

Linked

SUMMER 2025



THE MAGAZINE FOR LUPC MEMBERS AND SUPPLIERS

10 years of

electronics watch

Responsible public procurement.
Rights of electronics workers.



**FROM INTENT TO
IMPACT: HOW THE
PROCUREMENT ACT 2023
PUTS PURPOSE AT THE
HEART OF FRAMEWORK
AGREEMENTS**



**FUNDING AND
SERVICE PROVISION:
WORKING IN
PARTNERSHIP FOR
THE LUPC
COMMUNITY**

LUPC'S LINKED PODCAST NOW AVAILABLE!

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Welcome to the Summer 2025 edition of Linked magazine



Welcome to the Summer 2025 edition of Linked Magazine.

We're now well into a landmark year for procurement, shaped by the onerous implementation of the Procurement Act 2023 and the growing momentum across the sector for responsible and impactful practices. At LUPC, we continue to champion that momentum by supporting our members through change and celebrating the people and partnerships that make a real difference.

In this edition, our lead article marks a major milestone: ten years of impact for workers with Electronics Watch. In this special article, Electronics Watch (EW) reflects on a decade of progress, from pioneering supply chain monitoring to driving remedy for migrant workers. We also hear directly from EW in the latest episode of our podcast, where they explore how far we've come - and how much more we can achieve together looking to the future.

Continuing our focus on responsible procurement, we share a case study titled From Intent to Impact: How the Procurement Act 2023 Puts Purpose at the Heart of Framework Agreements. This piece explores how the new legislation embeds social value into procurement and how LUPC frameworks are already enabling members to turn policy into practice.

We also take a closer look at learning and development in action. Maria Rendon Moreno, Buyer at SOAS University of London, reflects on her experience joining a Tender Working Party in The Learning Opportunity of Being Involved in a TWP. Her piece also offers an honest and inspiring perspective on stepping into procurement and gaining hands-on experience alongside seasoned colleagues.

Providing value to our members is at the core of what we do. In this issue, LUPC's Suzanne Picken and Jasbinder Sandhu offer a detailed overview of how LUPC is funded and how those resources translate into services for our members - as well as how members and suppliers alike can help strengthen that value for everyone.

Finally, we are proud to celebrate excellence in our procurement community. We shine a spotlight on Bahar Shahin, Director of Procurement at Queen Mary University of London, who recently won Individual of the Year and whose team won Procurement Team of the Year at the prestigious Go Awards. Bahar also joins us on the podcast to share reflections on leadership and impact in the sector and looks back at his procurement career.

As always, I hope you enjoy reading (and listening to) this edition of Linked. If there's a topic you'd like us to explore in future issues, please don't hesitate to get in touch.



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LUPC celebrates its first ever apprentice, Ami, passing with Distinction!

We're delighted to announce that Ami, our first ever apprentice, has officially passed her Apprenticeship - achieving a distinction in her final end point assessment!



Westminster Abbey (Dean and Chapter of Westminster) joins LUPC

We welcome our newest member, Westminster Abbey (Dean and Chapter of Westminster) as a full member of LUPC.



LUPC/SUPC potential merger update and member consultation

We are currently exploring the possibility of merging with SUPC to provide enhanced services to our members whilst delivering longer term efficiencies.

We have carried out a survey with LUPC and SUPC members to understand their thoughts on the potential merger with the results summarised below:

- [Survey insights](#): A summary of the key themes and messages from members across both consortia.
- [FAQs](#): Responses to common questions raised during the survey and wider engagement process.

We remain committed to transparency throughout the process and will continue to keep stakeholders informed as plans develop.



LUPC Members Recognised at UK National GO Awards

We're proud to share that several LUPC members were shortlisted at the UK National GO Awards 2024/25, which took place earlier this year. Congratulations to all nominees, including the University of Greenwich, National Nuclear Laboratory, and DEFRA, for their recognition across categories celebrating sustainability, social value, and next-generation talent. A special congratulations goes to Queen Mary University of London and Bahar Shahin, who took home two of the evening's top honours: Procurement Team of the Year - Education & Other Organisations, and Individual of the Year. A well-deserved achievement that highlights their outstanding contribution to procurement excellence.

Read our 'excellence in procurement' article on page 30 and listen to the latest episode of the podcast to hear directly from Bahar!



UKUPC Impact Statement 2023-2024 now available

We're proud to share the [UKUPC Impact Statement 2023-2024](#), showcasing the power of collaborative procurement across Higher and Further Education, and beyond.

Over the past year, UKUPC members spent £2.4 billion through our agreements, generating £116.1 million in cashable savings, while embedding sustainability, ethics, and innovation at every level.

From enhancing responsible procurement practices to supporting members through the new Procurement Act, the consortia's collective impact continues to grow.

The Impact Statement highlights:

- Key achievements across UKUPC's five focus groups;
- Savings and efficiency figures using the HEPA Benefits Methodology;
- Updates on strategic initiatives and digital transformation;
- UKUPC Conference and Procurement Awards highlights;
- Our progress on responsible procurement and Scope 3 reporting.

Whether you're a procurement professional, supplier, or stakeholder, this year's statement demonstrates how UKUPC continues to deliver value, leadership, and support across the sector.

UKUPC Member Update July 2025

We're pleased to share the latest UKUPC

Member Update for July 2025 – now available to view as a digital flipbook. [Read the Update now](#). This issue includes:

- Strategic updates from across the UKUPC consortia
- Updates about our latest collaborative procurement initiatives from the UKUPC Board, Joint Contracting Group (JCG), and working groups for Systems, Responsible Procurement, and Communications
- Key information on transforming public procurement and sector insights, including updates from HEPA.

UKUPC Quarterly Market Insight Documents (August 2025) are now available

Please find below the latest UKUPC Market Insight reports for August 2025.

- [UKUPC Full Market Insight Document August 25](#)
- [UKUPC Market Insight Summary Document August 25](#)

The full detailed report, provided for UKUPC members by the professional category leads across the university purchasing consortia, contains insight on what is happening in national and international supply chains. The summary report gives a high-level view of the key issues affecting each category.

Newly Launched Frameworks

- [NEPA 3 – National Education Printer Agreement 3](#)
- [Washroom Services and Period Dignity Solutions](#)
- [Removals and Relocations Services](#)
- [Jisc Network Solutions](#)
- [Books, E-books and Associated Services](#)

News

Click on the hyperlinked titles to find out more

Spend Data Request for 2024/25

We've emailed the request below to the main purchasing contact at all our full member organisations. Please ensure it's passed on to the most appropriate person within your organisation to complete.

We are now collecting 2024-25 non-pay spend data to help us produce your annual procurement reports, including:

- Scope 3 Carbon Emissions Measurement
- Spend Analysis Report
- Benefits Report

To receive these tailored reports and access the Contract Uptake website, please return your completed data using [this template](#) to spend@lupc.ac.uk by the hard deadline of 16 October 2025.

We recommend including spend over £1,000 and completing as much of the template as possible - either the green tabs or the blue tab. Please note that the Supplier Key field is mandatory, and we cannot accept late submissions. If you have any questions, please contact [Kai Osborne](#), LUPC's Data Analyst. For further support on carbon reporting, feel free to reach out to [Mags Shapiro](#), Responsible Procurement Lead.



The Procurement Value Survey (PVS) Results Report 2023/24 now available!

The Procurement Value Survey (PVS) Results Report for the Financial Year 2023/24 has been released.

UUK Transformation and Efficiency Report - Towards a new era of collaboration

UUK's Transformation and Efficiency Taskforce has recently published its report; [Towards a New Era of Collaboration](#).

Consultation on further reforms to public procurement

The Cabinet Office has launched a ten-week public consultation (from 26 June 2025) on plans for further reforms to public procurement aimed at strengthening British industry, creating jobs, and enhancing skills.

Events

Monthly Heads of Procurement Meeting - 26 September - 9.30 - 10.30

Books, e-Books and Associated Services framework launch - 27 August - 11.30 - 12.30

We're planning a comprehensive range of online procurement training courses to start in Autumn, more details to follow shortly. Please check the [events section](#) of the LUPC website for more information and to register



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RP Hub

LUPC's RP Hub launched earlier this year and houses our Supplier Due Diligence questionnaire. Until now completion of the questionnaire has been voluntary, with just under 20% of framework agreement suppliers completing and agreeing Corrective Action Plans. Participating framework agreement suppliers are currently from the NDNA, Legal Services, Laboratory Equipment, Occupational Health and Estates & Facilities Management agreements.

Our terms and conditions have been enhanced to make completion of the questionnaire compulsory within 90 days of appointment on to a framework agreement, for all new framework agreements. Existing LUPC framework agreement suppliers who have not yet done so, are encouraged to register for the RP Hub at <https://rphub.lupc.ac.uk/> and complete the questionnaire.

It includes 35, largely multiple-choice,

questions, with the opportunity to upload evidence across 11 themes, including:

- Audits, monitoring, accreditation & awards
- Sustainability strategy & reporting
- Social Value
- D, E & I
- Real Living Wage
- Freedom of Association & Employee Voice
- Human & Labour Rights & Modern Slavery
- Decarbonisation
- Health & Safety
- Supplier Due Diligence
- Anti-bribery & Corruption

We aim to launch the member view towards the end of the year, once sufficient supplier data is available.



Supply chain monitoring and grievance mechanisms

When it comes to monitoring supply chains and facilitating worker-centred remedy, we are especially appreciative of the work of [Electronicswatch](#) who celebrate 10 years this year. (Check out the lead article for this edition on page 21 and tune into the podcast to hear directly from them and learn more about how to make the most of your affiliation!)

Our affiliation with [Unseen](#), who run the UK's Modern Slavery Helpline, aims to broaden our reach across sectors within the UK.

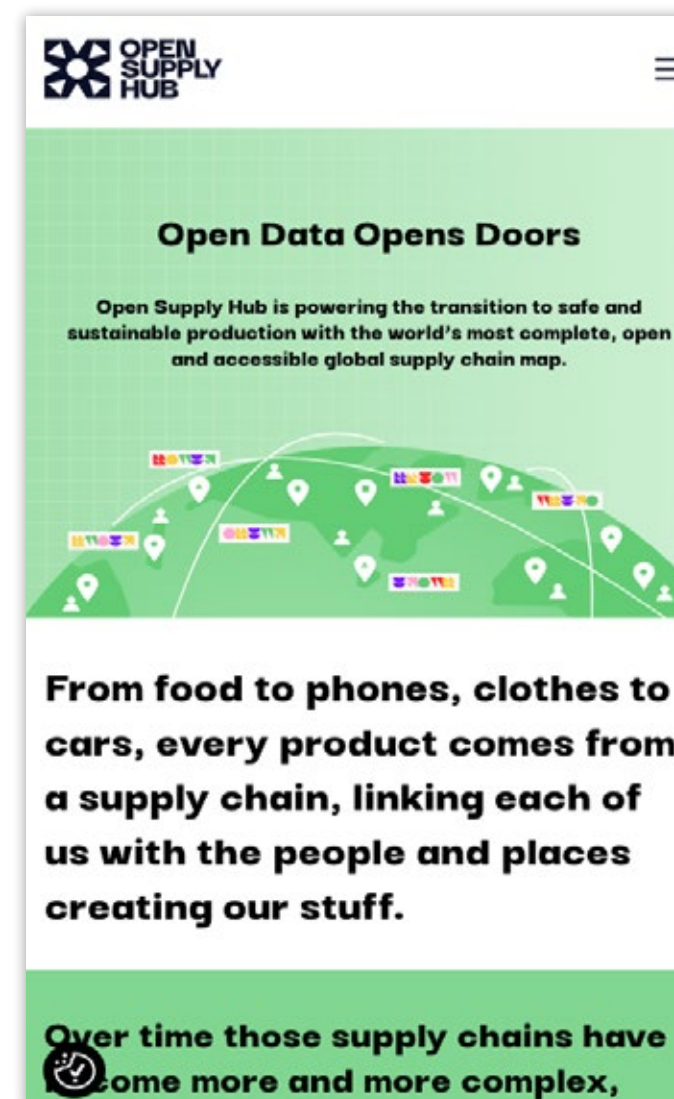
The Responsible Procurement section of LUPC's website includes a [webform](#) and the helpline number for reporting concerns about a potential instance of modern slavery.

Members and supplier are encouraged to use these posters ([poster 1](#), poster 2, [poster 3](#), [poster 4](#)) either online or in print format to share the helpline number and access to the webform on LUPC's webpage. Read Unseen's [Annual Report](#) for 2024.



Open Supply Hub

Supply chains have become more and more complex, making it hard to see who is making our products and where. As a result, people and environments around the world are often exploited. To transform harmful supply chains into safe and sustainable ones, we need to be able to see the big picture. [Open Supply Hub](#) is a free, open-source, online platform, which shows where global production locations are and who is connected to them. The Ethical Trading Initiative has recently made it compulsory for all members to disclose their Tier 1 suppliers on Open Supply Hub. LUPC encourages members and suppliers to do the same. Sharing data helps build the world's most open and accessible global supply chain map. The platform provides opportunities to discover overlapping datasets and encourages collaboration with partners using the same suppliers, to accelerate efforts to remedy harm and realise supply chain improvements.



B Corp

With a growing interest in B Corp accreditation among framework suppliers, we were pleased to host a [webinar](#) for members with B Corp legend Andy Hawkins to explain the standard and the level of verified assurance of "business as a force for good" provided by the mark in terms of governance, workers, community, environment and customers.

While B Corp certification is limited to for-profit companies, the [B Impact Assessment](#) is available for anyone to access, at no cost, and provides a framework for organisations to consider in order to map their own sustainability journey.





FROM INTENT TO IMPACT: HOW THE PROCUREMENT ACT 2023 PUTS PURPOSE AT THE HEART OF FRAMEWORK AGREEMENTS

By Mags Shapiro Responsible Procurement Lead, LUPC

A New Era for Public Procurement

The Procurement Act 2023 represents the most significant overhaul of public procurement in a generation—and for LUPC members, it’s an open invitation to rethink the use of our frameworks

to deliver more than just compliance and cost savings.

The Act ensures that public benefit is now built into the process – framework agreements must deliver social and

environmental value as standard. Procurement with purpose has long been LUPC’s approach, allowing us to hit the ground running with the new regs.

Procurement processes must be more accessible to small and medium-sized enterprises (SMEs) and voluntary,

community, and social enterprises (VCSEs). This includes simplifying tendering processes and promoting fair competition.

Historically, procurement has been measured by how efficiently it could achieve the lowest cost or highest economic return. But the

Previously	New Act
Social value optional	Public benefit required
Fixed procurement routes	Flexible procedures allowed
Limited contract monitoring	Ongoing performance transparency
Narrow evaluation criteria	Broader value-based assessments

Procurement Act 2023 redefines success through a new lens: the Most Advantageous Tender (MAT). This terminology replaces MEAT—Most Economically Advantageous Tender - and promotes a broader view that encompasses environmental, social, and economic value. This is not just semantics. MAT gives contracting authorities the flexibility to give appropriate weight to social value - something many of our members have been championing for years. This principle is further elaborated by [PPN 002 \(updated](#)

[February 2025\)](#) and [accompanying guidance](#), which mandates a minimum 10% weighting of the overall quality score for social value in tender evaluations for contracting authorities for procurements on or after 1 October 2025.

What’s Changing?

For our members, this means revisiting specifications and scoring criteria. It’s a chance to ask, “How does this contract serve our community? Will it support fair and inclusive employment, reduce carbon

emissions, or strengthen local supply chains?” Through LUPC frameworks, we’re already working to ensure suppliers understand these expectations and are equipped to deliver on them.

Practical Examples already in action

- *Sustainable Science*
Framework: Laboratory Equipment Low-energy and water use lab solutions
- *Fair Work and Local Impact*
Framework: Cleaning & Associated Services. Living Wage commitments, local recruitment and training for disadvantaged groups are written into contracts
- *Greener and Ethical Technology*
Frameworks: ICT & Audio Visual Suppliers provide secure asset recovery, ethical disposal, and energy-efficient tech as well as factory disclosures to support worker-led monitoring
- *Building Community Value*

Framework: Estates & Facilities Suppliers participate in apprenticeship schemes, local SME subcontracting and on-site skills development

“Every specification is a chance to ask: how does this contract create lasting value?”

Looking Ahead

The Act empowers procurement teams to lead on the challenges that matter - climate change, modern slavery, inequality, community resilience. For universities, research, recreation, cultural and local government institutions, this aligns naturally with missions grounded in education, public good and global responsibility.

As always, LUPC is here to help you turn intent into impact by ensuring every framework is not only compliant, but a catalyst for meaningful change.

“Procurement is no longer just about process. It’s a platform for purpose.”



Have a procurement job vacancy?

Share it on the LUPC Jobs board and LinkedIn page

lupc.ac.uk/jobs



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contact.g.varriale@lupc.ac.uk



FUNDING AND SERVICE PROVISION: WORKING IN PARTNERSHIP FOR THE LUPC COMMUNITY

LUPC's Assistant Director Membership, Marketing & Communications, Suzanne Picken, and Deputy Director, Jasbinder Sandhu, provide a detailed account of how LUPC is funded; how this translates into services for its members, and what members and suppliers can do to support enhanced service delivery for all.

Over the years, LUPC has developed close working relationships with its members, understanding what our members need and expect

from us and ensuring that we are truly member-led and driven by our procurement community. It is incredibly important to us to be open

and transparent with our members and suppliers and we want to clearly explain how we are funded and what we deliver with the monies we are entrusted with.

How LUPC is funded

LUPC's income derives from two principal streams; annual membership fees paid by its [full members](#) and framework levies on some of the good and services frameworks used by member organisations.

Annual membership fees vary between £2,250+VAT and £7,200+VAT and are dependent on the annual non-pay spend of members. These fees have not increased for 13 years.

Framework Levies

- 92 [UKUPC](#) frameworks are currently used by LUPC members.
- 76 of these have a framework levy and 16 have none.
- The levies on these frameworks range from 0% to 1.5%.

The framework levy is payable by suppliers to LUPC on framework expenditure by LUPC members. Combined with the annual membership fees, this covers LUPC's operating costs and enables investment in the delivery of our services.

Levies on UKUPC frameworks are comparatively lower than other framework providers. Through

benchmarking exercises, we know that LUPC's levies are competitive against other providers charging from 1% up to as much as 5%.

Our members can also be assured that frameworks available via LUPC are fully compliant with the Procurement Regulations.

The LUPC Board, made up of senior directors drawn from our member organisations, are responsible for the financial oversight of LUPC and makes decisions on behalf of the membership on any year end surplus. As a not-for-profit organisation, any surplus is either re-invested to provide additional services for members, shared with members in the form of a credit against the annual membership fee, or a combination of the two.

What we do with income from our members

Our members' spend through using UKUPC frameworks provides LUPC with income via framework levies which, in turn, is used to invest in enhancing the benefits and services we deliver for our members.

Over recent years, we have listened to our members and addressed their needs by expanding our service offering as follows;

- Identified Estates as a key spend area for members:
 - o recruited a second Estates Senior Category Manager;
 - o delivered the new Carbon

- Offsetting Validation Services framework;

 - o will imminently be going out to tender for a new and expected high-use framework covering Estates Professional Services.
- Taken Responsible Procurement (RP) guidance and resources to the next level to support our members and suppliers in their responsible procurement activities by:
 - o Having a full-time dedicated RP Lead in place at LUPC since 2019;
 - o Providing expert advice for members on embedding responsible procurement within their sourcing processes;
 - o Supporting suppliers to meet rigorous human rights and environmental criteria, set
- against global benchmarks;

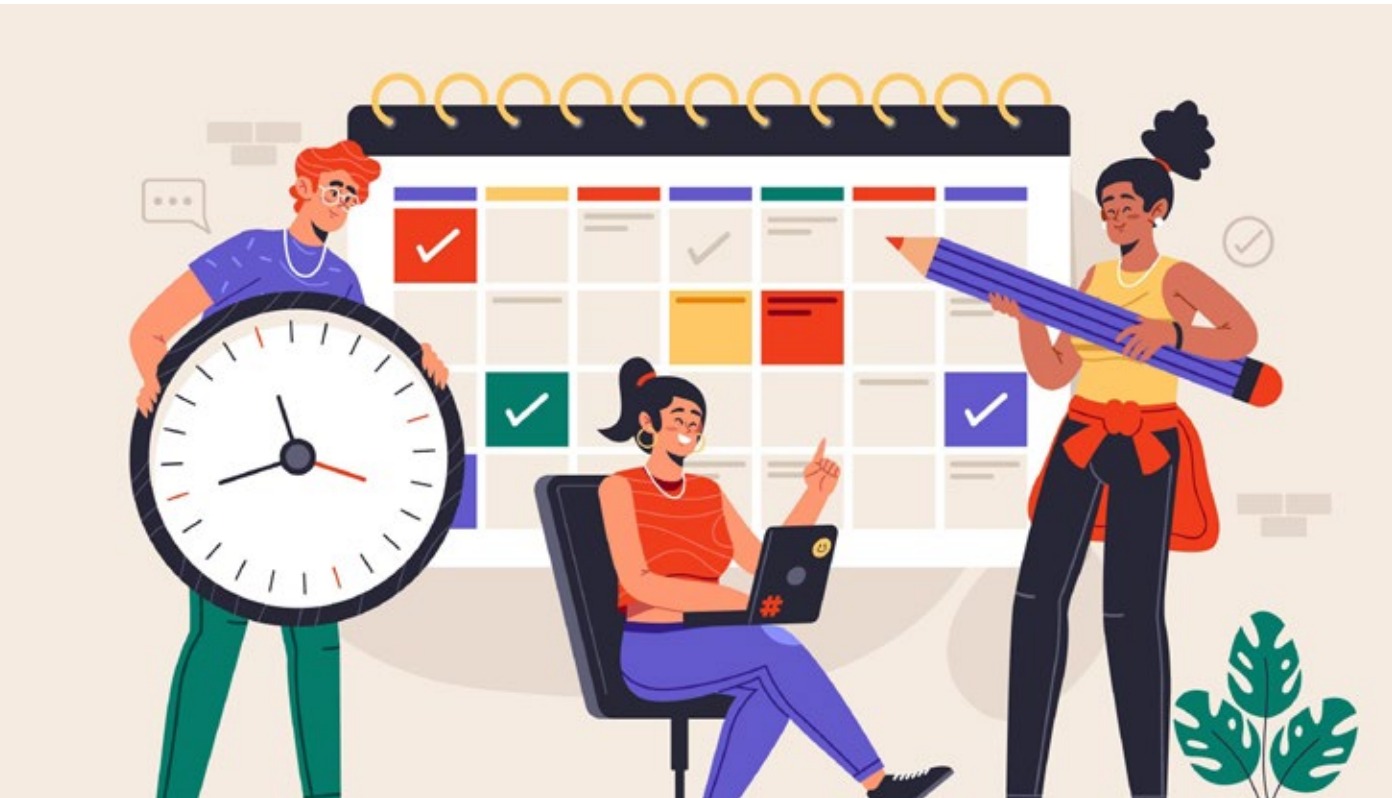
 - o Designing and developing software for the LUPC RP Hub, our portal for supporting progress in responsible procurement. This will ultimately enable our members to track LUPC framework suppliers on their responsible procurement journey. Partnering with suppliers in this way, we are creating an opportunity to support their RP progress using a tailored approach, as well as promoting awareness of their activities in this area to members;
 - o Upskilling our framework suppliers through delivering relevant responsible procurement webinars designed and delivered for them.

Our aim is to inspire a responsible procurement movement among our suppliers and members; one that will have a real impact.

- Developed an annual training plan for our members to attend high-quality courses delivered by external providers and covering a wide range of key procurement subjects. Delivered to members' procurement staff of varying levels of experience and their stakeholders, they cover topics such as the Procurement Cycle, Specification Writing, Tender Evaluation, Contract Management, Category Management and Negotiation.
We had 1280 attendees at our training, guidance and networking sessions in 2024-25.

“The webinars led by Mohamed Hans have been the most useful, practical and pragmatic information I’ve received regarding the new Procurement Act.” Category Manager, LUPC Member Organisation.

- Played our part in introducing new entrants into the world of procurement within our sector through our Apprenticeship Scheme launched in January 2024. An element of the two-year scheme includes placements with selected member organisations, at no cost to the host, supporting their procurement activity. The long-term aim is to produce quality, trained procurement personnel who are ready to fill procurement roles with our members and help deliver future procurement leaders for the HE sector.
- Produced a range of Procurement Templates for tendering activity drafted by legal provider, Brodies LLP. The templates cover Invitation to Tender; Invitation to Participate; Procurement Specific Questionnaire; Assessment Summaries; and Award Letters, serving as a useful resource for procurement teams, supporting future tendering, and providing a level of risk mitigation for organisations. These templates have proven incredibly popular with members and have also been shared nationally with our partner consortia.



Why we need LUPC members to report framework usage

This article has explained how we fund our member services and the role of the framework levy as part of ensuring continuous improvement at LUPC. It is vital that members using UKUPC frameworks refer to the framework name and reference number in any call-offs. Without this, you may not be getting the best pricing available under our frameworks and LUPC may not receive usage information from suppliers enabling us to collect the framework levy owing.

Steps we need our members to take:

1.

Notify the supplier you are calling off from a UKUPC (APUC, HEPCW, LUPC, NEUPC, NWUPC, SUPC) framework.

N.B. This will ensure that you receive the framework pricing, terms and additional value agreed with the supplier.
2.

Include the framework name and reference number on your contract and purchase order.

N.B. This will support the supplier when they report member spend to LUPC.
3.

Email us to advise when you are using one of the UKUPC frameworks, providing:
 - name of supplier
 - framework title
 - framework reference
 - date of call-off contract
 - approximate value
 - length of contract
Send the above information to enquiries@lupc.ac.uk
4.

Share your annual spend data with LUPC when requested (usually in August)

N.B. This supports us in checking that all spend through frameworks is being reported by suppliers

We need to ensure that our funding continues at a level where we are able to support the activities our members benefit from.

Benefits to our Suppliers

The framework levies that we collect are also invested in enhancing and supporting our supply chain, so have a benefit to our suppliers through the development activities we create and run for them. Being part of an LUPC/UKUPC framework provides our suppliers access to member organisations with an annual total framework spend of £2.4bn.

We market our suppliers to our members through webinars and our in-person conference. This gives them the opportunity to build relationships and networks with our members.

We support LUPC framework suppliers on their responsible procurement journey. This is a free service that we offer, which enhances their responsible procurement credentials. The impact of this work benefits our suppliers, members and communities.

Steps we need our suppliers to take

1.

Confirm with the member where the product or service is available through a UKUPC framework.
2.

Record framework title and reference number on all related correspondence with the member and your internal records.
3.

Email to inform us when an LUPC member contracts with you via the framework including the information below:

- framework title
 - framework reference
 - date of call-off contract
 - approximate value
 - length of contract

Send the above information to enquiries@lupc.ac.uk
4.

Submit member spend data on a quarterly basis via the UCSP portal as prompted by our quarterly LUPC Management Information Request.
5.

Ensure prompt payment of Framework Levy invoices.

LUPC has created a strong network and community that includes our partners, members and suppliers. Through these relationships we want to deliver the best outcomes and

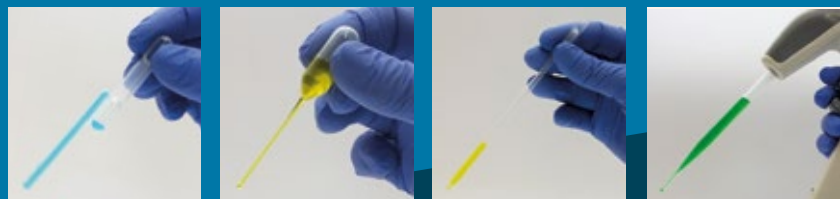
outputs that allow us to benefit from our combined purchasing power and economies of scale, creating collective opportunities and benefits for us all.

With this approach, we are delivering on our mission statement of providing professional procurement services, delivering value for money, innovation, and sustainability.

We are very happy to address any questions relating to the information in this article. Please contact [Don Bowman](#), Director, LUPC if there is anything you have read that you would like to discuss further.

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TEN YEARS OF IMPACT FOR WORKERS WITH ELECTRONICS WATCH

In this special feature, Electronics Watch (EW) marks its 10th anniversary by reflecting on a decade of worker-driven impact, milestone achievements, and the vital role public buyers play in protecting workers' rights. From pioneering supply chain monitoring to securing remedy for migrant workers. In this article, we hear directly from EW as they highlight how far we've come together and how members can take action to drive even greater change.



Hear more in our latest episode of Linked Podcast

In 2025, we proudly mark a decade of Electronics Watch (EW). Founded on 19 February 2015, the organisation emerged from a three-year EU funded initiative. It united seven NGOs (non-governmental organisations) and 25 founding affiliates – including LUPC – with a shared vision to harness the power of public procurement to protect workers' rights.

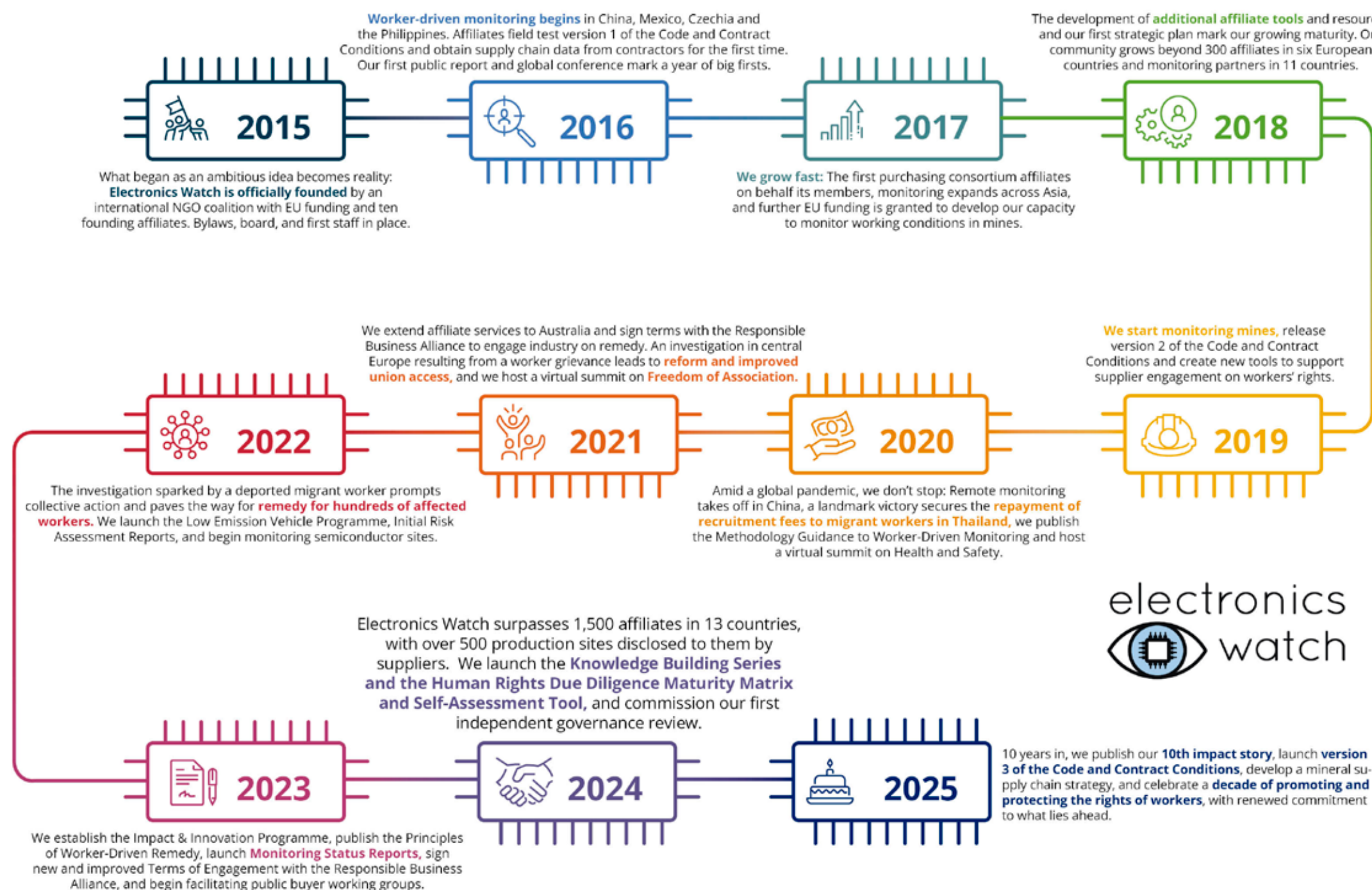
Some milestones

We began worker-driven monitoring in factories in China, Mexico, Czechia and the Philippines in 2016, before expanding across Asia the following year. Affiliates successfully obtained supply chain data from contractors for the first time, and Electronics Watch grew rapidly, with the first purchasing consortium, APUC, affiliating on behalf its members in 2017 and LUPC following shortly after. By 2018, our community had already grown to 300 affiliates in six European countries and monitoring partners in 11 countries.

After securing further EU funding, we began monitoring working conditions in mines in 2019. Even during the pandemic our work continued, with remote monitoring in China, and publication of the [Worker-Driven Monitoring Methodology Guidance](#). By 2021, we had extended affiliate services to Australia and signed terms with the Responsible Business Alliance (RBA) to engage industry on remedy.

We launched the [Low Emission Vehicle Programme](#) in 2022, supporting public authorities in the responsible procurement of low emission vehicles. And in 2023 we established the [Impact and Innovation Programme](#) to explore expanding our impact model to other sectors. We also expanded our monitoring to include semiconductor sites.

By 2024 we had surpassed 1,500 affiliates in 13 countries, with over



500 production sites disclosed to them by suppliers.

Resources for affiliates

The Electronics Watch Code and Contract Conditions were among the first resources we developed for affiliates. These are a valuable procurement tool for public buyers, providing a framework for monitoring and addressing human rights issues in their supply chains. Both are intended for inclusion in contracts or can be used as a reference or template to support the development and implementation of socially responsible public procurement. We have just published [Version 3](#), which puts a greater emphasis on shared responsibility, access to effective remedy, and meaningful stakeholder engagement.

Monitoring Status Reports (MSRs)

were introduced in 2023. Providing personalised independent information about working conditions and rights violations, MSRs include updates on remediation, and guidance on whether and how to engage with contractors and suppliers, including sample language. They are a fundamental tool for human rights due diligence work.

Note from LUPC:

MSRs are emailed directly to members by Electronics Watch, flagging recommended actions for members. If you are an LUPC member currently not receiving these updates and wish to, please contact LUPC's Responsible Procurement Lead, [Mags Shapiro](#)

The [Principles of Worker-Driven Remedy](#) document is another key resource. A guiding framework for public buyers and other stakeholders to address harm to workers in supply

chains, they were developed in 2023 in consultation with trade unions, labour rights organisations, and public buyers. The Principles put affected workers at the heart of the remediation process.

The [Human Rights Due Diligence Maturity Matrix and Self-Assessment Tool](#) followed in 2024, to help affiliates assess the maturity of their current practices, identify gaps and drive incremental improvement.

In addition, we now facilitate public buyer [working groups](#) and offer Initial Risk Assessment Reports to inform affiliates' risk assessment and mitigation activities. We have also launched the [Knowledge Building Series](#), with the support of participating institutions including LUPC. This provides an overview of labour rights violations and risks for public buyers in several high-volume, high-cost purchasing categories.

Spotlight on workers' rights

In our ten years, we have shone a spotlight on key rights and issues affecting workers, through public reports and events. For example, we hosted a virtual summit on health and safety in 2019, one of the key concerns for many workers in the electronics industry, and in 2021 we hosted a virtual summit on Freedom of Association and the right to collective bargaining. It explored how public buyers can protect these rights, and how trade unions help

to ensure social and environmental responsibility in their supply chains. A webinar series on human rights due diligence followed, which focused on developing a concept of due diligence that is measurable and enforceable and benefits workers. Speakers from LUPC have regularly shared their perspectives and expertise.

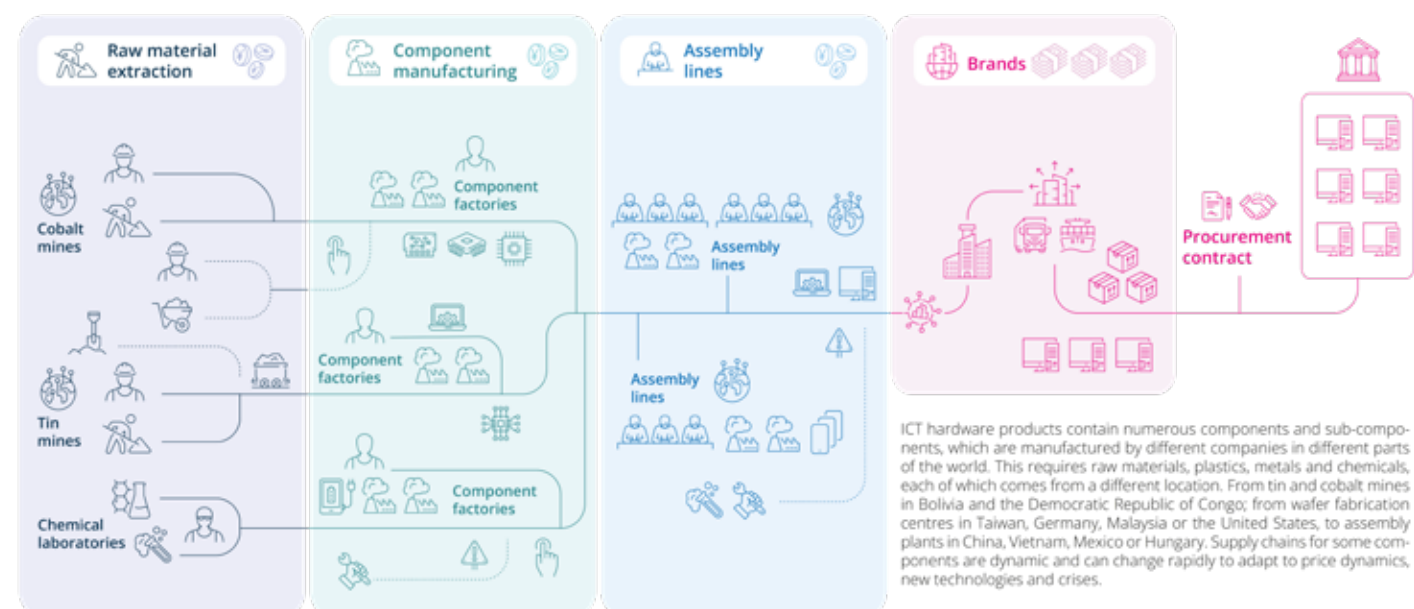
Impact for workers

The ultimate goal of our work is to provide workers with access to remedy, rather than simply ensuring compliance with a code of conduct, securing a rating, label or certification, or demonstrating progress toward corporate social responsibility goals.

Some of our key achievements in the last decade include a landmark 2019 victory that secured the repayment of recruitment fees to migrant workers in Thailand. A 2021 investigation in central Europe resulting from a worker grievance led to reform and improved union access. And the following year, an investigation sparked by a deported migrant worker prompted collective action and paved the way for remedy for hundreds of affected workers.

To find out more about Electronics Watch and your affiliation through LUPC membership, and how you can affect change for workers in your electronics supply chain, contact [Marisol Bernal](#), EW Affiliate Engagement Manager, or contact [Mags Shapiro](#), LUPC RP Lead.

The Complexity of the ICT Supply Chain



ELECTRONICS WATCH IMPACT: DEBT BONDAGE REMEDIED THROUGH JOINT ACTION | A CASE STUDY

We've published a series of [impact stories](#) that highlight key takeaways from some of our successes over the years. The most recent, which affected LUPC member supply chains, explored how joint action remedied debt bondage for migrant workers.

In October 2022, a Nepali migrant worker at Allied Precision Technologies in Melaka, Malaysia was abducted by company representatives and deported for complaining about recruitment abuses. He reported what had happened to Migration Dristi, an Electronics Watch monitoring partner, that he had been targeted for speaking out about recruitment abuses. He was forced into a car and locked alone in a room overnight, fearing for his life, with no way of communicating with the outside world. He was repatriated the next day.

The abuses he complained about included paying fees of roughly 300,000 Nepalese rupees (€2,000) to

recruitment intermediaries in Nepal. Although the monthly base wage was only 1,500 Malaysian Ringgit (€300), the intermediaries told workers that they would receive up to 4,500 Ringgit (€900) per month. Even with overtime, workers could only have earned between 2,000-2,500 Ringgit (€420-520). Workers also paid the cost of medical examinations, Covid tests, transportation and in-transit subsistence, pre-departure orientation, and passport fees. They received no receipts. In some cases, money lenders in Nepal required workers to sign loan documents stating they borrowed three times the amount they actually borrowed.

Electronics Watch notified the Responsible Business Alliance (RBA) about the forced repatriation. With the help of an NGO in Nepal, the worker who was abducted received a charitable contribution from the RBA equivalent to the wages that he would have received under his contract (about €4,000), and reimbursement of the recruitment fees he paid. Electronics Watch made a second urgent action request to the RBA in February 2023 after workers reported being threatened by a local

recruitment agent. The RBA convened three major electronics buyers, including HP, who all insisted that reprisals against workers were unacceptable.

An RBA audit confirmed that workers had paid recruitment fees and an independent investigation in August 2023 established the amounts to be repaid. Electronics Watch, the RBA and linked brands – encouraged by their public buyer customers and human rights activists – escalated their pressure on Allied. In February 2024,


Allied agreed to repay the recruitment fees according to the amounts stipulated in the RBA investigation.

Electronics Watch worked with Migration Dristi to locate all those eligible for reimbursement, including absconded workers. In October 2024, the 203 affected migrant workers at the Melaka factory confirmed that they had been reimbursed. This case triggered an investigation at another Allied factory in Malaysia, resulting in a further 178 migrant workers being reimbursed.




Commodity Updates


This section will give you an update on any new agreements in place, or news on existing agreements. Please note this is not the full list of available agreements, just those where there is some news to report. For the full list of agreements and for further information on any of the agreements listed here, please visit [Hunter](#).




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Other useful contacts:



Jisc
<http://www.jisc.ac.uk>



TUCO
<http://www.tuco.org/>



TEC
<http://www.tec.ac.uk/>

Information correct as of 2nd April 2025.

Audio Visual

Audio Visual: Broadcasting Equipment and Integration Services - AVI3120 NW MK
The first optional 12-month extension period has been enacted. All suppliers have agreed to the extension, and all relevant paperwork has been signed and returned.

Audio Visual: Photographic Equipment and Consumables - AVI3199 NW MK
Review meetings have been concluded with three of the five suppliers on the framework (June-July). Discussions focused on successes, challenges, and supplier performance under the current agreement.

Audio Visual: Supplies, System Design, Installation and Maintenance – National – AVI2007 NE MK
The agreement lead will be undertaking review meetings with the awarded suppliers in August, which will include spend analysis, financial standing, sustainability including Net Positives update and supplier and customer feedback.

Estates & FM

Catering - Outsourced Services – National – CAT5079 LU JM
LUPC ran a refresher session for members on 08th July 2025 the recording of which will be made available via typical sources. A follow up session on pricing strategies and call-off approaches will take place in the

next couple of months.

Courier Services – National - PMR2005 NE JM
This agreement replaces PMR2004 NE. It consists of three Lots with a total of 4 suppliers across the Lots.

ICT and Telecoms

Computing- Desktop and Notebook Agreement - National ('NDNA') – ITS5071 LU MK
Agreement price lists and buyers’ guides for each route to market continue to be added to Hunter on a regular basis with management information for the period ending Q3 2024/5 likewise available.

Both Dell and Lenovo have progressed the inclusion of an additional NDNA reseller party to support their reach to varying degrees with announcements to be made in due course. A new Dell Buyers Guide with an updated DOL (Discount off List) % table has been uploaded to Hunter with others in progress.

HP presented their latest product roadmap in a session held 4 June, which was followed by Q&A and open to members. Similar sessions are likely to be organised in due course.

All four OEM suppliers have been issued with updated templates as part of the NDNA and Electronics Watch factory disclosure process. These capture the latest generation of end-user devices inc. AI-ready PCs and are due for completion by the end of August.

A member survey is planned for August ahead of the next round of review meetings on 15-16 October at Lenovo HQ, Farnborough. This will include certain questions designed to assist with the next tender strategy and new matters for consideration. Extension letters for the fourth and final year of the agreement will be issued capturing aspects of the feedback where required. A decision on the start date of both the ITT and the next NDNA remains to be resolved arising from uncertainties on the release of the next generation of Intel processors aka ‘Panther Lake’ in 2026.

Computing – General Matters not covered elsewhere MK
The National ICT Group (NICT) continues to meet every 4-5 weeks to discuss matters arising across the 25-plus ICT framework agreements, potential future collaboration and present IT procurement-related issues within the sector. The last meeting was held 17 June with the next to be held 22 July with Howard Moody from Jisc invited to advise on the latest discussions with key software vendors to the sector including Microsoft and Adobe.

The new [OCRE](#) (Open Clouds for Research and Education) Cloud Framework is now live. This framework agreement has been set up by GÉANT to help accelerate cloud service adoption in the education and research community. The OCRE Cloud Framework has delivered outstanding results, generating over £20 million in savings for the sector by the end of 2024. Building on this success, OCRE 2024 was launched in February 2025, featuring an expanded pool of suppliers and offering even higher discount rates. The new framework has already garnered strong interest from the community and is well-positioned to exceed the achievements of its predecessor. The default award method remains a direct award to the top-ranked supplier via the cascade method. For further details, please refer to the Framework buyer’s guide: [OCRE 2024 Cloud Framework](#).

Jisc Network Solutions Framework - Proc2719 MK
The Network Solutions Framework went live 1 June 2025 replacing the previous Network Equipment framework. The agreement covers the supply and support of a broad range of wired and Wi-Fi network equipment and associated services including but not limited to development days, project management, resident engineer professional services and fully managed solutions. A full list of the framework scope can be found [here](#). The recording of the introductory webinar held 17 June is available [here](#).

Interested users can reach out to frameworkcontracts@jisc.ac.uk for access to templates and further information.

On-boarding activities are in-progress with all framework suppliers covering the areas of performance, reporting, invoicing and future service reviews.

Computing - National Education Printer Agreement 3 ('NEPA3') - ITS2011 NE MK
NEPA3 is now in place with details populated to Hunter. Supplier onboarding meetings have been held, which indicate a good level of end-user interest, including several customer enquiries on utilising the new framework.

Computing - Networking Supply & Services ('HENS2') - National - ITS2008 NE MK
Contract extensions were signed off for the approved first 12-month extension period. The well-established framework continues to see strong spend levels with flexibility for direct, desktop calculator and mini competition led awards.

Computing - PCs with Apple Operating Systems – National – ITS6004 HW MK
The tender response window closed on 20 June 2025, with six tenders received. Evaluations concluded on 25 July, with moderation meetings planned for completion by early 8 August.

The new Framework Agreement is planned to commence 1 September 2025 for an initial period of twenty-three (23) months until 31 July 2027, with the option to extend for two, 12-month periods to 31 July 2029.

Software License Resellers (SLRA) – National – ITS4042 SU MK
Stage 2 of the SLRA process is now in progress. Following an extension, the bid submission deadline closed on 20 June. SUPC have received responses from all but three of the invited bidders. Quality responses have been shared with evaluators and moderation meetings are due to commence during the week beginning 28 July. The new framework is expected to go live in October.

Computing - IT Equipment Reuse Recycling and Disposal – National – ITS3082 NW MK
The options appraisal paper for the framework renewal was completed in June with final decisions on next steps to be made and communicated in July.

Computing - Jisc Digital Preservation Systems Dynamic Purchasing Service (DPS) - ITS1505 JC MK
The Digital Preservation DPS service enables users to purchase a digital preservation solution from pre-qualified vendors who conform to sector standards around the long-term access and preservation of your digital assets. The agreement provides Buyers with a compliant route to market to purchase Digital Preservation systems. This DPS is designed for institutions across the HE sectors to use in helping procure these systems. Digital preservation systems would be of particular interest to individuals involved in library services as well as procurement/finance individuals. For any organisations who would like further information or are interested in using this DPS, please contact the Jisc team on preservation-dps@jisc.ac.uk.

Further information is available at: Digital preservation systems dynamic purchasing system (DPS) - Jisc (<https://www.jisc.ac.uk/digital-preservation-systems-dynamic-purchasing-system-dps>);

Additionally, Jisc provides digital preservation advice and consultancy that can support DPS take-up Digital preservation advice and consultancy - Jisc.

Jisc Electronic Research and Laboratory Notebook DPS - ITS1506 JC MK
The dynamic purchasing system (DPS) was set up to provide a means to purchase electronic research and laboratory

notebook (ERN) products from approved suppliers. Further details on how to use the DPS are available on the Jisc website: <https://jisc.ac.uk/electronic-research-and-laboratory-notebook-dps>

Jisc is reviewing the future of the DPS with consideration to alternative procurement routes under the new Procurement Act, for example, an Open Framework that could offer direct award as a call-off option. This is very much under early consideration; feedback is welcome to procurement@jisc.ac.uk FAO: Chris Hallahan.

Jisc Network Equipment Framework – ITS5063 LU MK

The framework expired on 31 May; all new requirements should be directed towards the new Jisc Network Solutions Framework.

Jisc Telephony DPS - ITS5064 LU MK

The [Telephony DPS](#) has been extended until 01/12/2025, customers can continue to award to suppliers for their requirements. Jisc are looking to run an Open Framework to replace the current DPS and are keen to get expert input from both current and potential future users. Jisc will be circulating a survey soon to gather feedback. Any institution interested in being involved should reach out to telephony@jisc.ac.uk.

Telecommunications - Mobile Phones Ethically Sourced - TEL5082 LU MK

The Fairphone 4 handset is now no longer available with no stocks remaining. Materials referencing the Fairphone 4 were accordingly removed from Hunter in mid-June.

The new series 6 handset is now available for purchase and was recently awarded 10/10 for its longevity and repairability by [iFixit](#).

Agreement supplier Your Coop will be sending a launch email for all subscribed Purchasing Managers once updates to the LUPC landing page have been completed. Additional assets in support of the FP6 will be populated to Hunter shortly.

Insurance

Insurance – Regional MK

The ITSG continues to meet monthly with representatives from both Gallagher and RMP with the last meeting held 25 June and the next scheduled for 23 July.

The new Financial Lines agreement, which is being undertaken via a two-stage competitive flexible procedure, has three Lots covering Management Liability (inc. D&O), Crime and Professional Indemnity (PI). The expected to go live date remains 1 August as planned with one supplier in each Lot apart from PI, where there are two.

Following a lengthy evaluation process that included a BAFO (Best and Final Offer) submission from each bidder, Contract Award letters with accompanying Assessment Summaries were issued 3 July with standstill due to finish 15 July. Representations from the given bidder references are presently being taken up and implementation meetings arranged for 17 July in London, which will include in their discussions:

- Submitting terms to members and receiving instructions with the broker (Gallagher) to issue Version 2 Renewal Reports including Financial Lines, Motor and any other outstanding classes. These will be drafted and submitted by email to members after standstill with an offer of a Teams or face to face meeting if a further discussion is required.
- Day to day administration of policies and handling of queries;
- Claims handling/reporting and management including all teams involved;
- Capture and reporting of SLAs and KPIs.

Laboratories and STEMed

Lab Equipment (General) - LAB5093 LU AR

The tender closed on the 28th April 2025. 16 bids were received, of which 5 were non-compliant. The Tender process is in the final stages of the evaluation as it is anticipated it will be awarded well in advance of the end of the extension of the preceding agreement ((LAB5061 LU) , which expires on 15th October.

High Value Laboratory Equipment (HVLE) – LAB3162 NW AR

The initial 2-year term of this agreement ended 31st July. As such, NWUP has invoked the first of the two – year annual extensions year extension options. This is because the agreement has seen a high uptake and received positive feedback during the initial term.

Lab Gases (IUPC) – National – LAB4060 SU AR

The tender deadline for this procurement was extended to the 4th of July. It is anticipated the evaluation period will take place by mid - August 2025.

Medical Simulation & Training – LAB3032 NW AR

The Medical Solutions Framework is currently being evaluated and is due to be awarded in August 2025.

Laboratory – Microscopy and Imaging Equipment – LAB1028 AP AR

This agreement was extended only to the 10th of February in order to accommodate the tender of its replacement framework.

The tender for its replacement agreement (LAB1035 AP) was launched on 3rd of June and has closed in July 2025.

Library

Books, E-Books, Standing Orders and Related Material – Inter-regional Agreement – LIB4044 SU RD

SUPC has extended this framework agreement to 3rd July 2025. Its replacement framework has now completed standstill; however, there will be a short gap between the expiry of the old framework and the launch of its replacement. This is now live and available to members.

Serials, Periodicals, and Associated Services (Print and Digital) – Inter-regional Agreement (SUPC led) – LIB4054 SU RD

The option to extend LIB4054 SU has been taken with the end date now July 2027.

For further information please refer to www.hunterpcm.uk/agreements/24867

Office Supplies & equipment

Carbon Offsetting and Validation Services – REF PFB5078 LU JM

The Framework has been extended and LUPC will be looking at options around re-tendering in the coming 6 months. Please get in touch if this is of interest to your organisation to share ideas and feedback.

Executive and Senior Strategic Search and Recruitment Services – PFB1037 AP RD

APUC has extended the current framework to its fourth year, ending 29th June 2026. This is now available to members on Hunter <https://www.hunterpcm.uk/agreements/22990>

Global Workforce Mobility Services – PFB3135 NW RD

NWUPC are currently working on the next iteration of this framework. It has been tendered and standstill completed. The new framework will be available to members in Hunter in late July 2025.

Legal Services – PFB5069 LU RD

LUPC are now working on its replacement. The closure for bids was 7th July and it is planned for the new framework to be available to members in August.

The current framework has been extended with all law firms until 3rd September 2025.

Temporary and Permanent (TAP) Recruitment Services – PFB4037SU RD

SUPC are currently working on its replacement which is expected to be available to members by 18th August 2025.

Supply of Taxi Services including Hybrid and Executive Cars—Regional – TRA5047 LU JM

This Framework is now expired and there are no plans to retender.

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To find out more get in touch with [Giorgia Varriale](#).



CELEBRATING EXCELLENCE IN PROCUREMENT: LUPC MEMBER WINS PROCUREMENT TEAM AND INDIVIDUAL OF THE YEAR



We're delighted to shine a spotlight on an outstanding figure in our sector - Bahar Shahin, Director of Procurement at Queen Mary University of London and a valued member of LUPC. Bahar plays an active and integral role on the LUPC Executive Committee, representing the interests of our members and providing input into our operational priorities.

Bahar's remarkable contribution to public procurement has recently been recognised in style: he was awarded Individual of the Year at this year's prestigious Go Awards. Not only that, but under his leadership, Queen Mary University of London's procurement team also took home the award for Procurement Team of the Year – Education & Other Organisations, highlighting the collective impact of a team driven by dedication, collaboration, and innovation.

Bahar's recognition comes as no surprise to anyone who has worked alongside him. We have had the privilege of witnessing first-hand how his passion and commitment inspire colleagues across the sector. His leadership goes beyond delivering best value - it embodies the principles of responsible, sustainable procurement that LUPC and our members stand for.

Bahar's achievements stem from a career marked by continuous

professional development, a clear pathway for progression, and a commitment to nurturing others along that journey. He has played a leading role in national initiatives such as the HE TOMs task force, driving measurable social value in higher education procurement. Under his leadership, Queen Mary has delivered significant savings, advanced energy management strategies, and embraced automation to improve efficiency. His strong stakeholder engagement – from collaborating with the Department for Education to serving as a parent governor – reflects a genuine commitment to community and sector-wide improvement. These same values underpin his team's success, with growth in both size and capability, clear career pathways, and effective supplier and contract management all contributing to their shared wins. Their "one team" approach, combined with the implementation of HE TOMs and consistent delivery of savings, has



fostered a culture where excellence is the norm.

This success is a moment of pride not just for Bahar and his team, but for the wider LUPC community that celebrates high standards, collaboration, and the power of procurement to do good.

A Conversation Worth Listening To

To mark this achievement and delve deeper into Bahar's story, we're excited to announce that Bahar is our special guest on this edition of Linked podcast. Tune in to hear about his journey in procurement, the work behind the award-winning projects at Queen Mary, and his vision for

the future of the profession.

In our conversation, we'll explore the lessons he's learned, the values that guide him, and his advice for anyone aspiring to make a meaningful impact in procurement today. We'll also hear about the opportunities he sees for procurement to drive positive change - whether that's through sustainability, social value, or collaborative working.

Bahar's story is a reminder of the difference that dedicated individuals and teams can make when they put purpose and people at the heart of what they do. We're delighted to celebrate his success with the sector and we hope his insights will inspire you as much as they inspire us.

Don't miss the episode!

Make sure to tune in to hear our conversation with Bahar Shahin - celebrating excellence, sharing ideas, and shining a light on the best of public procurement.

THE LEARNING OPPORTUNITY OF BEING INVOLVED IN A TWP | A REFLECTION

Maria Rendon Moreno, Buyer at SOAS University of London, reflects on her transformative learning experience joining a Tender Working Party (TWP). From a novice in procurement to gaining practical insight alongside seasoned professionals, she highlights how hands-on involvement deepened her understanding of tender evaluations and bridged theory with real-world practice.



Two years ago, I stepped into my role in Procurement at SOAS University with no prior experience in the field

professional. This project gave me my first real insight into the full lifecycle of a tender evaluation. I learned how to assess supplier submissions, apply scoring criteria, and participate in moderation sessions.

Procurement frameworks, tendering processes, and bid evaluations were all unfamiliar territory. It felt like stepping into a completely new world. Fortunately, I had the opportunity to work alongside Emma Keenan, whose extensive experience with the London Universities Purchasing Consortium (LUPC) proved invaluable. Emma not only shared her deep knowledge of frameworks and procurement best practices but also introduced me to the importance of professional networks in this field.

It was Emma who encouraged me to take a leap and join a Tender Working Party (TWP)—an opportunity that marked the beginning of a steep but rewarding learning curve. The tender was for Occupational Health Services, and I had the privilege of working closely with Roy Dennis, an experienced procurement

One of the most eye-opening aspects of the process was discovering how differently evaluators could interpret the same bid responses. Moderation became a crucial part of aligning our perspectives and ensuring fairness. I noticed early on that I tended to score bids slightly higher than others, which initially made me question my judgment. However, through open and constructive discussions during moderation, I gained confidence in articulating my reasoning and learned how to justify my evaluations with evidence. This experience sharpened my attention to detail and helped me develop a more analytical and balanced approach.

Working alongside someone further along in their procurement career was also incredibly insightful. Observing how my colleague approached evaluations, what he prioritised, how

he interpreted supplier responses, gave me a clearer understanding of what high-quality submissions look like. I began to distinguish between responses that directly addressed the question and those that were vague or filled with unnecessary jargon. This awareness has been invaluable in my current projects, where I now approach evaluations with a more critical and informed eye.

At the same time, I had just begun studying for my CIPS qualification. Being part of the Tender Working Party allowed me to see many of the concepts I was learning, such as ISO certifications and supplier standards—come to life in a practical setting. It was fascinating to understand how these certifications are presented from a supplier's perspective and how they influence the evaluation process. Once again, moderation discussions helped me connect theory with real-world application.

Later, I had the opportunity to

participate in another Tender Working Party, which gave me a deeper understanding of how procurement frameworks are constructed. I saw how various stakeholders contributed ideas around location, terms and conditions, pricing structures, and other key elements. This experience gave me a new appreciation for the complexity and collaboration involved in building a framework from the ground up.

Overall, my experience with Tender Working Parties has been transformative. It has helped me build a strong foundation in procurement, develop confidence in my evaluations, and connect with professionals who have inspired and guided me. I've grown from someone with no procurement background into someone who can contribute meaningfully to tender processes and framework development. I'm excited to continue learning, growing, and making a positive impact in this field.



Interested in being involved in a TWP with LUPC? We require evaluation assistance for the following frameworks in 2025 - Security and Cleaning, Estates Maintenance & Minor Works, Estates Professional Services, and for NDNA (National Desktop and Notebook Agreement) in 2026. For more information or if you are interested in being involved please email procurement@lupc.ac.uk

