

SUPPLY CHAIN SUSTAINABILITY



Oct– Dec 2025

# Supply Chain Sustainability School

Progress report

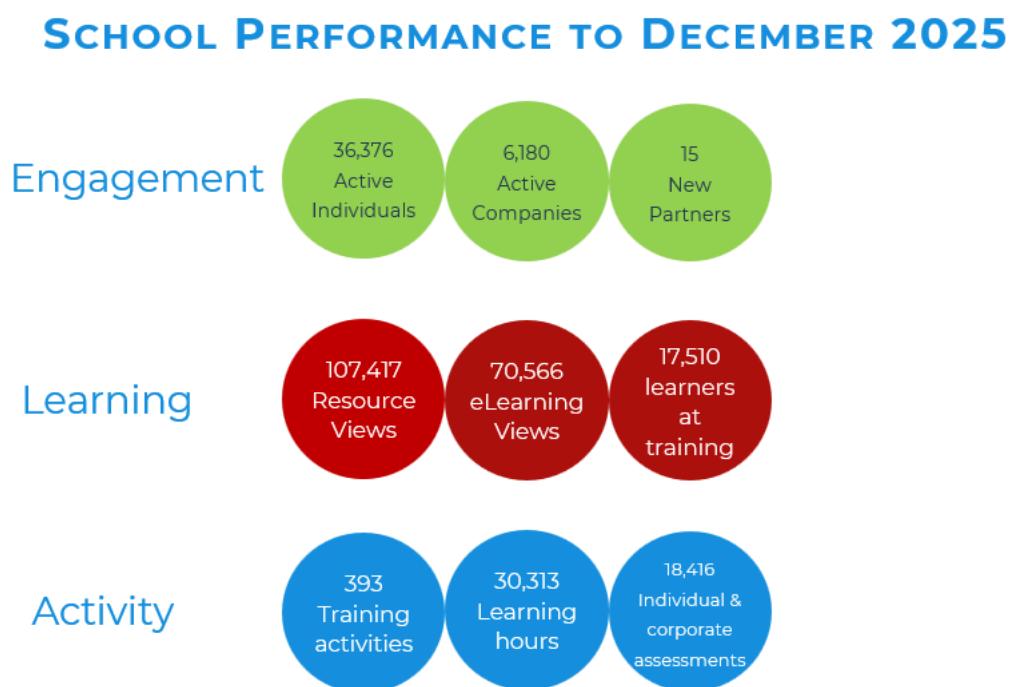
# 1. Summary by numbers

## 1.1 Progress against KPI's

There are currently 6,180 organisations and 36,376 individuals who have become active since 1<sup>st</sup> April 2025. This is a 9.8% increase for active individuals, but a decline of -7.1% on active companies compared to last FY. So far, the figures include just Q1 and Q2 figures (6,361) of individuals using Partners in house LMS which host the School eLearning.

Planned activities remain on track to meet end of year targets and there has been a focus this year to plan training activities in a more efficient way and spread them more evenly across the year. Illustration 1 below shows key highlights for the financial year to date and Illustration 2 outlines performance against the KPI's:

*Illustration 1:*



*Illustration 2: Progress against KPI's*

KPI	End of FY March 2025	December 2025	% increase from end of last FY	Target 2025
No. of Partners	223	213	-4%	242
No. of priority supplier lists (quarterly update)	133	137	3%	145
Av. change in assessment score (corporate)	13%	13%	0%	14%
Av. change in assessment score (individual)	9%	7%	-22%	10%
Active companies since April	7,677	6,180	--	10,000
Active individuals since April (on School)	36,566	30,015	--	60,000
Active individuals recorded on Partner internal LMS (quarterly report)	14,319	6,361	--	15,000
<b>Total Active individuals</b>	<b>50,885</b>	<b>36,376</b>	--	<b>60,000</b>

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

Group	Active Co. (actual/ target)	Active Ind	Workshop	Webinar	Virtual Conf	Learners at Training	Elarning downloads	Assess (Corp/ Ind)	Re-ass (Corp/Ind)	Bronze, Silver, Gold	Ambassador
Const.	3,370/5,000	6,217/12,000	--	1	--	--	--	--	--	--	--
Homes	1,067/1,500	1,575/2,800	2 round table	4	1	--	--	--	--	--	--
FM	749/1,000	1,275/2,200	-	-	-	--	--	--	--	--	--
Infra	1,326/1,800	3,134/5,400	--	1	2	--	--	--	--	--	--
Offsite	957/2,000	2,085/4,400	--	--	1	--	--	217/609 300/700	Inc. in assessment	--	--
Lean	1077/1,650	2,865/5,500	8	8	2	1,000	--	304/1,113 240/1,000	Inc. in assessment	--	--
Digital	2,108/2,300	10,840/12,800	--	--	--	--	--	547/1,312 500/1,800	Inc. in assessment	--	--
Proc	2,986/3,900	13,206/16,900	--	--	--	--	--	347/1,014 450/1,600	Inc. in assessment	--	--
Retrofit	831/700	6,182/7,200	12	12	4	--	--	192/767 200/1,000	Inc in assessment	--	--
Future Workforce	86/180	2,461/4,500	--	--	--	--	--	--	--	--	--
Wales	581/750	810/1,400	--	--	--	--	--	--	--	--	--
Scot	810/1,100	1,222/2,150	6	10	3	1,000	--	1,091/400	Inc. in assessment	287/250	--
FIR	760/2,000	10,077/14,800***	13	5	1	--	--	--	--	--	1,192
<b>Overall</b>	<b>6,180/10,000</b>	<b>34,947/60,000</b>	<b>137/261</b>	<b>238/147</b>	<b>15/21</b>	<b>17,510/23,850</b>	<b>70,566/95,000</b>	<b>4,135/9,917 3,800/12,200</b>	<b>1,051/3,313 1,300/4,200</b>	<b>1,518/1,500</b>	<b>--</b>

Key:	On target	Concern	Focus required	No target
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**Please note:** 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 training activities

Focus this year is to continue to deliver a programme of Virtual Conferences, aiming to get 500 attendees at each. This year the programme has been organised in advance to allow members to get the dates into their diaries, but also to ensure that there is a balanced programme across the year. The topics that have been chosen are a balance of what members have said they want to hear more about, what focuses came from the groups' business planning and what are the most important topics for industry. Impact remains the goal for the School.

Table 2. Training activities taken place to date.

Type	No. of sessions	No. of learners	No. of learning hours
Virtual Conference	15	5,312	10,624
School summit	1	516	4,128
FIR Conference (F2F)	1	71	568
Face to face Conferences	1	64	512
Workshops	137	1,956	4,890
Lunch & Learns	238	9,591	9,591
<b>Total</b>	<b>393</b>	<b>17,510</b>	<b>30,313</b>

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 how the members engage with the School. Resource views continue to trend high, as does eLearning. The School strategy is also to not only engage members into the School, but to encourage them to do more learning.

Table 3 focuses on the month-by-month engagement from individuals.

Table 3. Engagement tracker

Month	Resource views (not e-learning) 24/25	E-learning views 24/25	Face to face training 24/25	Resource views (not e-learning) 25/26	E-learning views 25/26	Training 25/26
<b>April</b>	8,257	5,189	2,158	13,194	7,929	1,926
<b>May</b>	8,297	6,475	2,254	10,500	5,951	2,023
<b>June</b>	8,158	4,595	2,683	12,243	6,376	2,141
<b>July (inc. Partner LMS)</b>	11,346	5,619	2,621	12,279	10,131	2,587
<b>August</b>	8,623	4,594	602	11,983	5,848	536
<b>September</b>	9,744	5,552	2,034	11,731	6,849	2,237
<b>October (inc Partner LMS)</b>	12,470	6,170	1,199	13,269	15,199	1,668
<b>November</b>	12,483	5,945	2,992	11,291	6,265	2,692
<b>December</b>	8,204	4,583	1,091	8,998	4,931	977
<b>January</b>	12,848	9,529	1,295			
<b>February</b>	11,355	9,068	1,835			
<b>March (inc Partner LMS)</b>	14,104	10,857	2,324			

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
<b>All Resources</b>	<b>17,954</b>	<b>14,770</b>	<b>11,795</b>
<b>Case Study</b>	454	518	325
<b>Document / Presentation</b>	2,955	2,399	1,812
<b>E-learning Module</b>	6,132	5,032	3,905
<b>Podcast</b>	55	34	12
<b>Tool</b>	380	301	189
<b>Video</b>	5,782	4,590	4,025
<b>Web link</b>	2,196	1,896	1,527

The top five resources each month are listed in the table below. This is likely to be influenced by the communications that go out to members encouraging them to use specific resources based on the theme for that month or learning pathways that Partners are sending out to their supply chains to complete.

*Table 6. Top 5 resources each month*

Top 5 Resources	October	November	December
#1	<b>Introduction to Climate Change and Carbon</b>	<b>Introduction to Climate Change and Carbon</b>	<b>Introduction to Climate Change and Carbon</b>
	415 Views	480 Views	277 Views
#2	<b>Introduction to Modern Slavery</b>	<b>Carbon Footprinting &amp; Measurement</b>	<b>Introduction to Modern Slavery</b>
	238 Views	252 Views	174 Views
#3	<b>Climate Change and Carbon – Sustainability Short</b>	<b>Carbon Reporting</b>	<b>Carbon Footprinting &amp; Measurement</b>
	185 Views	161 Views	165 Views

Top 5 Resources		October	November	December
#4	Introduction to PAS2080: 2023	The Circular Economy	The Circular Economy	
	178 Views	162 Views	148 Views	
#5	Carbon Footprinting & Measurement	Scope 3 Emissions	The Modern Slavery Act 2015	
	178 Views	154 Views	131 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 first quarter has seen positive changes against each metric which is good news.

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

Year	Target and measure	Rating	Change +/-
April - Sept 2025	95% of employers will rate the training quality as good or excellent	96%	+1%
	90% of employers will rate the training received as relevant to their needs	89%	-1%
	75% of employers agree training will change the way they do business	79%	-5%
FY 2024/25	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	90%	
	75% of employers agree training will change the way they do business	84%	

## 2. Leadership Group Progress

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

Group	Progress to date:
<b>Climate Action Group</b>	<ul style="list-style-type: none"> <li>Developed and launched the Science-Based Targets - Smaller Businesses Pathway E-learning module to guide small businesses through the SBTi process, with 200+ views in first 4 weeks of launch.</li> <li>Set up a Climate in Procurement working group, with first session in December.</li> <li>Currently analysing the annual reporting numbers and undertaking a benchmark analysis for the Carbon Calculator with a product update and due in 2026.</li> </ul>
<b>Construction Group</b>	<ul style="list-style-type: none"> <li>The Construction Group is continuing to focus on their stated priorities for 2025/26 - Circularity, Carbon Reporting and Climate &amp; Carbon.</li> </ul>
<b>Digital Group</b>	<ul style="list-style-type: none"> <li>A Virtual Conference was delivered on AI in Public Sector Procurement: The Risks and Benefits, with over 300 attendees.</li> <li>The group have submitted a major funding bid to CITB to enable us to develop new content around Artificial Intelligence (AI) as well as an extended AI Leadership Course.</li> </ul>
<b>Fairness, Inclusion &amp; Respect Group</b>	<ul style="list-style-type: none"> <li>Launched the beta version of the School app, introducing the first two FIR learning modules: FIR Onsite, exploring what FIR is and why it's important, and Practical Inclusion which covers practical, simple and easy actions that make a site more inclusive. Initiated the pilot of the app for FIR across two live sites, with broader rollout planned for the next quarter.</li> <li>Expanded the FIR resource library by adding more than 50 high-quality resources through a new partnership with Building People CIC, strengthening the School's position as a central diversity and inclusion knowledge hub for the built environment sector.</li> <li>Hosted thought-leadership events which attracted high numbers of attendees, including <i>AI: Promise or Problem</i> on the ethical role of AI in FIR with guest speaker Sarah Schlobohm, AI expert, and <i>Black History Month: Power and Pride</i>, with the founders of Women of Colour in Policing (WoCiP), Retired Sgt Sandra Smith and Sam Alexander which explored identity, representation, overcoming discrimination and building inclusive workplace culture.</li> </ul>
<b>Facilities Management &amp; Property Group</b>	<ul style="list-style-type: none"> <li>Delivered collaborative webinars with experts on 'Making Productive use of Data' and 'Responsible Timber Sourcing with PEFC'. :Stewardship, Retrofit and Small Works' was delivered with the involvement of fit out circularity experts Materials Index on 11th November.</li> <li>The priority areas of focus moving forward have been identified; Upskilling SMEs on key sustainability issues and supporting the supply chain on Scope 3, developing ESG strategy and action for the FM and Property value chain, and engagement and behaviour change to catalyse action on sustainability</li> <li>Agreed to conduct a comprehensive review and update of available resources suitable for applications within the existing built environment.</li> </ul>
<b>Future Workforce Group</b>	<ul style="list-style-type: none"> <li>Delivery of 6 new ½ day workshops for educators: Intro to Sustainability / SBTi, Net Zero &amp; Offsetting / Designing out Carbon / Waste &amp; Resource Efficiency / MMC / Energy Efficiency.</li> <li>Focus on the marketing of the new CITB funded education resources. These have now had over 2000 views</li> <li>Development of the SME workshop programme - development of workshop schedule for 18 in person workshops with education providers and industry Partners.</li> </ul>

Group	Progress to date:
<b>Homes Group</b>	<ul style="list-style-type: none"> <li>• Delivered a conference at JCB HQ on 25 September, focusing on providing a common ask from homebuilder clients to the groundworks sector on collating and reporting their carbon emissions. Over 70 groundworker representatives engaged in the day.</li> <li>• Planning a roundtable, as follow up from the Conference, to facilitate an open discussion between homebuilder clients and groundworker subcontractors exploring the common sustainability challenges and steer direction on where the sector should focus next to have the most impact around Carbon reduction.</li> <li>• Development of a new workshop “engaging sustainability teams in the commercial processes” designed to give practical guidance to commercial colleagues on sustainability so they can embed it into their role. Once developed it will be added to the workshop catalogue, available to be delivered by all School Partners.</li> </ul>
<b>Infrastructure Group</b>	<ul style="list-style-type: none"> <li>• The Infrastructure Leadership Group has focused recent meetings on a prioritised list of sustainability issues and/or sub-sectors, including Supply Chain Development &amp; Performance; Carbon &amp; Net Zero, Nature Recovery &amp; Biodiversity; Nuclear &amp; Renewable Energy.</li> <li>• Following a presentation in the summer by the Suffolk Chamber of Commerce, which covered the scale and scope of opportunities connected to Sizewell C, the School has been able to discuss and plan a supplier development programme to assist Sizewell with upskilling its supply chain for the new power station.</li> <li>• A Rail Sector Working Group has created several dedicated Learning Pathways aligned with Network Rail's 2025 “Greener Railway” strategy. During 2025, the Pathways have been used by 120 companies, with 752 individual enrolments and 267 Pathway completions.</li> </ul>
<b>Built Environment Against Slavery Group</b>	<ul style="list-style-type: none"> <li>• Launched the new Modern Slavery Due Diligence Capability Assessment in October, with 256 completions to date. The assessment will help businesses prepare for upcoming due diligence legislation, mitigate socio-economic risks, and develop more resilient supply chains.</li> <li>• Delivered the launch event for the Modern Slavery Due Diligence Capability Assessment, which attracted 210 attendees.</li> <li>• Identified and discussed priority areas for next year, including raising awareness of the business drivers for action and upcoming due diligence legislation, mapping risks in high-risk construction materials, increasing engagement with Tier-1 suppliers and SMEs, and updating key modern-slavery resources to better support the sector.</li> </ul>
<b>Interiors Group</b>	<ul style="list-style-type: none"> <li>• Delivering a webinar on the Finishes &amp; Interiors Sector's 'Reuse Project', centring on their Tile Reuse Scheme. The webinar will bring together British Land, Ambit, BAM &amp; BGY, to share and discuss successes and difficulties of this collaborative Rathbone Place to Broadgate Tower project.</li> <li>• Developing a webinar to guide on how the Pallet LOOP circular economy solution can help save on materials, cost and reduce clutter with a PayBack incentive.</li> <li>• Review of the FIS Membership List, identifying their connections with the School and planning an engagement strategy to grow interactions.</li> </ul>
<b>Offsite Group</b>	<ul style="list-style-type: none"> <li>• Report on “How Industrialised Construction can reduce carbon, drive down costs and de-risk projects” is in development.</li> <li>• Webinar delivered on the cost benefits of MMC with Turner and Townsend.</li> <li>• 'Introduction to MMC' workshop delivered participants in the LEAP apprentice programme.</li> </ul>

Group	Progress to date:
<b>Nature Recovery Group</b>	<ul style="list-style-type: none"> <li>• Work is in progress to develop three Nature focused learning pathways competency-based pathways: These will be titled; 'Nature and Biodiversity – an Introduction' offering beginner level fundamentals, 'BNG/ Equivalents and Green Infrastructure – addressing technical planning concepts and structured improvements (both formal and informal), 'Nature Reporting &amp; Disclosure' – advanced practice in this area for those seeking to embark upon formal disclosure commitments</li> <li>• It has been noted that the School still lacks a basic level resource introducing users to what Nature and Biodiversity mean and can offer to the built environment. Work is underway to develop a simple resource to close this content gap</li> <li>• Collaboration with the Green Finance Institute (GFI), the delivery arm of TNFD continues. The latest 'peer to peer' sub-group session held was face to face at Canary Wharf Group headquarters and focused on How TNFD can inform business activities. Interested School Partners willing to securely share their experience are welcome to join future meetings. Doing this will not commit participants to adopting TNFD.</li> </ul>
<b>Plant Group</b>	<ul style="list-style-type: none"> <li>• The recently launched Sustainable Site Set-Up E-Learning module has had 1,774 views in under a year.</li> <li>• Responses were collected to help finalise the format and content of the Battery report being produced to provide guidance on non-fossil-fuel alternatives to fossil fuels.</li> <li>• Started the development of several 1-page PDF short form resources on "Telematics" and "Sustainable Consumption On-Site" in alignment with our goal to "<i>Develop more short form video and animated content aimed at site operatives and managers</i>".</li> <li>• The first Telematics working group call was held to discuss the challenges organisations are having around collecting, using, and providing telematics data. The group decided on two different outputs which will be developed in Q4 25/26. This includes: A report that explains what Telematics data is available today across different asset types and OEMS, the limitations of existing standards, and the challenges faced by hire companies, contractors and clients. A template that organisations with limited resources can use to standardise and present the telematics data they already have, even if no unified industry standard is possible. This helps extend best practice without imposing unrealistic requirements.</li> </ul>
<b>Procurement Group</b>	<ul style="list-style-type: none"> <li>• The Procurement Group is continuing to focus on their stated priorities for 2025/26 - Understanding and Managing Legislative Complexity, Early Supplier Involvement.</li> <li>• Focus on incorporating the School into both the Sustainability Assessment Standard and Common Assessment Standard (CAS).</li> </ul>
<b>Retrofit Group</b>	<ul style="list-style-type: none"> <li>• Delivered a 'New from Old: Retrofitting Historic Buildings' Virtual Conference.</li> <li>• Completion of 4 animations on climate risk and 16 video case studies on retrofit and sustainability.</li> <li>• Development of 5 retrofit and decarbonisation case studies.</li> <li>• Development of 8 new webinars with NatWest – focusing on sustainability strategy, solar, EV and a sector focus: Healthcare, Hospitality and Commercial Real Estate.</li> </ul>

Group	Progress to date:
<b>Scotland Group</b>	<ul style="list-style-type: none"> <li>Delivered a Virtual Conference “New from Old: Retrofitting Historic Buildings in Scotland”, engaging 443 members with an all Scotland panel including Glasgow University, Heritage Environment Scotland, Glasgow Women’s Library, BE-ST and Clark Contracts.</li> <li>Delivered a Community Wealth Building: Opportunities for the Scotland Value Chain webinar and developed new resource with presentations from Balfour Beatty, Robertson Group, Centre for Local Economic Strategies and Edinburgh &amp; South East Scotland City Region Deal. This was held ahead of Scotland’s world first community wealth legislation expected next year.</li> <li>Ran a webinar on Constructing Scotland’s Future: Net Zero Skills with Skills Development Scotland, CITB Scotland and Morgan Sindall giving the supply chain an overview of skills needed for the Just Transition in Scotland. It highlighted the role and importance of supply chain collaboration to provide opportunities, linking in with the Future Workforce Group ahead of roadshows next year in Scotland.</li> </ul>
<b>Social Value Group</b>	<ul style="list-style-type: none"> <li>In October, the group hosted a conference style meeting at Costain on embedding Social Value in Procurement, engaging 45+ Partners to steer key discussions.</li> <li>The Inclusive Procurement Report, focused on supplier diversity, is in progress. It will showcase implementation in procurement, address challenges and highlight best practices.</li> <li>Reviewed and refreshed the Social Value Learning Pathways.</li> </ul>
<b>Wellbeing Group</b>	<ul style="list-style-type: none"> <li>Working group developed to scope out new ‘The business case for wellbeing in SMEs pack’. Giving SMEs a practical, ready-made resource on why they should invest in wellbeing. Will include practical resources and templates to kickstart their strategy.</li> <li>Refreshing two Learning Pathways on wellbeing topics.</li> </ul>
<b>Wales Group</b>	<ul style="list-style-type: none"> <li>The Group has collaborated to develop a new Wales-specific Learning Pathway, with development of new resources to plug knowledge gaps for needs specific to the market.</li> </ul>
<b>Waste and Resource Use Group</b>	<ul style="list-style-type: none"> <li>Work continues on two important strands of activity under the Group’s commitment to getting the basics of waste and resource management right. These are WM3 Streetworks and correct completion of waste transfer notes.</li> <li>The new guidance document ‘Built Environment Waste: A Guide to Measuring and Reporting Waste from Construction Activities and the Existing Built Environment’ has over 1500 downloads since its launch in July.</li> <li>Two new Learning Pathways addressing developing the Circular Economy at beginner and intermediate levels have been launched.</li> <li>The group lead now attends the Chartered Institute of Waste Management’s Built Environment Specialist Expert Group. This should prove an excellent route by which to make best use of the School and its resources.</li> </ul>

## 3. New Partners

The School welcomes 15 new Partners this financial year:

<b>Partners</b>
Winvic
The Salvation Army
Fusion 21
The Sheffield College
National Timber Group
Hall & Kay
Activate Learning
GGR Group
Assa Abloy
Transport for West Midlands
University of Leeds
Aarsleff
Quickline
Miller Homes
HireSafe Solutions