

SUPPLY CHAIN SUSTAINABILITY

**SCHOL**

# Impact Report

March 2023



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## 1. Executive summary

The past few years have been challenging for the construction industry. The pandemic made for a very unsure time, closely followed by global economic downturn putting pressures on the industry with material shortages and steep rises in costs. However, sustainability remains firmly at the top of the agenda worldwide, meaning more opportunity for the School to continue to grow and widen its impact and reach.

Our annual impact survey seeks to quantify the difference the School is making through the learning and collaboration we provide for the industry. This year we had **1,064 responses**, of which **57% were SME's**.

Engagement figures are up significantly with **24,160 (+44%) individuals from 5,503 companies (+30%) learning through the School**. There have been **129,492 resource views in 2022/23 compared to 95,999 in the previous year: a 35% increase**. This is really pleasing to see as the School has in place a strategy to reach 50,000 active learners annually by 2025. The step change is continuing to be made each year.

Virtual training continues to be popular with the membership and quality ratings for our training remaining very high, with 95% rating the training received as good or excellent. Online methods of learning remain the highest rated with e-learning, virtual training workshops and online resources being the top-rated method of learning with **73% of our members saying they wanted all or mostly virtual training**.

Looking at what topics interest our members, **91% said that they were interested in sustainability issues**, followed by management skills (46%), procurement (41%), lean (26%), FIR (25%), digital (23%) and offsite (22%). **Carbon, Sustainability Strategy and Environmental Management are the top three subjects** that our members want more training on.

There has been **significant progress** around the impacts in **Community Engagement (+13%), Apprentices (+11%) and Modern Slavery (+7%), closely followed by FIR (+5%)**.

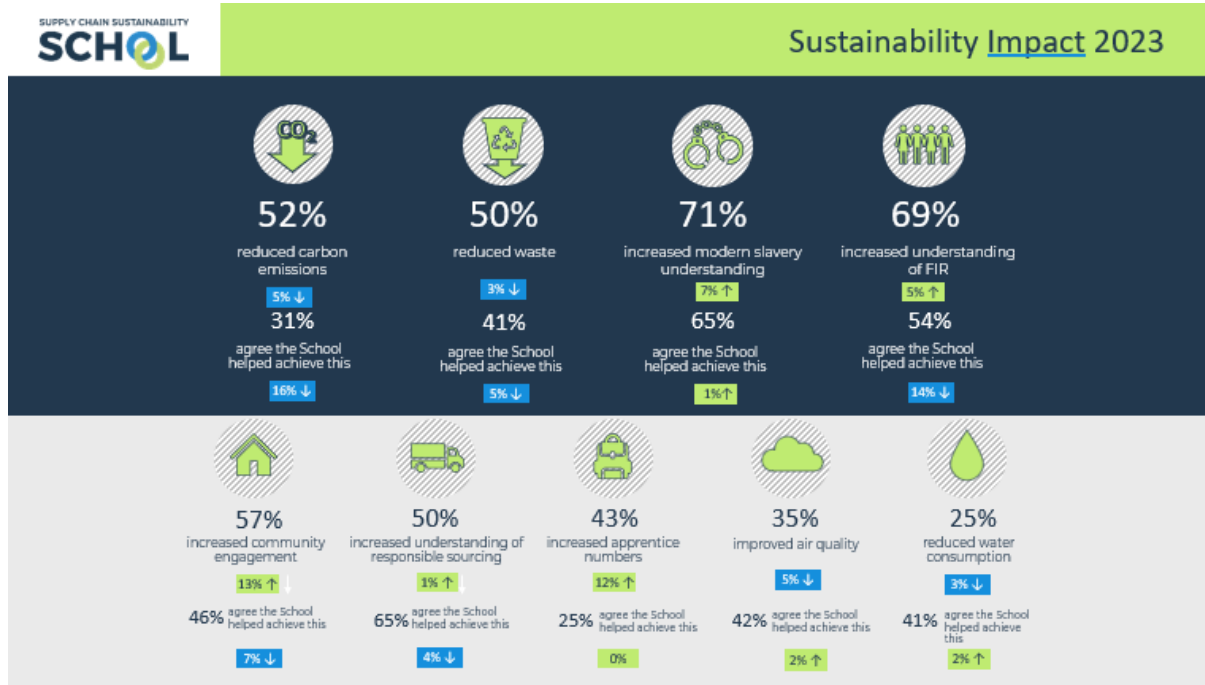
However, there has been an **average of a 4% decrease** around the impacts of **Energy & Carbon, Waste, Water Consumption and Air Quality**.

Apart from **Carbon** and **FIR**, smaller companies are reporting an increase attribution to the School in every area. Significant increases are in **Air Quality (8%), Community Engagement (10%), Apprentices (11%) and Modern Slavery (6%)**.

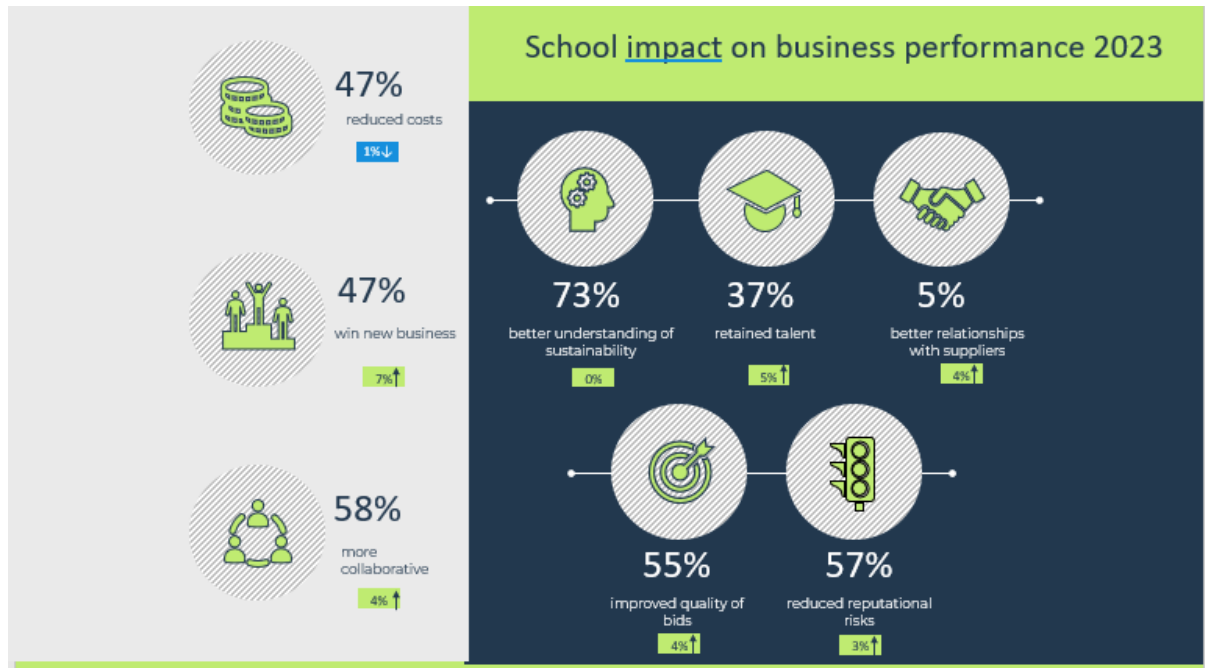
Partner recruitment has been very successful with **39 new Partners for the financial year against a target of 35**. The School now has 188 Partners. We

continue to have a **repeat rate of Partners of over 95%**, this is critical for the long-term success of the School.

**Impact on sustainability:**



**Impact on business performance & processes:**



**School performance against KPIs – March 2023**



**Lessons learnt**

In terms of delivery over the year, the key lessons learnt are:

- 1. Celebrate the success but focus on the future:** The School has seen some incredible step changes with the engagement of members learning through the School over the past four years. Not all targets have been met this year, but it is important to strive for stretch targets to keep momentum going. The seven key actions that are outlined in the School strategy to reach 50,000 active learners will remain our focus.
- 2. Connecting to build relationships:** the 10-year anniversary event was a huge success (despite the train strikes that took place on the same day). Feedback was strong, especially around the opportunity to connect face to face. The School recognises that to build relationships with Partners and members there is a need for some provision of face to face. An annual summit is included within the budget, as well as three other smaller face to face events to facilitate this.
- 3. Technology supports impact:** The School Board recognise that there are gaps in expertise around technology which is crucial to the growth of the School being an online product. Investment in expertise in this area is taking place now to fill this gap. Having strong technological expertise will ensure that the School is armed for arising opportunities and continues to provide the membership with accessible and credible learning.

4. **Continued investment in the learning platform:** Tied into the above point, the investments made over the past few years have enhanced the School but the appetite to continually better functionality is huge and more engagement by Partners and members means more sophisticated functionality is key.
5. **Be agile and relevant:** The School needs to remain agile in its delivery model and learning content and to ensure that we always remain relevant to the needs of our members and Partners.
6. **Impact:** With the change to online delivery, we need to constantly ensure that the training we have is impactful. This is not always easy to achieve and needs constant monitoring. Changes are being made so that the offering of the virtual training is clearer to the membership and virtual conferences provide a more thought leadership approach in their format.
7. **Interactivity:** As the past three years have shown, the switch to virtual learning has had huge benefits for accessibility and has impacted learning numbers, however it remains a challenge to ensure that attendees engage in the workshops and interactive exercises. The team will be investigating ways to improve interactivity over the next year.

## 2. Impact survey results

Sections two to six of this report focus on the impact the School has had on the supply chain. The remainder of the report focuses on performance against targets and a summary of progress for the financial year 2022/2023. **There were 1,064 School members who responded to the Impact Survey (57% were SMEs).** The survey was circulated to the members from September to December 2022 to coincide with business planning and with the aim to help inform the process.

This is the sixth year that the survey has been conducted. This year's report includes trends across the years for each sustainability impact. The survey addressed the School's impact on:

- Sustainability outcomes
- Business processes
- Business outcomes

### 2.1 School impact on sustainability outcomes

The survey has been designed to understand the level of change that our members have experienced over the last year, and to what extent the School's work can be "attributed" to this change. It would be inaccurate to attribute learning through the School as the sole rationale for members' improvement in sustainability outcomes.

The Logic model approach (see *appendices*) guides the analysis of impact and as a result the questions followed a pre-defined structure:

*Question: Since joining the School, has your company reduced your (issue)?*

*Answer set: Yes/ No/ Unsure*

If the respondent answered 'yes', then a second question was asked around that (issue):

*Question: Engaging in the School has helped us to reduce our (issue)*

*Answer set: Strongly agree, Agree, Neither agree nor disagree, Disagree, Strongly disagree*

Figures 1 & 2 below compare the overall results from 2023 to the previous Impact Surveys, (not taking company size into account):

Figure 1. Member progress on sustainability issues

Since joining the School has your company . . .	2023 % Yes	2022 % Yes	2021 % Yes	2020 % Yes	2019 % Yes	2018 % Yes	Change (2022 vs 2023)
Reduced its total fuel usage and carbon emissions	52	57	63	37	34	37	-5%
Reduced its total waste	50	53	57	43	41	40	-3%
Reduced its total water consumption	25	28	37	18	16	18	-3%
Improved its overall control of air quality	35	40	44	32	20	15	-5%
Increased its community engagement activities	57	44	38	51	45	45	13%
Increased the number of apprentices it employs	43	32	38	37	36	32	11%
Improved its understanding of responsible sourcing	50	49	44	56	50	49	1%
Improved its understanding of Modern Slavery	71	64	69	69	71	63	7%
Improved its understanding of Fairness, Inclusion & Respect (FIR)	69	64	68	65	63	49	5%

The results for the 12 months to March 2021 mark the year that COVID hit. This had a significant effect on the industry's sustainability impacts. Since then, the results have been moving back to pre-COVID levels. This year sees very positive results on impact around Community Engagement, Apprentices, Modern Slavery and FIR. Responsible Sourcing is almost back to pre-COVID levels. Interestingly, reduction of carbon emissions, reduction of waste and improvement around air quality have continued to drop, but it should be remembered that a third of companies and over 40% of people learning through the School are new this year and therefore may well be on the start of their journeys to a low carbon, low waste future.

The graph below illustrates this further:



Figure 2. Since joining the School; progress on sustainability impacts

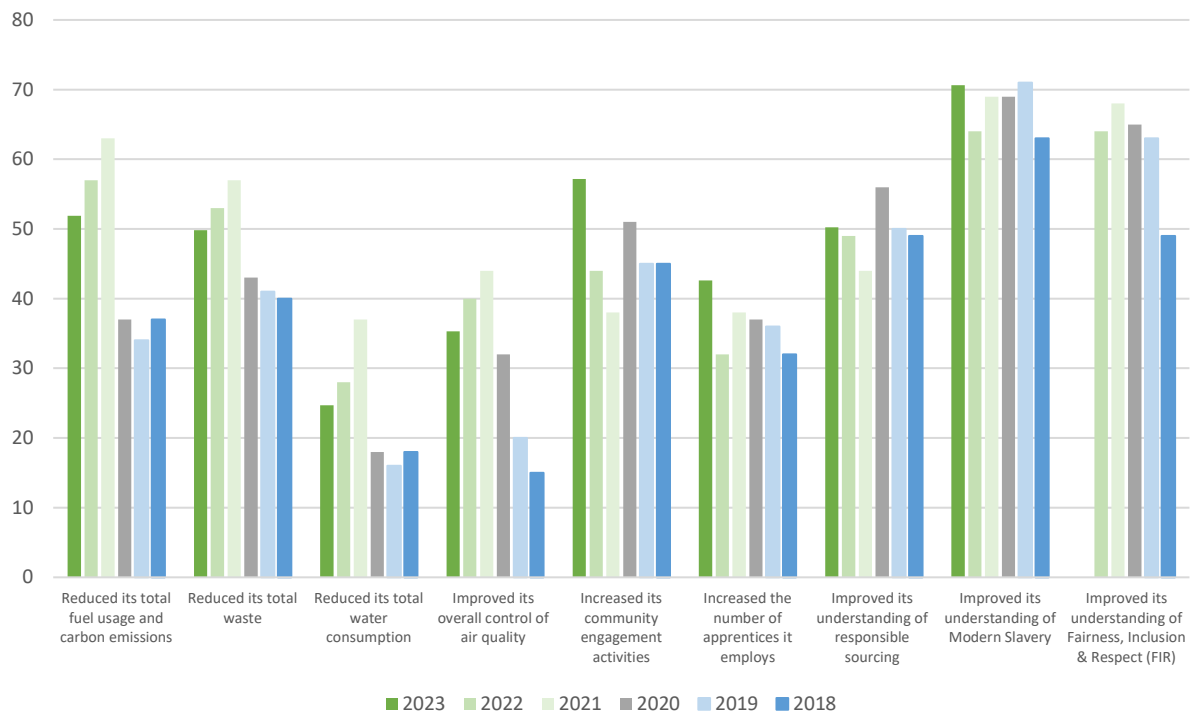


Figure 3 below shows if members have answered ‘yes’ to improving their sustainability impacts and how much do they attribute this to learning through the School.

It is disappointing to see some significant decreases in attribution around Carbon and FIR. The School and Partners invest a lot into these two areas (time and financially). The **Climate Action Group** has regrouped this year and there are now four sub-groups to focus on: a) industry engagement b) risk c) skills and d) data (Carbon Calculator). Carbon and Energy is such a huge topic, and of course challenge, so it will be interesting to see how this may influence organisations using the School to learn how to reduce their impacts in this area.

This year the survey asked ‘Has your company reported carbon emissions using the School’s Carbon Calculator?’ to which 16% of respondents said yes. The next financial year will see a big push to encourage Partners to use the Carbon Calculator and to get their supply chains engaged with using it to. This may affect the attribution figures to an extent.

The FIR Impact report will be published in the next few months, which will hopefully be able to provide some detail as to why there has been such a drop in attribution.

Attribution to the School for Waste, Responsible Sourcing and Community Engagement activities have also decreased by between 4% and 7%.

Figure 3. To what extent members say the School has helped them to drive this change

Attribution: Engaging in the School has helped us to . . .	Attribution: Strongly Agree / Agree						
	2023 %	2022 %	2021 %	2020 %	2019 %	2018 %	Change (2020 vs 2021)
Reduce our total fuel usage and carbon emissions	31	47	39	69	58	48	-16%
Reduce our total waste	41	46	41	68	65	56	-5%
Reduce our total water consumption	41	39	33	64	53	50	2%
Improve our overall control of air quality	42	42	40	66	69	54	--
Increase our community engagement activities	46	53	48	75	72	66	-7%
Increase the number of apprentices we employ	25	25	22	49	42	44	--
Improve our understanding of responsible sourcing	65	69	66	84	77	81	-4%
Improve our understanding of Modern Slavery	65	64	65	87	86	82	1%
Improve our understanding of (FIR)	54	68	68	85	87	85	-14%

The report also looks at company size to understand if there are any significant trends between company size. Figures 4 - 7 below show the results.

Key points to note:

- Larger companies are reporting a significantly higher reduction in **Carbon**, **Community Engagement** and **Apprenticeships** than smaller companies this year.
- Smaller organisations are reporting more consistently with previous years, whereas the larger organisations are reporting drops in reduction for **Carbon** (-8%), **Waste** (-10%) and **Air Quality** (-11%), compared to the previous year.
- However, both small and large organisations are reporting increased **Community Engagement** compared to last year. For SME's, this is a 16% increase and for large organisations, an 11% increase. The same is for **Apprentices** with a 15% increase for SME's and a 7% increase for large organisations.
- **SME's are also showing an uplift compared to last year** in the following areas; **Responsible Sourcing (5%)**, **Modern Slavery (10%)** and **FIR (10%)**. This

is in contrast to last year where there was concern that there was not much improvement for SME's.

- As with previous years, smaller businesses (**SMEs**) report that the School helps them more than large businesses, in the majority of sustainability impact areas.
- Apart from **Carbon** and **FIR**, smaller companies are reporting an increase attribution to the School in every area. Significant increases are in **Air Quality (8%), Community Engagement (10%), Apprentices (11%) and Modern Slavery (6%)**.
- Larger businesses are reporting minor decreases in attribution to the School apart from in the areas of **Carbon (-16%), Responsible Sourcing (-5%), Apprentices (-6%), Community Engagement (-13%) and Waste (-13%)**. Though it is always disappointing to see a decrease, it could be argued that as sustainability is now at the forefront of business agendas globally, there are many other factors which will be influencing large business in particular to make decisions which affect their strategies around these areas. Education is a factor, but not the only one. Other forces such as government legislation and global pledges to reduce impact will also be a huge influence.
- The last six years of the survey have shown that businesses feel they get most help from the School in the areas of Responsible Sourcing and Modern Slavery. This is the first year Fairness, Inclusion & Respect has decreased so significantly in attribution.

Figure 4. School impact on sustainability issues over 6 years by company size

Since joining the School has your company. . .	Year	Yes %	Unsure %	No %	Yes %	Unsure %	No %
Reduced its fuel usage and carbon emissions	2023	46	18	36	60	9	31
	2022	48	31	12	68	24	7
	2021	63	30	7	49	46	6
	2020	35	26	39	40	10	50
	2019	30	27	43	39	13	49
	2018	31	39	30	46	35	19
Reduced its total waste	2023	51	16	33	48	13	39
	2022	49	35	13	58	33	9
	2021	57	34	9	50	44	6
	2020	45	21	35	42	13	45
	2019	40	27	34	42	13	45
	2018	40	35	25	39	34	27
Reduced its water consumption	2023	23	23	54	27	8	64
	2022	23	49	23	34	16	50
	2021	37	47	16	36	55	9
	2020	18	42	40	17	20	62

Since joining the School has your company. . .	Year	Yes %	Unsure %	No %	Yes %	Unsure %	No %
		<250			250+		
	2019	13	40	47	20	20	60
	2018	15	43	42	12	45	43
Improved its overall control of air quality	2023	36	17	47	34	10	56
	2022	36	49	23	45	49	6
	2021	44	46	9	45	50	5
	2020	33	21	46	32	9	60
	2019	21	33	47	20	17	63
	2018	15	49	36	15	53	32
Increased its community engagement activities	2023	52	29	19	64	11	25
	2022	36	28	28	53	31	17
	2021	38	28	34	40	37	23
	2020	48	28	25	56	14	30
	2019	39	39	22	53	14	42
	2018	44	23	33	47	30	23
Increased the number of apprentices it employs	2023	36	3	61	52	44	3
	2022	21	63	5	45	50	5
	2021	28	61	11	31	57	12
	2020	29	15	56	48	18	34
	2019	29	59	12	46	19	35
	2018	29	12	59	37	32	31
Improved its understanding of responsible sourcing	2023	54	22	24	45	16	39
	2022	49	31	20	49	38	13
	2021	44	34	21	41	41	18
	2020	59	20	21	51	15	34
	2019	52	27	22	47	16	36
	2018	50	23	27	47	26	27
Improved its understanding of Modern Slavery	2023	72	15	13	69	10	21
	2022	62	20	16	66	23	11
	2021	69	17	14	65	23	11
	2020	69	13	18	68	9	23
	2019	71	15	14	71	8	21
	2018	63	12	25	62	23	15
Improved its understanding of FIR	2023	70	14	17	72	6	22
	2022	60	24	13	68	24	8
	2021	68	21	11	66	27	7
	2020	66	18	16	64	10	27
	2019	64	16	21	65	8	28
	2018	47	25	28	26	44	30



Figure 5. Attribution to the School on sustainability issues by company size

Engaging in the School has helped us...	Year	1 – 250 Strongly agree/ Agree %	250+ Strongly agree/ Agree %
reduce our total carbon emissions	2023	32	30
	2022	47	46
	2021	40	37
	2020	76	61
	2019	64	51
	2018	55	43
reduce our total waste	2023	49	31
	2022	48	44
	2021	43	38
	2020	74	60
	2019	71	57
	2018	63	50
reduced our total water consumption	2023	51	32
	2022	46	36
	2021	38	28
	2020	71	54
	2019	70	38
	2018	61	41
improved our overall air quality control	2023	46	35
	2022	38	38
	2021	42	38
	2020	72	58
	2019	73	64
	2018	62	12
increased our community engagement	2023	57	34
	2022	47	47
	2021	56	42
	2020	75	74
	2019	78	67
	2018	71	63
increased the number of apprentices we employ	2023	34	17
	2022	23	23
	2021	31	14
	2020	56	43
	2019	53	33
	2018	43	47
improved our understanding of responsible sourcing	2023	69	59
	2022	64	64

	2021	71	59
	2020	84	71
	2019	78	75
	2018	83	82
improved our understanding of Modern Slavery issues	2023	68	61
	2022	62	62
	2021	72	57
	2020	87	87
	2019	86	87
	2018	82	84
improved our understanding of Fairness, Inclusion and Respect (FIR)	2023	58	51
	2022	63	63
	2021	73	64
	2020	86	84
	2019	87	86
	2018	89	83

Figure 6. Attributing the School's help in reducing sustainability impacts amongst SMEs

Engaging with the School has helped us (the greener in the bar the better) ...

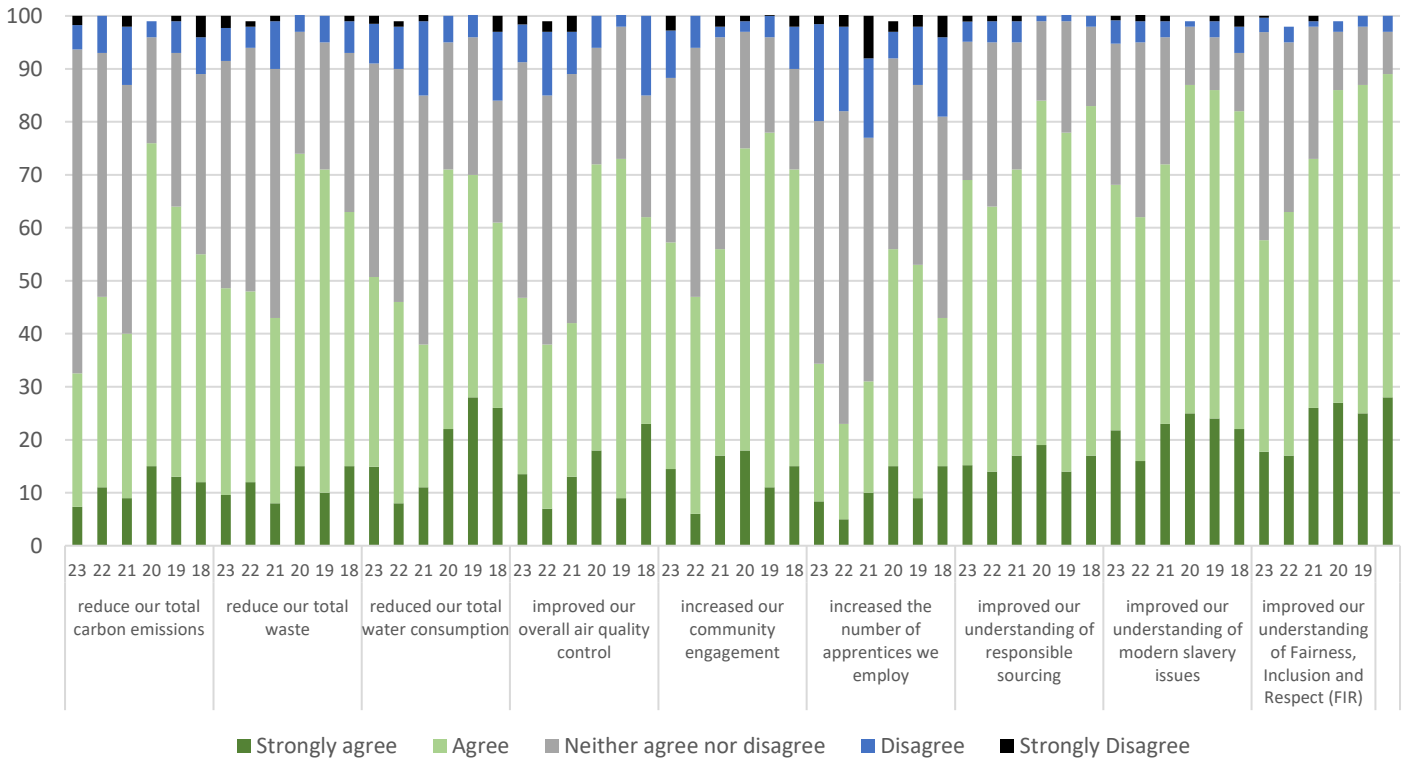
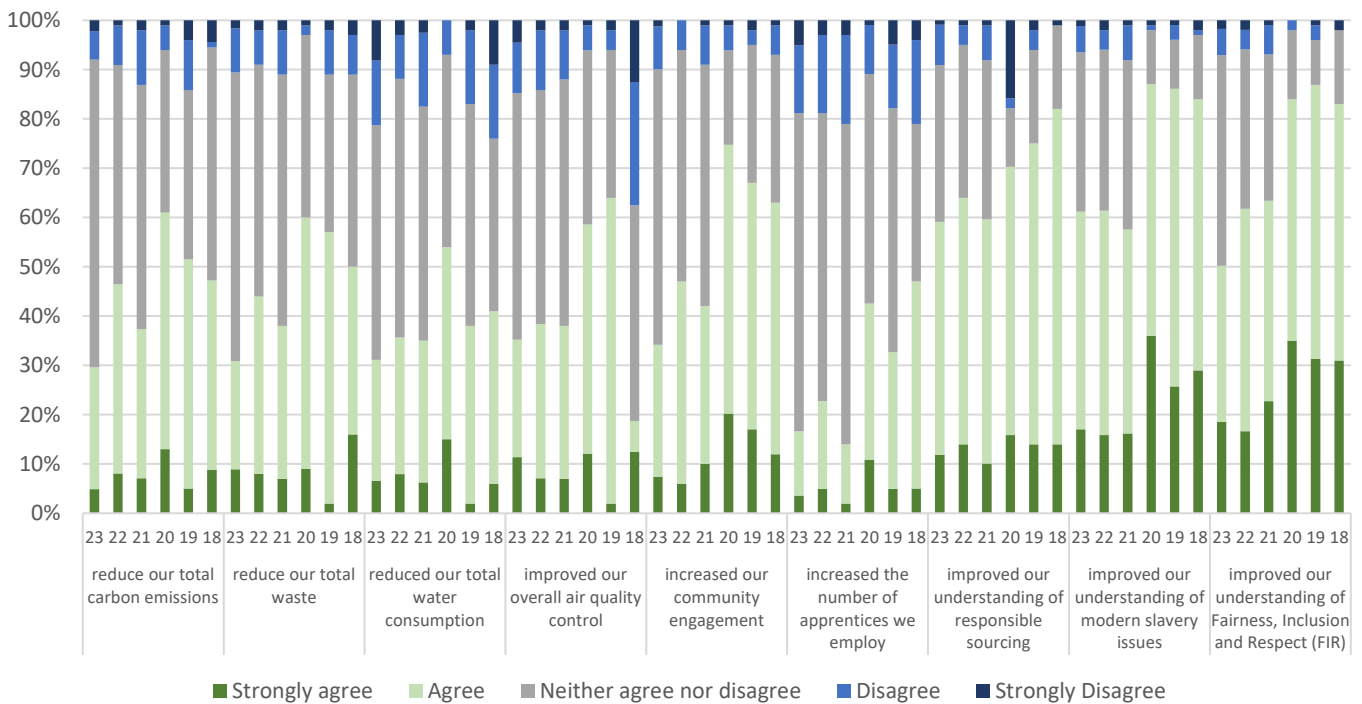


Figure 7. Attributing the School's help in reducing sustainability impacts amongst large businesses

Engaging with the School has helped us (the greener in the bar the better) ...



## 2.2 School impact on sustainability outcomes by market

The report also looks at understanding the impact on sustainability outcomes by market sector and how each market attributes this to engagement within the School. Figures 8 & 9 present and compare the results from across the Construction, Homes, FM, Infrastructure, Welsh, and Scottish markets. Key findings are:

- **Homes** reported the largest decrease in **reducing carbon**. Followed closely by **Scotland** (8%), then **Construction** and **Wales** (both 7%) compared to last year. There was a minimal decrease in Infrastructure and FM (2%).
- When looking at the attribution to the School in reducing **Carbon, Homes also saw the largest decrease in scoring with -21%, followed closely by Scotland (-20%)**, then Wales (-18%), Infrastructure (-17%) and Construction (-16%) and then FM (-12%). This is disappointing, but as with the observations made earlier; this could be down to the fact that there are other significant initiatives and regulations being imposed upon businesses around carbon and climate change.
- **Infrastructure saw a 5% increase in the reduction of waste** which is positive. **Disappointingly, all other sectors reported a decrease**, the largest from FM (-11%) and Homes (-8%). Homes (-12%) and Wales (-10%) had the most significant reductions in attribution to the School in this area.
- **The markets with the most areas where there were Year on Year percentage increases on impact were FM and Infrastructure**. FM had significant increases in Community Engagement and Apprentices (both +11%), and in FIR with a 13% increase. Infrastructure had a significant increase in Community Engagement at 16% higher than last year.
- Interestingly, the **Construction market** reported a **30% decrease in understanding of Responsible Sourcing**.
- **Homes** (-6%) and **FM** (-7%) reported more significant decreases in attribution for **Air Quality**, followed by Infrastructure (-3%). However, Construction and Wales saw a slight uplift.
- **Wales saw a 12% decrease** in attribution of the School to increasing **Community Engagement** activities; Homes followed with an 8% decrease. All other markets were around the 5% mark.
- Similar to Carbon, **FIR saw significant decreases in attribution across all sectors, with FM reporting the largest decrease (-18%)**. The other sectors reported decreases between -6% to -11%.
- All markets are following the expected trends when looking at the impact of the School e.g., Modern Slavery and FIR remain high impact.
- All markets reported increases in amongst the sustainability impacts from



**Community Engagement** and **FIR. Apprentices and Modern Slavery** each have just one sector reporting a 1% decrease.

Figure 8. Change in members sustainability impacts across market sectors

Table shows percentage of respondents saying “YES”

Since joining the School has your company. ..	Year	Const- ruction	Home	FM	Infra	Wales	Scot
Reduced your total fuel usage and carbon emissions?	2019	32	34	44	34	34	0
	2020	37	37	39	37	39	40
	2021	63	70	68	65	68	68
	2022	59	68	66	60	64	65
	2023	52	57	64	58	57	57
	<b>Change</b>		<b>-7%</b>	<b>-11%</b>	<b>-2%</b>	<b>-2%</b>	<b>-7%</b>
Reduced your total waste?	2019	41	45	49	39	43	0
	2020	43	48	46	45	47	44
	2021	58	66	61	54	60	59
	2022	54	65	66	57	57	56
	2023	51	57	55	52	54	52
	<b>Change</b>		<b>-3%</b>	<b>-8%</b>	<b>-11%</b>	<b>5%</b>	<b>-3%</b>
Reduced your total water consumption?	2019	17	17	23	14	17	0
	2020	18	21	22	16	16	15
	2021	37	46	42	36	40	39
	2022	29	38	41	28	30	30
	2023	25	35	31	27	25	27
	<b>Change</b>		<b>-4%</b>	<b>-3%</b>	<b>-10%</b>	<b>-1%</b>	<b>-5%</b>
Improved your overall air quality control?	2019	21	21	23	22	19	0
	2020	33	33	25	34	32	28
	2021	44	51	49	49	46	45
	2022	42	45	46	48	45	45
	2023	37	40	51	44	37	39
	<b>Change</b>		<b>-5%</b>	<b>-5%</b>	<b>5%</b>	<b>-4%</b>	<b>-8%</b>
Increased your community engagement activities?	2019	45	48	52	48	50	0
	2020	51	52	55	58	52	51
	2021	38	37	43	47	33	33
	2022	45	48	54	51	45	45
	2023	58	51	65	67	61	59
	<b>Change</b>		<b>13%</b>	<b>3%</b>	<b>11%</b>	<b>16%</b>	<b>16%</b>
Increased the number of apprentices you employ?	2019	36	38	29	40	40	0
	2020	37	35	35	40	38	38
	2021	29	28	26	33	25	24
	2022	36	41	38	43	36	34

Since joining the School has your company..	Year	Const- ruction	Home	FM	Infra	Wales	Scot
..	2023	43	40	49	49	44	45
	<b>Change</b>	<b>7%</b>	<b>-1%</b>	<b>11%</b>	<b>6%</b>	<b>8%</b>	<b>11%</b>
Improved your understanding of responsible sourcing?	2019	51	54	52	47	51	0
	2020	54	52	53	55	54	51
	2021	45	49	41	44	45	43
	2022	50	51	47	49	36	49
	2023	20	50	49	51	44	51
	<b>Change</b>	<b>-30%</b>	<b>-1%</b>	<b>2%</b>	<b>2%</b>	<b>8%</b>	<b>2%</b>
Improved your understanding of Modern Slavery issues?	2019	66	69	73	70	74	0
	2020	69	67	68	72	70	66
	2021	70	69	71	70	70	66
	2022	65	62	69	68	51	69
	2023	71	68	71	72	50	69
	<b>Change</b>	<b>6%</b>	<b>6%</b>	<b>3%</b>	<b>4%</b>	<b>-1%</b>	<b>0%</b>
Improved your understanding of FIR?	2019	72	59	58	72	66	0
	2020	65	60	65	70	65	65
	2021	68	63	70	72	67	66
	2022	65	66	66	70	70	68
	2023	71	69	79	77	75	74
	<b>Change</b>	<b>6%</b>	<b>3%</b>	<b>13%</b>	<b>7%</b>	<b>5%</b>	<b>6%</b>

Figure 9. Members **attributing** the Supply Chain Sustainability School's help in reducing sustainability impacts by market (strongly agree/agree)

Engaging in the School has helped us...	Year	Const	Homes	FM	Infra	Wales	Scot
Reduce our total carbon emissions	2019	59	51	65	61	51	--
	2020	69	64	65	70	64	67
	2021	40	42	46	43	35	33
	2022	49	46	51	51	48	46
	2023	33	25	39	34	30	29
	<b>Change</b>	<b>-16%</b>	<b>-21%</b>	<b>-12%</b>	<b>-17%</b>	<b>-18%</b>	<b>-20%</b>
Reduce our total waste	2019	65	60	64	66	54	--
	2020	68	62	63	71	63	68
	2021	41	40	41	46	39	38
	2022	48	49	51	46	45	44
	2023	44	37	48	44	35	38
	<b>Change</b>	<b>-4%</b>	<b>-12%</b>	<b>-3%</b>	<b>-2%</b>	<b>-10%</b>	<b>-6%</b>

Engaging in the School has helped us...	Year	Const	Homes	FM	Infra	Wales	Scot
Reduced our water consumption	2019	55	44	64	53	33	--
	2020	64	68	71	64	59	60
	2021	34	27	32	33	26	24
	2022	41	34	46	45	37	37
	2023	43	33	47	43	31	32
	Change	<b>2%</b>	<b>-1%</b>	<b>1%</b>	<b>-2%</b>	<b>-6%</b>	<b>-5%</b>
Improve our air quality control	2019	72	66	71	69	60	--
	2020	67	75	69	66	62	67
	2021	41	44	47	42	35	34
	2022	43	41	55	45	39	38
	2023	44	35	48	42	40	37
	Change	<b>1%</b>	<b>-6%</b>	<b>-7%</b>	<b>-3%</b>	<b>1%</b>	<b>-1%</b>
Increase our community engagement	2019	69	73	70	75	67	--
	2020	74	72	70	78	74	78
	2021	48	48	47	51	44	46
	2022	57	51	54	55	50	50
	2023	51	43	49	50	38	45
	Change	<b>-6%</b>	<b>-8%</b>	<b>-5%</b>	<b>-5%</b>	<b>-12%</b>	<b>-5%</b>
Increase the number of apprentices we employ	2019	43	44	29	39	34	--
	2020	49	46	36	51	44	50
	2021	22	26	17	22	13	16
	2022	26	29	39	32	22	27
	2023	28	24	21	32	21	18
	Change	<b>2%</b>	<b>-5%</b>	<b>-18%</b>	<b>0%</b>	<b>-1%</b>	<b>-9%</b>
Improve our understanding of responsible sourcing	2019	76	72	73	74	70	--
	2020	83	80	88	83	79	82
	2021	66	56	73	70	64	63
	2022	69	59	71	73	68	68
	2023	66	58	74	68	63	58
	Change	<b>-3%</b>	<b>-1%</b>	<b>3%</b>	<b>-5%</b>	<b>-5%</b>	<b>-10%</b>
Improve our understanding of Modern Slavery issues	2019	86	86	88	88	85	--
	2020	87	90	88	88	89	84
	2021	65	64	74	74	73	64
	2022	65	53	69	69	69	62
	2023	67	54	67	70	64	61
	Change	<b>2%</b>	<b>1%</b>	<b>-2%</b>	<b>1%</b>	<b>-5%</b>	<b>-1%</b>
Improve our understanding of FIR	2019	86	87	86	88	85	--
	2020	85	87	84	88	84	84
	2021	68	60	70	72	65	66
	2022	68	57	73	71	63	65

Engaging in the School has helped us...	Year	Const	Homes	FM	Infra	Wales	Scot
	2023	57	48	55	62	57	55
	Change	-11%	-9%	-18%	-9%	-6%	-10%

### 2.3 School impact on embedding Offsite

The Offsite section of the School has been steadily increasing in number of members and there are currently 1,238 (1,183 last year) active member organisations and 4,855 (4,539 last year) active individuals since the beginning of the financial year.

However, as with previous years, the respondent data set is small, so it is difficult to gauge a real understanding of how the School is impacting those who have accessed offsite material.

This is the fourth year that the Impact Survey included questions around the impact the School has had on businesses embedding offsite processes and techniques into their organisation. A total of 63 members responded 'yes' that they were an 'active member' of the offsite topic area of the School (77 in the previous year).

Out of those respondents, they were then asked to state their primary business function. The figure below illustrates this:

*Figure 10. The organisation's primary business function*

Primary business function	No.
Assembly	16
Design	11
Manufacturing	26
Logistics	9

A set of questions were then asked to understand what impact learning through the School has had. The tables below display the response:



Figure 11. Process improvement since joining the School

Since joining the School has your organisation improved your . . .	Year	Yes %	No %
Design process in the last 12 months	2020	37	9
	2021	54	11
	2022	47	16
	2023	48	10
	<b>Change</b>	<b>1</b>	<b>-6</b>
Manufacturing process in the last 12 months	2020	37	1
	2021	44	11
	2022	36	21
	2023	52	10
	<b>Change</b>	<b>16</b>	<b>-11</b>
Logistics process in the last 12 months	2020	7	45
	2021	58	21
	2022	38	20
	2023	50	20
	<b>Change</b>	<b>12</b>	<b>0</b>
Assembly process in the last 12 months	2020	33	3
	2021	49	17
	2022	33	20
	2023	42	17
	<b>Change</b>	<b>9</b>	<b>-3</b>

These results are really positive and look to show that the programme of training that is organised by the Offsite group is now having an impact. As the sample set is small, the results do show some significant swings which need to be considered. However, it is undoubtedly a positive reflection on the effort and resource that has gone into pushing the offsite agenda forward.

It is also pertinent to note that there has been a lot more collaboration with the other sectors in the School this year, staging business bytes with Homes for example. In addition to this, there have been 799 downloads of offsite specific e-learning modules; 1,125 offsite specific resources accessed and 1,107 attendees to offsite specific training activities. There have also been 482 offsite assessments and re-assessments (company and individual) taken this financial year.

Figure 12. Attribution to the School for process improvement

Engaging in the School has helped us to improve our ...	Year	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly disagree
Design process	2021	13	33	46	3	5
	2022	10	39	48	3	0
	2023	17	48	31	3	0
	<b>Change</b>	<b>7</b>	<b>9</b>	<b>-17</b>	<b>0</b>	<b>0</b>
Manufacturing process	2021	9	44	34	6	6
	2022	8	38	50	4	0
	2023	13	48	35	3	0
	<b>Change</b>	<b>5</b>	<b>10</b>	<b>-15</b>	<b>-1</b>	<b>0</b>
Logistics process	2021	12	33	43	10	2
	2022	10	24	59	7	0
	2023	10	43	40	3	3
	<b>Change</b>	<b>0</b>	<b>19</b>	<b>-1</b>	<b>-4</b>	<b>-3</b>
Assembly process	2021	20	34	31	6	9
	2022	8	36	56	0	0
	2023	8	44	44	0	4
	<b>Change</b>	<b>0</b>	<b>8</b>	<b>12</b>	<b>0</b>	<b>-4</b>

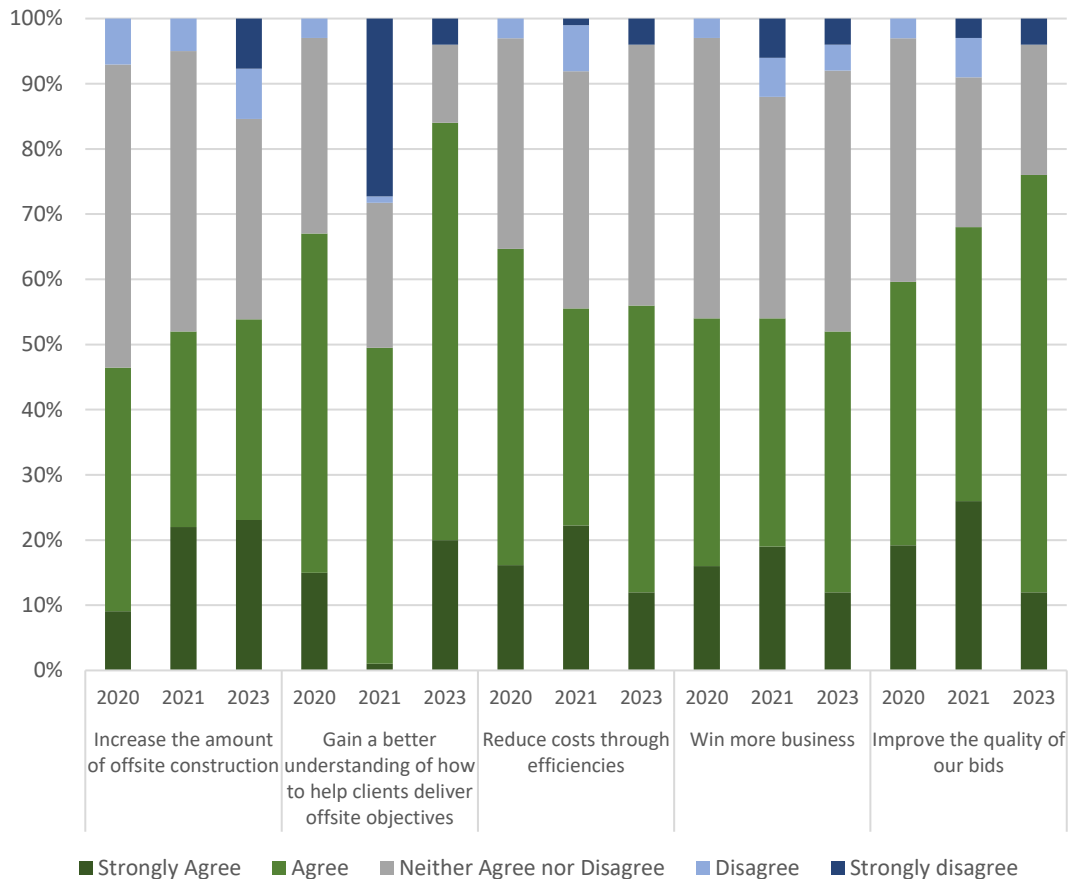
**The above figures are very pleasing to see and there is clear correlation between learning through the School and making improvements.**

This is further reflected when members were asked the next question set, illustrated by figure 13. This question set was not asked last year so comparisons are from 2021.

- 54% of respondents state they have increased the amount of offsite construction they do (2% increase from 2021).
- 84% stated that they have gained a better understanding of how to help clients deliver offsite objectives. This is compared to 49% in 2021.
- There has been a 1% increase in cost efficiencies compared to 2021. This is understandable as the cost of utilities and materials have significantly risen over the last two years.
- Disappointingly, there has been a 2% decrease (52% in 2023 vs 54% in 2021) in respondents reporting winning more business.

- There is an 8% increase in respondents reporting they have improved the quality of their bids (76% for 2023 vs 68% in 2021).

Figure 13. Impact the School is having on business outcomes for those engaged in Offsite learning (the greener in the bar the better) . . .



## 2.4 School impact on embedding Procurement

The training programme ‘Performance through Procurement’, funded by CITB is ending (due to complete June 2023). The training is aimed at procurement professionals and non-procurement professionals who are responsible for buying as part of their job. So far, there have been £7,450,943 worth of savings reported by six of the eleven companies. These reported savings will only increase as further organisations provide their reports.

There were 582 respondents to the question set around Procurement (though not all of them answered every question). Respondents were asked: ‘*Since joining the School, has your company benefited from better performance through procurement?*’ illustrated below. There was just a swing of 1% compared to last year:

Figure 14. Have companies benefited from the Performance through Procurement programme?

	Yes %	No %
Since joining the School, has your company benefited from better performance through procurement?	54	46

Further questions were then asked to understand if engaging in the School has helped on some core procurement processes. See the summary below.

Figure 15. How the School has helped with some core procurement processes

% Engaging in the School has helped...	2023	2022
<b>Strongly Agree/ Agree</b>		
us to develop our approach to better Procurement in our business?	34%	38%
improve procurement skills of individuals with purchasing responsibility	30%	30%
our suppliers & sub-contractors have a better understanding of procurement and collaboration	29%	27%
to improve our performance through procurement	76%	69%

It is interesting that the results are like last year, apart from that **76% of respondents agreeing that the School has helped them to improve their performance through procurement. This is a 7% increase on last year**, as well as the fact that this is three quarters of those who have been through the programme. These are really pleasing figures again.

A total of 31 training activities took place this financial year: 1 conference, 8 webinars, and 21 workshops. A total of **792 people** attended these sessions. In addition to this, there was a programme of SCIPS (Supply Chain Improvement Programmes) where 50 workshops took place across the year (636 attendees in total). More detail regarding the SCIPS programme is given later in this report.

In addition to the above, there have been **3,649 downloads of the programme's e-learning modules; and 5,134 procurement resources accessed** which are marked as specific to the programme.

There have also been **278 company assessments** and re-assessments and **1,098 individual assessments** and re-assessments taken this financial year, showing a strong appetite for members to better their procurement practices.

Once the funding period ends (due June 2023) the Procurement group will continue to meet and will be re-prioritising objectives. The training created will continue to be promoted and delivered by the School.

## 2.5 School impact on embedding Digital technology

The Digital programme, again funded by CITB, has finished. As with the Procurement programme, the School will continue to promote the learning created and a collaboration group will continue to meet. This training is aimed at any business who wants to understand and adopt digitalisation.

There were 455 respondents to the question set (however not all respondents answered all the questions). Figures 16 & 17 below illustrate the results.

*Figure 16. Have companies benefited from the Digital training programme?*

	Yes %	No %
Are you currently investing in digital technologies?	58	22
Since joining the School, has your company benefited from its investment in digital technologies?	43	23

*Figure 17. Have companies benefited from the Digital training programme?*

% Engaging in the School has helped us . . .	2023	2022
<b>Strongly Agree/ Agree</b>		
develop our approach to the use of digital technologies in our business	20	21
to accelerate our use of digital products and solutions	20	14
to invest in digital technologies	15	13

It is really pleasing to see that there is a 19% increase in organisations stating that their organisation has benefited from investment in digital technologies since joining the School.

There has not been much movement with regards to any of the other results this year. The digital programme very much focuses on change management. This is, of course, a slower process. The topic of Digital however remains popular across

the School. There have been 24 digital specific training activities attended by 992 people.

There has also been **4,698 downloads of the digital e-learning modules** and 3,126 digital specific resources. In addition to this, there have been **1,146 training needs analysis completed** and the Digital Maturity assessment which has had 82 completions.

## 2.6 School impact on business outcomes

The School is also keen to understand and evidence what impact improving sustainability knowledge has on an organisation's overall business performance. Members were therefore asked to rate how:

*“Engaging in the School has helped them to . . .”*

1. Gain a better understanding of how we can help our clients deliver their sustainability objectives.
2. Reduce costs through efficiencies.
3. Win more business.
4. Improve the quality of our bids.
5. Be more collaborative.
6. Gain better relationships with our suppliers.
7. Retain talent.
8. Reduce reputational risk to our organisation.

Summary of findings for all business sizes, illustrated by Figure 18, are:

- The survey reveals that whilst driving reduced sustainability impacts, the School's help and advice has, over the last 6 years, consistently helped businesses to access improved business outcomes.
- The School continues to be seen as a valuable resource to all businesses, with 73% reporting that the School helps to gain a better understanding of how they can **help clients deliver their sustainability objectives**. This is the same as last year.
- 47% felt that the School has helped them **reduce costs** through efficiencies. This is only down 1% from last year which is impressive considering the rise in cost of supplies and current economic climate.
- Almost half (47%) of respondents feel that the School has helped them **win new business** (up 7%). This has been consistent over the last few years.
- **55%** (the same as last year) of respondents reported that the School has helped them improve the **quality of their new business bids**.
- The impact around **being more collaborative** has increased by 2%. The year before it decreased by 7% so it is good to see this increasing again.



Interestingly, it is the larger businesses that have driven this increase which is a complete contrast to the year before.

- 54% ( up 3%) feel that the School has helped them develop **better relationships with their suppliers**.
- 36% feel that the School has helped them to **retain talent** ( up 2%).
- 57% feel that the School has helped them **reduce reputational risks** (up 1%).

Figure 18. Overall results 2023: The Impact the School has on members: Engaging in the School has helped us... (Green is good)

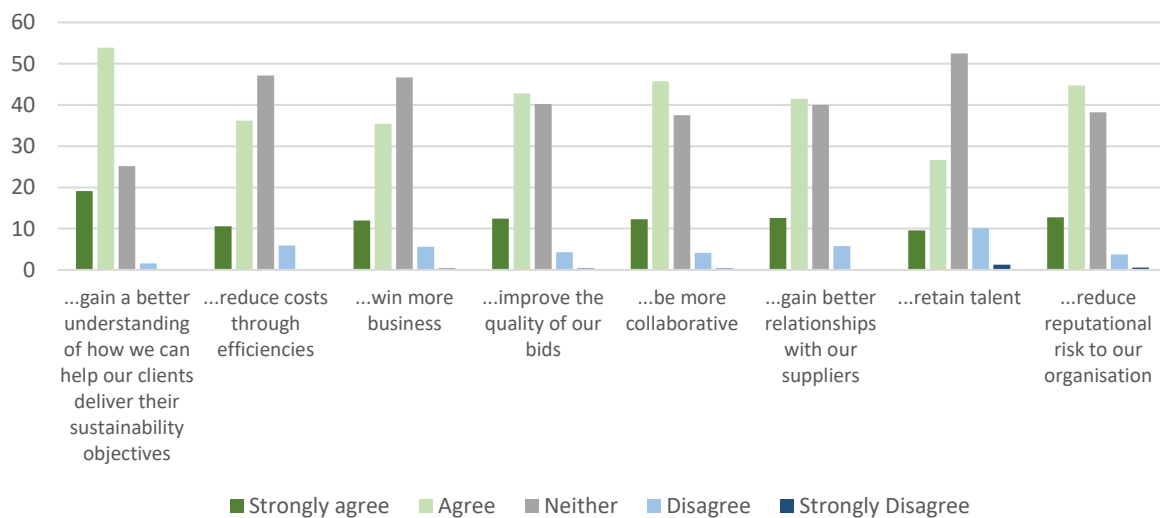


Figure 19 illustrates the comparison to the last six years by business size. Larger businesses reported higher results in ‘gaining a better understanding of helping our clients deliver their sustainability objectives’, ‘being more collaborative’, ‘gaining better relationships with suppliers’ and ‘retaining talent’ than smaller businesses. In all other areas, there is only a marginal difference between the responses from larger and smaller business.

It is pleasing to see that in all areas, apart from ‘reducing cost through efficiencies’ there is an increase. As mentioned earlier, the rise in costs in general would have contributed to this.

Figure 19. Overall results: Impact around Business Impact, by employee size and vs last six years:

Engaging with the School has helped us to . .. (strongly agree/ agree)	No. of Emp	2023	2022	2021	2020	2019	2018	Variance (22 vs 21)
...gain a better understanding of how we can help our clients deliver their sustainability objectives	1 – 250	71	71	72	75	68	70	0%
	250+	76	76	71	72	66	77	0%
...reduce costs through efficiencies	1 – 250	48	51	49	54	49	51	-3%
	250+	44	45	50	52	43	33	-1%
...win more business	1 – 250	46	40	42	40	40	42	6%
	250+	50	41	50	52	40	45	9%
...improve the quality of our bids	1 – 250	55	51	26	49	44	48	4%
	250+	56	49	54	60	51	56	7%
...be more collaborative	1 – 250	56	54	55	58	51	51	2%
	250+	62	53	68	68	65	69	9%
...gain better relationships with our suppliers	1 – 250	51	48	54	57	51	50	3%
	250+	57	52	61	66	63	64	5%
...retain talent	1 – 250	34	33	32	37	26	24	1%
	250+	39	31	37	36	30	27	8%
...reduce reputational risk to our organisation	1 – 250	58	54	54	56	47	49	4%
	250+	56	54	56	59	53	59	2%

## 2.7 School impact on business processes

If change is to be embedded in organisations, it is important that business processes are adapted to enable lasting change. The business processes considered essential to drive change are based upon the key enablers of leadership, risk, engagement, measurement and reporting which are embedded in ISO 20400: The Sustainable Procurement Standard. If we are successful, we can dramatically improve the potential for reduced sustainability impacts and improved business performance. Members were asked to rate how:

“Engaging in the School has helped them to...”

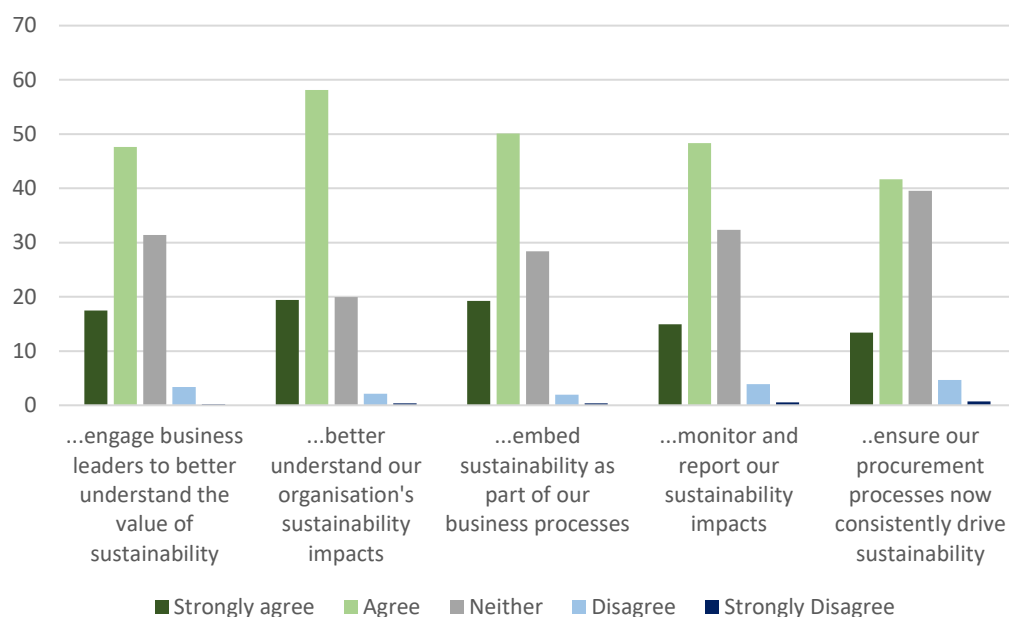
- Engage business leaders to better understand the value of sustainability.
- Better understand our organisation’s sustainability impacts.
- Embed sustainability as part of our business processes.
- Monitor and report our sustainability impacts.
- Ensure our procurement processes now consistently drive sustainability.

Summary of findings:

- This year the **results are more positive** with some increase in most impact areas, apart from 'ensure our procurement processes now consistently drive sustainability' which remained static for both large and small business.
- Larger businesses reported a **4% decrease to 'engage business leaders'** to better understand the value of sustainability, however smaller businesses reported an increase to 65% which matches pre-COVID results.
- The School is clearly a very useful educational tool in helping both large and small businesses to **better understand their sustainability impacts** with, as both small and large businesses have reported their highest responses yet (78% & 77%, respectively).
- **69%** reported that the School has helped them to **embed sustainability** as part of their business processes. When looking at small vs large business response, larger business reports a slightly higher response (71%).
- **55%** reported that the School has helped them to ensure **procurement processes** now consistently drive sustainability.
- What is significant is that there is a reasonable increase in respondents reporting that the School has helped them to **monitor and report sustainability impacts**. Larger businesses reported a 5% increase and smaller businesses, an 8% increase. This shows that organisations are looking like they are maturing.

Figure 20. Overall results 2023: The Impact the School has on members:

Engaging in the School has helped us... (Green is good)



The below illustrates these results by business size.

Figure 21. Response by company size on School impact on business over last six years

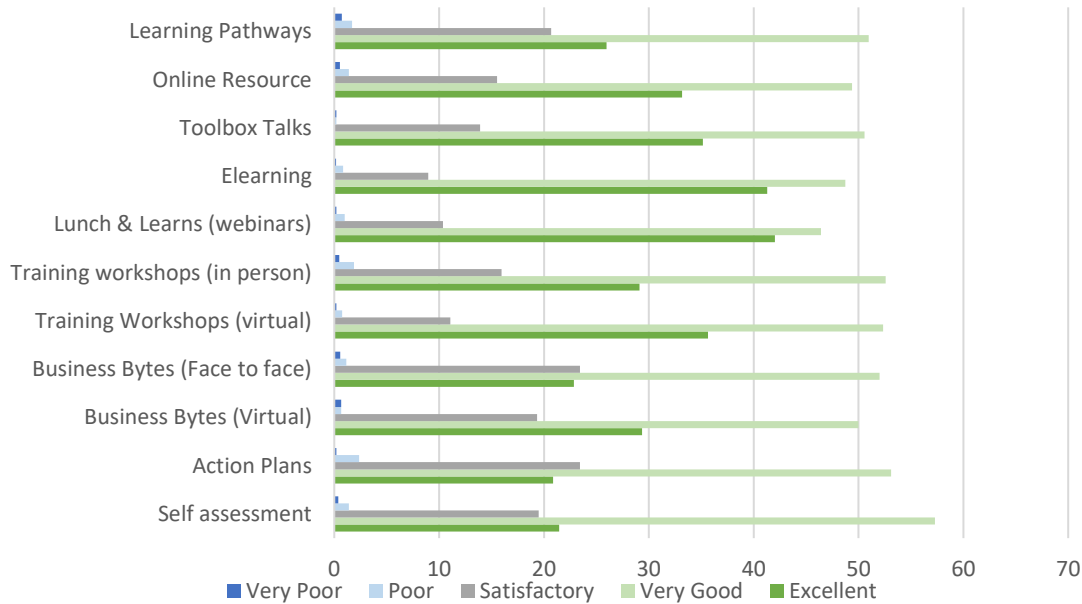
Engaging with the School has helped us to . . .	No. of Emp	% Strongly Agree/ Agree						Variance (23 vs 22)
		2023	2022	2021	2020	2019	2018	
engage business leaders to better understand the value of sustainability	1 – 250	65	62	64	65	62	57	3%
	250+	65	69	70	71	61	60	-4%
better understand our organisations sustainability impacts	1 – 250	78	73	76	63	70	68	5%
	250+	77	74	76	75	71	72	3%
embed sustainability as part of our business processes	1 – 250	69	63	68	65	60	61	6%
	250+	71	70	69	66	62	54	1%
monitor and report our sustainability impacts	1 – 250	65	57	59	55	50	50	8%
	250+	61	56	61	55	49	50	5%
ensure our procurement processes now consistently drive sustainability	1 – 250	54	54	58	56	51	52	0%
	250+	56	56	56	60	50	53	0%

### 3. School activities & resources

#### 3.1 Quality of the support provided

The impact survey included questions around the quality of the support provided. Figure 22 illustrates the results:

Figure 22. Ratings of experience for each type of learning aspect



The School continues to deliver a popular online training programme and feedback remains high. Further detail for each aspect is given in Figure 23.

Figure 23. Rate your experience of each activity / aspect of the School (vs 2022)  
Excellent & Good

Activity	Year	Excellent / Good %
<b>Self-assessment</b>	2023	82%
	2022	79%
	<b>Change</b>	<b>3%</b>
<b>Action Plans</b>	2023	76%
	2022	74%
	<b>Change</b>	<b>2%</b>
<b>Business Bytes (face to face)</b>	2023	75%
	2022	79%
	<b>Change</b>	<b>-4%</b>
<b>Business Bytes (virtual)</b>	2023	83%
	2022	75%
	<b>Change</b>	<b>8%</b>

Activity	Year	Excellent / Good %
Training Workshops (face to face)	2023	77
	2022	82
	Change	<b>-5%</b>
Training Workshops (virtual)	2023	87
	2022	88
	Change	<b>-1%</b>
E-learning	2023	87
	2022	90
	Change	<b>-3%</b>
Toolbox Talks	2023	86
	2022	86
	Change	<b>0%</b>
Online Resource	2023	86
	2022	83
	Change	<b>3%</b>
Lunch & Learns	2023	86
	2022	88
	Change	<b>-2%</b>
Learning Pathways	2023	83
	2022	77
	Change	<b>6%</b>

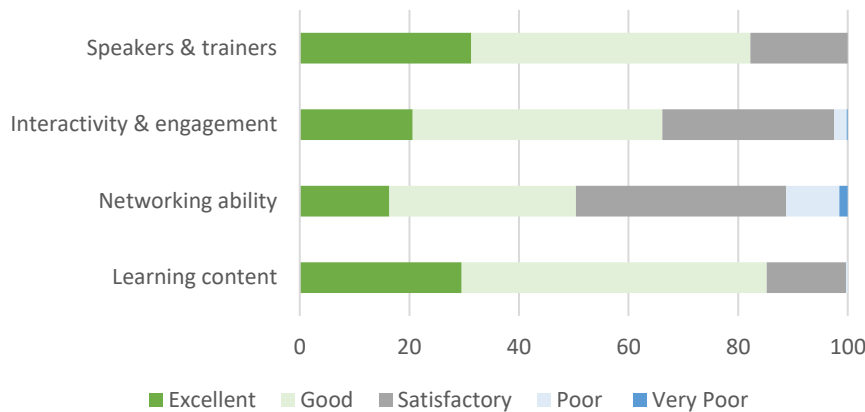
Similar to last year, there is no change of real significance for each type of activity. However, it is worth to note that the functionality improvements around learning pathways have made them more accessible (with further improvements in development) for members. There has also been a lot of work, in particular around the communication of virtual Business Bytes, to improve that offering. There will be significant changes taking place to Business Bytes to improve the value to members even further over the next 12 months.

### 3.2 Type of support provided

Since the move to mainly virtual training delivery, the School has monitored this closely to ensure that members were still receiving a high quality training programme. Below illustrates this feedback which is very positive apart from the networking element. The School team are aware of the challenges with networking virtually and are looking at how the online offering can include this in the future.



Figure 24. How did you find our virtual training?

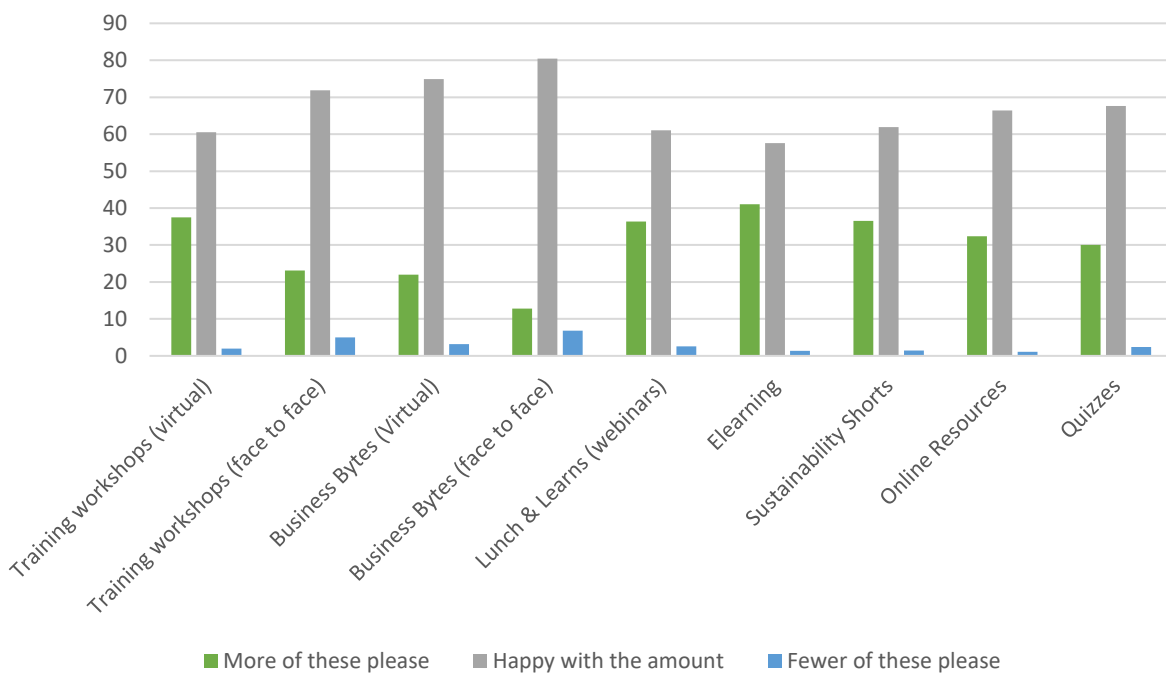


### 3.3 Future support

Respondents were asked if there were any resources that they would like to see more of. The details of this are illustrated in Figure 25.

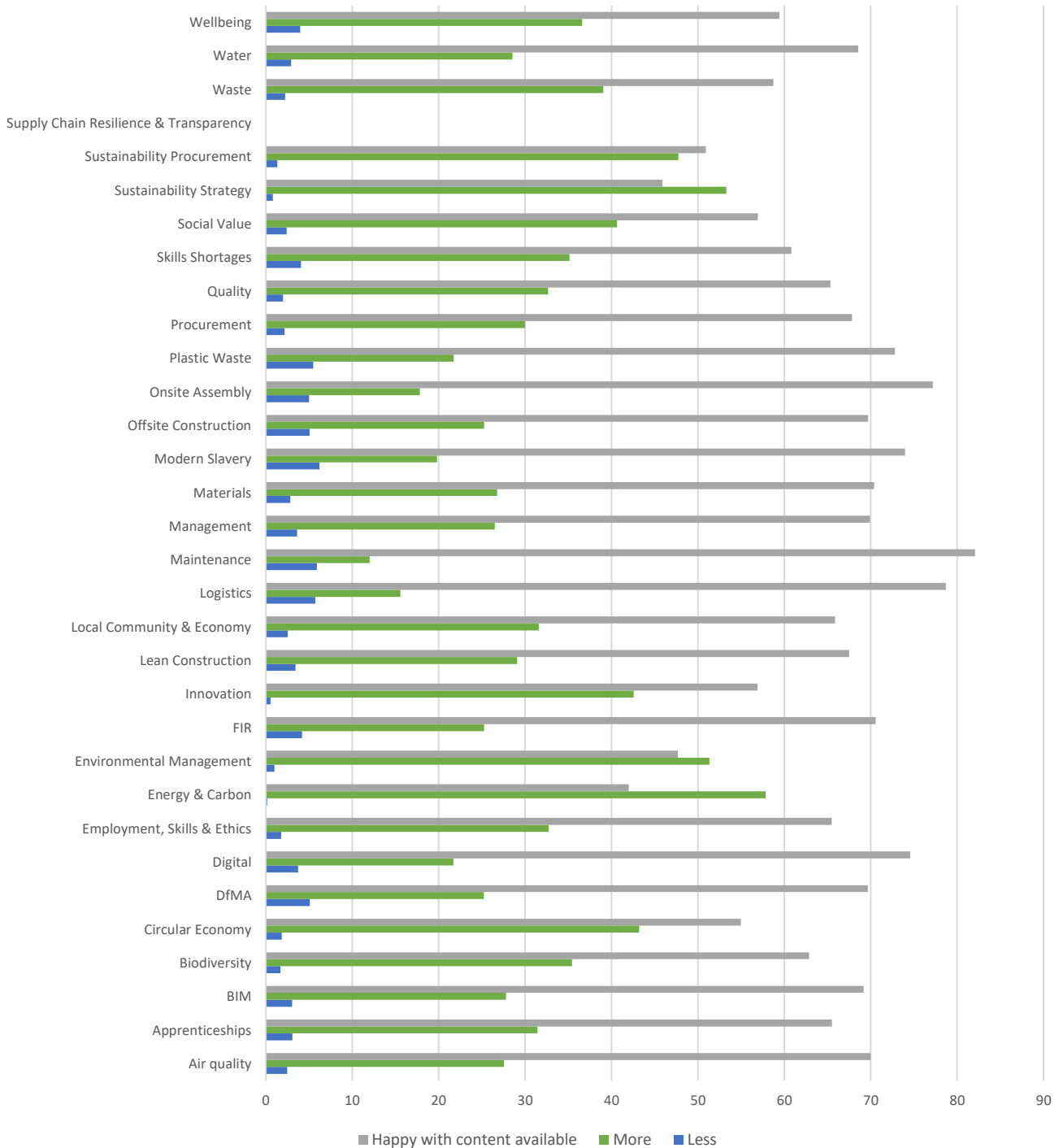
The E-learning (41%), training workshops (virtual) (38%), Sustainability Shorts (37%) and Lunch & Learns (36%) were the top requested way of learning (the same as last year). The results show that there is a good balance of the different types of learning and that virtual training is most popular.

Figure 25. Are there any resources the School offers that you would like to see more of?



The survey also included a question around topics / areas which the respondents would like to learn more about (Figure 26). The feedback from this question helps to inform the School on any areas of key focus. The topics that members want to see more of are: Carbon & Energy, Environmental Management, Sustainability Strategy and Sustainable Procurement. This aligns with the business plan for the next financial year, following consultation with the Partners.

Figure 26. Are there topics / issues you would like to learn more about?



## 4. Methodology and profile of respondents

### Summary of findings:

- There were 1,066 responses to the survey of whom 57% were from SMEs.
- 91% said that they were interested in sustainability, with 46% being interested in management, 22% interested in offsite, 23% interested in digital, 41% interested in procurement, 26% interested in lean construction and 25% interested in FIR.
- The profile split was 81% are active in construction, 19% in homebuilding, 18% in FM and 35% are in infrastructure.
- 90% of respondents work in England, 42% in Scotland, 44% in Wales and 21% in Northern Ireland.
- Respondents were drawn from across the supply chain including clients, contractors, suppliers, sub-contractors, and FM service providers.

The survey took place in September 2022 and continued until December 2022. The School membership was canvassed and there was a total of **1,066 responses**. To put this into context, the School has approximately **5,400 active member organisations**. The survey was conducted electronically via a survey software. It is important to understand the profile of those responding and a key question is if there is a difference in the impact the School makes to a small and medium enterprise (SME) or large organisations.

Based on company size, **57% of the respondents are SMEs**. Therefore, it is reasonable to state that the representation of the respondents was adequate. The breakdown of both respondents and School membership is shown below.

*Figure 27. Comparison of breakdown of company size:*

Employee size	Membership	Respondent
<b>1-250</b>	85%	57%
<b>250+</b>	15%	43%

Members were asked which areas (by topic, see Figure 28) of the School they were engaged in, which market sector they operated in and in which country (see Figure 29). There was a good representation from all areas.

Respondents were also asked to identify what type of organisation they worked for, the breakdown of this is in Figure 30. The survey asked how engaged with the School the respondents were and for how long. Like previous years, **65% of respondents have been a member of the School for the past few years or more**. The breakdown is illustrated in Figure 31.

Figure 28. Areas of interest:

Department / Market	%age
Sustainability	91
Management	46
Offsite	22
Digital	23
Lean	26
FIR	25
Procurement	41
Construction	81
Infrastructure	35
Facilities Management	18
Homes	19

Figure 29. Country users operate in:

Country	%age
England	90
Scotland	42
Wales	44
Northern Ireland	21

\*Please note figures represented will not total 100 as members can tick multiple areas of interest.

Looking at length of School membership and how respondents have engaged, there is a good cross section of experience with the School to give an intelligent reaction to the School's impact on those organisations to date. If most respondents had not been part of the School for a reasonable amount of time; or had not engaged with the School in any way, the results could be considered redundant.

Figure 30. Breakdown of respondents by organisation type:

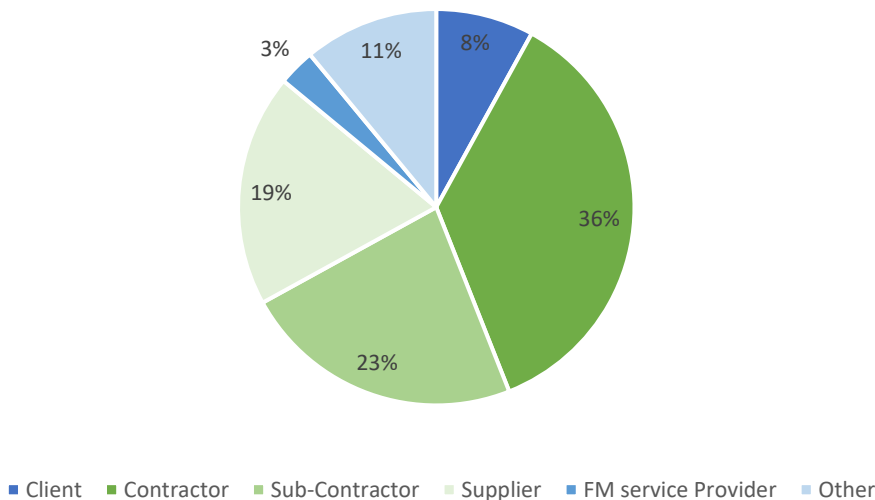
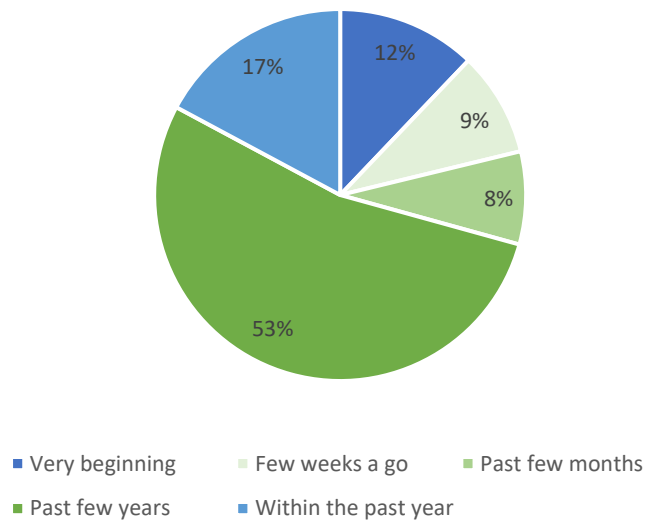
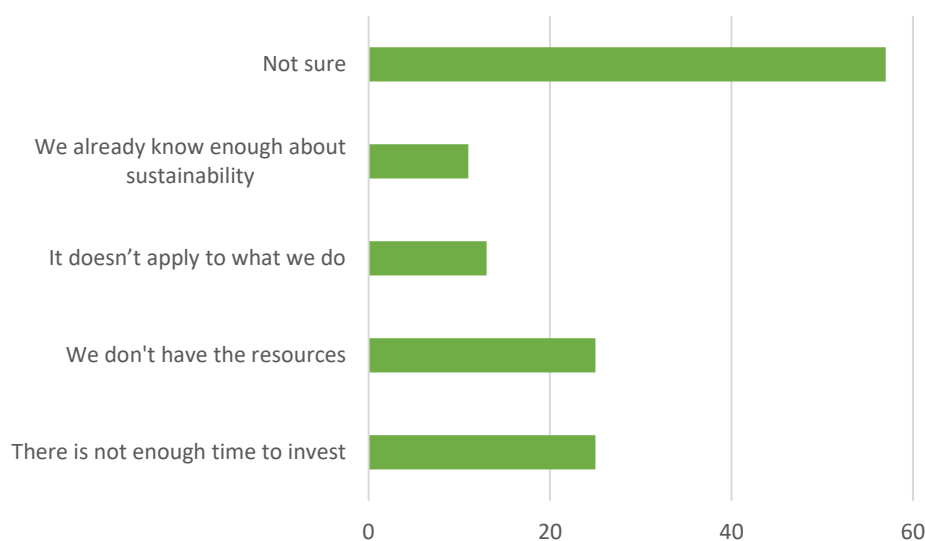


Figure 31. Breakdown of respondents by length of School membership:



Members were also asked if they, or anyone within their organisation, actively engage with the School (with examples given as logged in, assessed, accessed resources, attended events). 36% stated they were quite active within the School, 49% said they were engaged to some extent. 13% (or 142 respondents) stated that they have never engaged with the School. The reasons are also listed as to why some users have not engaged with the School. Figure 32 indicates the reasons given. Of those who had never engaged with the School, 71 respondents said they would engage in the School in the future. Twelve said no and 55 said they were unsure.

Figure 32. Reasons for not engaging with the School to date (no. of actual responders):



## 5. School Key Performance Indicators (Outputs)

The School has performed incredibly well against most of our key output targets, as illustrated below. Though the target for active individuals was not met, this still represents a 23.5% increase on last year (we ended on 16,802 active individuals). The School team knew that the target was a stretch, and we are still ambitious to exceed a higher target for FY23/24. The active companies target was exceeded (and represents a 30% increase YOY). This is a fantastic result when a couple of years ago the team struggled to make 3,000 active organisations. What this has shown is that we are doing well at getting more companies engaged with the School, the next stage is to get more individuals within those companies using the School.

Figure 33. Performance against targets (target in brackets)

	Const	FM	Homes	Infra	Offsite	Wales <sup>1</sup>	Scot <sup>1</sup>	FIR	Digital	Proc	Entire School
Active Companies (Target) <sup>1</sup>	4,590 (4,000)	1,000 (900)	1,608 (2,000)	1,779 (1,500)	1,238 (1,100)	652 (600)	898 (900)	538	564	1,459	5,503 (5,000)
Active Individuals <sup>1</sup>	16,136 (16,000)	3,262 (3,600)	4,220 (8,000)	8,316 (7,500)	4,855 (5,500)	1,899 (2,400)	2,846 (3,600)	--	--	--	24,160* (25,000)
Business Bytes	-	-	-	-	-	-	-	-	-	-	31 (32)
Workshops	-	-	-	-	-	-	-	-	-	-	359 (270)
Lunch & Learns	-	-	-	-	-	-	-	-	-	-	160 (157)
Learners @Training <sup>2</sup>	-	-	-	-	-	-	-	-	-	-	19,658 (22,000)
E-learning Downloads	--	7,413 (1,800)	--	--	799 (2,000)	--	--	--	--	--	57,408* (40,300)
FIR Ambassador								1,069 (600)			1,069 (600)
Assessment <sup>1</sup> (Target) Company / Individual	1,252/7,283 (960/9,900)	2,663 (180)	444/ 2,075 (355/2,200)	510/ 3,918 (470/3,700)	61/421 (100/400)	186/985 (250/1,050)	540/1,613 (200/400)	--	1,090 (250)	1,313 (200)	1,387/8,761 (1,000/8,000)
Re-assessment <sup>1</sup> (Target) Company / Individual	1,066/1,528 (900/1,900)	Inc above	420/443 (400/550)	428/734 (330/800)	Inc above	224/193 (200/300)	Inc above	--	--	--	1,159/1,777 (900/2,000)
Bronze/ Silver/ Gold <sup>1</sup>		180 (250)					223 (150)				943/ (900)

Notes:

- These 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.
- The definition of an active member is any organisation that attends a training event, accesses any of the resources, assesses within a 12-month period. For the purposes of the School and the KPIs – this is looked at from 1st April. Once an organisation has become active, even if the individuals on that account are accessing hundreds of resources, it can only be counted once.
- Active individual figures and e-learning downloads include the figures that have come from Partners internal LMS's when they host School e-learning. See page 39 for more details.



## 5.1 Supply Chain Engagement: resource access

There have been **129,492 resource views in 2022/23 compared to 95,999 in the previous year: a 35% increase.** The School marketing team continue to build the drive around engaging members to learn online and not just engage in the School via training activities. There are significant increases MOM.

*Figure 34. Comparison of resource views in 2023 vs previous years*

Month	2023	2022	2021	2020	2019	2018	Change 2023 to 2022
April	9,632	7,321	4,507	1,249	1,453	970	32%
May	11,736	6,083	3,954	1,883	1,800	1,433	93%
June	8,796	7,425	3,184	1,722	2,070	1,241	18%
July	10,565	7,848	3,581	3,138	2,272	1,552	35%
August	11,048	7,910	4,136	2,529	2,635	1,265	40%
September	10,444	7,769	4,866	2,812	2,324	1,266	34%
October	11,681	8,894	5,805	2,995	2,715	1,737	31%
November	11,813	10,143	6,612	2,962	2,605	1,428	16%
December	9,055	6,217	5,434	2,563	1,721	1,623	46%
January	10,603	8,803	6,770	8,338	1,821	1,292	20%
February	10,446	8,832	8,787	6,556	2,563	1,002	18%
March	13,744	10,783	8,712	3,278	1,385	1,063	27%

The continued development of the marketing campaigns and the automated messaging is clearly successful. The team continue to strive for new ideas and initiatives to further the reach of the School.

There are also several Partners who have the School e-learning modules hosted on their own LMS. This year the School team have started to ask Partners to report back on active individuals, as well as e-learning completions. Previous year's figures have never included these figures, but this means that there is under reporting on engagement and learning figures. However, following the approval from the Board it has been agreed that these figures will be included in the year end reporting and going forward. To ensure that there is no double counting, a process has been agreed on how figures are taken.

**The outcome is that there are an additional 11,189 e-learning completions (a 24% uplift to the figures reported if just using the School reporting) and a further 3,393 active individuals (a 16% uplift to the active individual's figures reported).** The below table illustrates how many Partners and how many further resource completions have been made this year:

Figure 35. Partners hosting School e-learning and access figures

Partners	Q1		Q2		Q3		Q4	
	Total Completions	Unique active users	Total Completions	Unique active users	Total Completions	Unique active users	Total Completions	Unique active users
Aggregate Industries	8	--	6	--	8	--	--	--
Anglian Water	--	--	--	--	--	--	2	4
Balfour Beatty	63	--	67	--	142	--	175	129
BAM	104	--	107	--	60	47	46	41
Barratt Developments	20	--	4	--	1	--	2	3
Building Engineering Services Association	--	--	--	--	19	--	10	16
Cadent	--	--	--	--	--	--	35	35
CITB	--	--	--	--	--	--	--	--
CBRE	68	--	170	--	--	--	222	745
Colas Rail	--	--	--	--	--	--	--	43
Costain	752	--	702	695	882	882	212	356
EMCOR	43	--	--	--	17	--	--	--
FM Conway	--	--	--	--	--	--	9	5
Ground Control	60	--	15	15	8	25	556	556
Laing O'Rourke	229	--	304	--	270	164	263	139
Lovell (Morgan Sindall)	1	84	1	--	10	10	1	2
McCarthy & Stone	--	--	--	--	--	--	1	13
Mott Macdonald	19	--	38	24	35	27	146	84
NG Bailey	--	--	--	--	42	--	10	10
Redrow	19	--	31	--	22	--	66	58
Ringway Jacobs	--	--	422	--	25	--	0	0
RSBG UK	4	--	5	--	119	141	89	163
Savills	--	--	--	--	--	--	1,361	1,654
Serco Group	--	--	--	--	3	3	3	3
SIG Plc	140	--	102	--	219	--	83	40
Sir Robert McAlpine	969	--	744	--	102	--	104	69
Skanska	93	--	101	--	70	--	102	67
Volker Wessels	14	31	14	31	30	31	43	17
Wilmott Dixon	29	--	21	--	--	--	--	--

## 5.2 Supply Chain Engagement: assessments

Overall, there has been an increase in the number of corporate and individual assessments taken. Only the Offsite and Wales sectors showed some decreases in the numbers of assessments taken.

There were overall more corporate and individual reassessments taken, however when looking at the comparison by market to last year there is more variance. Figures 36 and 37 illustrate the completion of assessments.

*Figure 36. Company assessments by sector comparison 2023 vs 2022 (bracketed figures are individuals)*

Assessment (individual)	Change corporate	Change individual	2023	2022	2023 Target
<b>School Overall</b>	<b>+47%</b>	<b>+18%</b>	<b>1,387 (8,761)</b>	<b>946 (7,426)</b>	<b>1,000 (8,000)</b>
Construction	+43%	+16%	1,252 (7,283)	874 (6,289)	960 (9,900)
FM	+21%	+7%	281 (1785)	231 (1,668)	180 total
Homes	+37%	+3%	444 (2,075)	323 (2,008)	355 (2,200)
Infrastructure	+21%	+105%	510 (3,918)	420 (3,394)	470 (3,700)
Offsite	-9.5%	-12%	38 (344)	42 (391)	100 (400) total
Wales	-14%	+3.5%	186 (985)	217 (951)	250 (1,050)
Scotland	+104%	+40%	540 (1,613)	264 (1,155)	200(400)
Digital	+60%	+1%	64 (1,026)	40 (1,013)	250 total
Procurement	+19%	+30%	227 (1,086)	191 (834)	200 total

Figure 37. Table showing re-assessments completed to date vs 2022

Assessment (individual)	Change corporate	Change individual	2023	2022	2023 Target
	<b>+41%</b>	<b>+1%</b>	<b>1,159</b> <b>(1,777)</b>	<b>821</b> <b>(1,754)</b>	<b>900</b> <b>(2,000)</b>
Construction	+43%	-2%	1,066 (1,528)	743 (1,568)	900 (1,900)
FM	+12%	-1%	215 (382)	191 (385)	180 total
Homes	+22%	-11%	420 (443)	345 (496)	400 (550)
Infrastructure	+42%	0%	428 (734)	301 (735)	550 (900)
Offsite	-18%	-42%	23 (77)	28 (134)	100/ 400 <small>(all assessments)</small>
Wales	+7%	+7%	193 (224)	181 (253)	200 (300)
Scotland	+8%	-7%	277 (308)	256 (333)	100/ 400 <small>(all assessments)</small>
Digital	+260%	-22%	18 (120)	5 (154)	--
Procurement	+42%	+48%	51 (182)	36 (124)	--

## 6. Virtual / face-to-face training delivery

This year has once again seen an increase in the number of learners attending virtual training activities. As explained earlier in the report, the virtual offering does remain popular, and the School team ensure that the quality of the sessions delivered are to a high standard.

To date this year there have been 19,658 learners at training workshops, lunch & learns / webinars, and Business Bytes. This is the equivalent of **36,573 hours of learning**. This figure includes the hours of learning from the FIR, Digital and Procurement programmes.

### 6.1 Rating of training activities

Though we ask the members to rate the different training activities via the impact report, the School also ensures that every activity which takes place is rated on the three metrics below to ensure a quality assurance is maintained, as well as ensuring that the training provided is of value to the organisations who take it up. The three metrics are:

- **Quality:** 95% of employers will rate the training quality as good or excellent, **achieved 95%**.
- **Relevance:** 90% of employers will rate the training received as relevant to their needs, **achieved 89%**.
- **Impact:** 75% of employers agree training will change the way they do business, **achieved 85%**.

The below illustrates the results for this year.

*Figure 38. Ratings of the training activities*

Target and measure	2023 Actual	2022 Actual
95% of employers will rate the training quality as good or excellent	95%	95%
90% of employers will rate the training received as relevant to their needs	89%	89%
75% of employers agree training will change the way they do business	85%	83%

## 7. Collaboration Groups

There are now nineteen different groups that steer the School in what learning and guidance is produced. This will raise to 20 with the establishment of the 'Nature Group' in early 2023. These groups are made up of a collaboration of the Partner organisations. Below gives a brief outline of what each group has achieved over the year:

### 7.1 Construction

- 177 individuals from groundworks companies have enrolled on the beginner level **Sustainability in Groundworks (Construction) Learning Pathway**. Endorsed by 23 contractors and clients, the pathway represents a common approach to upskilling the groundworks supply chain who have a pivotal role to play in working towards a more sustainable construction sector.
- **Business byte on 'Delivering social value'**, focusing in on the case study of 65 Davies St (Grosvenor and Multiplex) was a huge success with outstanding feedback and 100+ attendees. The content included lots of practical tips and insights into the HOW to go about delivering impactful social value, from a client perspective through to partnership working.
- Significant increase in the number of **construction partners using the School workshops** to upskill their own teams and their supply chains with 50+ construction partner workshops booked in over the year.
- **3 new video case studies** have been developed from construction partners: Combatting labour exploitation - a contractor case study, Collaboration case study (Onsite Support) and Innovation case study (Advante). All are due to be published in early April 2023.
- **20+ construction partners have shared case studies** with the School on a range of topics, from Social Value through to Modern Slavery. These have been uploaded to the School resource library and feature lessons learned, successes and challenges.

### 7.2 Homes

- Continued to collaborate and develop the relationship with the **Future Homes Hub**. Ran a virtual conference to introduce the work of the Hub to the supply chain, and how they can get involved, engaging over 150 attendees, with speakers from Hill Group and Daikin.
- **Produced 4 video case studies** showcasing how suppliers have tackled a sustainability issue, featuring Russell Roof Tiles, Jewson Partnership Solutions, Ibstock and Michelmersh, to share learnings with the wider



supply chain on reducing carbon and waste via the School's resource library.

- **Launched a beginner level Sustainability for Groundworks (Homes) Learning Pathway**, endorsed by 15 Homes Partners, with 6 homebuilders inviting their groundworks subcontractors to enrol. This was launched at a virtual conference to a targeted group over 100 attendees, which explored how groundworks can improve their sustainability performance. Over 65 people have enrolled in the pathway to date.
- Ran training on EPD's to upskill product manufacturers and suppliers on what they are and client requirements surrounding them. A virtual conference featuring Overbury / Morgan Lovell, Saint Gobain and Powertrack trained over 150 people on this topic.

### 7.3 FM

- **The FM Leadership Group is continuing to develop**, further benefitting from involvement from more recent partners, including Iko, Mitie, Serco, and Tarkett.
- Focus has been applied to **how the winter energy crisis will impact** hard on owners and occupiers. The challenge of course also presents an opportunity for FM.
- **Delivery of the planned "live" event was delivered on 15th November** in Birmingham. Topics addressed included: a "state of the nation" analysis for the sector and its value chain; accessible ways for FM and FM suppliers to use digital technologies in response to the climate and energy crisis; insights on Social Value and how and why School partners could make more productive relationships with suppliers from the third sector and; how FM can utilise its supply chain to make inroads within the circular economy.
- Partners including EMCOR UK, Skanska and Vinci Facilities have **continued with the detailed process of peer reviewing some of the School's older FM e-learning modules.**

### 7.4 Infrastructure

- The group continues to learn and share knowledge and best practice from major clients; HS2, National Highways, Network Rail, HS2, Cadent Gas and the Environment Agency have all presented their future policies.
- The group is working on a proposal from United Utilities and the Environment Agency to create a common approach to contract clauses for

Net Zero carbon, particularly for the water industry AMP 8 capital frameworks but able to be shared with other Partners.

- The work to create common learning pathways for the utilities sector is complete and these pathways are available to anybody on the School.
- Work commenced to understand best practice in supplier engagement to ensure all Partners can benefit for the leaders' experience in this area.
- The Joint Ventures delivering Main Works and Stations for HS2 have combined to deliver a comprehensive programme of learning and performance management through the School. We will continue to update Partners on this important programme.

## 7.5 Offsite

- The most significant outputs from the offsite team this year were **two reports**, both either authored or co-authored by Naomi Pratt:
  - Delivering Social Value through Offsite Construction:
  - Whole Life Carbon Guidance for Offsite Construction

The download figures for these reports on April 24<sup>th</sup> 2023 were 352 and 345 respectively.
- The offsite team delivered the following additional outputs:
  - Four **'Business Byte' conferences**, attended by more than 500 people in total
  - 12 **Webinars** attended by 576 people in total
  - 13 **Workshops**
- The **feedback** from these events showed a 99% score for the organisation of them and 96% for both the quality of the content and the presenters' ratings.
- The team is currently developing an Offsite **Maturity Assessment Tool**. The new tool will not only assess a company's capabilities, but it will also produce a 'Roadmap' towards improving the organisation's capabilities, supported by the appropriate free resources from the Supply Chain Sustainability School.

## 7.6 Lean

- The School are grateful for the continued support of Mark Worrall and his team from **BBI for their chairmanship of the Lean Group** and continued subject matter expertise for the lean group.
- Over the year we have seen a transition to the theme of lean and **operational efficiency.**
- Over the year **4,246 School members from 948 companies** used our Lean learning resources.
- This included **1,694 downloads of our Lean e-learning** modules and 648 delegates at our lean training.
- It was very interesting to note that **535 individuals took our lean assessment,** whilst only a few companies (43) did the corporate assessment.
- In addition, the team-built relationships with the **Construction Productivity Taskforce** and **'Be the Business'**. Both organisations are driving the uptake of improved productivity within the sector.
- There was also the development of the **Construction Productivity training standard** for CITB which is now a grant levy paying course.

## 7.7 Digital

- CITB "Downloading a Digital Mindset" 3-year project comes to an end 31<sup>st</sup> March 2023.
- The project success sees **all deliverables on track or exceeded.**
- To date **3,220 unique individuals have been trained through this project.**
- **Digital individual assessments** taken to date is 2,267.
- Digital Leadership group meetings have **agreed to focus on Leadership and how the digital course developed supports this.** The idea is to develop this course further and incorporate learning around behaviours and culture change in this space.
- "Digital" will stay as a topic within the school once the CITB "Downloading a Digital Mindset project comes to an end.

## 7.8 Procurement

- CITB "Performance Through Procurement" project ends its 3-year contract in June 2023.
- All the **deliverables** for training have **either exceeded or on track.**
- **Procurement individual assessments** taken to date is 2152.

- Supply Chain Improvement Programmes (SCIPS) which were at risk 6 months ago, have finished with this deliverable back on track against contract target.
- **A SCIPS target was reporting of cost savings of £5million and we are pleased to announce that this has been exceeded with the current total of £7,450,943.**
- Our Collaborative Partners CECA and Nottingham Trent University/Morgan Sindall have each produced 4 e-learning modules and all 8 will be hosted on the School's resource library.
- Each Collaborative Partner took it in turn to curate and host a conference for our joint audiences with each conference focusing on a different theme.
- The Procurement governance group will continue and will stay as a Procurement group rather than a Sustainable Procurement group, however, it is to bring sustainability into future discussions.
- "Procurement" will stay as a topic within the school once the CITB Performance Through Procurement project ends.

## 7.9 Wales

- At the beginning of the year, Mellita D'silva, Action Sustainability's Sustainable Procurement Consultant alongside Dave Gunter of UCATT presented Mel's findings from the **Social Partnership Bill** stakeholder meetings.
- The School's **Sustainability Tool, Carbon Calculator and Diversity Tool** was presented by Charles Naud. This was to demonstrate to the group how the Tool can help Partners understand their carbon impact by drawing on the data from their supply chain.
- The Wales team presented a virtual **Public Sector Partner Conference** and, later in the year, spoke at a **SEWSCAP Social Value event** in Cardiff and a **National Highways 'Meet the Buyer'** event in Swansea.
- The Leadership Group would like us to arrange or attend more **'live' events** in 2023-24. They would also like us to develop a **Wales-specific learning pathway**. Finally, we plan to **communicate more regularly** with news updates, articles of interest etc., possibly using video as well as email.

## 7.10 Scotland

- The **Scotland Leadership Group has expanded** to now include new School Partners, Portakabin and McLaughlin & Harvey.

- In terms of **membership, this continues to grow at pace** and there are now 499 active organisations based north of the border. This represents 70% growth over the last 2 years.
- The School's work in Scotland has **focused on the issues of Waste, Carbon, Biodiversity and Social Value**. The Circular Economy Bill and Routemap have provided a good hook to increase training and understanding of circular construction, with 48 managers attending a roundtable in November 22. A webinar on Low Carbon Concrete featured input from Marshalls and Scottish Water, attracting an audience of 430 to learn about new technologies being used to decarbonise concrete manufacture.
- **Passivhaus also featured in our 2022/2023 training programme** and will be continued in the coming year to respond to the Scottish Government's mandate for new housing to meet Passivhaus equivalence within 2 years.
- Later this year, **the Leadership Group will be collaborating** on accelerating adoption of net zero transport and understanding the potential for green hydrogen in the built environment.

## 7.11 Plant

- **Launched version two of the Plant Charter** where signatories must provide evidence of their impact and achievements. Achieved 14 signatories to the Charter and have run a series of public communications out to the industry on this throughout the year.
- In partnership with HS2, **launched an anti-idling video** and supporting toolkit that can be used on site.
- **Developed a whole life approach calculator for plant and machinery**. Users can input information and draw their own comparisons when understanding the whole life approach for both carbon and cost when procuring and hiring equipment.
- **Updated two e-learning modules** on plant in the school resource library: Air Quality for Plant and Equipment and Sourcing Sustainable Plant for your Construction Projects.
- **Supporting the CPA (Construction Plant Association)** with their development of an Eco-Operator Training Framework that the School will then endorse upon its launch.
- Supported Lynch Plant Hire with their **development of a plant and machinery roadmap**.
- **Attended events** including: FutureWorx; Caterpillar EAME meeting; Nationwide Working at Height; IPAF Europlatform; FASET AGM; various partner sessions e.g. Bouygues E&S.

## 7.12 Waste & Resource Efficiency

- The Group continues to be active and busy and will hugely benefit from the involvement of recent new partners including Biffa, Suez and Veolia. **Having some of the UK's largest players in waste and resource management is already bringing benefits**, for instance with Biffa collaborating on a set of informative lunchtime webinars to be delivered in Q4/Q1 2023-24.
- **Provision of case studies** has slowed a little and requests have been made to add several relevant new ones in the dedicated content pages devoted to reducing whole project lifecycle waste.
- **A presentation by Cadent on their procurement driven work on reducing plastic use** was showcased. The process and methodology used by Cadent should also be of benefit to the sub-group of housebuilding and waste management partners who will be collaborating in Q4 on further research to reduce packaging and single use plastics. This project is being co-funded by the partners concerned. The findings of the previous project will be reviewed briefly before developing and reporting on a programme of comprehensive and informed discussions with manufacturers and suppliers in key product/service delivery areas.
- Forward planning has been conducted, analysing requests on waste and resource efficiency from School leadership groups including Homes, FM, and Construction. **The issue of setting appropriate measurement criteria and KPIs was raised**, including possibly finding a way for partners and members to measure more effectively via some form of collaborative process.

## 7.13 Modern Slavery

- **Developed and published the right to work guidance** providing members with information on how to apply the correct right to work procedures in their organisation - Right to Work Guidance Doc FINAL.pdf (supplychainschool.co.uk).
- **Developed a training plan guidance document**, providing information for organisations that looks specifically at how to develop a systematic approach to developing and implementing training plans in organisations – due to be published in May/June 2023.
- **Ran a face-face Modern Slavery event** in Birmingham focusing on Modern Slavery due diligence - 68 attended the morning event.

- **Converted signatories to the People Matter Charter to 100% online** – using the developed tool to engage and commit to the charter – current signatory number is 111.
- **Changed the focus of the group to specifically Modern Slavery and labour standards** with an increase of 15 new partners joining the group.
- **Appointed co-chairs** Jo Potts from Kier and Maria Cachafeiro from Multiplex.

## 7.14 Social Value

- **Developed a Social Value Tools Report** to help organisations understand the Social Value tools available, the methodologies used for monetisation and discover case studies demonstrating different approaches to measurement. Relevant to all School members, with 1,120 views since its launch in August 2022 and an average rating of 4/5 stars.
- **Developed intermediate level learning pathway**, 'Measuring and reporting Social Value – different approaches' to supplement the Social Value Tools Report. Full marketing campaign to promote the pathway is scheduled.
- **Updated learning pathway**, 'Social Value – What is it and why is it important' with 196 users of the updated pathway to date.
- Creation of new Social Value Short that looks at what is Social Value, why does it matter, and how organisations can deliver Social Value to communities. Due to launch in April 2023.
- **20+ case study resources have been added to the School platform**, focusing in on partners' and members' approaches to delivering Social Value. These include overviews of Social Value priorities and strategies, through to in-depth case studies about delivery of Social Value on specific projects.

## 7.15 Wellbeing

**There have been some fundamental changes to the Wellbeing Group over the past year.** The Supply Chain Sustainability School is now a key partner of a new project / taskforce driven by CLC – aiming to unite the industry and work collectively to improve the welfare and wellbeing of our built environment workforce for this generation and the next.

The taskforce aims to:

1. **Unite industry wellbeing projects** into one major recognisable movement.
2. **Learn and publish best practice** from home and abroad.



3. **Implement services that deliver measurable improvement** to the welfare and wellbeing of our workforce.
4. **Promote a more proactive, preventative approach** to wellbeing across the built environment.
5. **Drive long term culture change within the industry** to promote FIR and reduce the future skills shortage.

As an organisation entirely dedicated to the development of a sustainable built environment and reflecting the work that we have done to drive Fairness, Inclusion & Respect culture change in the sector, The Supply Chain Sustainability School has been selected to lead the **Culture Change Welfare and Wellbeing Strategies Group**. The Group now includes members from Partners, practitioners, SMEs and industry associations. The Group will continue its work to identify and implement future culture change strategies that will drive positive change.

## 7.16 [FIR](#)

- **Completed the FIR CITB contract which ended 31st December 2022.** The success of this programme exceeded the training delivery targets, trained 7731 unique individuals through the programme with the full contract funds claimed.
- We have now been **awarded a CITB contract extension** for the next 12 months to March 2024 to continue the FIR programme funded by CITB.
- **CECA Inspiring Change Awards** first conference face to face post-COVID took place on 6<sup>th</sup> July 2022.
- **Onsite Experience Hub** CITB contract awarded in June 2022 until June 2024 with extension available to 2025 to deliver Business Case for Fairness, Inclusion and Respect (FIR) workshops to senior managers, decision-makers, or owners of construction SME businesses, leading to undertaking of e-learning training modules, and eventual adoption of FIR principles within the targeted businesses.
- **FIR Ambassador Journey phase 1 launched** to help an ambassador to progress through the various stages of learning and sharing of knowledge to gain organisational and personal value from the programme.
- **FIR Survey report launched during National Inclusion Week** (Sept - Oct 2022) completed by 1062 individuals.
- **FIR steering group recruited new members including a member of next generation talent** - anyone new to the industry in the last 3 years, who has entered the sector as a career change, an apprentice, willing to look at the culture of the industry with fresh eyes.



- **New e-learning modules** - 8 FIR e-learning modules have been updated and three new modules produced. 1) Attraction and 2) Selection part funded by National Highways and new title “Procuring a diverse workforce” module now available.
- In collaboration with National Highways, **developed a new toolbox animated video "Just a bit of Banter"** exploring what is and is not acceptable banter in the workplace, offering some advice in how to call it out.
- **New Head of FIR programme** recruited in January 2023.

### 7.17 Climate Action Group

- The CAG was subdivided into **four task groups** each with their own Co-chairs. They encompass:
  - **Engagement with other initiatives** on climate
  - Priorities on **materials and climate aspects** including adaptation
  - **Training and what additional resources the School needs** on carbon
  - **Measurement** – the Carbon Calculator
- The Task Groups have met several times and are delivering their own plans, respectively. For example, engaging with Zero Carbon Waste, with IEMA, and others collaborations, as well as getting more members to report data.
- The **Carbon Calculator has 1,806 registered supplier businesses with 731 reporting data across 167 Partners.**
- The Group is supporting two scholarships that are researching climate impacts in the sector, funded and supported by both the School and by the Worshipful Company of Constructors.

### 7.18 Retrofit

- **The Retrofit Group was formed and has quickly gained momentum and growth.** On average, it now has 25 partners actively engaging in each meeting and a further 20 on the invite list. It has representatives from housing, manufacturers, distributors, contractors and specialist experts.
- The group has agreed the urgent need to upskill the retrofit supply chain. **A virtual conference was held to demonstrate the scale of the opportunity in retrofit** which included speakers from Wates, BW and Greater Manchester Housing Providers.

- The main group, with help from a smaller working group from within the group, have **mapped out the knowledge required around retrofit to form a Retrofit Individual Assessment** which will be launched later in 2023. All the partners involved have feedback and critiqued the work so far and added their own perspectives and expertise.
- The group through working on the knowledge assessment and participating in facilitated activities have **identified the key areas of learning required in retrofit**, which will be taken into e-learning development later in 2023.

## 7.19 Interiors

- The Interiors group is unusual in that it is a joint venture with the **Finishes and Interiors Sector (FIS)** trade association. FIS were in the process of setting up a Sustainability Group and the School were considering setting up an interiors group. It made sense then for us to work together. Ian Heptonstall agreed an MOU with Iain McIllwee, CEO, of FIS.
- Over the last year we have:
  - Developed a landing page on the FIS corporate website that documents our relationship with the School and selected relevant learning.
  - Developed interiors as a market with the School with its own dedicated landing page.
  - Researched relevant **interiors learning resources** and tagged to the interiors market at the relevant level etc. This allows for easy searching of the resource library for interiors companies.
  - **Benchmarked the FIS membership's** activity in the School as a starting point and set that membership up as a 'priority suppliers' group in the School's database to allow us to track engagement.
  - Created a **FIS learning pathway** for its members.
  - FIS have provided the secretariat for this group with the recruitment of **Flavie Lowres as Sustainability Champion**.

## 8. New content: Sustainability Shorts & E-learning

There has been a variety of new content made available on the School this year, as listed below.

### 1. **FIR: Inclusive Attraction**

This module is aimed at anyone involved in attracting people into their business. There is an additional toolkit resource also produced to support this relevant e-learning module. Please find here: [Inclusive Attraction Toolkit](#).

### 2. **FIR: Inclusive Selection**

This module is aimed at anyone involved in selecting people into their business. There is an additional toolkit resource also produced to support this relevant e-learning module. Please find here: [Inclusive Selection Toolkit](#)

### 3. **FIR: Procuring a diverse workforce**

This module explores different ways companies can procure for a diverse workforce.

### 4. **FIR: Toolbox Talk 'Just a bit of banter'**

In collaboration with National Highways, "Just a bit of Banter" is a short, animated toolbox talk video exploring what is and is not acceptable banter in the workplace, offering some advice in how to call it out.

### 5. **FIR: Toolbox Talk 'Just a bit of banter'**

In collaboration with National Highways, "Just a bit of Banter" is a short, animated toolbox talk video exploring what is and is not acceptable banter in the workplace, offering some advice in how to call it out.

### 6. **Net Zero Sustainability Short**

### 7. **Social Value Sustainability Short**

The "Social Value Short" is a short, animated video that explores what Social Value is, the benefits of delivering Social Value and the different ways in which Social Value can be delivered.

## 9. Income and Partners

The School budget this year was set at **£2,576,161**.

As the year has progressed, extra income was generated vs budget (**£349,157/ 13.5% increase**). This was made up of overachievement on Partners sales, an additional client funding the FIR programme, other ad hoc FIR client projects; income generated for the 10-year anniversary summit. This, coupled with being able to reduce the risk around cancellation of Partners from 10% to 5%, has contributed to a successful year financially. This of course means that the School can do more. These are in areas of more training workshops; investment in the upgrading of films within e-learning and to produce video case studies and the production of two sustainability shorts. There was also investment in the growth of the delivery team (Partner relations and Project delivery).

The funding for the Digital programme is ending this financial year and Procurement programmes finish in June 2023. The FIR programme also finished its current round of funding in December 2022. CITB have granted the School some interim funding for FY23/24 and there are ongoing discussions around this funding. The table below illustrates the figures.

*Figure 39. Actual income 2023 (compared to previous three years)*

Income by source	2019/2020	2020/21	2021/22	2022/23 Budget	2022/23 Actual	Variance against budget
Partner income	905,555	1,019,292	1,491,809	1,668,847	2,080,479	
CITB Core Grant	448,500	352,436	0	0	0	
FIR Grants	189,986	94,427	149,000	152,500	94,247	
FIR Client Sponsorship	--	38,791	53,160	75,000	100,000	
FIR Special Delivery	0	0	0	48,000	55,614	
Digital Skills	46,488	65,309	102,946	88,900	59,549	
Procurement	106,824	119,615	310,874	417,364	358,206	
Project Sponsorship (RDP, SMA, SDF, PDF)	175,601	25,000	74,760	99,550	115,327	
Commission, Licence & Other	5,000	13,672	45,063	26,000	61,896	
<b>Total Income</b>	<b>1,877,954</b>	<b>1,728,542</b>	<b>2,227,612</b>	<b>2,576,161</b>	<b>2,925,318</b>	<b>+13.5 %</b>

Partner recruitment has been very successful with **38 new Partners** for the financial year against a target of 35. **The School now has 188 Partners.** We continue to have a repeat rate of Partners of 95%, this is critical for the long-term success of the School.

*Figure 40. 188 School Partners plus CITB as of March 2023*



Since the beginning of the School, the following Partners have cancelled:

- 2016/17:** Sodexo, PHS
- 2017/18:** Centrica, Carillion, St Gobain (re-joined 2021)
- 2018/19:** Abellio, Covance, Interserve (re-joined 2021), Fusion, Travis Perkins (re-joined 2022)
- 2019/20:** Sapphire Utility Solutions, BRE, Prater, Colas (re-joined 2021), Tobermore, Stroma, Go Ahead Group
- 2020/21:** Lundy Projects, McAvoy, Inland Homes, ECA, Marshalls (re-joined 2022), Jackson Civils
- 2021/22:** Enva, Thomas Plant Hire, WP Group
- 2022/23:** GeorgFischer, Build Space UK, Ardent Hire, Yondr, Pro Rail Services, Buildots, Caulfield, Keltbray (still a Partner via RDP), MHM Plant, Morson, GGR Group, BMF, Efficiency North

## 10. Costs against budget

The School has performed well against budget this year. When the business plan was first produced, due to (planned) reduction in CITB funding the profit margin was at just 2%. By the time the AGM took place there was an additional £80,000 of Partner income and the profit margin was at 5%. Over the year a combination of additional new Partner revenue and reduction of Partner cancellation to 5% (from 10%) meant the profit margin was increased to 10.7%. There was subsequent extra spending mainly around delivery of training (Partner led workshops) as well as some additional filming. The figure below illustrates expenditure compared to last year:

Figure 41. School expenditure by activity compared to last FY

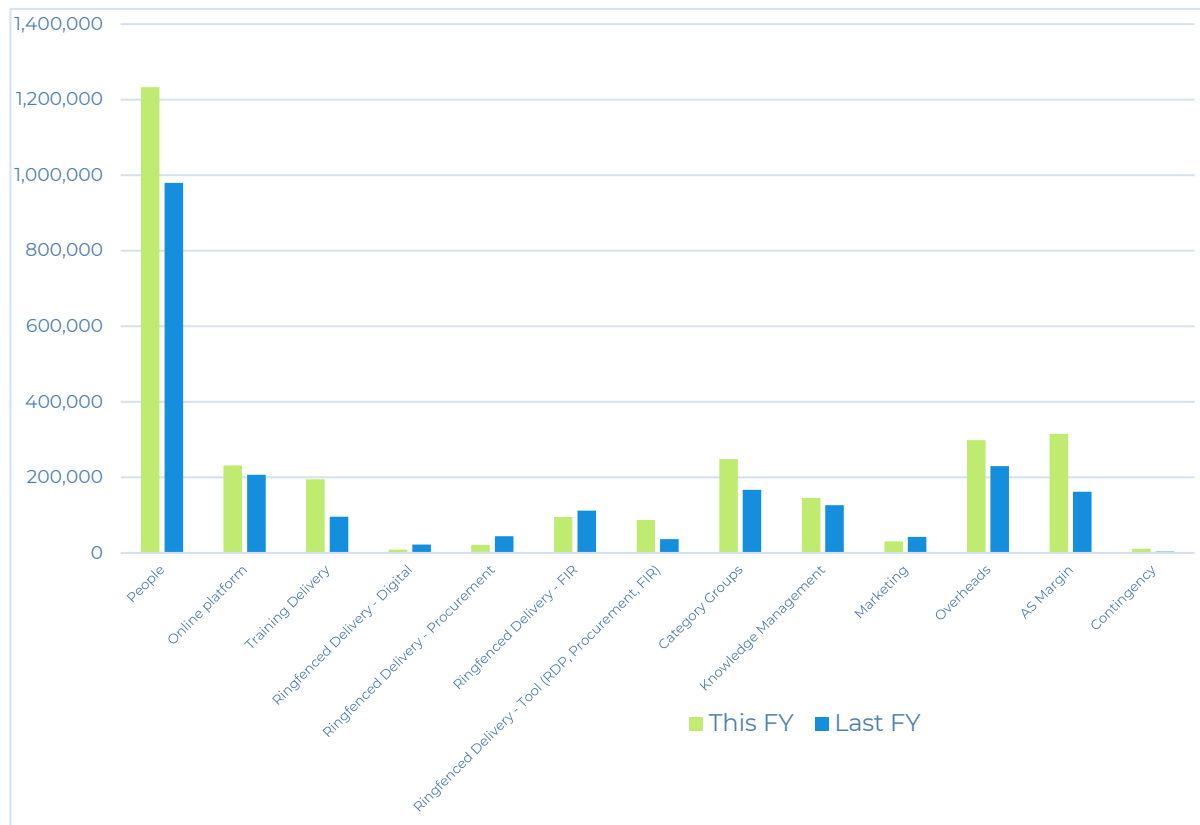


Figure 42. Detailed School expenditure

Spend category	Detail	Budget	No.	Total	Actual	No.	Total	Variance	
People costs	Direct employees	£1,028,546	18.9		£1,153,303	24			
	Projects Studio: Scotland, Project delivery	£123,783	2		£60,600	0			
	FM Sector group	£20,400	0.3	<b>£1,172,729</b>	£22,440	0.3	£1,236,343	<b>£63,614</b>	
Online platform	Learning Management System cost	£60,000	1		£60,000	1			
	Maintenance: Titus	£21,900	1		£22,500	1			
	Ongoing development: Titus	£90,000	1		£80,000	1			
	Content Management System: Strategic	£12,600	1		£15,683	1			
	Web platform Manager	£56,650	1		£50,322	1			
	Online hosting	£1,271	1	<b>£242,421</b>	£2,792	1	£231,297	<b>-£11,124</b>	
Training delivery	Workshops x 140	£78,375	140		£134,539	206			
	Business Bytes x 20	£9,600	20		£9,900	20			
	Lunch n Learns x 120	£13,700	120		£15,135	120			
	Face to Face training x 4	£36,625	4	<b>£138,300</b>	£35,437	4	£195,011	<b>£159,574</b>	
Ring fenced delivery	FIR direct costs	£86,200	1		£95,294	1			
	Procurement direct costs	£63,400	1		£21,319	1			
	Digital direct costs	£20,000	1		£8,786	1			
	Tool Technology costs (FIR, Procurement, RDP)	£55,000	1	<b>£224,600</b>	£87,400	1	£212,799	<b>-£11,801</b>	
Category/ Content groups	Carbon Calculator & Climate Action Group	£100,000	1		£100,000	1			
	Plant Category Group	£33,000	1		£33,000	1			
	Waste Category Group	£33,000	1		£33,000	1			
	Labour Category Group	£33,000	1		£33,000	1			
	Utilities Category Group	£33,000	1		£0	1			
	Social Value Group	£33,000	1		£33,000	1			
	Lean group	£0	1		£16,150	1			
	Retrofit	£15,000	1		£0				
	Wellbeing	£15,000	1	<b>£295,000</b>	£0		£248,150	<b>-£46,850</b>	
Knowledge Mgt	Expert Advice (ad hoc)	£5,000	1		£2,750	1			
	Library Review & E-learning refresh x 25	£35,250	1		£32,810				
	E-learning contractor	£75,000	25		£72,376				
	Creation of 2 x sustainability shorts	£0	0		£6,574	2			
	Filming (update video clips & e-learning)	£15,000	1		£25,502				
	CPD accreditation	£6,795	1	<b>£137,045</b>	£6,082	1	£146,094	<b>£9,049</b>	
Marketing	Marketing, Comms & PR	£37,211	1		£28,099	1			
	Marketing automation	£8,875	1	<b>£46,086</b>	£2,150	1	£30,249	<b>-£15,837</b>	
Overheads	Office & general Overheads	£151,000	1		£215,686				
	CIC (2.5% of turnover)	£54,980	1		£65,223				
	Travel & Courier	£15,000	1	<b>£228,181</b>	£17,644	1	£298,553	<b>£70,372</b>	
Additional	Meet the Buyers	£0			£6,480	1	£6,480	£6,480	
Contingency	Contingency (now spent)	£35,000	1	<b>£35,000</b>	£4,853	1	£4,853	<b>-£30,147</b>	
				<b>Budget</b>	<b>£2,512,161</b>	<b>Actual</b>		<b>£2,609,829</b>	<b>+£97,668</b>

## 11. Risk update

The risk register has been reviewed and updated by Victoria Hughes, VINCI Facilities and Hilary Hurrey, Action Sustainability. A robust plan is in place to mitigate and address these risks. This plan is regularly reviewed by the School Board.

The following risks were highlighted as **red / high risk**:

- **Construction market:** Construction industry downturn due to complex global supply chains. Metals and steel suppliers are currently the main issue, but any supply can be affected. Worst case is that the sector stops **growing, and the number of Partners is affected.**
- **School Growth & Partner revenue:** Non-controllable pressures such as the economic risk posed by current inflation may impact employment levels; wage inflation; materials shortages, fuel, and energy increases etc, are all a threat to future partner growth and retention.
- **Technology:** Technological risks. The School is a software-based system and currently the delivery partner currently lacks specific skills found in an equivalent role, such as a CTO, to ensure that risks around technology are fully mitigated but also key technological developments are considered from a specialist perspective. Risks and threats include; lack of agility/ capacity; no integration across products & cohesiveness across processes (i.e. School & Tool). Threats include competition; cyber security, software developers leave, islands of knowledge across the business only, reputational risk should failure happen.

The following areas have been highlighted as **amber / medium risk**:

- **IT development and maintenance capacity:**
  - Web developer is unable to growth deliver at the pace the School requires
  - Cyber security, website goes down
- **School delivery partner:** Ability to attract and keep talent (AS)
- **Competition:** Existing organisations widen their scope to cover skills in the construction supply chain (e.g. CIPS, UKGBC, BUILD UK, CIOB, other trade federations etc).



## 12. Appendices

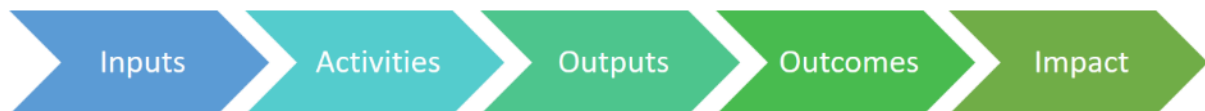
### 12.1 Survey Approach and Design

Since its launch in 2012, the Supply Chain Sustainability School has regularly reported its progress using a range of online tools and post-training questionnaires. There is a significant amount of data on our completed **activities**, the **output** from these activities and their **outcomes**, in terms of increased knowledge of the School's members.

Membership activity and output has led to an overall increase in knowledge of the School's 17 sustainability sub-topics above base levels of knowledge. In 2017, the Operations Group considered the question of what **impact** has this acquired knowledge had in addressing sustainability issues and business success of our members?

After researching best practice, the School has used the logic model approach to assessing impact. This is summarised in the illustration below.

*Logic model approach to assessing impact*



Applied to the School, the **inputs** are funding from Partners and CITB and the significant time input of Partners and members. The **activities** are the training delivered both face to face and online. The **outputs** are reported in real time on the School dashboards and relate to the number of members, learners at training sessions, e-learning downloads etc.

### 12.2 Case Studies

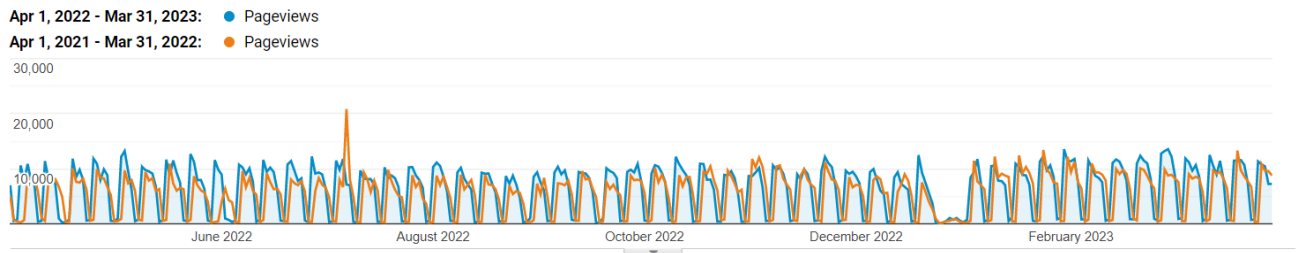
To find the list of latest Case Studies please [click here](#).

### 12.3 Marketing Strategy & Communications Report

#### Website

The School displayed huge growth in 2022-23, registering over 2.35m pageviews, an increase of 19% compared to 2021-22. This was led by a 17.4% increase in both number of visits per user (2.38 v 2.02) and an 11.2% increase in the number of pages explored per website visit (5.47 v 4.92). School users also spent longer on the website once on there, with average visit duration up 20.1% to 5 minutes and 39 seconds, compared to 4 minutes and 42 seconds in 2021-22.

Figure 43. Website traffic



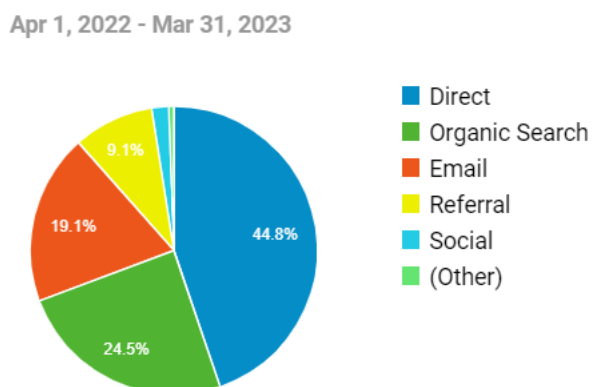
As expected, most people visit the School's site via desktop (93%), followed by mobile (6.7%) and tablet (0.3%).

Most users are from the UK (65.32%), but the School is also continuing to receive international visitors, specifically users from the USA (18.06%), France (1.59%) and the Netherlands (1.47%).

Organic search (i.e. Google) has overtaken email to become the second most popular channel in how visitors find the School website, which represents the School's growing trust as both a website and a brand. Email ranks third with 19.1%, and referral traffic (i.e. a hyperlink leading to the School site on Carbon Trust's site) has grown to 9.1%, up from 5.9%.

However, we continue to see that almost half (44.8%) of the School's web traffic is acquired from users directly typing the School's URL into a search bar or entered the saved tab, showing how secure the School's user base is and how established the School has become.

Figure 44. How members find the School



The topics that were most popular in 2022-23 were Fairness, Inclusion & Respect (20.6k page views) and Sustainability - specifically Environmental Management (4.1k p/vs) and Energy and Carbon (4.1k p/vs).

The most popular markets continue to be Construction (4.1k page views), FM (1.05k p/vs) and Infrastructure (973 page views). This is a recurring theme for the School.

### Media coverage

In FY22-23, the School distributed press releases on the following topics:

**Q1:** Queen's Award announcement; School Impact Report 2022; 10<sup>th</sup> Anniversary of the School

**Q2:** Diversity Survey launch

**Q3:** Launch of Social Value for Offsite report

**Q4:** Queen's Award presentation; Diversity Survey report; Malcolm Dare joins board; Jo Gilroy joins board; UK Construction Week 2023 partnership

In total, the School featured in 119 press articles in FY22-23, compared to 91 in FY21-22. This included industry-related publications and websites including CIPS, Construction News, Edie, PBC Today, Social Value UK, and several podcast interviews.

Key coverage included:

- Helen Carter's spotlight interview with *This Week in FM*
- Shaun McCarthy OBE featured in a podcast on the Queen's Award winners
- James Cadman featured in the *NatWest Business Show* podcast
- Press around the School's partnership with Balfour Beatty on the 'Greening the Chain' survey
- Press around the School's FIR Growth Assessment
- The School also received many articles from members of the School announcing their updated Bronze/Silver/Gold status and new Partners announcing them joining the School.

## Partnerships



The School once again partnered with LondonBuild Expo in 2022. The School team were present throughout the conference with multiple speaking opportunities including; COP26, Responsible Sourcing for Sustainable Supply Chains, and Tackling Modern Slavery.

Alongside both generating leads for membership and Partners, we received data on over 250 attendees from those who attended a panel where we had a subject-matter expert. These contacts were then filtered into our automation series such as our members acquisition for them to become members of the School.

## Multi-Channel Campaigns

### **Supply Chain Sustainability School 10<sup>th</sup> Anniversary campaign**

A 10th Anniversary campaign took place throughout the month of June to raise awareness of and celebrate the School's anniversary and to promote the 10<sup>th</sup> Anniversary Summit. This included social comms, an email campaign, a blog series interviewing School Partners, a video series featuring interviews with different School board members, and a press release sent out to all media contacts on the day of the anniversary.

Members were highly engaged with this campaign, with success measured through Summit event page views (4.2k), Summit attendance (378 attendees out of 700 registered), and engagement on social media (a total of 1181 clicks, 128 shares and 1330 engagements). Examples of Partners who engaged with and shared the campaign included Bouygues E&S, CITB, Constructionline, Kier and Speedy.

### **COP/Carbon campaign**

An 8-week COP27 campaign ran from 3<sup>rd</sup> October to 30<sup>th</sup> November. As part of this, a COP27 training pack and microsite was developed, which included carbon training sessions, learning resources and the Carbon Calculator. This was shared via social media, email marketing and the School website. Social media assets and copy were also sent to Partners to share on their channels, internally and with their supply chain.

Members were highly engaged with this campaign, with success measured through microsite views (2.2k), resource views (5.3k) and the number of training attendees (772 users out of 1.4k registered). Examples of Partners who engaged with, and shared the campaign, include Morgan Sindall, Crest Nicholson, SSE and Lovell.

### **New Years campaign**

For the first time, the School marketing team trialled a New Years marketing campaign in January to attract new members and Partners and to encourage existing members to engage with School resources. This involved email and social media channels.

The campaign helped drive a year-on-year increase in overall website traffic for January, with page views up 9.6%. The January monthly newsletter, which was themed around the campaign, received an above average open rate (27.6%) and click rate (7.2%).

### [Content and Email Marketing](#)

There have been some key developments within content and email marketing.

In July 2022, the School transitioned from Mailchimp to Force24. This change has allowed the School to gain more insight on users visiting the website via web tracking, enabling more targeted campaigns with personalised dynamic content to engage members.

Overview of email performance (July 2022 - March 2023):

**Topics engagement (automated):** In September, the marketing team launched our first automated email education series on Force24. The series was aimed at helping members to continue their learning on a topic they'd previously shown interest in, such as FIR, or Modern Slavery. Across the three emails, the series progresses to show resources from topics which the user hasn't previously engaged with, in order to encourage more learning across the School.

**Member Acquisition (Automated):** In November, we launched our member acquisition series, targeting users who visit the School website, but are not currently members of the School. Once on the series, they'll receive three emails educating them on the benefits of being a member of the School with the goal of them becoming a member of the School. To date, the series has performed very well, with a 36.7% open rate and a 4.5% click rate.

**Re-engagement Campaign (automated):** The marketing team launched an on-going email automation series to re-engage contacts who had become disengaged from our email marketing campaigns. To date, over 31.3k contacts

have gone through this marketing campaign which has led to over 6k contacts becoming re-engaged and engaging with our email marketing.

**Potential Priority Supplier Campaign (automated):** In February, we launched an automated email series with the goal of converting the potential priority suppliers of our Partners into members of the School. Email performance was very strong, with a 39% open rate and 2.8% click rate across the 2,134 users on the journey.

**Monthly Newsletter:** distributed to engaged School Members on the first Wednesday of every month and is focused on promoting the free resources available on the School, plus updating members on what’s happening in each market; different topic focus each month; average open rate of 24.2%, average click rate of 7.7%.

Highest performing newsletter in FY22-23 was November (COP27/Carbon), with an open rate of 32.4% and a click rate of 8.8%.

**Training Alert:** weekly email, promotes free training sessions to members, average open rate of 22.3%, average click rate of 8.9%.

**FIRy Friday:** weekly FIR email sent to FIR Ambassadors; average open rate of 17.9%, average click rate of 16.7%.

## Social Media

LinkedIn is the School’s platform with the most followers @ 8.1k, followed by Twitter @ 5.5k. LinkedIn is also the School’s most engaging platform @ 6k engagements in FY22-23 (average of 12 engagements per post).

Platform	# Followers	# Posts	Engagement
LinkedIn	8.1k	492	6k
Twitter	5.5k	689	1.1k
Facebook	222	269	308

### KEY

*\*Followers: The total number of followers for SCSS pages.*

*\*Posts: The total number of posts published to SCSS pages.*

*\*Engagement: The total number of likes, comments, and shares received on content associated with SCSS pages.*

The most engaging posts on **LinkedIn** in FY22-23 were surrounding:

- Queen's Award announcement  
(168 reactions, 22 comments, 32 shares, 5.2k impressions)
- 10<sup>th</sup> Anniversary video  
(165 reactions, 5 comments, 13 shares, 6.4k impressions)
- Jo Gilroy board announcement (142 reactions, 10 comments, 2 shares, 4.9k impressions)
- Queen's Award presentation (128 reactions, 10 comments, 20 shares, 5.2k impressions)
- COP27 Training Guide launch (67 reactions, 24 shares, 1.5k impressions)

The most engaging posts on **Twitter** in FY22-23 were surrounding:

- Queen's Award announcement (97 engagements, 4.7k impressions)
- 10<sup>th</sup> Anniversary gif (45 engagements, 1.6k impressions)
- 10<sup>th</sup> Anniversary video (31 engagements, 676 impressions)

The most engaging posts on **Facebook** in FY22-23 were surrounding:

- Malcolm Dare board announcement (4 reactions, 4 shares)
- Queen's Award announcement (4 reactions, 3 shares)
- Queen's Award presentation (4 reactions, 1 comment, 2 shares)

**Ends.**