designer Group
Sapphire Utility Solutions	Ecovardis
Blackpool & Fylde College	
University of Estate Management	
Leeds College of Building	
Concrete Repairs	
VP Plc	
Ardmore Group	

End.