



## **Evaluation Report on BS ISO 20400:2017 for London Universities Purchasing Consortium**



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26<sup>th</sup> June 2023

## Contents

Executive Summary	iii
Glossary	vi
1.Introduction	1
2.Evaluation Approach	2
3.Findings & Recommendations	3
3.1. Fundamentals and Policy & Strategy	3
3.2. Enablers	5
3.3. Procurement Process	9
Annexure 1 – Documents Reviewed	12

## Executive Summary

This report summarises the methodology, findings, and recommendations that Action Sustainability have come to in undertaking a full evaluation of London Universities Purchasing Consortium's (LUPC) approach to sustainable procurement against the international standard for sustainable procurement: BS ISO 20400:2017.

As the standard states in its Introduction:

*“Every organisation has environmental, social, and economic impacts. Procurement is a powerful instrument for organisations wishing to behave in a responsible way and contribute to sustainable development and to the achievement of the United Nations Sustainable Development Goals. By integrating sustainability in procurement policies and practices, including supply chains, organisations can manage risks (including opportunities) for sustainable environmental, social, and economic development.”*

LUPC are one of six regional higher education purchasing consortia in the UK working collaboratively alongside other specialist sector purchasing organisations. With responsible procurement at the centre of everything they do, their expert procurement team manages a large portfolio of framework agreements securing best value for their members.

*‘Responsible Procurement is not a bolt-on, it is well integrated within LUPC and all we do, it is our USP’.*

This is evident in the interviews carried out in this evaluation process with LUPC's staff and through the process of document review. There is strong leadership support with responsible procurement embedding all the way through the frameworks and with the members.

LUPC's previous ISO 20400 evaluation was in 2018 where they secured a score of 4.33/5. The external environmental factors (COVID-19, Brexit implications and the Russia-Ukraine crisis) that have challenged procurement professionals and created supply chain upheaval in the last five years, have not disturbed LUPC's drive for ensuring excellence in sustainability due diligence within the frameworks and the systematic embedding of responsible procurement principles. In spite of all these disruptions, they have continued to stay above the 4.0 mark in the scoring and have scored 4.20/5 this year in 2023. In the same period, we have seen a drop in scores of other organisations by almost 1.5 points in the 0-5 scoring range. This is due to lack of materials and labour shortages in the market, and responsible procurement taking a back seat versus the pressures and demands of meeting organisational and project procurement needs. LUPC on the other hand have stayed consistent in their responsible procurement implementation and journey.

Our report below details our findings, the gaps, and our recommendations for LUPC to better align with ISO 20400 and sustainable procurement. A significant point to note is that at the beginning of their responsible procurement journey, LUPC had 30 major and complex actions to implement for improvement. This is now down to 6 'easy wins' recommendations that are relatively quick and easy to adopt.

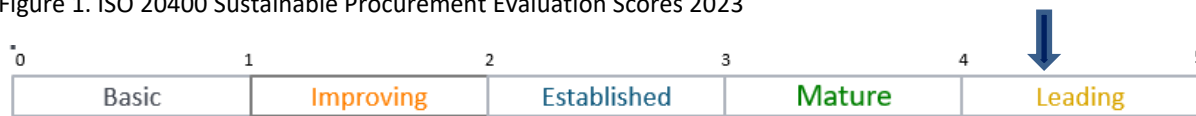
**Figure 1** below shows the overall assessment score for LUPC from the current evaluation across the main sections of the standard.

The scores are marked out of 5, meaning that the score of 4.20 is at Level 4 – *Leading*.

As seen in the diagram below, the ‘procurement process’ is the most mature section with ‘policy & strategy’ and ‘organising the procurement function’ needing more alignment to ensure it better supports the supply chain.

ISO20400 Evaluation sections	WEIGHT	THIRD PARTY ASSESSMENT
<b>A total Policy and strategy</b>	<b>20%</b>	<b>4.06</b>
<b>B total Organising the procurement function</b>	<b>20%</b>	<b>4.01</b>
<b>C total Procurement process</b>	<b>60%</b>	<b>4.30</b>
<b>TOTAL</b>	<b>100%</b>	<b>4.20</b>

Figure 1. ISO 20400 Sustainable Procurement Evaluation Scores 2023



What does this mean? – LUPC is the only organisation in the last 2 financial years that we have evaluated to have achieved Leading status. LUPC were already in the Leading position at the time of the re-evaluation in 2018, and the expectation is to maintain that and stay consistent. LUPC have not only maintained but shown industry and sector leading initiatives as listed below. In this Leading stage there will be minor fluctuations upwards and downwards in score as organisations are trying to mature, however, that won’t disrupt the focus: *continuous improvement to ensure procurement is the catalyst for change by being responsible throughout the process*. The investment in the last 5 years of time and resource within LUPC towards responsible procurement initiatives are paying off as seen in the details within this report.

**Some of the highlights of best practice include:**

1. Sustainability Innovation Opportunity that comes from the tender working party across the consortia
2. Engagement with the Ellen McArthur foundation for the catering tender
3. Strong leadership support, responsible procurement is business as usual
4. Collaboration with consortia on progress within responsible procurement
5. Development of ITT SP questions per category based on the heat map
6. Linked magazine for external communications and showcasing supplier best practice and case studies
7. Opportunity Report Modern Slavery Assessment
8. SUSTAIN Supply Chain Code of Conduct
9. Sourcing Check list and Sourcing Procedures
10. NDNA Sustainable Risk Register
11. SDDT Rollout Plan 2022 2023
12. LUPC Carbon Emissions Report 2021-2022

The score is a snapshot in time and if most of the recommendations within this report are implemented within the next 12 – 24 months, a further assessment might see this score further increase.

# Statement of Evaluation

## ISO 20400 Sustainable Procurement - Guidance

This document states that the procurement function of:

**London Universities Purchasing Consortium  
Shropshire House  
179 Tottenham Court Road  
London  
W1T 7NZ**

has been evaluated by Action Sustainability Ltd against *ISO 20400:2017 Sustainable Procurement – Guidance*.

It was found that *ISO 20400:2017* is being consistently implemented across the procurement function and process, with some minor adjustments to policy and strategy to be made.

LUPC achieved an independently evaluated score for their organisation of 4.20 out of 5. This equates to being assessed at the Leading Level for sustainable procurement.

*NB: ISO 20400:2017 is a Guidance standard, not a Requirements Standard, and is therefore not certifiable. This Statement is solely a record of the independent evaluation undertaken by Action Sustainability Ltd on behalf of LUPC.*

Date of evaluation: June 2023

For and on behalf of Action Sustainability Ltd



MD'silva

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This Statement was issued by Action Sustainability (Trading) Ltd.

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## Glossary

RP	Responsible Procurement
EDI	Equality, Diversity, Inclusion
SRM	Supplier Relationship Management
KPI	Key Performance Indicators
HE	Higher Education
ETI	Ethical Trading Initiative
SDDT	Supplier Due Diligence Tool
LCC	Life Cycle Costing
SC	Supply Chain
SP	Sustainable Procurement
SRM	Supplier Relationship Management
WLC	Whole Life Costing
PQQ	Prequalification questionnaire
ITT	Invitation to Tender
JDs	Job Descriptions
PDRs	Performance and Development Review
CO2	Carbon Dioxide
EMS	Environmental Management System
SCSS	Supply Chain Sustainability School
SME	Small and Medium Enterprises
AS	Action Sustainability
SMART	Specific, Measurable, Achievable, Realistic and Time-bound

# 1. Introduction

BS ISO 20400:2017 is the international standard for sustainable procurement, published in April 2017. It sets out a framework and sound approach to the procurement of goods and services that contribute to sustainable development considering relevant impacts to the environment, society, ethics, and economics.

The standard takes a consistent approach to describing the necessary policies, functions, competencies, and processes that an organisation needs to have in place to implement sustainable procurement successfully. Figure 2 depicts the framework and its four main sections:

- **Fundamentals:** the scope and principles of sustainable procurement and why organisations should undertake sustainable procurement.
- **Policy & Strategy:** how sustainability should be integrated at a strategic level within procurement to ensure intention, direction and priorities are documented and understood by all relevant stakeholders.
- **Organising the Procurement Function (Enablers):** the organisational conditions and management techniques needed to successfully implement sustainable procurement.
- **Procurement Process:** how sustainability considerations should be integrated into existing procurement practices.

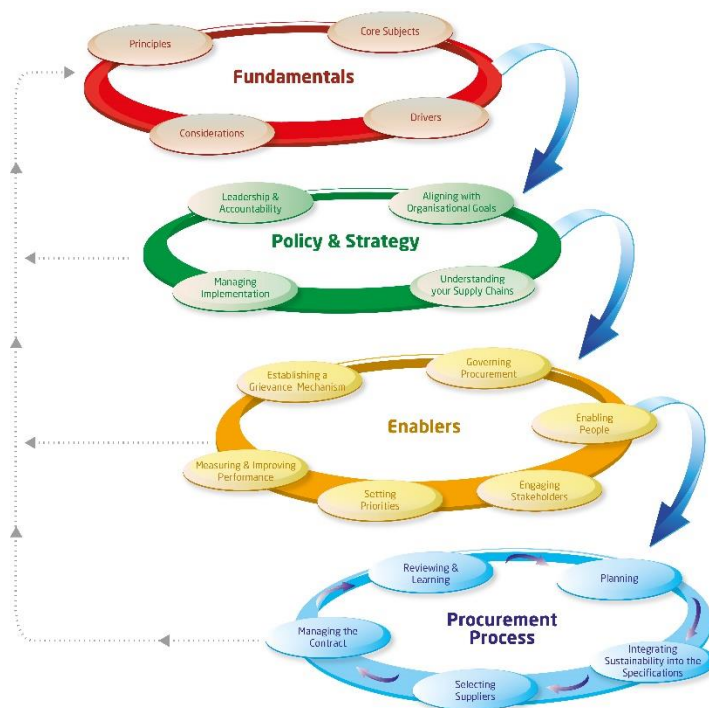


Figure 2. The Framework of BS ISO 20400: 2017. © Action Sustainability, 2017

This report describes the findings and recommendations of an evaluation undertaken by Action Sustainability in June 2023 on LUPC’s processes against the principles of sustainable procurement contained within the Standard. The evaluation provides a scored assessment of current performance and, more importantly, recommendations of what should be implemented to build on the current situation.

## 2. Evaluation Approach

Action Sustainability undertook a two-stage process of investigating LUPC's procurement processes during June 2023.

The first stage was to assess existing documentation, such as policies, strategies, job descriptions, training and workshops and tender assessment documents. A list of these is provided in Annexure 1.

We then undertook an interview stage wherein we spoke with LUPC staff from across the business. During these interviews we probed further into how embedded policies and processes for procuring sustainably actually are – the *policy vs practice* question. Doing so gave us a wider scope for our assessment and recommendations to be useful and implementable upon receipt of this report.

We interviewed the following LUPC colleagues:

- Jasbinder Sandhu, Deputy Director
- Roy Dennis, Senior Category Manager
- Reece Baines, Senior Category Manager
- Kai Osborne, Data Analyst
- Mike Kilner, Senior Category Manager
- Don Bowman, Director
- Margaret Shapiro, Responsible Procurement Lead
- Suzanne Picken, Head of Membership, Marketing & Communications
- Giorgia Varriale, Communications & Digital Marketing Executive
- Justin McLoughlin, Senior Category Manager
- Julie Gooch, Senior Category Manager
- Antonio Ramirez, Senior Category Manager

This assessment was carried out using our own analysis tool, developed in-house by colleagues who were directly involved in the development of the Standard itself. This was used to both evaluate the documents we received and to provide a set of questions to inform our assessment based on the interviewees' responses.

The scoring methodology was based on how well the LUPC Strategy 2021 - 2024, other relevant policies and strategy are cascaded into the organisation (Section A score). Sections B and C comprise of the organisation level documents, and commitments being firmly embedding into the categories and frameworks along with the members' and supply chain requirements; all of this being embedded through all stages of the procurement process, with outcomes being measured, monitored, and managed. All scores are out of 5.

This tool is based on the framework of the Standard and is broken out into its main sections, as depicted above, allowing us to assess performance against discrete sections of the Standard. As we evaluated the documentation and undertook interviews, we compiled our findings in the tool and gave each section a score out of five for performance, or maturity, for that given part. These scores are provided in the findings and recommendations section below.

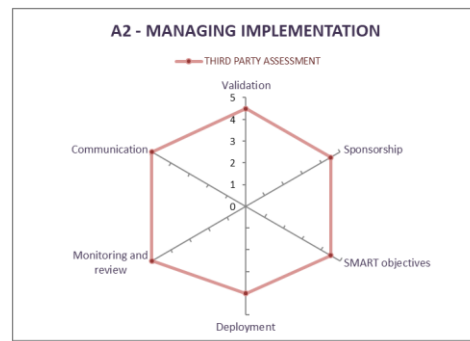
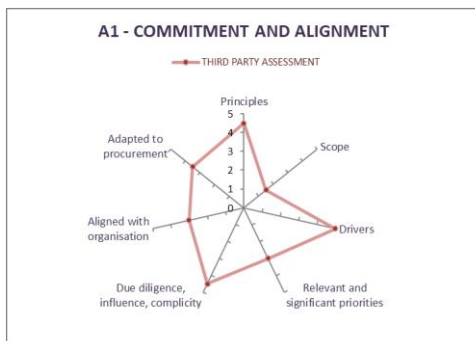


### 3. Findings & Recommendations

#### 3.1. Fundamentals and Policy & Strategy

This section considers the Fundamental principles for sustainable procurement as well as how they are implemented through the Policies and Strategies of the business for sustainability and sustainable procurement. The survey results are summarized below:

A Policy and strategy		THIRD PARTY ASSESSMENT
A1 total	Commitment and alignment	3.58
A2 total	Managing implementation	4.55



#### Key Findings:

**Principles** - The LUPC Strategy 2021-2024 contains the 12 principles of sustainable procurement. While it mentions the three pillars, it does not go into much detail.

**Core subjects, Drivers, Risks and Opportunities** - The strategy document mentions the various drivers for sustainability for LUPC, the main one being to enhance LUPC’s position as a leader in Responsible Procurement. The strategy mentions NetZero and EDI within the supply chain as risks and opportunity.

**Due Diligence, Avoidance of Complicity** – Due Diligence is seen in the Modern Slavery Statement 2020-2021. This document enables a deep dive for due diligence in modern slavery

**Policy Deployment** - The strategy is deployed through LUPCs website and tools such as staff attaining MCIPS status, EDI training, RP plan and resources are on the website, available to all staff.

**SMART Goals and Targets** - The LUPC Strategy is broken down into KPIs and includes instructions to engage with members and the supply chain.

**Monitor and Review the Policy, Communicate Progress:** LUPC have mapped progression against their ISO 20400 2017 and 2018 evaluations. This progress against the Strategic plan KPI's is reported to the LUPC Board annually and Executive Committee quarterly.

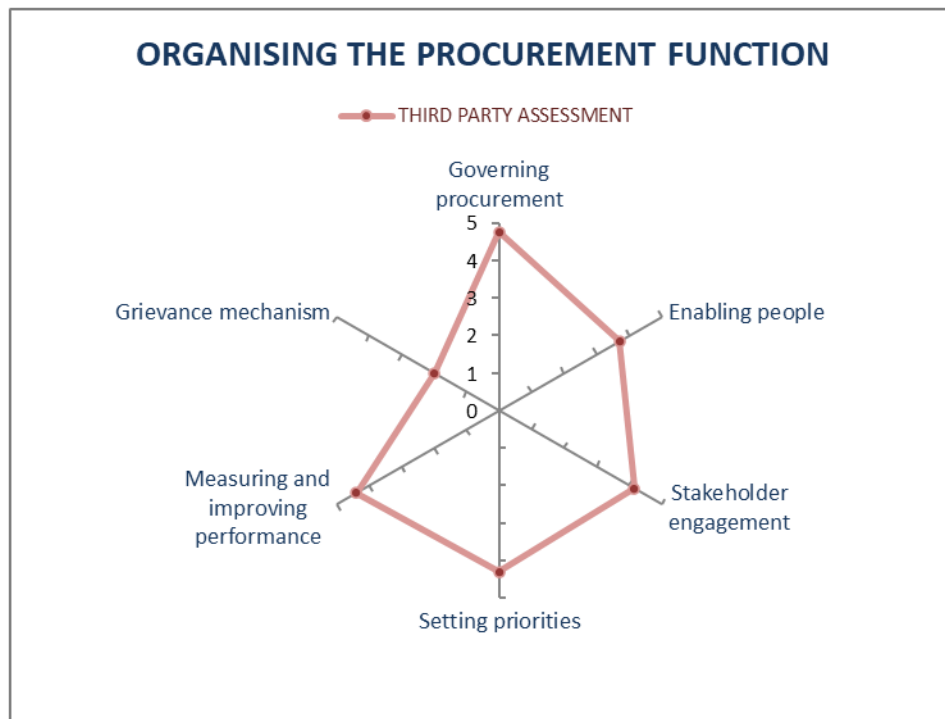
**Recommendations (Key in Bold):**

- 1. Update the LUPC Strategy 2021-2024 to clearly mention all the identified triple bottom line risks and opportunities. This can be done using the heat map's (GDPR Commodity Coding RA) identified risks and opportunities (ISO 20400 Section 4)**
- 2. LUPC strategy to include procurement goals and supply chain specificities for all identified risks and opportunities. This can be shaped using the RPAT WIP file: target actions to be translated into supply chain goals and mandatory actions into procurement goals that feed into the strategy. (ISO 20400 Section 5.3)**

### 3.2. Enablers

This section of the Standard describes the organisational conditions and management techniques needed to successfully implement and continually improve sustainable procurement. The survey results are summarized below:

<b>B Organising the procurement function</b>	<b>THIRD PARTY ASSESSMENT</b>
<b>B1 total Governing procurement</b>	<b>4.75</b>
<b>B2 total Enabling people</b>	<b>3.70</b>
<b>B3 total Stakeholder engagement</b>	<b>4.17</b>
<b>B4 total Setting priorities</b>	<b>4.30</b>
<b>B5 total Measuring and improving performance</b>	<b>4.40</b>
<b>B6 total Grievance mechanism</b>	<b>2.00</b>



## **Key Findings:**

**Governance Groups** - LUPC and SUPC run a joint Responsible Procurement Group to enable members to attend events with external speakers, and member case studies include hands-on, practical experience advice to share. LUPC participates in LUPC-SUPC RP Group, UKUPC RP Group.

In terms of procurement governance, the LUPC RP strategic plan 2022 will be delivered by all the LUPC team and led by the Responsible Procurement Lead, who will provide regular updates to the LUPC Board and Executive Committee.

**The procedures and systems** – The LUPC RP strategic plan 2022 is a robust document with progress recorded against the Strategic plan KPI's reported to the LUPC Board annually. The Board review the Strategic Plan to ensure it is still relevant and authorise any changes required.

The procedures and systems within LUPC and those flowing down from UK UPC empower consistent responsible procurement, example: The UKUPC Sustainable Development Goals - this is a set of questions and model answers that relate back to the UN SDGs and the Social Value TOMs. The questions can be used at framework or call off level to further investigate potential suppliers' commitments and plans to manage their organisations and supply chains in accordance with the UN Sustainable Development Goals.

Within the LUPC 2021-23 RP tender Qs & comments MT document, LUPC has developed ITT SP questions per category based on the heat map and even allocated balanced score card weighting for each category.

**People** – LUPC staff's contributions towards sustainability and social value is highlighted in the Linked magazine with articles around 'Countdown to Net Zero' and 'How Framework Activity is Enhancing Social Value'.

Job descriptions have detailed responsibilities to champion RP within and outside the sector, design each procurement process such that it delivers LUPC's Responsible Procurement Policy and Strategy and addresses the specific risks inherent in that category.

Staff with procurement responsibilities demonstrate a sound understanding and articulate how they can play their part in delivering sustainability via spend and procurement. Within LUPC, there is not a lot of readily available training on the various sustainability topics. The majority of the Procurement team have achieved the MCIPS qualification. In addition, the procurement team and the Responsible Procurement Lead complete the CIPS Ethics exam annually. Having achieved this level of qualification enables LUPC to be awarded the CIPS Corporate Ethics Kite Mark.

**Stakeholder engagement** - LUPC's main stakeholders are its consortium members and other consortia under UK UPC and LUPC's corporate strategy is built to support this.

At the London HE networks conference, LUPC presented about carbon, scope 3 and responsible procurement, how they will engage with the suppliers, and the roll-out of the SDDT.

Currently LUPC are member focussed and a deep dive focus on supplier development and education is yet to be developed. This is a plan in progress with potential topics being responsible procurement,

social value, EDI, Real Living Wage, Human and Labour rights, ETI Base Code, supply chain risk mapping, due diligence, Modern Slavery.

**Risk and opportunity assessment for priorities (heatmapping)** – Sustainability risk and opportunity at LUPC is assessed in depth. For Modern Slavery, LUPC assess risks associated with the product and services from their origin. LUPC has identified most of the production countries for its goods and the location of suppliers for its services. It has done this based on its own research on products and production methods, including working conditions and supply chain structures, and its continuing engagement with partners and suppliers, as part of its due diligence process.

The GDPR Commodity Coding RA document is an overall heat map for the various commodity categories and risk and opportunity areas include for: Equality, Environment, WEEE and disposal, social issues, GDPR, Modern Slavery. It also contains a separate section for packaging risk.

An NDNA Sustainable Risk Register contains every identified risk and opportunity: Environment, Social/Ethical, Reputation, Supplier, Health & Safety, Competition, Bribery Act, SME, Equality, WEEE/Disposal, and there are mitigating actions listed out and progress is monitored against each. This shows that the heat map is being implemented.

**Measuring & Improving performance** - LUPC measures its success by monitoring the following Key Performance Indicators that is within the LUPC RP strategic plan 2022:

KPI 1 In year one, commence evaluation of a minimum of 17 suppliers through the risk-based supply chain evaluation tool.

KPI 2 Ensure there are responsible procurement elements included in every tender.

KPI 3 Provide a minimum of 4 news articles per year on the work of Electronics Watch, their guidance and resources as well as promoting their events directly to members.

KPI 4 Use Linked (LUPC's quarterly magazine), the monthly Ebulletin, the LUPC website and appropriate social media to provide monthly (as a minimum) news articles, thought pieces, tweets and posts to highlight topical information to members.

KPI 5 Work with SUPC to provide a quarterly Responsible Procurement meeting and an annual event for members.

KPI 6 The Responsible Procurement Lead will undertake a placement in member institutions for two days a week for a maximum of a 12-week period supporting individuals with their development and will provide a report at the end of each placement.

KPI 7 LUPC aims to be net zero, through a combination of emissions reductions, plus limited offsetting where this is not possible, by the end of the 2022/23 financial year.

KPI 8 LUPC will also be independently audited under the Sustainable Procurement international standard ISO 20400:2017 every two years.

For the supply chain, the Contract Management Database includes the measurement and assessment using the Supplier Due Diligence Tool (SDDT). The first Framework Agreement utilised was the Estates Facilities Management Agreement and LUPC have worked with suppliers in two stages and have developed the tool to include social value.

**Grievance mechanism** – the grievance mechanism is unclear. The contract template has a communication clause and the dispute resolution clause.

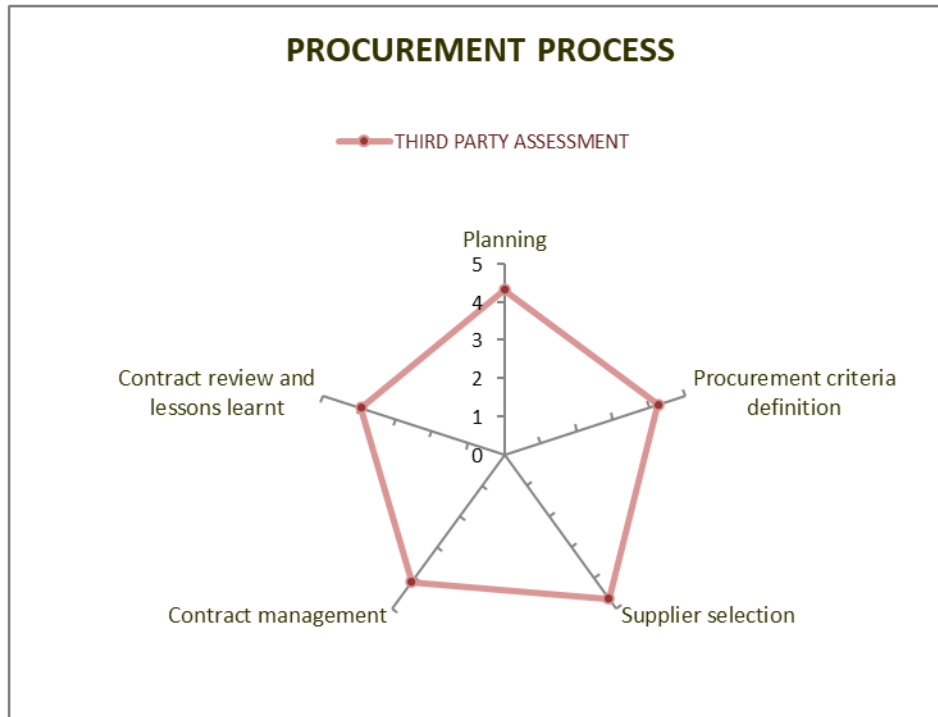
Recommendations (Key in **Bold**):

1. **Ensure staff who are accountable and responsible for embedding sustainability receive training on sustainability risks, impacts, and opportunity topics. (Section 6.2.3)**
2. **Implement a supplier development programme following on from the quarterly supplier performance reviews and based on feedback from member organisations about where skills, knowledge or expertise may be lacking in the supply chain. (ISO 20400 Section 6.3.2)**
3. Use a grievance mechanism or whistle blowing policy that flows down from UK UPC, via the consortia to the members, that supply chain can utilise for any issues that may arise in the procurement or supply chain management process. (ISO 20400 Section 6.6)

### 3.3. Procurement Process

This section of the standard describes how sustainability considerations should be integrated into existing procurement processes and documentation. The survey results are summarized below:

C	Procurement process	THIRD PARTY ASSESSMENT
C1 total	Planning	4.33
C2 total	Procurement criteria definition	4.25
C3 total	Supplier selection	4.68
C4 total	Contract management	4.13
C5 total	Contract review and lessons learnt	3.95



#### Key Findings:

**Sustainability risks and opportunities in the planning stage-** are managed in the procurement process with examples seen in the catering and waste management tenders. The RPAT WIP 19 May 2023 document includes prompts for making it part of the tendering strategy, where the risks and potential benefits of the framework or contract are considered, reviewing the heat map for the sector, who or what is at risk in the supply chain, during the delivery of the service, or use of the product and after, where are the suppliers located? where are the supply chains located? are there opportunities for

SMEs? what life cycle considerations are there? (Before use, in use, after use disposal/reuse).

Business needs are challenged / rationalised by looking for sustainability solutions for example, the work done in the catering tender with the Ellen McArthur foundation around food waste, early engagement, using SMEs.

**Supplier Capability assessment** - In assessing the capability of suppliers to deliver sustainability outcomes during the prequalification process, (taking the laboratory equipment snapshot document as an example): all suppliers have agreed to subscribe to the LUPC's Sustain Supply Chain Evaluation process, an ongoing sustainability monitoring platform. All suppliers were asked to sign the LUPC's Sustainability Code of Conduct, a document which secures their collaboration to work with the LUPC on continuous improvement in sustainable matters.

The suppliers will all respond to several online questionnaires asking for different criteria and an information about their business practices, their supply chain, diversity, and equality matters, and supporting documentation. This information will populate a data base that will enable LUPC and its members to understand and monitor the suppliers' practices and policies in this area. The Supplier Social Values Catering document evidenced in detail the assessing of social value capability of the catering supply chain.

**Supplier Commitment** - In assessing the capability and commitment of suppliers to deliver detailed and specific sustainability requirements during the tendering process, the catering contract is a good example. The catering contract has 3 lots. The evaluation includes for Human Rights, Social Value, and CSR. The Catering Buyers Guide details the framework and how it can be utilised. A consultancy service is also offered to members to assist them in developing their own requirements.

**Contract Management** – The SRM plan in place is the Supplier and Contract Management Procedures Draft document which includes for capturing innovation, responsible procurement opportunities and added value benefits. LUPC are very proactive in acting on industry news and going out to research it with their own supply chain to understand the risk behind the concerns and what is the appetite and capacity for change. For example, the meetings with Apple and HP with regards waste, circularity.

LUPC set out the frameworks for members to use but don't often get the feedback from members on supplier's performance post direct award or mini-competition award. Category managers do engage with framework suppliers on a quarterly basis to understand how things are working post contract award and questions include: which member they've worked with, what has gone well, what has been asked especially in terms of sustainability.

The SDDT Rollout Plan 2022 2023 includes for briefing with category managers and suppliers.

**Recommendations (Key in Bold):**

- 1. Capture (yearly or bi-annual) member's experience, data, information from supplier performance post contract award (for the largest and highest sustainability risk and opportunity frameworks) and use that to shape the on-going monitoring of the supplier performance and relationship. This will inform, show trends on good and deficient performance, and help shape supplier action plans. (ISO 20400 Section 7.5.4)**



Recommendation no.	Activities	Timescales	Complexity	Investment	Commentary
1.	Update the LUPC Strategy to include triple bottom line risks and opportunities.	0-3 months	Low	Low	Use the GDPR Commodity Coding RA to inform this exercise. This will help form the golden thread down to procurement
2.	LUPC strategy to include procurement goals and supply chain specificities	0-3 months	Low	Low	This can be shaped using the RPAT WIP file: target actions to be translated into supply chain goals and mandatory actions into procurement goals that feed into the strategy
3.	Ensure staff who are accountable and responsible for embedding sustainability receive training on sustainability risks, impacts, and opportunity topics	3-6 months	Medium	Medium	This can be done via the <a href="#">Supply Chain Sustainability School</a>
4.	Implement a supplier development programme	3-6 months	Medium	Medium	Based on quarterly supplier performance reviews and n feedback from member organisations. <a href="#">The School</a> has self-assessments and training needs analysis around all sustainability topics that LUPC and the supply chain can use to develop a supplier development programme
5.	Use a grievance mechanism that supply chain can utilise for any issues that may arise in the procurement or supply chain management	0-3 months	Low	Low	Giving the supply chain a right to reply from any issues arising out of the framework or the simple/mini competition/direct award contracts
6.	Capture (yearly or bi-annual) member's experience, data, information from supplier performance post contract award.	6-9 months	High	High	To ensure that suppliers and contractors are held to their sustainability obligations and KPIs. and use that to shape the on-going monitoring of the supplier performance and relationship. This will inform, show trends on good and deficient performance, and help shape supplier action plans

## Annexure 1 – Documents Reviewed

### Documentation relating to 'fundamentals'

#### Organisational Vision Statement on sustainable business practices including supply chains

- Appendix 1: LUPC Strategy 2021-2024
- Appendix 1: Goal No. 2 - Enhance LUPC's position as a leader in responsible procurement
- Appendix 2: BHRE LUPC Joint Publication
- Appendix 15: Board Report LUPC Performance Indicators September 2021
- Appendix 16: Board Report LUPC Performance Indicators September 2022
- Evidence 1: <https://www.lupc.ac.uk/about/about-us/>
- Evidence 2: <https://www.lupc.ac.uk/about/responsibility-accreditation/>
- Evidence 3: <https://www.lupc.ac.uk/responsible-procurement/responsible-procurement/>
- Evidence 4: <https://www.lupc.ac.uk/responsible-procurement/electronics-watch/>
- Evidence 5: <https://www.lupc.ac.uk/responsible-procurement/scope-3-carbon-emissions/>
- Evidence 6: <https://www.lupc.ac.uk/responsible-procurement/supply-chain-case-studies/>

### Documentation relating to 'Policy and Strategy'

#### Organisational level documentation - Corporate Policy and Strategy relating to sustainability

- Appendix 1: LUPC Strategy 2021-2024
- Appendix 2: UKUPC Sustainable Development Goals
- Appendix 3: Staff Terms and Conditions
- Appendix 4: Modern Slavery Statement 2020-2021
- Appendix 5: Modern Slavery Statement 2021-2022
- Appendix 6: LUPC Environmental Policy 2022
- Appendix 7: LUPC Carbon Emissions Report 2020-2021
- Appendix 8: LUPC Carbon Emissions Report 2021-2022
- Appendix 9: LUPC Communications Strategy 2023
- Appendix 10: UKUPC Marketing & Communications Strategy & Operational Plan 2021-22
- Procurement Policy/Strategy documentation - Sustainable Procurement Policy/Strategy
- Appendix 11: LUPC Responsible Procurement Strategic Plan 2022
- Appendix 12: GDPR Commodity Coding RA
- Appendix 13: Responsible Procurement Assessment Tool 2023 WIP
- Appendix 14: Sustain Supply Chain Code of Conduct v2021
- Evidence 3: <https://www.lupc.ac.uk/responsible-procurement/responsible-procurement/>
- (See Appendix 18 & 19: Linked Magazine Spring & Summer 2022)
- Evidence 4: Combating trafficking in human beings & labour exploitation in supply chains - Guidance for OSCE Procurement - Second edition

### Documentation relating to 'Enablers'

- Appendix 16c UKUPC RP Network ToR Nov 2021
- Appendix 17 LUPC-SUPC RPG Terms of Reference
- Appendix 18 Terms of Reference - APG May 2023
- Appendix 19 Linked Spring 2022
- Appendix 20 Linked Summer 2022
- Appendix 21 Job Specification RP Lead Dec 2021
- Appendix 28 Board Exec Committee Terms of Reference
- Appendix 22 LUPC Board Meeting Minutes 18 March 2022 - Final
- Appendix 23 LUPC Organisation Chart
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- Appendix 24 CIPS Ethics certificate
- Evidence 5: Email re: UKUPC Responsible Procurement Meeting 8 June 2023
- Appendix 16a: UKUPC RPN Agenda 27 April 2023
- Appendix 16b: UKUPC RPN Agenda 8 June 2023
- Appendix 29 RP Lead Appraisal July 2022
- Evidence 5: Email re: UKUPC Responsible Procurement Meeting 8 June 2023
- Appendix 34: Linked Winter 2022
- Appendix 35: Linked Summer 2023
- (See Appendix 12: Commodity Coding RA Feb 2021)
- Appendix 29: Contract Management Database
- (See Appendix 13: Responsible Procurement Assessment Tool 2023 WIP)
- Appendix 13a LUPC 2021-23 RP tender Qs & comments MT
- Appendix 13b APUC Responsible Procurement Databank ITT RB v2
- (See Appendix 14: Sustain Supply Chain Code of Conduct v2021)
- Appendix 25: NDNA Sustainable Risk Register
- Appendix 30: HESCET Tool Scope 3 Member Report
- Appendix 31: (Spend Report for a member highlighting the RP Risks)
- Appendix 32 Electronics Watch Newsletter April 2023
- Appendix 33 Global Electronics Council Technical Committee 2022
- Appendix 37: Category Strategies
- Evidence 4: <https://www.lupc.ac.uk/responsible-procurement/supply-chain-case-studies/>
- Evidence 5: <https://electronicswatch.org/en/>
- (For KPIs see Appendix 11 LUPC Responsible Procurement Strategic Plan)
- Appendix 26: ISO20400 2017 Recommendations
- Appendix 27: ISO 20400 2021 Reassessment
- (See Appendix 29 Contract Management Database)
- Appendix 38: SDDT Rollout Plan
- Appendix 36: Terms & Conditions

#### Documentation relating to 'Process'

- Guide to Sourcing and Managing Contracts
- Executive approval document - Sustainability, Equality, and diversity impact (from various tenders)
- Buyers guide - sustainability/ responsible procurement section
- SDDT
- Eves - Jan 2023
- Supplier and Contract Management Procedures – Draft
- Appendix 43 Carbon Buyers Guide
- Appendix 44 Carbon Tender Final Doc Set
- Appendix 45 Carbon Tender Moderation
- Appendix 46 Catering Category Strategy Executive Committee - Submission for approval
- Appendix 47 Catering Tender Lot 1 Outsourced Evaluation MODERATED
- Appendix 48 Catering Tender Lot 2 Events Evaluation Moderated
- Appendix 49 Catering Tender Lot 3 Consultancy Evaluation MODERATED
- Appendix 50 Laboratory Equipment Framework Agreement snapshot
- Appendix 55 Catering Buyers Guide
- Sourcing Checklist Revised
- Sourcing Procedures - Final v1 June 23