

SUPPLY CHAIN SUSTAINABILITY



Oct – Dec 2024

Supply Chain Sustainability School

Progress report

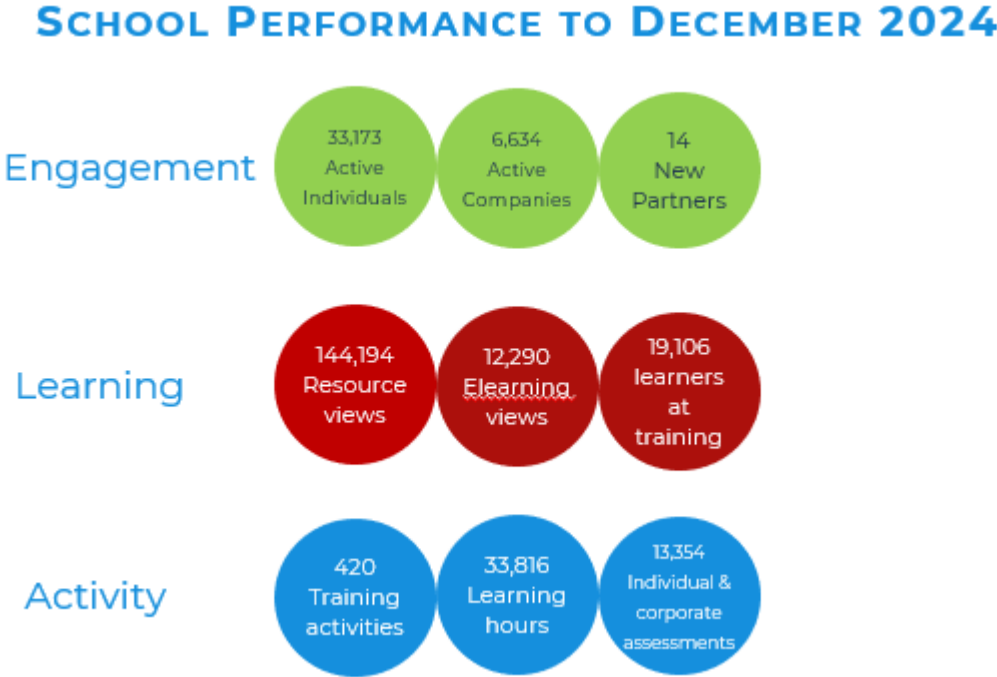
1. Summary by numbers

1.1 Progress against KPI's

There are currently 6,634 organisations and 33,173 individuals who have become active since 1st April 2024. This is an 5.7% increase for active individuals and 13% increase on active companies compared to last FY. The less growth on active individuals' figures are due to the fact last year one Partner had mandated an elearning module on their internal LMS which resulted in a high number of active individuals. The first quarter last FY brought over 6,000 active individuals however at the end of Q2 this year it is 5,200. There are several initiatives taking place to boost the individual figures as well as the fact that Q3 figures from the Partners internal LMS have not yet been counted.

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:



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Illustration2: Progress against KPI's

KPI	End of FY March 2024	Dec 2024	% increase from end of last FY	Target 2024
No. of Partners	219	226	3.19%	236
No. of priority supplier lists <small>(quarterly update)</small>	108	129	--	125
Av. change in assessment score (corporate)	14%	14%	0%	16%
Av. change in assessment score (individual)	11%	10%	-1%	13%
<u>12 month</u> Active Companies	7,145	7,925	10.9%	10,000
<u>12 month</u> Active Individuals	31,507	27,414	-12.9%	50,000
Active Companies since April	6,867	6,377	--	10,000
Active individuals since April <small>(on School)</small>	32,350	27,958	--	50,000
Active individuals recorded on Partner internal LMS <small>(quarterly report)</small>	10,897	5,215	--	7,000 <small>(inc in above active individuals figure)</small>
Total Active individuals	43,247	33,173	--	--

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	Learn/n g Pathway	Assess (Corp/ Ind)	Re-ass (Corp/Ind)	Bronze, Silver, Gold	Ambassador
Const.	3,254/5,000	7,544/15,000	--	--	2	--	--	--	--	--	--	--
Homes	1,112/2,000	2,042/5,000	--	8	2	2,350	--	200	--	--	348/300	--
FM	777/1,260	1,611/4,900	2	7	1	1440	4,105/3,000	400	--	--	205/300	--
Infra	1,326/2,250	3,925/3,750	--	1	2	--	--	--	--	--	--	--
Offsite	1,403/1,500	3,016/2,800	12	12	2	1,200	588/1,800	--	111/360 300/400	Inc. in assessment	--	--
Lean	1,280/1,300	3,299/3,000	8	8	2	1,000	--	--	128/629 80/600	Inc. in assessment	--	--
Digital	1,368/1,000	6,442/4,000	8	8	1	1,308	--	--	187/1,012 100/1,000	Inc. in assessment	357/250	--
Proc	2,720/3,500	10,818/14,000	--	12	2	840	--	200	--	--	--	--
Retrofit	409/750	4,241/1,000	12	12	4	750	1,500	--	96/565 0/300	Inc. in assessment	--	--
Wales	588/720	1,015/2,000	10	5	2	580	--	200	525/328 250/1,300	Inc. in assessment	198/250	--
Scot	773/1,000	1,439/2,500	6	10	1	1,100	5,800	--	1,122/400	Inc. in assessment	272/250	--
FIR	1,664/2,000	10,015/14,500***	--	--	--	--	--	--	--	--	--	1,073
Overall	6,634/10,000	33,173/50,000	199/297	213/152	14/23	10,106/25,100	48,674/80,000	--	1,936/8,012 1,800/9,600	942/2,464 1,470/2,100	1,233/1,200	--

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

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

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

1.2 Online Face to face training activities

Progress continues reach 500 learners attending virtual conferences. Current average is 365 attendees. The team are continuing to push on this to get the ambition to get to 500 attendees at each virtual conference.

Table 2. Training activities taken place to date.

Type	No. of sessions	No. of learners	No. of learning hours
Virtual Conference	14	5,111	10,222
School summit	1	463	3,704
FIR Conference (F2F)	2	165	1,320
Meet the Buyers	0	0	0
Conferences - in person	2	139	1,112
Workshops	199	2,874	7,185
Lunch & Learns	213	10,273	10,273
Total	420	19,106	33,816

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

Table 3. 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	17,879	5,365	2,621
August	11,908	4,239	1,479	13,434	4,147	602
September	12,600	4,615	2,797	13,818	4,913	2,034
October (inc Partner LMS)	15,038	5,370	2,439	17,563	9,198	1,199
November	14,478	6,013	3,328	16,371	5,092	2,992
December	8,873	3,871	2,204	12,290	4,534	1,091
January	17,927	6,244	2,133			
February	15,079	4,476	3,379			
March	18,114	16,686 NB includes Partner LMS figures	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	October	November	December
All Resources	17,034	16,225	10,841
Case Study	293	213	223
Document / Presentation	3492	3161	2056
E-learning Module	5376	4964	3701
Tool	355	251	167
Video	5184	5547	3145
Web link	2334	2089	1549

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 or learning pathways that Partner are sending out to their supply chains to complete.

Table 6. Top 5 resources each month

Top 5 Resources	October	November	December
#1	Introduction to Modern Slavery	Embedding Social Value in Procurement: A Practical Guide for SMEs	Introduction to Modern Slavery
	311 views	518 views	396 views
#2	Operational Toolkit: Combatting Slavery in the Built Environment	An Introduction to Climate Change & Carbon Accounting	Introduction to Climate Change and Carbon
	298 views	221 views	164 views
#3	The benefits to mental health and wellbeing of offsite construction	Introduction to Climate Change and Carbon	Carbon and Retrofit
	228 views	212 views	128 views
#4	A Practical Guide to Understanding Modern Slavery Risk in Supply Chains	Introduction to Modern Slavery	Data Led Design
	208 views	170 views	108 views
#5	Introduction to Climate Change and Carbon	Climate Change and Carbon - Sustainability Short	Embedding Sustainable Procurement
	208 views	139 views	100 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	96%	+2%
	90% of employers will rate the training received as relevant to their needs	93%	+4%
	75% of employers agree training will change the way they do business	87%	+2%
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 Performance Overview (October - December 2024)

Between October and December 2024, the UK School website attracted 107,698 visitors, representing a **44% year-on-year (YoY) increase**, and recorded 870,277 page views, reflecting a **24.3% YoY growth**.

The Q3 report reflects a strong acceleration in growth compared to Q2, with YoY increases in both visitors and page views significantly higher in Q3. This suggests that Q3 marketing and engagement efforts were particularly effective.

Global Reach and Audience Diversity

The UK School website continues to attract a significant proportion of its audience from international locations. Notably:

- **United States:** 10% of total visitors
- **Netherlands:** 8.1%
- **Finland:** 3.5%

The Netherlands demonstrated significant growth in Q3, likely driven by increased regional interest. In contrast, the USA's share declined, potentially due to a shift in engagement efforts towards the launch of the US School.

Marketing Channel Performance

Visitors accessed the website through various marketing channels. **Email marketing** emerged as the most effective channel this quarter significantly improving in both YoY growth and visitor contribution, overtaking "direct" traffic.

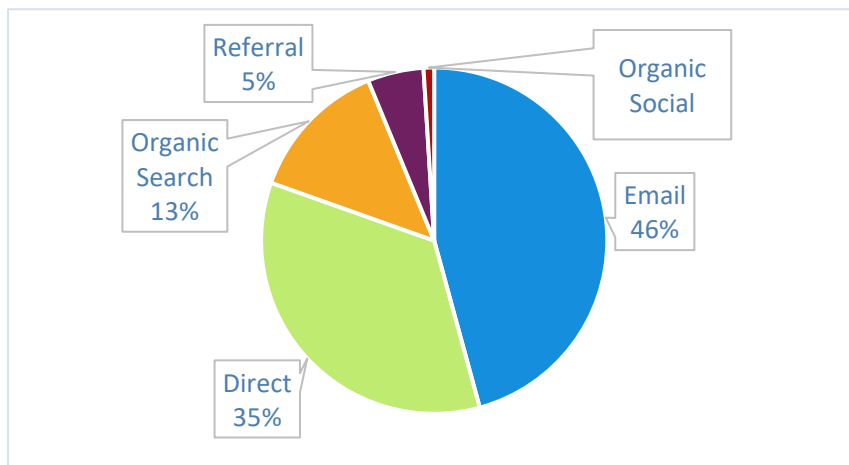
- **Email Marketing:** Demonstrated remarkable YoY growth of **143.3%**, accounting for **46%** of visitors. These users engaged with email campaigns and clicked through to explore the School's content.
- **Direct Traffic:** Direct traffic remains a key channel but saw a decrease in contribution as email marketing overtook it in effectiveness. Now the second most effective channel, contributing **35%** of visitors. These users likely have the website bookmarked or remember it by name.
- **Search Engines:** Accounted for **13%** of visitors, with users finding the website through platforms such as Google.
- **Referrals:** Made up **5%** of visitors, driven by external websites linking to the School.

Top Referrers:

The five most significant referral sources for the UK School website were:

1. **Carbon Trust***: 254 referrals
2. **ChatGPT**: 56 referrals
3. **CITB**: 46 referrals
4. **Go Construct**: 40 referrals
5. **Great Futures**: 38 referrals

*The continuous contribution of Carbon Trust as a key referrer suggests potential opportunities for expanding collaborations with similar organisations.



Multi-channel Campaigns:

Modern Slavery Operational Toolkit Campaign

On 16 October, the School launched its *Operational Toolkit: Combatting Slavery in the Built Environment* report, developed in collaboration with Action Sustainability.

- The resource was uploaded to the School website and promoted via social media, email campaigns, and the website itself.
- By the end of December, it received **585 views**, making it the **5th most popular resource** in Q3.

- An accompanying press release was redistributed by **11 publications**, generating **172 tracked clicks** to the resource.

COP29 Campaign

In conjunction with the UN Climate Change Conference (11–22 November 2024), the School conducted an extensive campaign focused on carbon and climate change.

- **Microsite Performance:**
 - A dedicated training guide microsite was launched, receiving **1,266 views** during the campaign and generating **570 tracked clicks** to the School's learning platform (**45% click rate**).
- **Webinars and Virtual Conference:**
 - The campaign featured a series of webinars and a virtual conference, attracting an average of **66 attendees** per webinar. The virtual conference alone saw **382 attendees** from **825 registrations**.
- **E-Learning Modules:**
 - Promoted energy and carbon e-learning modules received **1,676 views**.
 - The *Introduction to Climate Change and Carbon* module became the **2nd most popular learning resource** in Q3.

SME Social Value Procurement Guide Campaign

On 18 November, the School published its *Embedding Social Value in Procurement: A Practical Guide for SMEs*, also developed in collaboration with Action Sustainability.

- The guide was promoted across social media, email campaigns, and the School website, resulting in **714 views** by the end of December, making it the **3rd most popular resource** in Q3.
- A press release was redistributed by **three publications**, generating **77 tracked clicks** to the resource.

Partner Engagement Campaign

To increase engagement among Partner organisations and their supply chains, the School delivered a focused campaign in Q3, aligned with COP29. Key outcomes include:

- **Tracked Engagement:**
 - **157 tracked clicks** from Partner organisations' communications.
- **Targets Achieved:**
 - **9 out of 24 engaged Partners** (75% of the March 2025 target).
 - **1,803 active individuals** from Partner organisations (151% of the March 2025 target).
 - **5,310 active companies** from Partner supply chains (263% of the March 2025 target).

Content and Email Marketing

The School's content and email marketing strategies have shown solid performance, with various targeted campaigns and email series engaging different segments of the audience.

The School's content and email marketing efforts in Q3 have been successful in driving engagement across various campaigns, particularly through the **Monthly Newsletter** and **TrainingAlert** initiatives. The **Conference Programme email** stood out with the highest open rate of 51%. Reengagement campaigns also showed positive conversion rates, especially among priority suppliers, with a notable conversion of 140 users to active status. Continued optimisation of the re-engagement email campaigns for inactive members can drive even greater conversion rates in the coming months.

Marketing Automation

The School has several active marketing automation campaigns running, each designed to achieve different objectives, from increasing user engagement to acquiring new Partners. Below is an overview of the key campaigns and their performance in Q3:

1. Topics Journey Campaign

The *Topics Journey* campaign targeted 722 members in Q3 who had visited specific topic pages on the School CMS. This retargeting effort aimed to re-engage users by providing dynamic, personalised content based on their activity to promote continuous learning.

- **Conversion Rate:** The conversion rate has remained consistent from the previous quarter, slightly declining from 29.9% to 29.2%.

2. Partner Acquisition Journey

The *Partner Acquisition* journey targeted non-partner contacts from a database of 5,976 individuals. The goal was to convert these contacts into new School partners.

- **Conversion Rate:** 1.3% (78 individuals) successfully scheduled a meeting with the School's Business Development team.

3. 'Welcome to the School' Series

After launching in Q1, the *'Welcome to the School'* automation series continued to engage new users in Q3. The five-email series is sent to new registrants, offering a tour of the platform and providing personalised learning content based on their selected topics.

- The series successfully contributed to increased activity on the platform, with users clicking through to explore relevant learning activities.
- **Best Performing Emails:** The emails introducing new users to assessments and training sessions generated the highest click-through rates.

- **Assessments:** 333 users clicked through to an assessment based on their preferences.
- **Sessions:** 291 users clicked through to explore sessions aligned with their profile preferences.

Email Performance in Q3

Email	Email Topic	Recipients	Open Rate (Conversion %)	Click Rate (Conversion %)	Active Users
1	Welcome - Overview	7,399	2,234 (30.2%)	680 (9.2%)	517 (76%)
2	Assessments	7,088	1,857 (26.2%)	333 (4.7%)	178 (53.4%)
3	Resources	7,143	1,771 (24.8%)	207 (2.9%)	153 (73.9%)
4	E-learning	7,138	1,691 (23.7%)	206 (2.9%)	94 (45.6%)
5	Sessions	6,936	1,567 (22.6%)	291 (4.2%)	121 (41.6%)

Summary

In Q3, the marketing automation campaigns demonstrated effective engagement with members, potential partners, and new users. The *Topics Journey* and *Welcome to the School* series achieved high engagement rates, while the *Partner Acquisition* journey showed promising conversion rates. Overall, these campaigns continue to drive valuable interactions, with personalised content playing a key role in retaining and activating users across the platform.

Social Media

Below is an overview of the social media performance across different platforms in Q3:

Platform	Followers	Posts	Engagement	Key Insights
LinkedIn	12.1k	75	997	LinkedIn saw a significant increase in followers (+4% QoQ, +25% YoY), as well as in posts (+10% QoQ, -13% YoY). However, there was a decline in engagement (-21% QoQ, -30% YoY).
Twitter	5.4k	58	141	The follower count remained relatively stable (-1.7% QoQ, -2.6% YoY). However, Twitter saw a notable increase in posts (+23% QoQ, -37% YoY) and engagement (+19% QoQ, +11% YoY).
Facebook	310	8	16	Facebook saw a minor increase in followers (+0.3% QoQ, +4% YoY) and a slight drop in engagement (-5% QoQ, -40% YoY), with a moderate increase in posts (+14.3% QoQ, -22% YoY).

Top Performing Social Media Posts & Campaigns in Q3

LinkedIn continues to be the strongest social media channel for both attracting followers and generating content engagement, despite a decline in engagement metrics. Twitter also showed positive growth in engagement, particularly with

increased post frequency. Although Facebook's overall performance showed minor improvements in follower count, engagement levels remain low. The standout social media content in Q3 included successful campaigns surrounding the Social Value Group roundtable, regional webinars, and the Retrofit Programme anniversary.

Media & Press Engagement

The School produced three in-house press releases during Q3:

1. *New Operational Toolkit Launched to Combat Slavery in the Built Environment*
2. *NatWest Group-Backed Retrofit Skills Programme Shows Strong Demand and Impact After One Year*
3. *SMEs Encouraged to Integrate Social Value with New Procurement Guide*

Press Mentions

The School received **38 press mentions** in Q3, reflecting its active engagement across various initiatives and collaborations. Highlights include:

- **Modern Slavery Toolkit:** Extensive press coverage following the launch of the *Operational Toolkit: Combatting Slavery in the Built Environment* and its accompanying press release.
- **Retrofit Skills Programme:** Press mentions celebrating the one-year anniversary of the retrofit programme in collaboration with NatWest.
- **Regional Webinars:** Coverage of sustainability-themed webinars held in partnership with NatWest across Scotland and the Midlands.
- **Partner and Event Features:** Articles on School Partners, Plant Charter signatories, and the School's presence at key industry events.

Key Publications and Coverage

Publication	Title	Date published	URL	Notes
Somerset Live	Bridgwater Businesses Invited To Supplier Day For New Agratas Battery Facility	01-Oct-24	https://www.somersetlive.co.uk/news/somerset-news/bridgwater-businesses-invited-supplier-day-9594034	Mentions event involving the School
Project Scotland	Royal Bank Of Scotland Completes £2.8 Billion Of Lending To Boost Social Housing	03-Oct-24	https://projectscot.com/2024/10/royal-bank-of-scotland-completes-2-8-billion-of-lending-to-boost-social-housing/	Mentions Partnership with NatWest
NatWest Group	Natwest Completes £2.8bn Of Lending To UK Social Housing Sector In 2024	03-Oct-24	https://www.natwestgroup.com/news-and-insights/news-room/press-releases/esg/2024/oct/natwest-completes-28bn-of-lending-to-uk-social-housing-sectorin-.html	Mentions Partnership with NatWest

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Publication	Title	Date published	URL	Notes
Church Times	CCLA Initiative To Tackle Modern Slavery Backed By 65 Investors Worth £15m	04-Oct-24	https://www.churchtimes.co.uk/articles/2024/4-october/news/uk/ccla-initiative-to-tackle-modern-slavery-backed-by-65-investors-worth-15m	Mentions event involving the School
North Edinburgh News	Scottish Businesses Invited To Attend Sustainability Webinar With Royal Bank Of Scotland	11-Oct-24	https://nen.press/tag/supply-chain-sustainability-school/	NatWest Scotland webinar
Derbyshire Times	Midlands Businesses Invited To Sustainability Event With Natwest	15-Oct-24	https://www.derbyshiretimes.co.uk/business/midlands-businesses-invited-to-sustainability-event-with-natwest-4824357	NatWest Midlands webinar
CIOB People	Modern Slavery Toolkit Launched For The Built Environment	17-Oct-24	https://ciobpeople.com/modern-slavery-toolkit-launched-for-the-built-environment/?utm_source=divr.it&utm_medium=linkedin	Modern Slavery Toolkit PR
Construction News	Contractors Step Up Modern Slavery Surveillance	17-Oct-24	https://www.constructionnews.co.uk/supply-chain/contractors-step-up-modern-slavery-surveillance-17-10-2024/	Modern Slavery Toolkit PR
Project Scotland	New Operational Toolkit Launched To Combat Slavery In The Built Environment Sector	17-Oct-24	https://projectscot.com/2024/10/new-operational-toolkit-launched-to-combat-slavery-in-the-built-environment/	Modern Slavery Toolkit PR
FM Industry	Inspiring Change	17-Oct-24	https://fmindustry.com/2024/10/15/inspiring-change/	Mentions Inspiring Change Awards
PBC Today	New Operational Anti-Slavery Toolkit Launched	18-Oct-24	https://www.pbctoday.co.uk/news/hr-skills-news/new-operational-anti-slavery-toolkit-launched/144782/	Modern Slavery Toolkit PR
Construction Enquirer	Site Slavery Fears Rise Over Migrant Labour Gangs	18-Oct-24	https://www.constructionenquirer.com/2024/10/18/site-slavery-fears-rise-over-migrant-labour-gangs/	Modern Slavery Toolkit PR

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Publication	Title	Date published	URL	Notes
Construction Digital	How Widespread Is Slave Labour In The Construction Industry?	18-Oct-24	https://constructiondigital.com/sustainability-green-building/how-widespread-is-slave-labour-in-the-construction-industry	Modern Slavery Toolkit PR
Supply Chain Digital	Confronting Modern Slavery In Construction's Supply Chain	19-Oct-24	https://supplychaindigital.com/supply-chain-risk-management/construction-supply-chain-modern-slavery	Modern Slavery Toolkit PR
Fix Radio	AUDIO NEWS: Tool Theft Crime Wave Sweeps Wiltshire And Modern Slavery On The Rise In Construction	21-Oct-24	https://www.fixradio.co.uk/feed/construction-news/post/audio-news-tool-theft-crime-wave-sweeps-wiltshire-and-modern-slavery-on-the-rise-in-construction/	Mentions Modern Slavery Toolkit
Procurement Mag	New Toolkit To Tackle Modern Slavery In Construction	24-Oct-24	https://procurementmag.com/supply-chain-management/new-toolkit-to-aid-construction-to-tackle-modern-slavery	Modern Slavery Toolkit PR
Specification Online	Report Highlights Key Reforms For Strengthening Workforce Development	24-Oct-24	https://specificationonline.co.uk/articles/2024-10-24/cic/report-highlights-key-reforms-for-strengthening-workforce-development	Mentions involvement in report
Construction News	Modern Slavery: What Can Contractors Do?	08-Nov-24	https://www.constructionnews.co.uk/sections/long-reads/opinion/modern-slavery-what-can-contractors-do-08-11-2024/	Mentions Modern Slavery Toolkit
Construction Enquirer	Subcontractors Wanted Across The North West	08-Nov-24	https://www.constructionenquirer.com/2024/11/08/subcontractors-wanted-across-the-north-west/	Exhibiting at event
NatWest Group	Natwest Group Backed Retrofit Skills Programme Shows Strong Demand And Impact After One Year	12-Nov-24	https://www.natwestgroup.com/news-and-insights/news-room/press-releases/climate/2024/nov/natwest-group-backed-retrofit-skills-programme-shows-strong-dema.html	Retrofit Anniversary PR
PBC Today	Natwest Retrofit Skills Programme Shows Strong Skills Demand	12-Nov-24	https://www.pbctoday.co.uk/news/hr-skills-news/natwest-retrofit-skills-programme-shows-strong-skills-demand/145753/	Retrofit Anniversary PR

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Publication	Title	Date published	URL	Notes
Unlock Net Zero	Natwest Group-Backed Retrofit Skills Programme Reports Strong Demand And Impact After One Year	12-Nov-24	https://www.unlocknetzero.co.uk/projects-innovation/natwest-group-backed-retrofit-skills-programme-reports-strong-demand-and-impact-after-one-year	Retrofit Anniversary PR
Business Green	Pensions Giant Calls For Better Promotion Of Green Jobs To Older Workers	12-Nov-24	https://www.businessgreen.com/news/4378974/pensions-giant-calls-promotion-green-jobs-workers	Mentions Retrofit Anniversary PR
MarketScreener	Natwest Group Backed Retrofit Skills Programme Shows Strong Demand And Impact After One Year	14-Nov-24	https://www.marketscreener.com/quote/stock/NORTHUMBRIAN-WATER-4004118/news/NatWest-Group-backed-retrofit-skills-programme-shows-strong-demand-and-impact-after-one-year-48362847/	Retrofit Anniversary PR
FMJ	Retrofit Skills Programme Shows Strong Demand Impact After One Year	14-Nov-24	https://www.fmj.co.uk/retrofit-skills-programme-shows-strong-demand-impact-after-one-year/	Retrofit Anniversary PR
PBC Today	Beyond Compliance: How The Construction Industry Can Combat Modern Slavery	15-Nov-24	https://www.pbctoday.co.uk/news/hr-skills-news/beyond-compliance-construction-industry-combat-modern-slavery/145654/	Modern Slavery Toolkit PR - article by EJ
Portsmouth	Portsmouth City Council Takes Third Place At The Energy Efficiency Awards	18-Nov-24	https://www.portsmouth.gov.uk/portsmouth-city-council-takes-third-place-at-the-energy-efficiency-awards/	Mentions involvement in the School
Project Scotland	New Guide Aims To Help Smes Integrate Social Value Into Their Operations	19-Nov-24	https://projectscot.com/2024/11/new-guide-aims-to-help-smes-integrate-social-value-into-their-operations/	PR: Social Value in Procurement Guide
Cardiff University	New Guide Helps Smes Overcome Social Value Barriers In Procurement	25-Nov-24	https://www.cardiff.ac.uk/news/view/2882052-new-guide-helps-smes-overcome-social-value-barriers-in-procurement	Mentions Social Value in Procurement Guide

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Building	Driving The Future Of Green Building: Unlocking The Potential Of HVO Biodiesel	27-Nov-24	https://www.building.co.uk/comment/driving-the-future-of-green-building-unlocking-the-potential-of-hvo-biodiesel/5133021.article	Mentions HVO Guidance
Construction News	Jobs Reforms: Construction Employers Urged To Become More Inclusive	29-Nov-24	https://www.constructionnews.co.uk/skills/jobs-reforms-construction-employers-urged-to-become-more-inclusive-29-11-2024/	Mentions the School
HS2	Data-Enabled 'DIGGER' Helps HS2 Contractor Win Top Sustainability Award	09-Dec-24	https://mediacentre.hs2.org.uk/news/data-enabled-digger-helps-hs2-contractor-win-top-sustainability-award	Platinum Plant Charter status
BAM	Data-Enabled 'DIGGER' Helps HS2 Contractor Win Top Sustainability Award	10-Dec-24	https://www.bam.com/en/press/releases/2024/12/data-enabled-digger-helps-hs2-contractor-win-top-sustainability-award	Platinum Plant Charter status
Construction Wave	EKFB Data-Enabled Earthworks Programme Saves £25m For HS2	10-Dec-24	https://constructionwave.co.uk/2024/12/10/ekfb-data-enabled-earthworks-programme-saves-25m-for-hs2/	Platinum Plant Charter status
Supply Chain Digital	Top 10: Trends Of 2024 In Supply Chain	11-Dec-24	https://supplychaindigital.com/digital-supply-chain/top-10-trends-2024-in-supply-chain	Quotes the School
Rail Technology Magazine	HS2 Contractor EKFB Wins Platinum Sustainability Award For Innovative Digital Earthworks Programme	11-Dec-24	https://www.railtechnology.com/articles/hs2-contractor-ekfb-wins-platinum-sustainability-award-innovative-digital-earthworks	Platinum Plant Charter status
Technology Magazine	The Supply Chain Sustainability School	13-Dec-24	https://technologymagazine.com/company/the-supply-chain-sustainability-school	Profile featured on website

Publication	Title	Date published	URL	Notes
Lexology	Embedding Social Value In Procurement	16-Dec-24	https://www.lexology.com/library/detail.aspx?g=86950d20-74fe-4a35-a975-940b0c09b8b4	Mentions Social Value in Procurement Guide

2. Leadership Groups Progress

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

2.1 Construction

- The Group hosted a Priority Suppliers tutorial – Steve Watson of Ardmore Group attended the group’s November meeting to share some guidance on how to best use the School’s Priority Supplier feature. He described the challenges and benefits and provided the group with answers to some key questions on getting started. Steve’s guidance is being condensed into a case study.
- The Group elected a new Chair – Keith O’Flynn, Group Supply Chain Sustainability Manager at John Sisk & Son, brings a wealth of experience to our team, including successfully leading initiatives that not only reduced environmental impacts but also delivered long-term value through innovative procurement strategies and collaborative partnerships.

2.2 Homes

- Delivered an in-person conference “Sustainable Homebuilding: The Role of Subcontractors” in Manchester on 13th November, focused on upskilling groundworkers on Climate Change and Carbon and Waste and Resource Efficiency, supported by Barratt, Bellway, Crest Nicholson, Gleeson, Keepmoat, Lovell, Taylor Wimpey and Vistry. The Conference had over 70 attendees from the groundworks sector and will be the start of more learning to be developed for this trade. 100% of attendees rated the session as excellent/good.
- Delivered a Sustainability Strategy webinar series for specific trades throughout October and November. Four 1 hour webinars were run, with follow up materials sent, focusing on upskilling key audiences in the homebuilding sector - Homebuilders and Contractors; Manufacturers, Groundworkers and Material Suppliers – to develop their own sustainability strategies as a business. Over 200 individuals were trained through this programme with 84% saying they were likely to implement the training provided.

2.3 Infrastructure

- The Infrastructure Leadership Group have decided to meet more regularly (6 times a year) but for a shorter, more focussed session to discuss and share challenges / solutions on a particular topic. In September the group discussed Operational Excellence, with input from National Highways on their innovative approach to standardising, measuring and reporting productivity in highways construction and maintenance. In November, different approaches to Heat Mapping and prioritising sustainability impacts/risks were shared. The first meeting of 2025 will be looking at Hydrogen use in the sector.
- The Group has benefited from recent development of new Modern Slavery resources within the School, especially the toolkit for site managers, as Modern Slavery has been a priority topic for the Group during 2024/2025. Several members of the Group will be contributing to a very popular Virtual Conference on “AMP8”, a new procurement framework and capital investment programme for the Water Sector.
- Key themes for the Group in terms of shared challenges – for main contractors and their supply chains – are Sustainability Reporting and Scope 3 Carbon. These issues will be fed into the usual business planning process for 2025/2026 delivery period.

2.4 FM & Property

- It has been agreed that the group’s working title and focus will in future be FM and Property. This adjustment will provide more opportunity to engage with REITs, Utilities sector organisations, public sector and other owners and operators of assets and estates amongst the School’s existing and potential partner base
- A webinar “Unlocking Energy Efficiency with Equans – Transforming Facilities Management for a Sustainable Future” has been marketed and is now planned for delivery on 22nd January 2025
- Plans are almost complete for the upcoming Virtual Conference “Digital Innovations in Asset Maintenance” in collaboration with the Digital and Retrofit Groups, investigating innovations in digital technologies in FM and Property
- Initial business planning has been conducted for FY 2025-26. Proposed priority focus areas for FM and Property are; engaging, developing and involving people, making productive use of data, retrofit and small works, and sustainable procurement
- Following an excellent presentation by the School’s FIR team, forward planning is being conducted to run a webinar early in the new FY focusing on FIR and inclusive opportunities for people in FM and Property.

2.5 Wales

The Wales Leadership Group's ambitions for 2024-25 were:

- To create content around the Social Value and Public Procurement (Wales) Act
- Ensure more SMEs engage with the School's resources
- Show how Affordable Housing can be delivered via MMC

The following outputs were achieved in Q3 2024-25:

- Delivered Workshop with Welsh Government on Social Value and Public Procurement (Wales) Act.
- D Emery spoke at SEWSCAP 4 Framework Launch to c100 SMEs
- D Emery attended round table discussion in Cardiff on Celtic Sea Sustainable Energy

2.6 Scotland

- Scotland now has 842 active companies including 181 at Bronze, Silver or Gold level membership. The target for full year 24/25 is 1,000 active companies which represents 33% growth.
- The Leadership Group in Scotland has been focussing on promoting / raising awareness and use of sustainable resources and materials in Scotland. Two examples of recent successful training on this issue are the Lunch and Learn sessions on "Advancing Recycled Aggregate" (87 participants) and "Low Carbon Concrete" (383 participants).
- The School has also attended an increasing number of Partner supplier engagement events, supporting key Partners in Scotland such as SPEN, Robertson, Balfour Beatty, Scottish Water and McLaughlin & Harvey.
- In September the School organised two separate visits to Balfour Beatty's Hydrogen Refuelling Hub on the M77 (south of Glasgow). Balfour Beatty demonstrated their gritter and IPV trucks that can run on a hydrogen/diesel mix, giving an accessible and practical route to decarbonising HGVs. Scottish Partner SGN will be providing an update on their 100% green hydrogen project (H100Fife) during the forthcoming Hydrogen Virtual Conference.
- Prior to their recent Leadership Group meeting, Partners have also recently visited Scotland's national innovation centre for construction, operated by BE-ST (Built Environment, Smart Transformation). The School will be speaking and exhibiting at an International Retrofit Conference being organised by BE-ST in November.

2.7 FIR

- The FIR Programme hosted the annual [Inspiring Change Awards](#), where five trophies were presented to organisations and individuals who are driving inclusion and diversity in the built environment. A panel discussion with senior leaders explored how leadership fosters inclusive cultures and workplace mobility – [watch to learn more](#).

- The FIR Programme held the [Diversity Data Benchmarking Conference](#), presenting insights from the largest sector-wide diversity survey to over 100 attendees. The event featured analysis of key diversity metrics and trends – [watch to find out more](#).

2.8 Digital

The Digital Leadership Group's ambitions for 2024-25 were:

- Create content on the non-technical aspects of implementing Artificial Intelligence (AI) (e.g. ethical, legal etc.).
- Ensuring Data Quality (mindful of, for example, the Building Safety Act)
- Employment: Attraction and Retention of new employees

The following outputs were achieved in Q3 2024-25:

- Following the delivery of a pilot of 'Digital Leadership - Culture and Behaviours' workshop, content is being extended to include non-technical implications of AI.
- D Emery article for industry magazine on the new skills / opportunities arising from Digital and Offsite construction
<https://www.offsitehub.co.uk/offsite-opinion-building-the-future-offsite-construction-workforce/>

2.9 Procurement

- Following the appointment of the new co-chairs of the Supply Chain Sustainability School's Procurement Leadership Group, the terms of reference have been updated.
- The Procurement Group has begun the business planning process for 2025/26.

2.10 Plant, Tools & Equipment (PTE) Group

- A webinar on *Fuels and Technologies in Plant and Equipment: The Journey* was held in March. Four partners discussed innovative new technologies in the industry. Over 140 people attended.
- After consulting OEMs and the Plant Leadership Group, the Minimum Standards guidance was updated, as was the Plant, Tools & Equipment Charter. Following discussions with Partners later in year, the decision has been taken however to retire the Charter in its current form.
- The Group is in the midst of developing a new e-learning on *Sustainable Site Set-Up*, covering aspects of energy use, waste and recycling, and site welfare. The e-learning will include video case studies of best practice from Partner sites.

2.11 Modern Slavery Group

- Delivered the Built Environment Against Slavery face-to-face conference, attended by nearly 100 delegates with excellent feedback. Agenda featured due diligence case studies from school partners, a survivor with

lived experience working in a situation of forced labour on construction sites, GLAA, CCLA Investment Management and Design for Freedom.

- Launched the Operational Toolkit addressing slavery and labour exploitation risks in the built environment, achieving over 400 views and coverage in nine press publications. The toolkit addresses key risks, provides practical actions to address the risks, and resources to help such as posters, toolbox talks, videos, e-learning, apps.
- Secured a slot at both the Local Government Association and YORhub annual construction conference to present the Operational Toolkit.
- Continued engagement with Stop the Traffik and CCLA Investment Management to help facilitate the development of a potential modern slavery intelligence network in the built environment.

2.12 Waste & Resources Group

- Collaboration with other School groups and sectors included; a designing out waste workshop focused on the Scotland market, an excellent collaborative example on circularity in packaging between Balfour Beatty and School member Whitecroft Lighting, and further focus on designing out waste via the National Highways programme
- A breakthrough has been made in the challenging work on producing more accountable and structured reporting and related metrics for waste and circularity. Work has begun on redrafting and building upon two key industry documents from last decade - the ENCORD waste measurement protocol and the WRAP waste reporting guidance, bringing the text and metrics up to date and emphasising the importance of circularity. Due to the scale of the challenge, this work will definitely run into next FY
- The group's second Virtual Conference of the FY "The New Digital Waste Tracking Requirements" has been planned for 27th March 2025 in collaboration with the Digital Group, focusing on the target date of April 2025 mandatory implementation of Digital Waste Tracking
- Initial business planning has been conducted for FY 2025-26. Proposed priority focus areas for Waste and Resource Use are; basic reporting and legislative requirements, circularity - developing practical replicable approaches, and metrics and Data.
- On the topic of circularity, partners received a presentation from Wates with a view to supporting a currently informal industry group involving several School partners that is trying to solve practical challenges around uptake and use of Material Exchange Platforms.

2.13 Climate Action Group

- The Climate Action Group was reset in the summer to focus on climate priorities, namely learning content on Scope 3 and data in the Carbon Calculator.
- An e-learning module on Scope 3 data, aimed at suppliers, is being developed for launch by the end of the financial year.

- There are now 2,282 unique suppliers registered on the Carbon Calculator with 1,815 of them actively reporting data.
- The School is now part of the Department for Business and Trade's *Construct Zero Business Champion* programme, as well as participating in the UKGBC's (new) Supply Chain Decarbonisation Task Group.

2.14 Wellbeing

- Created and delivered new training content to provide more proactive training and support to drive positive culture change. New session included: A new webinar aimed at upskilling Managers on: Recognising the benefits to all of employee wellbeing, how to assess their current approach to a happy, healthy workplace, how to tackle causes of stress and mental ill health & how managers can improve employee wellbeing.
- Starting work with FIR Team to update the Diversity Calendar to include a Wellbeing Calendar – this will be a branded microsite instead of the current PDF. To be completed in Q4
- Collaboration with Lighthouse and Mates in Mind

2.15 Social Value

- The ESG Roundtable in Westminster, attended by the Senior Leadership team of partners, successfully focused on the 'S' pillar. It was well-received and has created a strong appetite for more wider topics within Social Value and F2F events in the next FY.
- The SME report was released in November and disseminated through various channels in collaboration with Cardiff Business School.
- A thought-provoking discussion and exercises on supplier diversity through procurement processes were conducted with the Social Value partners, with plans to expand on this topic in the next FY.

2.16 Offsite

The Offsite Leadership Group's ambitions for 2024-25 were:

- To create content around the 'MMC Advisor' role
- To increase Client Education
- To launch the Offsite Capability Assessment tool
- To arrange site visit
- Wellbeing benefits of offsite

The following outputs were achieved in Q3 2024-25:

- Virtual conference delivered on 1st October launched new report 'The benefits to mental health and wellbeing of offsite construction'.
- New 'Offsite Capability Assessment' tool launched for Organisations.
- Delivered 'Offsite for QS' workshop.

2.17 Retrofit

- Supported and contributed to the delivery of 4 webinars within the retrofit programme, covering the following topics; retrofit in hotels and hospitality, retrofit in healthcare, AECB standards within retrofit, social value within retrofit projects
- Supported and contributed to the delivery of 1 virtual conference focused on the Retrofit Skills Gap, which featured the Construction Leadership Council, Mitsubishi Electric, Historic England and Grosvenor
- Supported the delivery of 3 workshops, covering retrofit standards, data led design and social value integration into retrofit projects.
- As of the end of November, the retrofit elearning supported by the group had had 2,300 views, and the retrofit assessments supported by the group had been taken 797 times.

2.18 Nature

- Comprehensive review and updates of the School's nature and biodiversity resources is now complete. The revised resources are now incorporated via a user friendly "widget" similar to that used for ordering the School's waste and resource use resource material, thus enabling users to find the content

they require more easily. Four new partner interview videos will be added to the resources once complete

- The Group’s work with the Green Finance Institute (GFI), the delivery arm of the Taskforce on Nature Related Financial Disclosures (TNFD) has continued productively. With their continued help it is becoming much clearer what is likely to be required in future in the complex area of reporting and disclosure on Nature, and therefore how School Partners and Members can best be supported in meeting stakeholder driven, voluntary and statutory commitments
- The group hosted a second virtual conference for the FY, “The path to Nature Positive: Getting prepared for Reporting and Disclosure on Nature Related Impacts”. This focused on disclosure and reporting practicalities, but also introducing the Wildlife Trusts’ Biodiversity Benchmark, a strong example of measures School partners and members can take to demonstrate positive stewardship of assets and projects
- Initial business planning has been conducted for FY 2025-26. Proposed priority focus areas for Nature Recovery are; focus on fundamentals, guidance for reporting and disclosure, addressing materials related risks, and practical collaboration and engagement
- Discussions have taken place with Homes England, Kier, the Wildlife Trusts and Canary Wharf Group to arrange two site visits in the coming year to relevant projects, enabling group members to gain and share practical knowledge.

2.19 Future Workforce

- Contributed their own resources to the School resource library. For example, videos and content created by partners that they use to engage the next generation of the workforce in sustainable built environment
- Supported and contributed to the delivery of 2 webinars; 1 looking at Engaging Education into Construction projects featuring Mace and NG Bailey, and 1 looking at Integrating Sustainability into Education featuring the EAUC.
- Began the process of developing new video resource content, to be completed in Q4.

3. New Partners

The School welcomes 14 new Partners this financial year:

Partners
Bruntwood
Plantforce Rental
Reaseheath College
Genuit Group

Renew Holdings
Halliburton
Recycling Lives
Gatwick Airport
Premier Modular
Unyte
Kohler Mira
EKFB
Proelectric

End.