

SUPPLY CHAIN SUSTAINABILITY



April – June 2024

Supply Chain Sustainability School

Progress report

1. Summary by numbers

1.1 Progress against KPI's

There are currently 3,630 organisations and 12,700 individuals who have become active since 1st April 2024. This is an 13% increase for active individuals and 28% increase on active companies compared to last FY. The active individuals increase is slightly skewed as this currently does not include the data the School receives back from Partners hosting elearning on their own learning management systems.

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

Illustration 1:

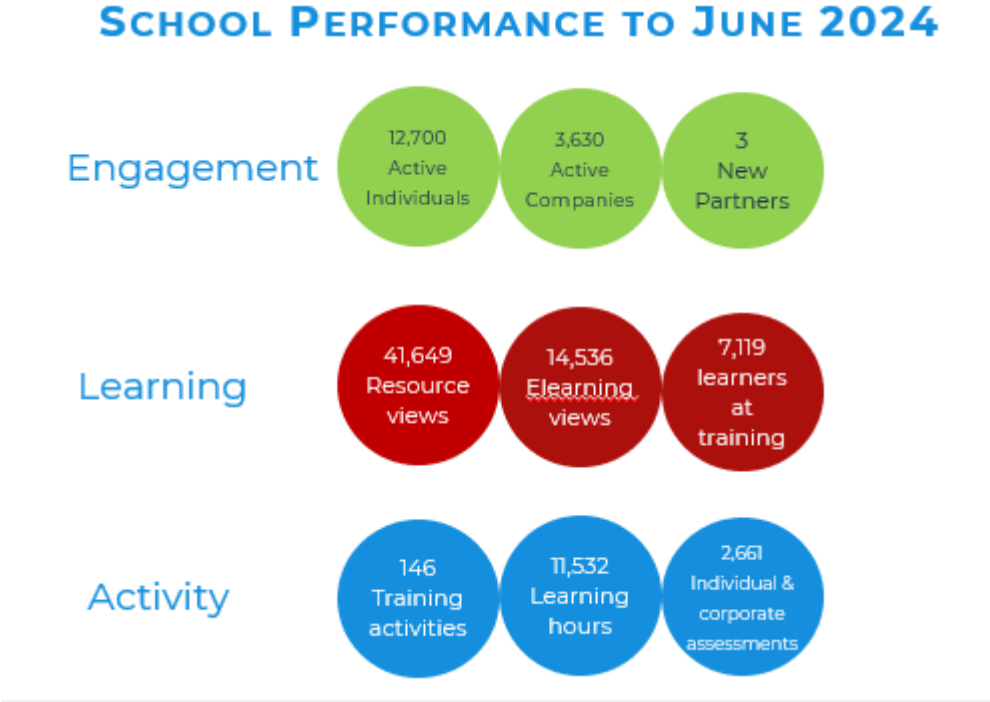


Illustration2:

KPI	End of FY March 2024	June 2024	% increase from end of last FY	Target 2024
No. of Partners	219	227	3%	236
No. of priority supplier lists <small>(quarterly update)</small>	108	124	--	125
Av. change in assessment score (corporate)	14%	14%	0%	16%
Av. change in assessment score (individual)	11%	11%	0%	13%
<u>12 month</u> Active Companies	7,145	7,655	7%	10,000
<u>12 month</u> Active Individuals	31,507	32,164	2%	50,000
Active Companies since April	6,867	3,630	--	10,000
Active individuals since April	32,350	12,700	--	50,000
Active individuals recorded on Partner internal LMS <small>(quarterly report)</small>	10,897	--	--	7,000 <small>(inc. in above active individuals figure)</small>

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

Group	Active Co. (actual/ target)	Active Ind	Workshop	Webinar	Virtual Conf	Learners at Training	Elearning downloads	Learning Pathway	Assess (Corp/ Ind)	Re-ass (Corp/Ind)	Bronze, Silver, Gold	Ambassador
Const.	2,113/5,000	4,307/6,000	--	--	2	--	--	--	--	--	--	--
Homes	725/2,000	1,192/6,000	--	8	2	2,350	--	200	--	--	330/300	--
FM	491/1,260	927/4,900	2	7	1	1,440	8,226/3,000	400	--	--	182/300	--
Infra	913/2,250	2,287/9,750	--	1	2	--	--	--	--	--	--	--
Offsite	509/1,500	758/2,800	12	12	2	1,200	170/1,800	--	6/69 300/400	Inc. in assessment	--	--
Lean	810/1,300	1,096/3,000	8	8	2	1,000	--	--	4/136 80/600	Inc. in assessment	--	--
Digital	694/1,000	3,491/4,000	8	8	1	1,308	--	--	1/230 100/1,000	Inc. in assessment	171/250	--
Proc	1,495/3,500	5,041/14,000	--	12	2	840	--	200	--	--	--	--
Retrofit	303/750	1,579/1,000	12	12	4	750	1,500	--	2/187 0/300	Inc. in assessment	--	--
Wales	413/720	582/2,000	10	5	2	580	--	200	94/112 250/1,300	Inc. in assessment	175/250	--
Scot	562/1,000	910/2,500	6	10	1	1,100	5,800	--	213/400	Inc. in assessment	247/250	--
FIR	1,341/1,000	--	--	--	--	--	--	--	--	--	--	979
Overall	3,630/10,000	12,700/50,000	79/297	61/152	6/23	7,119/25,815	14,536/80,000	--	112/460 1,800/9,600	82/494 1,470/2,100	1,081/1,200	--

Key:	On target	Concern	Focus required	No target
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*Wales & Scotland School have some events that are part of the sector business plans (denoted in brackets)

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

to look at the reporting for these regions:

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

1.2 Online Face to face training activities

Progress continues reach 500 learners attending virtual conferences. Current average for Q1 is 452 attendees compared to 251 attendees at the end of Q1 last year. There is more work to be done however to gain the ambition to get to 500 attendees at each virtual conference, but this shows great progress for the ambition.

Table 2. Training activities taken place to date.

Type	No. of sessions	No. of learners	No. of learning hours
Virtual Conference	6	2,716	5,432
School summit	0	0	0
FIR Conference	0	0	0
Meet the Buyers	0	0	0
Half day in person	0	0	0
Workshops	79	1,131	2,827.5
Lunch & Learns	61	3,272	3,272
Total	146	7,119	11,532

The number of learner hours is calculated as follows:

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

1.3 Engagement in the School

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

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

	Q1	Represents full 12 months						
	2024	2023	2022	2021	2020	2019	2018	2017
Active Organisations* <small>(over a period of 12 months)</small>	7,145	6,587	5,261	4,220	3,208	3,188	2,567	2,630
Active Individuals* <small>(over a period of 12 months)</small>	31,507	27,983	18,823	16,802	6,772	5,948	4,239	4,368
Active Organisations <small>(1st April – 30th June)</small>	3,630	5,871	4,649	1,586	1,695	1,204	1,237	601
Active Individuals <small>(1st April – 30th June)</small>	12,700	22,491	16,323	5,240	--	--	--	--
Resources & eLearning accessed <small>(1st April – 30th June)</small>	56,185	147,243	95,697	20,933	9,926	4,183	3,320	2,082

* Figures from 2017 – 2023 were final figures recorded at the end of the FY to represent a full 12 months. e.g., 2023 represents data from April 2023 – March 2024.

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

Table 4. Engagement tracker

Month	Resource views (not e-learning) 23/24	E-learning views 23/24	Face to face training 23/24	Resource views (not e-learning) 24/25	E-learning views 24/25	Face to face training 24/25
April	8,042	3,415	721	13,090	4,424	2,158
May	8,663	3,570	1,232	13,462	5,519	2,254
June	10,720	4,187	1,809	13,602	4,092	2,683
July (inc Partner LMS)	12,170	4,129	1,905			
August	11,908	4,239	1,479			
September	12,600	4,615	2,797			
October	15,038	5,370	2,439			
November	14,478	6,013	3,328			
December	8,873	3,871	2,204			
January	17,927	6,244	2,133			
February	15,079	4,476	3,379			
March	18,114	16,686 <small>NB includes Partner LMS figures</small>	3,559			

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

Table 5. Analysis of popularity of resource type

Unique Resource Views	April	May	June
All Resources	11,226	11,237	9,787
Case Study	159	246	232
Document / Presentation	1,946	1,904	2,294
E-learning Module	3,831	4,450	3,169
Tool	161	206	154
Video	3,507	3,169	2,677
Web link	1,622	1,262	1,261

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

Table 6. Top 5 resources each month

Top 5 Resources	April	May	June
#1	Wellbeing - Sustainability Short	Sustainability Strategy	Responsible Sourcing of HVO - A Comprehensive Guide
	236 views	196 views	580 views
#2	Modern Slavery	Introduction to Climate Change and Carbon	Introduction to Biodiversity
	141 views	188 views	186 views
#3	Social Value - Sustainability Short	Modern Slavery	Sustainability Strategy
	133 views	144 views	125 views
#4	Introduction to Social Value	National Highways: Roadworks - A Customer View	Introduction to Climate Change and Carbon
	122 views	117 views	117 views
#5	FIR Toolbox Talk: Mental Health and Wellbeing	The Business Case for Retrofit	Modern Slavery
	113 views	102 views	113 views

1.4 Quality ratings of events

All events that are run are measured against three KPI’s: quality; impact (change) and relevancy. These are based on good or excellent responses. The below table illustrate results for the training run to date. The first quarter has seen positive changes against each metric which is good news.

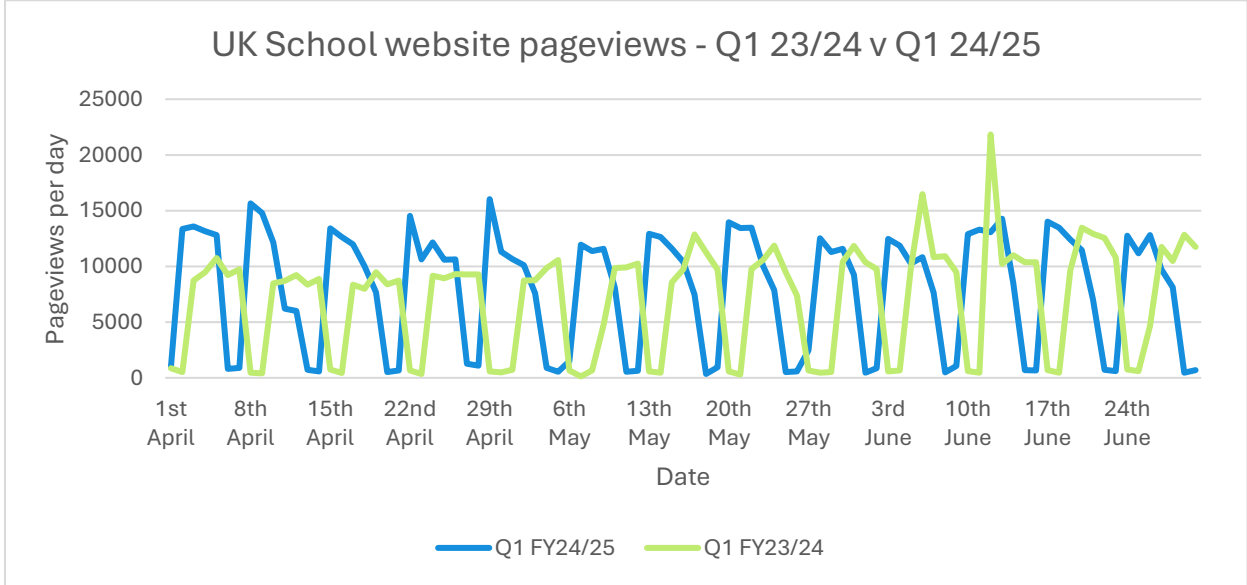
Table 7. Table showing KPI ratings for Change, Relevancy and Quality

Year	Target and measure	Rating	Change +/-
April - Dec 2023	95% of employers will rate the training quality as good or excellent	97%	+3%
	90% of employers will rate the training received as relevant to their needs	90%	+1%
	75% of employers agree training will change the way they do business	88%	+3%
FY 2023/24	95% of employers will rate the training quality as good or excellent	94%	
	90% of employers will rate the training received as relevant to their needs	89%	
	75% of employers agree training will change the way they do business	85%	

2. PR, Marketing & Communications

Website

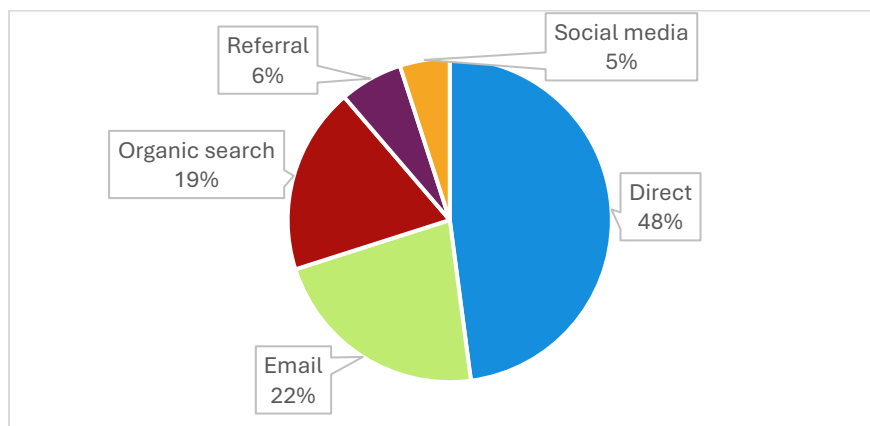
Between April – June 2024, the UK School website received 79,921 visitors (10.1% YoY) and 730,336 views (13.3% YoY).



The UK School continues to receive international visitors, specifically users from USA (13.7%), Netherlands (4.2%), and Finland (3.3%).

Users are visiting the site via a range of marketing channels, 'direct' has increased as a percentage of the total, and remains the most effective channel, with 48% of visitors knowing the website and have likely bookmarked the browser.

Email marketing has decreased as a share of the total but remains the second most popular channel, with 22% of visitors respectively engaging with email content and clicking through to learn on the School. Meanwhile, 19% of visitors find the School from searching on search engines such as Google and 6% through referrals.



Search Engine Optimisation

The School CMS has undergone extensive optimisation aimed at boosting visibility on search engines like Google. This effort included enhancing content across 18 topic pages to improve SEO elements across a total of 59 pages. Additionally, 107 broken links were fixed, duplicates were removed, and 98 URLs were canonicalized to improve indexing efficiency. Outdated pages were archived, images were optimised for faster site speed, and content was prioritised based on thorough keyword research. These measures collectively aim to enhance the School's online presence and accessibility.

Multi-channel campaigns

Retrofit month campaign: Throughout May, the School ran a marketing campaign to promote the retrofit programme, in partnership with NatWest Group. This aimed to increase the number of retrofit training session attendees, e-learning views and individual assessment completions through social media and email marketing. As a result of the campaign, retrofit e-learning modules received a total of 376 views in May, which was a 376% increase month-on-month.

In addition, members completed 94 retrofit assessments and 10 reassessments in May – a 352% increase month-on-month.

‘Responsible Sourcing of HVO’ campaign: On 13 June, the School published its ‘Responsible Sourcing of HVO’ guidance, which was uploaded as a resource on the School website, and promoted across social media, email, and ‘School News’. As of two weeks post-launch, the resource received 774 views. The accompanying press release was re-distributed by six different publications, with the School website version receiving 143 views.

On the same day, the School ran a virtual conference to launch the guidance. This conference had a 12-week-long marketing campaign, involving social media, email marketing, and engagement of multipliers. The virtual conference was the most attended training session the School has ever run, receiving 862 attendees.

Earth Day campaign: The campaign supported Partners in promoting School resources and e-learning, focusing on Earth Day themes like reducing plastic pollution. Partners were prompted to promote to their team and supply chain to register or log in to their School accounts and explore resources including a Waste Management Sustainability Short, an e-learning module on Sustainable use of plastics, and a webinar on Making Packaging Sustainable and Digital. Top-performing Partners in engagement and growth within their organisations were Bellway, RSK, and IKO, contributing significantly to overall success. The campaign achieved 30% of the target across Partner organisations and 84% across Partner supply chains in Q1.

Media coverage

The School featured in @ 17 press mentions in Q1, including:

- Press around the ‘Responsible Sourcing of HVO’ report and its accompanying press release.
- Press around Andrew Spencer’s appointment to the Supply Chain Sustainability School Board and the accompanying press release.
- Featured in articles about School Partners, new gold members, and presence at industry events.

Marketing Automation

There are several ongoing marketing automation journeys focused on various objectives:

Topics Journey: This campaign retargeted 705 members who visited specific topic pages on the School CMS in Q1. Content is dynamically personalised

based on user activity to encourage continuous learning. The conversion rate improved year-over-year, increasing from 29.7% in Q1 23/24 to 30.4% in Q1 24/25.

Partner Acquisition Journey: This campaign targets acquiring new Partners and nurturing them through focused marketing efforts. Out of 358 contacts, 4.5% (16) were successfully converted into meetings with the School's Business Development team.

Welcome to the School Series: Launched in June, this series consists of five automated emails sent to new School registrants upon sign-up. The series provides a guided tour of learning activities on the platform, offering personalised content relevant to their chosen topics. The emails cover individual assessments, the resource library, sessions, and e-learning. This series plays a crucial role in immediately engaging new users and boosting completion rates of learning activities across these areas.

Content and Email Marketing

1. **Email Preference Centre:** In May, the School launched a customised email preference centre, empowering School members to personalise their email preferences. This initiative enhances engagement and personalisation, improves member experience, and reduces unsubscribe rates and email complaints.
2. **Monthly Newsletter:** Distributed to engaged School Members (~42k) on the first Wednesday of every month, focusing on promoting free resources available on the School. It boasts an average open rate of 25.1% and an average click rate of 9.5%.
3. **TrainingAlert:** A weekly email sent to engaged School Members, promoting upcoming training sessions. It achieves an average open rate of 27.2% and an average click rate of 10.9%.
4. **FIRry Friday:** Bi-weekly email sent to FIR Ambassadors (~900), featuring FIR-related updates and content. It maintains an average open rate of 20.4% and an impressive average click rate of 24.3%.

Social Media

LinkedIn remains our top-performing channel for attracting followers and achieving high engagement, surpassing 11,000 followers in Q1.

Platform	# Followers	# Posts	Engagement	What's going well?
LinkedIn	11.1k	73	1.7k	Significant increase in followers and engagement, despite minor dip in posts.
Twitter	5.5k	58	138	Number of followers has roughly stayed the same, slight dip in posts, significant increase in engagement.
Facebook	306	27	32	Minor increase in followers, increase in posts and engagements.

The most popular social media posts & campaigns from Q1 include:

- Announcement of Andrew Spencer's appointment to the School Board – received 15.4k impressions on LinkedIn.
- Wellbeing Group shoutout – received 102 reactions on LinkedIn.
- 'Responsible Sourcing of HVO' launch – received 144 clicks on LinkedIn.

2. Leadership Groups Progress

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

2.1 Construction

- The Construction Group invited Holly Hansen-Maughan to present the Future Workforce Group plans and how the Construction Partners can become involved. The group are going to share connections, as well as any resources that would be useful training material.
- The Group discussed the School's new Industry News microsite, to include a section where Partners and members will get information on important legal requirements that will impact their organisation and supply chain. The group brainstormed key legislation, regulation and policies to consider for inclusion on the microsite.
- The Group outlined the material they'd like covered in the upcoming Priority Suppliers Tutorial – focusing on the blockers that may be preventing Partners from uploading their Priority Supplier lists.

2.2 Homes

- Ran a virtual conference in April on "Demystifying EPD's", focusing on why clients are driving EPD's, what the benefits are and how suppliers and

manufacturers can use and implement them successfully. The session had 1,092 registrations and 623 attendees. 86% of attendees said they were likely or very likely to implement the training.

- Planning for an in-person conference in Birmingham on 7 November 2024 with homebuilder clients inviting a targeted list of high impact trades in their supply chain who currently don't engage with the School; to develop their knowledge around core sustainability topics and kick off engagement.

2.3 Infrastructure

- Planning a session in next meeting to explore productivity in infrastructure sector.
- Exploring an option with RSSB to set up a sub-group for the rail sector to develop strategic options with Network Rail and their Tier 1s.

2.4 FM

- Introduction of new partners including Bruntwood and Savills in addition to several existing partners that manage real estate present an opportunity for the group to potentially adjust its working title and focus to FM and Property or FM and Real Estate.
- Focus has been on confirming and actioning the agreed School business plan for FM, particularly how it collaborates with other School groups. To make a solid start in progressing the business plan priority to "improve skills, opportunities and encourage careers in FM", Cathryn Greville, School Head of FIR presented on this topic. This made clear the need to add FIR to the listed groups with which FM will collaborate over the year, including a webinar addressing the FIR role in widening participation in competition for talent in workforces and supply chains.
- Plans are also in place for a webinar addressing modern slavery in an FM context, with other webinar topics in the pipeline including energy efficiency, effective handover from build phase to FM. Plans are also in development for a collaborative Virtual Conference with the Digital Group, providing updates on innovative use of digital technologies and considering the opportunity, impacts and change management requirements these innovations present for FM and Real Estate.

2.5 Wales

- The group has organised workshops with Welsh Government to discuss the Social Value and Public Procurement (Wales) Act.
- To ensure more SMEs engage with the School's resources we have made links with other FEs, e.g. Coleg Cambria.
- David Emery will be presenting at Woodbuild 2024 in Wales on the topic of Delivering Affordable housing via Modern Methods of Construction.

2.6 Scotland

- In May the Retrofit Virtual Conference focussing on large buildings in Scotland took place which was attended by 203 industry leaders and managers.
- Since the beginning of FY 24/25, the School has supported a number of different Partner Supply Chain Engagement activities, working closely with Laing O'Rourke, Scottish Water, SPEN, QTS Group and BE-ST to promote sustainability learning and upskilling to materials suppliers, manufacturers and sub-contractors.
- The School is contributing to Scotland's Transformation Action Plan which is coordinating public and private sector collaboration at a national level.
- New Partners have joined the Scottish Leadership Group, which has provided new ideas and a different range of experience to share. The meetings have extended their scope to include special presentations and discussions on decarbonising our sector. The most recent meeting received presentations from Brewster Bros. (aggregate manufacture and materials recycling) and Deeside Timberframe (timber engineering).

2.7 FIR

- Commenced the new CITB EDI Commission contract, including development of new resources and embedding new reporting frameworks and processes to track diversity and feedback of Programme users and feedback.
- Set priorities for 2024-25 year, focusing on further increasing reach of FIR Programme (following record growth in 2023-24), particularly with respect to individuals and SMEs across the built environment sector.
- Delivered 25 sessions in Q1, including notable sessions such as the "Diversity Survey 2024 – How to report your organisation's diversity data" webinar (delivered twice in Q1, attracting 108 attendees in total) and a popular "Inclusion for Disabled and Neurodiverse Colleagues" webinar delivered on 30 April (achieving 132 registrations and 71 attendees).

2.8 Digital

- The group has proposed that the School concentrate on developing content around the non-technical issues surrounding Artificial Intelligence (AI), such as the ethical and legal issues, as well as training needs. Group members are submitting their ideas.
- The Building Safety Act will require comprehensive and accurate data about buildings so the group has asked us to produce content on the topic; the first webinar was delivered in June.
- The pilot of the Digital Leadership Course 2 - focussing on culture and behaviours will run in July and members of the group will provide feedback.

2.9 Procurement

- Developing a virtual conference focused on SME procurement
- Developing a proposal with Constructionline to enhance the School self-assessment with third party verification services
- Working with Modern Slavery Group to improve learning around due diligence

2.10 Plant Category Group

- Ran the webinar *Fuels and Technologies: the Journey* which was attended by 145 people.
- Submitted a response, on behalf of partners, to the Government's call for evidence on NRMM decarbonisation options.
- Updated the Minimum Standards to version 3 and the Plant charter to version 2.

2.11 Modern Slavery Group

- Launched the new **categorisation filter** for modern slavery resources, enabling users to search for modern slavery and labour exploitation resources by different aspects of due diligence. For example, policy, governance, risk identification and assessment, recruitment and procurement.
- Set dates and secured speakers for 6 webinars and one face to face conference (16 Oct in Birmingham). Webinar topics include:
 - How to evaluate risk in your supply chain
 - Case study: Contracting for Human Rights
 - Unlocking the business case: Tackling modern slavery and labour exploitation
 - Best practice in remediation
 - What's new in the School – to showcase the new Operational Toolkit, the Risk Guidance, the updated Supply Chain Mapping Protocol and Procurement Guidance and any new learning pathways
- Shared the initial draft of the operational toolkit with the group for feedback. The toolkit aims to:
 - Support anyone involved in setting up or operating a site to address slavery and labour exploitation
 - Bring together site specific, actionable insights and recommendations into one place
 - Signpost to a wealth of resources in formats such as posters, toolbox talks and videos, from leading modern slavery organisations into one, easily accessible location
- Ran workshop with partners to agree key changes / refresh needed to the School Procurement Guidance on combatting slavery and labour exploitation. EJ will now begin scoping out the high-level content. Dates for the initial workshop for updating the Supply Chain Mapping protocol have also been set for September.
- Collaborated with CCLA Investment Management and the Cabinet Office in the organisation and delivery of a CEO roundtable on modern slavery in

construction. CEOs of some of the School partner organisations attended to discuss progress and challenges in addressing slavery and labour exploitation. Discussions are now underway re development of a construction intelligence network similar to the [MSIN](#) for the food and drink sector.

2.12 Waste & Resources Group

- Actioning the agreed School business plan for Waste and Resource Use, has been a priority, particularly focusing on how it collaborates with other School groups including, thus far, Scotland, Wales, Retrofit, FIS, Homes and Construction
- Webinars planned or delivered in the period include;
 - Getting to grips with plastic in Scotland
 - Making packaging sustainable and digital with Balfour Beatty and Whitecroft Lighting
 - Circularity, waste & retrofit with BW workplace experts
 - Separated waste collection in Wales and the implications for Simpler Recycling in England
- Allied with further partner and stakeholder consultation on the project to provide School users with a selection of more accountable and structured reporting and related metrics for waste, preparations are in place to develop complementary video content outlining group priorities
- Planning for the group's Virtual Conference this FY has taken place, focusing on the imminent requirement for mandatory implementation of Digital Waste Tracking by April 2025. The intention is to run this VC in March 2025 in collaboration with the Digital Group.

2.13 Climate Action Group

- Develop SME Engagement Strategy: Initiated a forward-thinking SME engagement strategy, which includes tailored training on data collection and system navigation for the carbon calculator. This approach will/should result in increased participation, with 539 suppliers reporting emissions for 2022, and ongoing efforts to streamline reporting deadlines and improve data quality.
- Enhance Carbon Calculator Functionality: Significant improvements were made to the carbon calculator in 2023, addressing user challenges through new supplier guides, quarterly clinics, and enhanced error-checking features. These updates aim to provide benchmarks for suppliers by categorising them by trade, facilitating more accurate and useful emissions reporting. Roll out of the NEW carbon calculator tools planned Q2.
- Adopted Agile Methodology for Task Groups: CAG embraced an agile methodology, transitioning to shorter, focused scrums and sprints to address specific decarbonisation goals/objectives and key results (OKRs). This approach aims to foster quicker, more effective outcomes and

enhance collaboration among members and other leadership groups, supporting the overall goal of reducing carbon footprints within the construction and infrastructure sectors.

2.14 Wellbeing

- Curated & Delivered the Wellbeing Annual Virtual Conference: Focusing on 'Employee Engagement' with the aim of improving productivity and wellbeing. The groups focus this year is to help address some of those factors that contribute to poor wellbeing in the industry. Poor employee engagement comes at the top of this list. Achieving 900+ registrations
- Created and delivered new training content to provide more proactive training and support to drive positive culture change. 'Stress prevention in the workplace' / 'Leveraging your emotional intelligence' / 'Having effective conversations'. Worked with external trainers to explore future content for the 24/25 training programme
- Collaboration: Worked to develop closer relationships with Lighthouse and with Mates in Mind – agreed mutual signposting, mapping resources, including links within e-learning, sharing e-learning, collaborating on future projects, aligning training programmes to amplify instead of duplication.

2.15 Social Value

- The social value group has had two rounds of discussions on the approach to Social Value in procurement processes, covering both client and supplier aspects. This discussion serves as a foundation for any upcoming learning pathways, reports, and training development.
- We have developed and are set to launch a new workshop on Measuring, Reporting, and Amplifying Social Value based on partners' requests.
- WIP: The SME report for Social Value in collaboration with Cardiff Business School is well on track with its progress, planning, and marketing, and is set to be released in September. We have received the names of three potential partners for the review and feedback process.

2.16 Offsite

- The group has input suggestions to support our development on guidance about the 'MMC advisor' role.
- David Emery will be speaking at industry events in the autumn to encourage more SMEs to use the School's resources (e.g. Woodbuild 2024, Offsite Expo).
- Crossing over with the Wales Group's work, David Emery is speaking at events with Welsh Government on an MMC Pattern Book for low-carbon housing.

2.17 Retrofit

- The group continued to feed into the retrofit programme of events. In Q1, this included a Virtual Conference and 4 webinars. These sessions focused on retrofit but brought in other markets to ensure collaboration, such as: Scotland, Materials, Finance, Wellbeing and Homes.
- The group worked together to disseminate retrofit learning through their organisations and supply chains; 2,873 unique individuals have engaged in the programme and retrofit learning since its launch in November 2023.

2.18 Nature

- The group have started the task of reviewing and updating School nature and biodiversity resources is now c.50% complete. The School's 'Introduction to Biodiversity' elearning module is also being reviewed concurrently
- A Virtual Conference with the title Biodiversity Net Gain – Beyond Legal Compliance was run successfully with over 1,000 bookings and over 500 attendees on the day. Speakers came from National Grid, Redrow, RSPB and Nature Metrics. This forms part of a year wide approach to ensuring stakeholders are up to speed on the theory and practice of Biodiversity Net Gain and its equivalents in Wales and Scotland
 - The above topics will be supported through development of new explanatory video content, which will also address the increasingly important areas of supply chain due diligence and external reporting via Taskforce on Nature-Related Financial Disclosures, GRI, CSRD etc.

2.19 Lean

- Through the National Highways engagement programme, the group has led a face-to-face workshop focused on 'Leadership Strategies & Systems Thinking' for SDF and PDF reaching over 20 attendees and senior sponsors. 32 members of National Highways and its suppliers have also attended 'The Construction to Production Masterclass' facilitated by BBI at the Toyota Engine-Plant seeing first-hand the Toyota 'Way' and how this can be translated into roles within construction.
- Re-positioned the Operational Excellence Leadership Group to enhance engagement and commitment from current group members and identify new member opportunities.
- Working on a focused improvement programme pilot with a main contractor and its client, focused on problem-solving and looking at CPI/SPI – performance index metrics. This programme is currently mid-way through and showing good engagement levels from the members. It's intended to engage other contractors through the results generated and the promotion of a case study.

2.20 Future Workforce

- The Future Workforce Group has now agreed it's terms of reference, priorities and aims and become an established group.
- There are now 21 future workforce partners from colleges and universities, who are joined by around 20 industry partners in the leadership group.
- The group has collaborated to create a new filter function on the Future Workforce page, so resources can be found easily for specific Future Workforce audiences.

3. New Partners

The School welcomes 3 new Partners this financial year:

Bruntwood

Plantforce Rental

Reaseheath College

End.