

# Sustainable Procurement in Action

February 2022



## House Rules



- Get involved in our poll questions



- 'Use the chat box for tech support and the Q&A box for questions



- Share your feedback at the end



- Slides will be shared
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Introductions



Sustainable Procurement Approach



Case study examples



Q&A



## Panel Introductions

# The Approach to Sustainable Procurement





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## ISO 20400 Definition

*‘Procurement  
that has the most positive  
environmental, social &  
economic impacts  
on a whole life basis.’*

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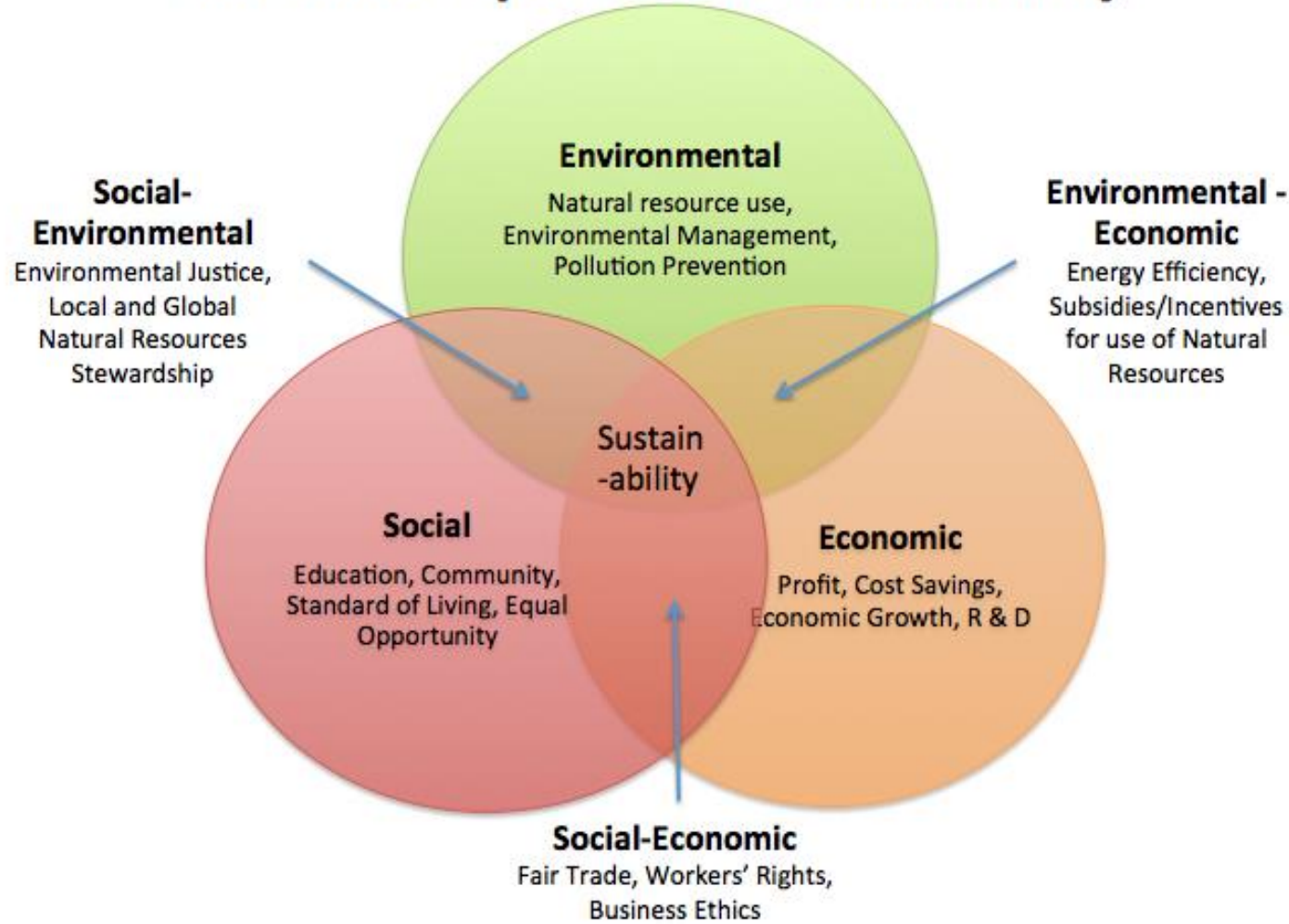
## Sustainable Procurement - What is ISO 20400?



- ISO guidance standard on sustainable procurement
- Provides an understanding of:
  - what sustainable procurement is;
  - what the sustainability impacts and considerations are across the different aspects of the procurement activity: policy, strategy, organisation, process; and
  - how to implement sustainable procurement practically.
- Applies to:
  - any organisation, regardless of its sector, size and location.
  - any stakeholder involved in or impacted by procurement decisions and processes.
- Does not replace legislation, policy and ethical frameworks that regulate procurement activities.

# Consider all impacts and opportunities:

## The Three Spheres of Sustainability





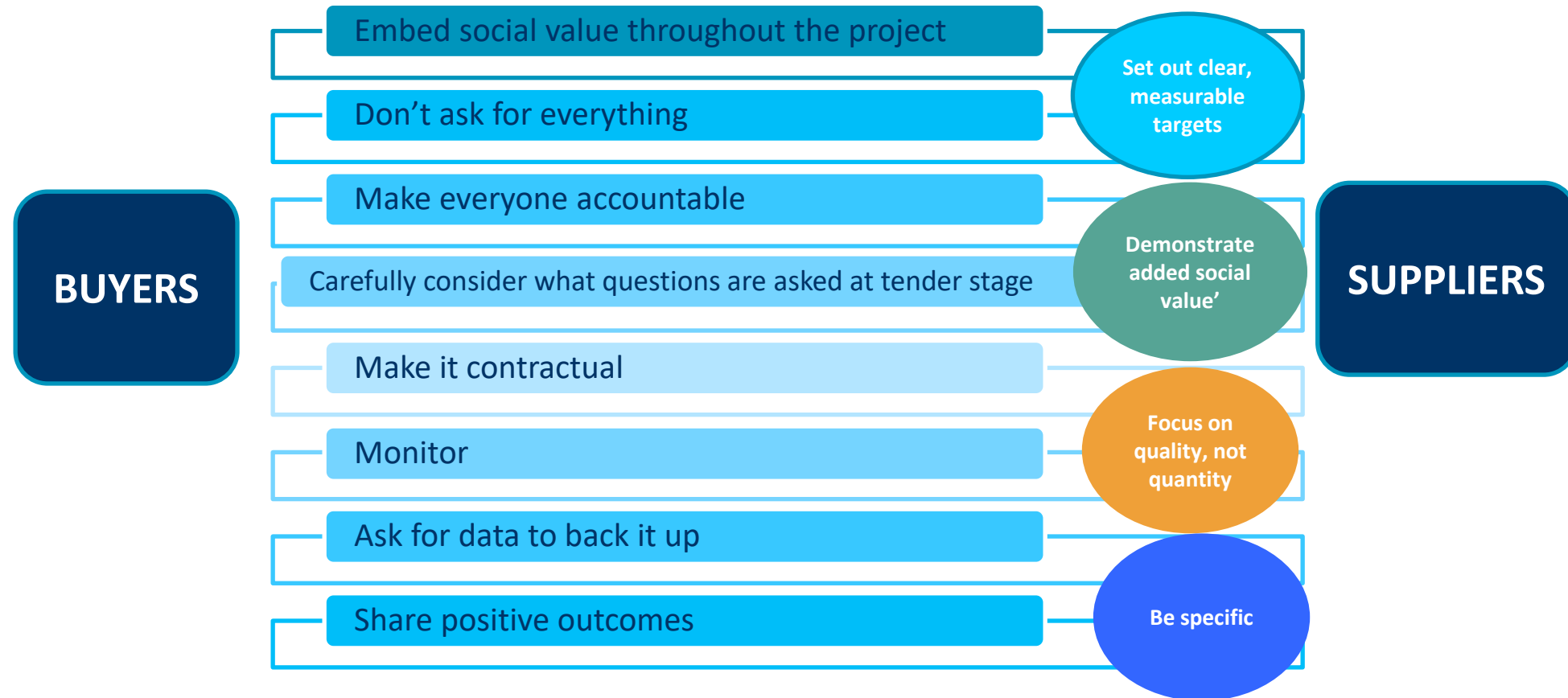


*"Social value is a way of describing the benefits to society from the delivery of goods and services, it includes environmental, economic, or social benefits which, when experienced by people create added well-being and a better quality of life"*

**London Sustainable  
Development Commission**



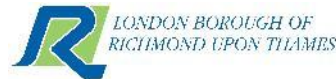
# What Buyers and Suppliers need to do:



## Sustainable Procurement in action



# West London Alliance: Low Carbon Procurement



## A Supply Chain Charter



## Any Questions?



## Feedback form



[LINK](#)

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Thank you for your time

For more information, please contact:

Mellita D'silva

E: [mellita@actionsustainability.com](mailto:mellita@actionsustainability.com)

M: +44 (0) 7712 524 919

[www.actionsustainability.com](http://www.actionsustainability.com)



# Low Carbon Procurement Approach for the West London Alliance

*Designed and developed by  
Action Sustainability*





## Rationale, Objectives and Drivers

1. Reason - The Climate crisis – net zero 2050
2. Aim - drive consistency and action on carbon reduction across the eight local authorities
3. Scope - covers all areas of commissioning and procurement cycle, irrespective of contract value and duration
4. Intended for – councillors senior management teams, procurement, commissioners, delivery contract managers, suppliers, strategic suppliers, potential /new suppliers, residents and local stakeholders
5. Purpose – provide a framework for participating authorities

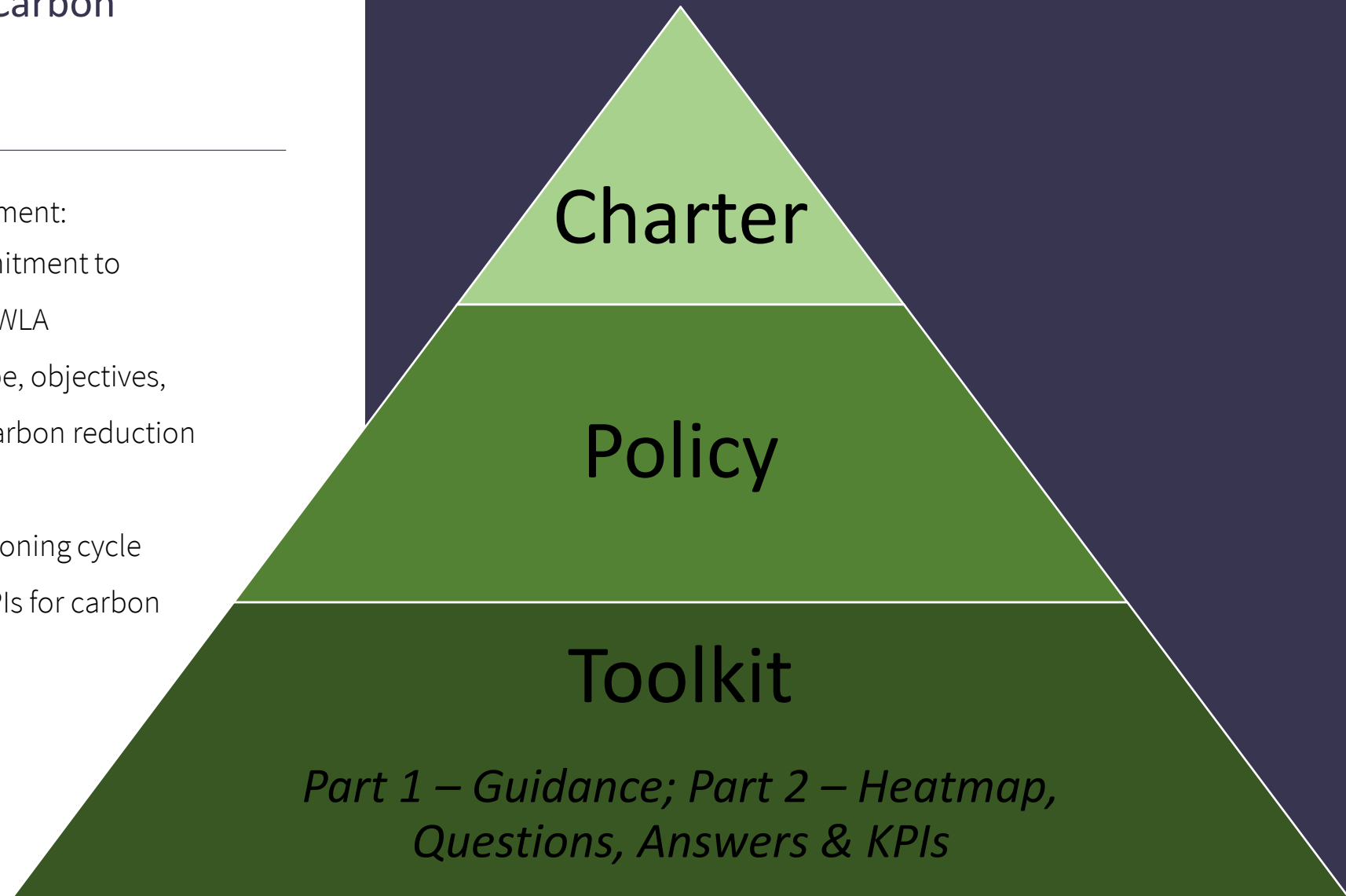


## Approach to embedding Low Carbon Procurement

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Several key elements to low carbon procurement:

1. An overarching Charter: suppliers commitment to contributing to the net zero aims of the WLA
2. A Low Carbon Procurement Policy: scope, objectives, obligations and strategic approach to carbon reduction
3. A toolkit:
  - ✓ how to embed carbon into the commissioning cycle
  - ✓ a database of questions, answers and KPIs for carbon



# Climate Commitment Charter: Partnering with our Suppliers to reduce our carbon impacts

**Climate Commitment Charter: Partnering with our Suppliers to reduce our carbon impacts**

**Statement**

The eight local authorities in West London – Brent, Ealing, Hammersmith & Fulham, Harrow, Hillingdon, Hounslow, Richmond upon Thames, and Wandsworth – and West London Waste (the West London Authorities) have set out our ambitions to become net zero authorities in all that we do.

We cannot deliver this alone and look to our stakeholders, especially our supply chain to help meet these targets and join us on this journey. Therefore, to support us in that aim, we need you as our suppliers and contractors to play your part in reducing both your carbon emissions in total and more specifically in the products and services you provide to us.

By committing to this Charter, we invite your organisation to join us in collectively tackling the climate emergency and to set out the actions you will take to reduce your organisation's carbon emissions.

**Commitment by You, the supplier**

By signing this Charter, You, the supplier, commit to supporting any of West London Authorities with whom you work on initiatives to tackle climate change. This is to reduce the greenhouse emissions related to the manufacture, delivery and operation of your products and services. It includes initiatives and technology, such as, the following that will depend on the nature of the goods and services procured: -

- Seeking alternative, lower carbon sources of power
- Improving energy efficiency of equipment
- Improving the air quality emissions from plant and vehicles
- Providing alternative transport methods
- Reducing the impact on the environment, improving it where possible, through enhanced biodiversity and the use of sustainably sourced materials
- Designing for circularity to reduce the use of virgin materials and encourage reuse and recycling to minimise waste.
- Delivering other co-benefits that arise from a transition to low carbon and sustainable lifestyles and working practices, including improved health and wellbeing outcomes

1. We cannot deliver this alone
2. Commitment by the supplier
3. Expectations from the supply chain
4. Our commitment to work closely with the supply chain
5. KPI on commitment

# West London Low Carbon Procurement Policy

**WEST LONDON**  
LOW CARBON PROCUREMENT POLICY - OCTOBER 2021

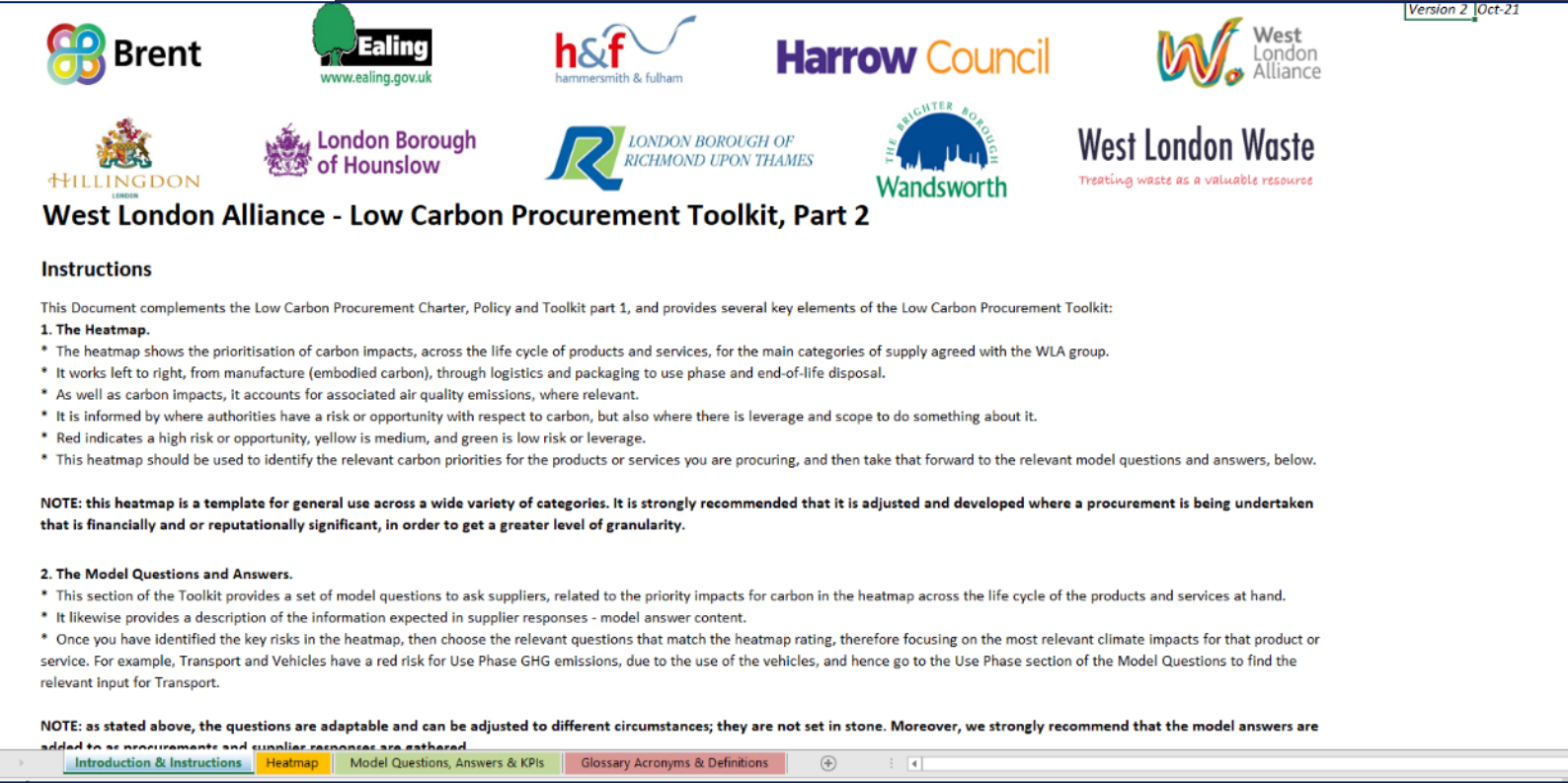
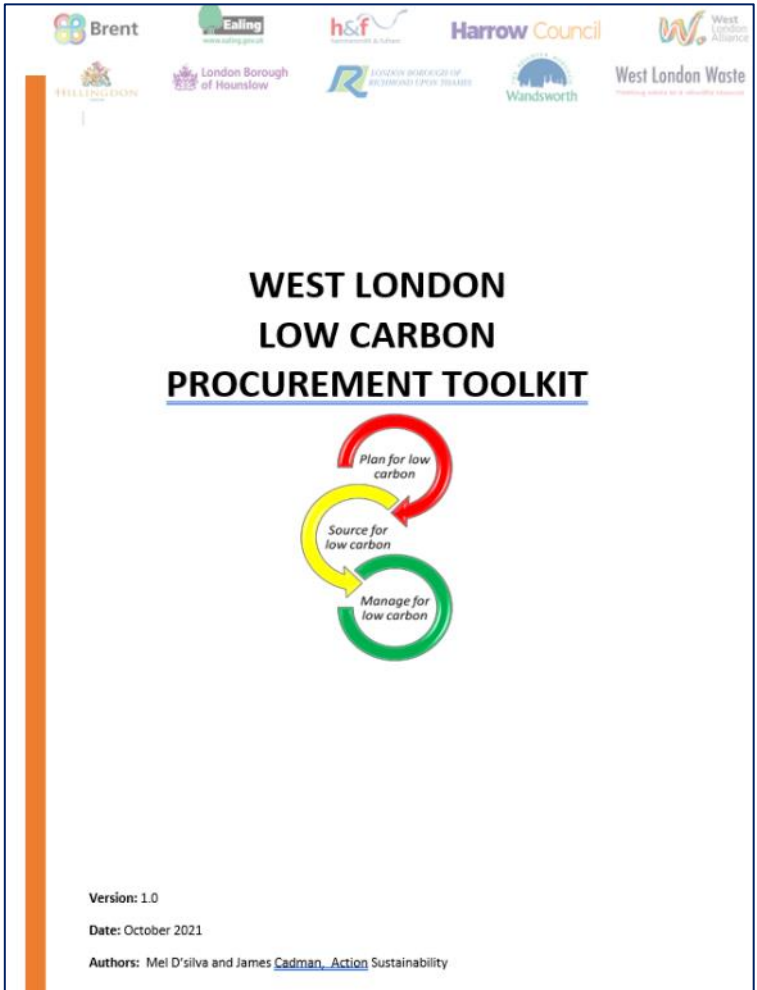
1. The Vision
2. Who is this intended for
3. The Scope
4. Purpose
5. Objectives
6. Bringing our Supply Chain along on the journey
7. Our Priorities
8. How we will deliver on this policy
9. Governance



The Low Carbon Procurement Toolkit weaves in sustainability, carbon and climate change in the commissioning cycle

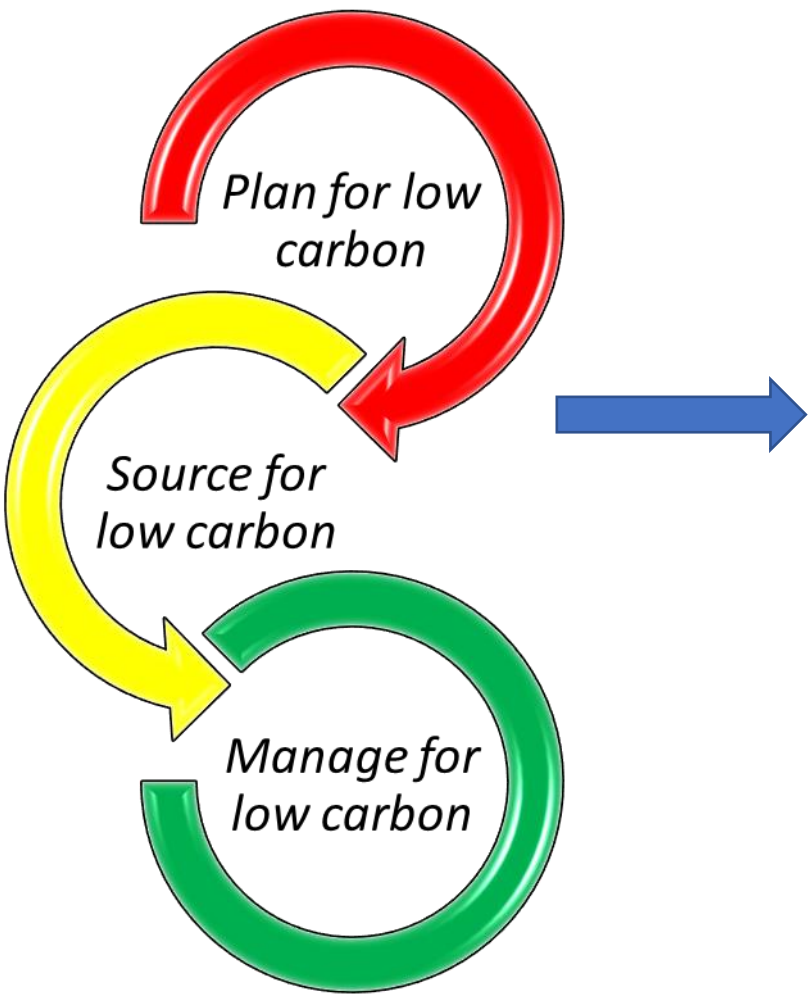
# The Toolkit

## Procurement and Commissioning Cycles

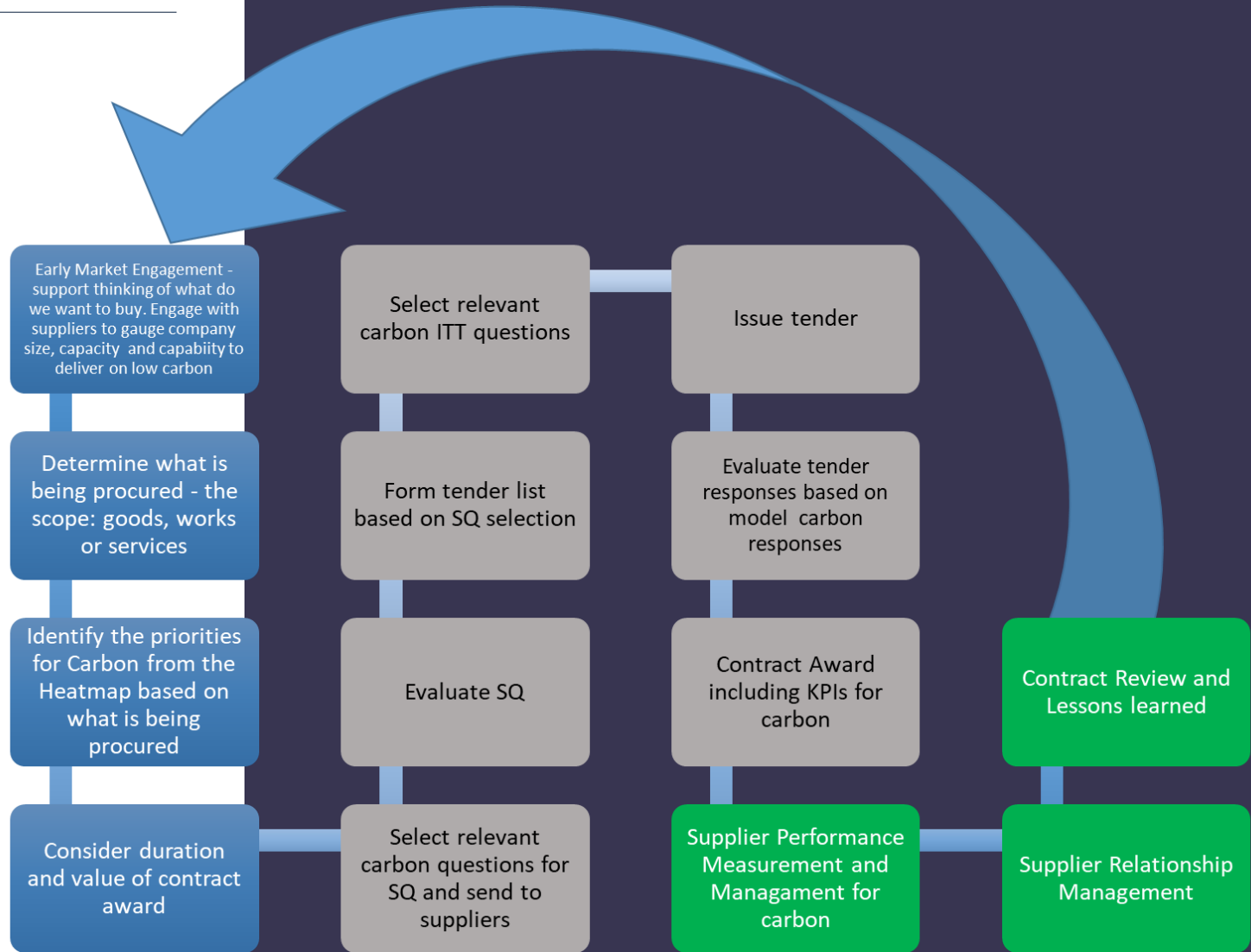


# The Toolkit

## Procurement and Commissioning Cycles



The Low Carbon Procurement Toolkit weaves in sustainability, carbon and climate change in the commissioning cycle



## Heatmapping for GHG impacts

### The Heatmap:

- ✓ prioritisation of carbon impacts
- ✓ across the life cycle of products and services
- ✓ accounts for associated air quality emissions
- ✓ a risk or opportunity with respect to carbon
- ✓ leverage and scope to do something about it
- ✓ leads naturally on to the questions on carbon

Carbon/GHG and Air Quality impacts over the life cycle and value chain of products and services that WLA Authorities procure							
Sustainability Impact	Supply Chain Manufacture - Embodied Carbon	Logistics/ delivery - GHG and AQ emissions	Packaging - embodied carbon	Use phase - GHG emissions	Use phase - Air quality emissions	End of life, waste & circular economy - GHG emissions	Examples
Broad Product Category Areas							
Highways Equipment & Materials							E.g. Aggregates, Bituminous Materials & Surface Dressings, Concrete, Health & Safety (PPE), Paving & Kerbstones, Roads (Design, Drainage, Emergency Guard Rails & Safety Fencing, Proprietary Surfacing, Reconstruction & Resurfacing, Road Markings, Surveys, Construction, Repair & Maintenance), Rock Salt, Signage, Street Furniture & Ironworks, Street Lighting
Building Construction Products							E.g. Bathrooms, Electrical, Fencing, Glazing, Heating, Kitchens, Hand Tools, Floor Coverings, General Materials, Lighting, Machine Tools, Paint & Finishing, Plumbing, Roofing, Signage, Timber,
Transport, vehicles & plant							E.g. Fleet Management, Fuel, Large construction plant and equipment, and Haulage HGV, Smaller plant and equipment, Commercial coaches, Minibuses, Passenger Transport, Taxis and Fleet, including SEN, secure transport, hiring and leasing, Signage & Livery, Maintenance, Repair: Parts, Repair: Tools & Equipment, Vehicle Recovery
Facilities Management							E.g. Cleaning & Janitorial (Laundry equipment and services), Energy Efficiency, Furniture & Soft Furnishings, Health and Safety products and services., Lifts (install and maintain), Portable Building Hire, Property Management, Removals, Room Hire, Security equipment, Storage (Materials and service)
IT							E.g. laptops, screens, peripherals such as keyboards, data servers, and services linked to that
Food							E.g. catering services
Services							E.g. those not picked up elsewhere, above, where there is a clear product at the core of the service (e.g. food and catering, or IT). Examples here include health & adult social care, housing, parking, streets, waste, libraries, leisure, parks, sports


# Model Questions, Answers and KPIs

## The main part of the toolkit:

- ✓ Based on the heatmap
- ✓ A set of questions by stage of the procurement cycle they are relevant to - SQ or ITT; and supplier size - SME vs large organisation
- ✓ Content of model answers
- ✓ Glossary of acronyms and definitions
- ✓ KPIs

Broad Product Category Areas	Sustainability Impact	Supply Chain Manufacture - Embodied Carbon	Supply Chain Manufacture - Embodied Carbon	◀ Example KPIs	Logistics delivery - GHG and AQ emissions	Logistics delivery - GHG and AQ emissions	◀ Example KPIs	Packaging - embodied carbon	Packaging - embodied carbon
	Key Product Categories								
		SQ	ITT		SQ	ITT		SQ	ITT
Highways Equipment & Materials	Aggregates	<b>For SMEs &amp; Large Organisations:</b> Describe how you have considered and reduced the embodied carbon of the products, equipment and materials you supply, either self manufactured or procured with previous clients and projects	<b>For Large organisations:</b> Provide a method statement and plan by which you will reduce the embodied carbon for the materials and products needed in this contract. - Plan to include how you will record and report on the embodied carbon footprint, both at design stage(s) and on completion / commissioning. - Provide the BRE rating for materials (Steel, cement and aggregate supplies must rate as BES 6001 "very good" or above) - Consider options surrounding carbon and energy tracking, energy efficient equipment and material use, alternate innovative materials and equipment solution.  <b>For SMEs:</b> Describe how you will actively look for ways to reduce the embodied carbon for the materials and products needed in this contract. Describe how you provide data for the Authorities to record and report on the embodied carbon footprint. Consider options surrounding carbon and energy tracking, alternate innovative materials and equipment solution.	<b>OUTCOME KPIs</b> 1) % of sustainable source materials 2) % use of products/resources with low embodied carbon compared to BaU 3) % energy and water efficiency during construction 4) % Carbon (scope 1) reductions 5) % Carbon (scope 2) reductions 6) % Carbon (scope 3) reductions 7) % Embodied Carbon reductions in CO2e emissions against baseline 8) No. of instances compensating or removing any hard-to-decarbonise products or services of from construction material <b>MANAGEMENT OUTPUT KPIs</b> 9) No. of weeks on the contract of training and associated apprenticeships relating to the low carbon economy - opportunities either to be completed during the year, or that will be supported by the organisation to completion in the project duration	<b>For SMEs &amp; Large Organisations:</b> Describe how you have considered and reduced emissions from any logistics, delivery and storage stages for your products with past clients/projects	<b>For Large organisations:</b> Please provide a logistics, traffic and vehicle management plan to address: - minimising the CO2 impact of your (or your 3rd party) vehicle fleet relevant to this contract, and tracking that impact. Include details on: - specific targets in place - achievements to date - technology used to reduce CO2 emissions - hybrid or electric vehicles, HVO - Vehicle sharing for deliveries, consolidated deliveries, consolidated logistics  <b>SMEs:</b> Please propose measures to address: - minimising the CO2 impact of your (or your 3rd party) vehicle fleet across your entire company, and tracking that impact. Include details on: - specific targets in place - achievements to date - technology used to reduce CO2 emissions	<b>OUTCOME KPIs</b> 1) % traffic reduction to site by logistics consolidation 2) % use of hybrid vehicles and plant 3) % use of electric vehicles, and plant 4) % Fleet or construction vehicles on the contract that is at Least Euro 6 or LEV (low emissions vehicle) <b>MANAGEMENT OUTPUT KPIs</b> 5) No. of policy and programmes to achieve net zero carbon by 2030 including monitoring plan with specific milestones (issued or to be issued by the end of 2021) 6) No. of Innovation to safeguard the environment and respond to climate emergency e.g. Logistics consolidation to reduce site vehicle movements, plant pool, sharing economy 7) No. of Requirements or support (for Micro or Small enterprises) for suppliers to demonstrate climate change and carbon reduction training for all staff - e.g. SDGs Academy courses, Supply Chain Sustainability School bronze or higher or equivalent 8) Percentage of contracts with the supply chain requiring contractors to operate low or zero emission vehicles 9) No. of Fleet emissions monitoring programme on the contract, including data collection (miles, type of vehicle, engine type, emission standard)	<b>For SMEs &amp; Large Organisations:</b> Provide information on how you a) minimise and optimise packaging, to reduce waste and associated embodied carbon, and b) how you ensure good levels of reuse and recycling for the goods and services used, supplied as part of your contract works with previous clients/projects	<b>For SMEs &amp; Large Organisations:</b> Describe how you will use circular economy principles during the lifetime of this contract to a) minimise the use of packaging as much as possible, b) ensure any necessary packaging has as high a recycled content as possible and is as reusable as possible and c) can be recycled through std local authority recycling systems at its end of life
	Bituminous Materials & Surface Dressings								
	Concrete								
	Health & Safety (PPE)								
	Paving & Kerbstones								
	Roads (Design, Drainage, Emergency Guard Rails & Safety Fencing, Proprietary Surfacing, Reconstruction & Resurfacing, Road Markings, Surveys, Construction, Repair & Maintenance)								
	Rock Salt								
	Signage								
	Street Furniture & Ironworks								
	Street Lighting								
Highways Equipment & Materials: Content of a model answer		A good response will offer the authority: - Policy or strategy for carbon reduction that includes manufacturing and procuring from their suppliers. - Use of techniques such as life cycle assessment to assess options. - Evidence of using renewable power sources, and using circular economy principles. - Investment in R&D into new materials. - Evidence of where they have done this for previous clients.	A good response will offer the authority: - A design, compared to a BaU/ base design situation, showing how their proposal will reduce the use of materials in absolute terms (volume/ amount, for the same functionality), use materials with increased recycled content, use (different) materials with lower carbon content. - Design the works for reuse, refurbishment, recycling (circular economy), use of lean manufacturing and installation techniques. - References to carbon footprint assessments, e.g. as via standards such as BS EN 15978, BS EN 15804, and PAS 2080.		A good response will offer the authority: - A Policy for optimised logistics for reduced emissions, such as routing software and investing in low emissions vehicles - Case studies of how they have used optimised logistics routing software - Compliance with ULEZ - Reference to FORS Silver or Gold - Training for drivers and operatives on efficient use of vehicles and equipment, e.g. no idling, right use mode, etc	A good response will offer the authority: - Reference to the fleet / vehicles for this contract that are low emissions such as Euro 6 road going vehicles, or Stage V diesel engines for NRM/M, or even better electric and hybrid options. - Reference to driver / operator training specific to this contract - Reference to the use of telematics for data gathering and assessment and how that data will be used to maintain performance in this contract		A good response will offer the authority: - Policies that describe how the organisation is actively reducing packaging amounts and seeking alternatives - Providing take-back and recycling schemes for any needed packaging - Evidence of reduction in packaging in past contracts	A good response will offer the authority: - A plan for and targets to reduce packaging in products supplied for this contract - A plan for collecting, reusing and recycling any packaging that is used - Training for site operatives on how to manage packaging

## SME Guidance Document



### SME Guidance Document: Low Carbon Procurement Policy

*Partnering with our Suppliers to reduce our carbon impacts*

- Why do we need the Policy?**  
The eight local authorities in West London – Brent, Ealing, Hammersmith & Fulham, Harrow, Hillingdon, Hounslow, Richmond upon Thames, and Wandsworth – and West London Waste (the West London Authorities) have declared their climate emergency and set out their targets and goals in this regard. To reduce the impact on the environment through our procurement activity and mitigate climate change, we are being proactive in embedding low carbon considerations in our process.
- What is it about?**  
The Procurement Policy, and the Toolkit that sits behind it, provides advice and guidance to procurers in the local authorities to reduce carbon emissions in the procurement cycle – planning, sourcing, and managing – to help them achieve the targets, set out in the climate action plans for each individual local authority. The toolkit aims to drive a coordinated and consistent approach across the Participating Authorities to Net Zero objectives, thereby reducing administrative burden and duplication of effort in trying to achieve a common goal.
- Where do I fit in?**  
If each local authority is going to achieve its aims and targets on net zero carbon, they need the supply chain to collaborate – the overwhelming majority of our carbon impacts comes from the products and services we procure and use. We need your support.
- What should I expect as part of the tender process?**  
As part of the procurement process, the local authorities will be including questions within the Supplier Questionnaire (SQ) and Invitation to Tender (ITT) on carbon-related topics such as embodied carbon, air quality and greenhouse gas emissions in the various stages of the manufacture, delivery, installation, use, and end-of-life for goods, works and services that you may provide. The questions have been made relevant to the nature, size of the organisation and the works, services and goods being offered.
- How do I respond?**  
You will be expected to provide information on what you are doing to reduce carbon from your organisation and from the products and services you offer, both in general terms and specifically for the contract opportunity you are tendering for. For example, providing copies of your environmental / sustainability policy or strategy, action plans for

1. Why do we need a policy?
2. What is it about?
3. Where do I fit in?
4. What should I expect as part of the tender process?
5. How do I respond?
6. Where do I get the related documents?
7. How do I reduce carbon?



# Grosvenor's Supply Chain Charter

Sophie Winterbotham

Head of Supplier Management, Grosvenor  
Property UK

# Purpose

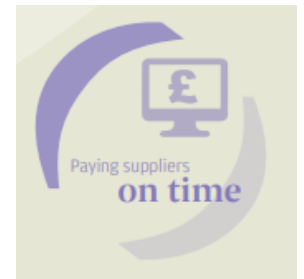
“Partnering with businesses that share our values and commitment to delivering social, economic and environmental change”

- Sets out the standards and expectations we have of ourselves at Grosvenor and our suppliers that we work with
- Provides an ethical and responsible framework through the twelve commitments on how we do business
- The [charter](#) demonstrates that we operate to the highest standards and expect this of our supply chain



# Journey

- Established in 2019 – working with Action Sustainability, it is the result of a comprehensive review of our working practices in the UK and our supplier relationships
- We take a proportionate approach
- We expect all suppliers to support our Supply Chain Charter in principle
- Our ultimate goal is that our whole supply chain has embedded the ethos of the Supply Chain Charter's Commitments



# Working with our Suppliers

- Using a proportionate approach, we have established a framework for new and existing suppliers that sets out our expectations
- Collaborative approach to drive improvements down our supply chain
- Resources to support delivery of our SCC:
  - Sustainability Tool (reporting tool)
  - Carbon Calculator
  - Sustainability School
- Charter is also a useful tool to help deliver our net zero 2030 targets, and other ambitions



# Key Learnings

- Charter sets out principles and expectations not detailed metrics
- Significant support amongst suppliers
- Demonstrate and explain benefits
- Simple, straight forward, approach
- Focus on key insights that will help drive improvements
- Be flexible



