

Sustainable Procurement (including Equality) Guidance

1. Introduction

The public sector, including universities, spends some £300 billion on procuring goods, services and works. There is an expectation that public authorities use the power afforded by such huge spend to realise wider community benefits when undertaking procurement exercises and awarding contracts. These 'wider community benefits' (or 'social value') can be broken down into social, economic and environmental benefits, as shown in Fig 1 below.



Figure 1 The three spheres of sustainable procurement.

2. Pre-procurement stage

Before commencing any sort of procurement exercise, thought should be given as to whether the requirement could be satisfied in-house or in-sector. For example, consult [Equipment Data](#) to see whether the research equipment or specialist machine needed can be borrowed from elsewhere within the University or from another university.

2.1. Public Services (Social Value) Act 2012

The Public Services (Social Value) Act 2012 (PSSV Act) makes it a statutory requirement for public authorities (including universities) to have regard to economic, social and environmental wellbeing in connection with public contracts and framework agreements for services (excluding call-offs) subject to the Public Contracts Regulations 2015*.

The PSSV Act requires** authorities to consider (ahead of any procurement process and therefore at the pre-procurement planning stage):

- a. How what is proposed to be procured may improve the economic, social and environmental wellbeing of the relevant area (i.e. the area consisting of the area or areas of the one or

- more authorities on whose behalf a public services contract is, or contracts based on a framework agreement are, intended to be made); and
- b. How the contracting authority may act with a view to securing that improvement in conducting the process of procurement

The authority must judge whether a consultation is required to establish the matters that must be considered.

*The total contract value threshold at which services contracts become subject to the Public Contracts Regulations is £214,904 incl. VAT.

**This is a statutory duty and failure to consider the 2012 Act when it applies could lead to a legal challenge.

***The total contract value thresholds at which goods and works contracts become subject to the Public Contracts Regulations are £214,904 incl. VAT and £5,372,609 incl. VAT.

2.2. Public Contracts Regulations 2015 (the Regulations)

Public Contracts Regulations 2015 (the Regulations) allow scope for wider community benefits to be considered as part of procurement exercises for goods, works*** and services. Such benefits can be considered as part of the specification, part of the selection and award stage and in contract conditions.

Where such benefits are to be used as award criteria (i.e. at tender stage), they must:

- a. Be relevant and linked to the subject matter of the contract
- b. Be proportionate to the needs of the contracting authority and not discriminatory
- c. Be reasonably specific and expressly mentioned in the Find a Tender notice and tender documents
- d. Be effective enough to enable identification of the most economically advantageous tender
- e. Not confer an unrestricted freedom of choice

Where wider community benefits are to be incorporated as contract conditions (rather than used as award criteria), they must be:

- a. Non-discriminatory
- b. Indicated in the Find a Tender notice or tender documents
- c. True contract conditions and not disguised as selection or award criteria – the tenderers' ability to comply with the conditions should not be assessed as part of the selection or award stage, but tenderers must undertake to comply with the conditions if they are successful in being appointed

2.3. The Equality Act 2010

The Equality Act 2010 (EA 2010) sets out anti-discrimination law in the UK. It identifies nine protected characteristics:

- a. Age
- b. Disability
- c. Gender reassignment
- d. Marriage and civil partnerships
- e. Pregnancy and maternity

- f. Race
- g. Religion and belief
- h. Sex
- i. Sexual orientation

The EA 2010 imposes a Public Sector Equality Duty (PSED) which applies to the majority of public authorities in England, including universities.

The PSED requires that public authorities give “due regard” to the need to:

- a. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the EA 2010
- b. Advance equality of opportunity between people who share a protected characteristic and those who do not
- c. Foster good relations between people who share a protected characteristic and those who do not

“Due regard” means that when making decisions (and in its other day to day activities) the University must consciously consider the need to: eliminate discrimination, advance equality of opportunity, and foster good relations. This includes when the University plans and makes decisions about its procurement. It is therefore good practice for the University to keep an accurate record showing that it has actually considered the duty. Proper record keeping encourages transparency and if records are not kept it will make it more difficult to persuade a court that the duty has been met (in the case of any challenge).

Furthermore, the EA 2010 requires that public authorities promote equality of opportunity by giving “due regard” to the need to:

- a. Remove or minimise disadvantages suffered by people due to their protected characteristics
- b. Take steps to meet the needs of people with certain protected characteristics where these are different from the needs of other people
- c. Encourage people with certain protected characteristics to participate in public life or in other activities where their participation is disproportionately low

The University has set its Equality, Diversity & Inclusion (EDI) Objectives to 2021. The PSED and University EDI Objectives apply to organisations that have been contracted to carry out public functions on behalf of the University. The duty only applies in respect of the public function being carried out on behalf of the University and not the wider business of the supplier. It is important to remember that the PSED is non-delegable. The duty will always remain the responsibility of the University and this is why, in practice, the University needs to ask suppliers to take certain steps (such as monitoring service users), in order to enable the University to meet its continuing legal obligation to comply with the PSED.

The University’s Procurement Regulations are aligned with the Public Contract Regulations 2015 and require compliance with the Public Services (Social Value) Act 2012 and Equality Act 2010.

2.4. Risk/impact assessment

The extent to which the University’s procurement activity could be used to gain wider community benefits should be undertaken on a case-by-case basis. As a general guide, Table 1 below shows the likely level of risk/impact of the requirements/contracts that fall within specific procurement categories. The Procurement Unit also uses the Sustainability Prioritisation Tool developed by Advanced Procurement for Universities and Colleges (APUC) to identify specific community

benefits/sustainability risks to be factored into the procurement process and subsequent contract, based on the category/community/requirement.

Table 1 Sustainability risk by category group

Risk Level is given as Low (L), Medium (M) or High (H)

Category Group	Social (incl. modern slavery)	Equality*	Economic	Environmental
Agriculture, veterinary & Horticulture	L	L	M	H
Audio Visual	M	H	L	H
Catering	H	L	M	H
Domestic	H	L	M	H
Estates	H	M	H	H
Furniture	M	L	L	H
IT & telecoms	H	M	L	H
Laboratory & Medical	M	L	L	M
Library	L	M	L	L
Office Supplies	M	L	L	H
Postal Services	L	L	L	M
Professional Services	M	M	L	M
Space Research	L	L	M	M
Travel & Accommodation	L	M	L	H

* The greater the level of contact with staff (including academics) students and/or the public, particularly where this is in person, the greater the likely risk/impact in terms of Equality.

Where it is felt that the Equality risk/impact is high, the Procurer/Category Manager should contact the Equalities Unit (for contact details see Appendix F) to discuss undertaking a full Equality Impact Assessment (EIA).

2.5. Market sounding

As well as establishing the extent of the risk/impact that the contract presents in terms of the different types of social value, it may also be useful at this stage to gauge the supply market's level of preparedness for delivering social value through any contract awarded by the University.

3. Procurement stage

3.1. Pre-qualification/Selection Stage

The purpose of the Selection Stage is to assess the technical ability and financial standing of applicants / tenderers against pre-determined criteria. The Procurement Unit holds sets of Equality and Environment pre-qualification questions to be used, pared back or added to, based on the equality risk/impact presented by the requirement/contract. The University's standard Selection Questionnaire / Estates PQQ includes questions relating to the grounds for exclusion as permitted by the Regulations, including offences under the Modern Slavery Act 2015.

Where wider community benefits have been identified as being relevant and linked to the subject matter of the contract, and therefore to be included in the specification, it may be that selection / pre-qualification questions are asked as to applicants' experience in delivering such benefits.

In assessing whether labour standards are relevant to the contract, consideration should be given to:

- a. The subject matter of the contract
- b. Appropriate standards (e.g. [ILO core conventions](#), sector specific standards such as the [Electronic Watch](#) standards (see 'contract conditions')
- c. Accommodating any initiatives suppliers are already involved in (e.g. [Fair Trade](#), [Ethical Trade Initiative](#))
- d. How prepared the market is
- e. Impact on quality (especially where a service)
- f. Impact on security of supply
- g. Potential reputational damage

Where the market has a high level of preparedness for providing assurance and evidence of labour standards, mandatory minimum requirements may be set. Questions may be asked concerning convictions for breach of employment laws, evidence of grave professional misconduct or poor labour standards; always allowing the applicant to explain the steps they have since taken to rectify breaches/issues. Where there is less certainty as to the markets' preparedness, it may be more appropriate to rate responses on a scale (see example in Appendix A).

The University's [SME-Friendly Procurement Policy](#) stipulates that the financial standing and insurance levels required of tenderers are proportionate to the risk presented by the contract. Tenderers are allowed to provide evidence of their financial stability by a number of means.

3.2. Tender/award stage

The award stage assesses the tenderers' ability to fulfil the specific contract requirements against pre-determined criteria.

Where social (including equality), economic and environmental elements/benefits are intrinsic to the contract, they should be captured in the specification, with associated detailed method statement questions included in the tender documents, and a proportionate number of tender evaluation marks allocated.

Examples of equality requirements built into specifications might include ensuring accessibility for those with a disability as part of a works or IT hardware contract, up-to-date equality training for those delivering a staff/student/public facing contract, and the targeting of under-represented groups as part of a recruitment and selection contract. The Southern Universities Purchasing Consortium's [Information and Communications Technology \(ICT\) Accessibility Tools and Guidance](#) can be used to build accessibility into the specification for digital products and services.

Environmental issues to be considered when drafting specifications, method statement questions and tender evaluation criteria, include:

- a. The 'Waste Hierarchy' is used to rank waste management opportunities according to what is best for the environment. It gives top priority to reducing/preventing waste in the first place. When waste is created, it gives priority to preparing it for re-use, then recycling, recovery and last of all disposal (e.g. landfill). See Fig 2 below.



Figure 2 The Waste Hierarchy.

- b. The durability, reparability, reusability, recyclability and upgradability of products
- c. Waste electrical and electronic equipment (WEEE) regulations – What are the supplier's responsibilities, for example, in relation to end of life disposal?
- d. Recycled goods/content e.g. paper, toner cartridges
- e. Packaging/pallets e.g. 'take back' arrangements for reuse, recycling
- f. Efficiency of products, including eco-settings
- g. Avoidance of hazardous chemicals, wherever possible
- h. Ensuring that timber is from legal and sustainable sources
- i. Setting Building Research Establishment Environmental Assessment Method (BREEAM) standards for design of new buildings, refits and extensions
- j. Minimising carbon emissions, e.g. through the use of low emission/low carbon vehicles and logistics planning
- k. Use of renewable energy/alternative fuels

The Government has established 50 easy-to-use product specifications – [Government Buying Standards \(GBS\)](#) – which enable public authorities to develop tenders which procure sustainably. The GBS cover:

- a. Construction and construction products
- b. Cleaning products and services
- c. Electrical goods
- d. Food and catering services
- e. Furniture
- f. Horticulture and park products and services
- g. Office ICT equipment
- h. Paper and paper products
- i. Textiles
- j. Transport
- k. Water-using products

[Isealalliance](#) is a global membership association for credible sustainability standards for a wide range of products. Its members are sustainability standards that meet codes of good practice, supported by international accreditation bodies. It includes the comprehensive [Cradle to Cradle Certified](#) standard that considers material health and re-use, renewable energy and carbon

management, water stewardship, and social fairness. So as to comply with the Regulations, and be non-discriminatory, equivalent standards must be allowed beyond any used.

Use may also be made of the [EU Green Public Procurement Criteria](#), developed to facilitate the inclusion of green requirements in public tender documents. They comprise product/service specific guidance notes providing example specifications, evaluation criteria and contract performance clauses.

The University's Invitation to Tender and Request for Quotation templates include standard contract-specific questions relating to minimising carbon emissions, mitigating the risk of modern slavery in the supply chain, and the bidder's interest in offering and benefitting from internships, placements and/or graduate roles for University students/graduates. Where a bidder is successful in winning the contract, and has expressed such an interest, their contact details are then forwarded to the Careers Development Service as a 'warm' lead.

Beyond simply asking bidders to express an interest in internships, placements and/or graduate roles, it might be that an evaluation weighting is allocated to bidders' responses, with more detailed method statement questions asked as to how they would work with the Careers Development Service identify, offer and promote such roles to University students/graduates.

Any potential employment opportunities identified outside of a procurement process or contract can be referred to the Careers Development Service by entering the company and background details/interest into the prospective employer host referral pro forma (Appendix E) and emailing to employers@le.ac.uk

The Estates Invitation to Tender template includes a requirement that the contractor ensures that: the Site Manager (as a minimum) has undertaken training on how to identify and respond to signs of modern slavery; and, posters are clearly displayed explaining, in all relevant languages, what is forced labour. [StrongerTogether](#) is signposted as providing the resources for fulfilling such requirements.

The Procurement Unit also holds a set of tender questions relating to the UN's Sustainable Development Goals, which is a useful resource when endeavouring to establish relevant and proportionate sustainability specification requirements and award criteria, and draft the associated method statement questions.

The University will consider requiring construction contractors to have an Employment and Skills Plan (ESP) under the [Constructing Leicester](#) initiative, for large projects. The ESP will help the delivery of work placements, curriculum support activities, apprenticeships and jobs.

Leicester Services Partnership (Here for U), the catering and retail partnership between the University and the Student Union, has a [Sustainable Food Policy](#) which requires all the fish that it serves to be sustainably sources or Marine Stewardship Council approved, meat to be Red Tractor approved, shelled eggs to be Red Lion quality and from free range hens. It also encourages that palm oil, where it must be used in food products, be from a sustainable source.

As a default, and built into the University's Invitation to Tender and Estates Invitation to Tender templates, Social Value Portal will be used for gaining, evaluating and tracking social value commitments as part of procurement exercises for £100k+ contracts.

It is important to consider whole-life costs when undertaking a procurement exercise, including:

1. Acquisition costs
2. Ownership costs
3. Disposal costs
4. Sustainability assessments

Further explanation as to how whole life costing works can be found at Appendix B.

The University's [SME Procurement Policy](#) encourages the use of outcome specifications, wherever possible and appropriate, in order to invite supply market innovation. The policy also advocates consultation with potential suppliers on specifications before commencing the procurement process, wherever appropriate.

Where a contract is high risk/impact in a social, economic or environmental sense, consideration should be given to the management information required throughout the contract period (including the frequency of its submission), as well as any key performance indicators (KPIs) to monitor and manage the risk/contract. Equality management information, examples of which are provided at Appendix C, may be required to establish:

- a. That the profile of the supplier's workforce reflects the profile of service users
- b. That the contract is benefiting the groups that it was intended to benefit
- c. Any groups not benefiting from the contract
- d. That the suppliers' recruitment and retention procedures ensure/promote equality and diversity
- e. That the suppliers' staff are suitably trained and qualified in terms of equality

4. Contract Conditions

The University's Standard Terms and Conditions include basic clauses relating to equality, the environment, and the requirements of the Modern Slavery Act 2015. Depending on the extent to which the contract presents risks/impact in terms of equality and the environment, it might be necessary to add more detailed and bespoke clauses. For example, there are sample recycling, green travel and pollution clauses provided at .

Other social clauses that may be included within contracts, where relevant and proportionate, include:

- a. Apprenticeships
- b. Payment of subcontractors
- c. Long-term unemployed

Sample clauses are provided at Appendix D. However, it is important that advice is sought from Legal Services (for contact details see Appendix F) in finalising any such clause.

Where the market has a high level of preparedness for providing assurance and evidence of labour standards, it may be appropriate to stipulate that the supplier is required to maintain an effective labour standards assurance management system covering supply chains relevant to the contract at all times and to provide information on elements of the system to the contracting authority on request. Where there is less certainty of the market's preparedness, it may be appropriate to specify that suppliers will be required to provide evidence of labour standards self-assessments to the

University for all of their first tier suppliers within 12 months of contract award. Legal Services (see Appendix F below) must be contacted when drafting such a clause.

In August 2015, the University affiliated with [Electronics Watch](#) (EW), becoming a founding member. EW is an independent monitoring organisation working to achieve respect for labour rights in the global electronics industry through socially responsible public purchasing in Europe. The primary means by which EW and its affiliates do this is by building labour standards into contract and framework agreement terms and conditions (which are then backed off through contracts down the supply chain) against which EW monitoring organisations check compliance. The University receives EW monitoring reports relating to its IT hardware contracts, feeding into its contract management activity.

As noted in the Introduction, it is important to indicate that such conditions are to be included in the contract in the Find a Tender notice and/or tender documents, and to ensure that they are true Contract Conditions and not disguised as selection or award criteria.

5. Contract Management

It is important that the contract manager is fully aware of the social, economic and environmental risks/benefits that the supplier is contractually obliged to mitigate/deliver. The manager should seek confirmation that these risks/benefits are being managed/realised, gaining management information and checking performance against any relevant agreed Key Performance Indicators.

6. Appendix A – labour standards PQQ question

6.1. Question

Provide detail of the actions you have taken to try and ensure that labour standards are being maintained in line with [ILO core conventions](#) and local labour laws throughout the supply chain(s) for the [goods / service] to be delivered under this contract.

6.2. Evaluation Guidance

0 Major concerns

Response provides no meaningful information on labour standards, ethical sourcing or actions taken to ensure labour standards are being maintained or improved.

1 Concerns

Some information provided but this is vague and unconvincing in terms of the existence of a systematic and effective process for verifying compliance of suppliers with [ILO core conventions](#), local labour laws or having remedial action processes in place. Evidence is provided to demonstrate that analysis has been undertaken on the nature of the supply chain and some initial assessment of labour standards risks has been made.

2 Good confidence

Information is provided to demonstrate that some labour standards risk assessment has been undertaken. Where significant, convincing information is provided on action the tenderer takes to verify that [ILO core conventions](#) and relevant local labour laws are being maintained with their suppliers. This is supported with details of remedial action procedures. Some timescales are provided for key activities such as supplier communication, self-assessments and verification.

3 Excellent confidence

Information is provided to demonstrate that labour standards risk assessments are undertaken as part of a systematic approach. Where assessments identify significant risks or concerns, convincing and comprehensive information is provided on action the tenderer takes to verify that [ILO core conventions](#) and relevant local labour laws are being maintained with their suppliers, and further up the supply chain. Details are also provided on remedial action policy and procedures. All information is supported by timescales, schedules and details on number of verifications undertaken – indicating an ongoing and systematic process.

7. Appendix B – whole-life costing

Whole-life costing is a process of assessing all costs associated with procuring supplies, services or works. It takes account not only of the initial purchase price, but the ongoing cost of ownership, disposal costs and life expectancy. Where relevant, it should also take account of the social, economic and environmental impact or costs of a product or service.

Whole Life Costing is also known as 'Total Cost of Ownership'.

7.1. Why it is used?

The initial or upfront cost may at first appear to be the best, but the overall cost over the life of the product or service may be significantly higher than alternatives that may have a higher initial purchase price.

For example, compare a light bulb costing £0.50 that has a life expectancy of six months compared to a long-life one costing £2 with a life expectancy of five years. The cost of the cheaper option works out at £5 over 5 years, and is also likely to have energy costs as well.

7.2. What type of costs should be evaluated

There is no single rule for this, but the following provides some guidance as to what could be considered.

Procurement costs:

This will not apply in all cases. For example, if undergoing a large-scale tender there will be associated costs plus employee time, compared with calling off from an existing framework contract (for example, using a consortia such as ESPO).

Acquisition costs:

This is the initial cost, and could include:

- a. The capital cost (if applicable)
- b. The revenue cost
- c. Any leasing, financing or hire costs
- d. Delivery costs
- e. Any implementation costs

Ownership costs:

This is the cost of owning the products during the expected life of the products (or contract length for the service), including:

- a. Maintenance and repair costs
- b. Support costs
- c. Running costs (energy, fuel, etc.)
- d. Storage costs

- e. Waste costs
- f. Cost of changing to another product or changes to procedures
- g. Amortisation (in cases where you are providing for the eventual replacement).
- h. Usage costs (resources required, training, etc)
- i. Upgrade costs
- j. Any costs relating to contract or relationship management.

There is also a need to factor in the comparative life expectancy of competing solutions. The exit costs or re-tendering costs may also influence the contract duration.

Disposal costs:

At the end of the product's life, what will the cost of disposal be?

- a. In the case of a service, will there be any costs in ending the service?
- b. Can the solution or product be reused, refurbished or recycled?
- c. Will there be a realisable residual or resale value?

Also consider any longer-term benefits arising from the service or asset.

It might be that tenderers are asked how payments could be spread across the contract period given the initial capital cost and the ongoing operational efficiencies.

Sustainability assessments:

At the specification or tender stage, identify what the contract will provide in respect of environmental impact (including carbon footprint) plus economic and social benefits and ensure that these are considered in the evaluation model.

Some examples of social costs include:

- a. The impact on health & social care
- b. Benefit payments
- c. Traffic congestion & accidents
- d. Improved education

Some examples of economic costs include:

- a. Increased employment
- b. Engaging with local businesses to encourage responses to tenders & quotes
- c. Training opportunities created
- d. Promotion of local supply chains
- e. Urban regeneration

Some examples of environmental costs include:

- a. Climate change (CO2 emissions)
- b. Local biodiversity (plants and animals)
- c. Sustainable products (recycled / efficient / ethical)
- d. Energy efficient products and services
- e. Pollution of land / air / water
- f. Green credentials & ethical standards

Although it is difficult to allocate a financial 'cost' to the sustainability assessments it is important to make sure that any contract takes into consideration the impact on society, the economy and the environment where this is relevant to the contract.

7.3. What can be evaluated?

Quotations and tenders may be evaluated if the 'costs' you wish to evaluate are 'relevant' to the subject of the contract and you are 'reasonable' in your request.

In addition, there must also be a 'legitimate business need'; you must not be 'anti-competitive' with your request.

8. Appendix C – Examples of Equality Management information

8.1. Age

- a. % of workforce who are over 65 years of age
- b. % of service users who are over 65 years of age
- c. % of workforce who are under 25 years of age
- d. % of service users who are between 16– 25 years of age

8.2. Disability

- a. % of workforce who are disabled
- b. % of service users who are disabled

8.3. Gender Reassignment

- a. % of workforce who are in transition or have undergone gender reassignment
- b. % of service users who are in transition or have undergone gender reassignment

8.4. Marriage and Civil Partnership

- a. % of workforce who are married/in a civil partnership
- b. % of service users who are married/in a civil partnership

8.5. Pregnancy and Maternity

- a. % of workforce who are pregnant
- b. % of workforce on maternity
- c. % of service users who are pregnant
- d. % of service users on maternity

8.6. Race

- a. % of workforce from BME background (and their grade/status)
- b. % of service users from BME background

8.7. Religion or Belief

- a. % of workforce who have declared their religion or belief
- b. % of service users who have declared their religion or belief

8.8. Sex

- a. % of workforce who are female/male (and their grade/status)
- b. % of service users who are female/male

8.9. Sexual Orientation

- a. % of workforce identified as LGBT
- b. % of service users identified as LGBT

8.10. Training & Qualifications

- a. Qualification level attained by workforce, by 'protected characteristic'
- b. % of workforce that have completed relevant Equality and Diversity training/learning and development activities (Targets to be set, with specific date targeted by which all employees will have received the relevant training)
- c. % of workforce with knowledge of different cultures/speak languages other than English

8.11. Satisfaction

- a. Satisfaction levels with service/product, by 'protected characteristic'
- b. No. of complaints, by 'protected characteristic'
- c. % of workforce who feel they are treated with fairness and respect, by 'protected characteristic'

8.12. Pay

- a. Pay differential between male and female employees

9. Appendix D – Contract Conditions

9.1. Apprenticeships and skills training

The contractor is required to take all reasonable steps to employ apprentices, and report to the commissioner the numbers of apprentices employed and wider skills training provided, during the delivery of this contract.

The contractor is required to make available to its employees working on the contract, information about the Government's apprenticeship programme and wider skills opportunities.

The contractor shall provide any appropriate further skills training opportunities for employees delivering the contract.

The contractor shall provide a written report detailing the following measures in the regular contract management process reporting quarterly and be prepared to discuss apprenticeships at contract management meeting:

- a. The number of people during the reporting period employed on the contract, including support staff and sub-contractors;
- b. The number of apprentices and number of new starts on apprenticeships directly initiated through the procurement process;
- c. The percentage of all employees taking part in an apprenticeship programme;
- d. If applicable, an explanation from the contract as to why they are not managing to meet the specified percentage target;
- e. Actions being taken to improve the take up of apprenticeships;
- f. Other training/skills development being undertaken by employees in relation to this contract including:
 - I. Work experience placements for 14 to 16-year-olds
 - II. Work experience/work trial placements for other ages
 - III. Student sandwich/gap year placements

- IV. Graduate placements
- V. Vocational training
- VI. Basic skills training
- VII. On site training provision/facilities.

9.2. Long-term unemployed

[The contractor] will create employment opportunities of at least 10 per cent of total workforce in connection with [the project] targeted at people who have been unemployed or economically inactive for more than six months from [employment agency]. By supplying [name of employment agency] to create employment opportunities and any other associated action, [the contracting authority] and/or [the employment agency] and/or their respective agents, do not suggest, and must not be interpreted to suggest that;

- a. the individuals referred to [the contractor] by [the employment agency] are suitable for employment, and/or
- b. [the contracting authority] and/or its agents and/or [the employment agency] have promised to supply suitable candidates for employment opportunities.

9.3. Payment of subcontractors

Where the contractor enters into a sub-contract with a supplier or contractor for the purpose of performing its obligations under the contract, it shall ensure that a provision is included in such a subcontract which requires payment to be made of all sums due by the contractor to the subcontractor within a specified period not exceeding 30 days from the receipt of a valid invoice.

9.4. Recycling and salvaging

[The contractor] will increase the number of construction waste and site office products it recycles or salvages from [x] to at least [y] in connection with [the project] within [the timescale] and maintain the level of at least [y] for the remaining period of the contact.

9.5. Green travel

[The contractor] will reduce the number commuter miles from [x] to at least [y] in connection with [the project] within [the timescale] and maintain the level of at least [y] for the remaining period of the contact.

9.6. Pollution

[The contractor] will reduce the number delivery miles from [x] to at least [y] in connection with [the project] within [the timescale] and maintain the level of at least [y] for the remaining period of the contact.

10. Appendix E – Prospective Employer Host Referral Pro-forma

Employer Information	
<u>Organisation name:</u>	
<u>Organisation name:</u>	
<u>Contact details:</u>	Telephone: Email:
<u>Opportunity Details:</u>	
<u>Are you interested in:</u> <u>(indicate as many as apply)</u>	Employing a graduate after University YES/NO Employing a student on a placement or internship YES/NO Attending on campus events such as careers fairs or presentations YES/NO
<u>Details of opportunity:</u>	State role title(s) and description of area of work or interest in attending campus
<u>Source of enquiry:</u> (indicate as many as apply)	UoL website YES/NO UoL social media YES/NO Previous contact with Career Development Service YES/NO Direct communication with the Career Development Service YES/NO Saw offer on another website / publication:

	<ul style="list-style-type: none"> • Federation of Small Business YES/NO • Chambers of Commerce YES/NO • Local Enterprise Partnership YES/NO • Professional body (i.e. Institute of Directors) YES/NO <p>Word of mouth referral YES/NO</p> <p>Other (state which):</p>
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11. Appendix F: Useful contacts

11.1. Procurement Unit

Name	Position	Contact details
Trotter, James	Director of Procurement & Projects - Leads the Procurement function	Email: jt266@leicester.ac.uk
Barrow, Ryan	Contract Manager - For corporate contracts, and team administrator	Email: ryan.barrow@leicester.ac.uk
Brewer, Stewart A.	Category Manager - Professional Services, Travel & Accommodation and Miscellaneous Services	Email: sab88@leicester.ac.uk
Carlton, Leighann M.	Category Manager - IT & Telecoms, Audio Visual and Library	Email: lmc58@leicester.ac.uk
Elms, Lucy M.	Category Manager - Estates, Domestic, Furniture and Postal Services	Email: lme11@leicester.ac.uk
Midgley, Anthony	Category Manager - Laboratory & Medical, Catering, Office Supplies and Miscellaneous Goods	Email: acm26@leicester.ac.uk

11.2. Equalities Unit

Name	Position	Contact details
Angie Pears	Head of Equality, Diversity and Inclusion	Email: angie.pears@le.ac.uk
Humaa Noori	Equality, Diversity and Inclusion Projects Manager	Email: hn57@le.ac.uk

11.3. Environment Team

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11.4. Careers and Employability Team

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11.5. Legal services

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