



## Strategy & Governance

<b>None.</b> No formal policies or strategies related to Supplier Inclusion	<b>Individuals.</b> Decision to do business based on values, project needs, local, and social impact	<b>Department Driven.</b> Code of conduct and or policies that support supplier inclusion.	<b>Exec Steering Committee.</b> Well informed SLT committed to the delivery of Strategy. Objectives & key progress markers set out.	<b>External Review.</b> A governance structure, with assigned roles and responsibilities. Long-term strategy with sustainable approach to supplier inclusion.	<b>Industry Advocate.</b> Strategic growth through peer-to-peer strategic collaborations that set standards with high impact.	<b>Policy Advocate.</b> An advocate for all aspects of Responsible Procurement policies at national / international levels.
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## Awareness & Training

<b>No Awareness.</b> Benefits of supplier inclusion are not understood.	<b>Side of Desk.</b> Individuals with some awareness of benefits and ways to diversify supply chain.	<b>Subject Matter Expert.</b> In procurement team to provide Foundation Training to internal teams and Tier I suppliers (Tier II) .	<b>Dedicated Resources.</b> Department wide foundation knowledge (can recall and reproduce) and understanding of vision & mission.	<b>Frequent Informal Training.</b> Target categories and business areas driving the strategy forward. Training of Tier I and Tier II suppliers.	<b>Frequent Company-wide Formal Training.</b> Thought leaders, industry-wide knowledge sharing. Tier I&II supplier knowledge toolkits.	<b>People and Planet Cohesion.</b> Charting future direction of responsible procurement . Partnering with industry bodies and public entities.
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## Service Design

<b>Not Considered.</b> Supplier inclusion is not considered in sourcing activities.	<b>Consideration.</b> Supplier inclusion is practiced on an ad hoc basis. Incumbent diverse suppliers identified through vendor relationships.	<b>Active.</b> Spend analysis. Supplier compliance tracking accessibility of goods and services. SME friendly payment terms 30 days.	<b>Outreach Pilot.</b> Activities provide proximity opportunities. SME friendly Payment process 7 days . Procurement decisions consider accessibility.	<b>Champion Being The Change.</b> Investing in activities which support the growth of Inclusive Procurement. Advocacy group sponsorship. Creative Payment terms that remove barriers. Accessibility By Design.	<b>Innovative Investment.</b> Support long term investment into supplier inclusion removing barriers for small business to create equity, increase capacity Externally recognised as an advocate.	<b>Sustainable Inclusion.</b> Pioneering innovative and sustainable solutions that cater for future needs. Investing in businesses to meet demand on a global scale
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## Data & Technology

<b>None.</b> No procurement Reporting.	<b>Basic Identification &amp; Tracking.</b> Minimal tracking of supplier inclusion impact.	<b>Compliance &amp; Enrichment.</b> Track diverse spend at commodity level. Supplier inclusion portal.	<b>Robust Tier I Reporting.</b> Track inclusion, engagement, spend and opportunities. Track all suppliers compliance with the UK equalities act	<b>Tier I&amp;II Supplier Inclusion Analytics.</b> Reported at senior level. Ability to track performance against KPIs. Data driven decisions & benchmarking.	<b>External Targets.</b> Publish external targets with independent validation of outcomes.	<b>Gold Standard Data.</b> Robust data audited and reported externally on key Responsible Procurement activities: Planet , People and Economic Inclusion.
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