

	Foundation – Level 1	Embed – Level 2	Practice – Level 3	Enhance – Level 4
People	Sustainable Procurement champion identified. Key procurement staff have received basic training in Sustainable Procurement principles. Sustainable Procurement principles are included as part of a key employee induction programme.	All procurement staff have received basic training in sustainable procurement principles. Key staff have received advanced training on sustainable procurement principles.	Targeted refresher training where appropriate. Understanding amongst procurement staff of key role in BSU's sustainability played by suppliers.	Sustainable Procurement included in competencies and selection criteria. Focus is on benefits achieved. Good practice shared with other organisations.
Strategy Policy and Communications	Agree Sustainable Purchasing Policy. Signed by Vice-Chancellor. Communicated to key staff and suppliers.	Policy is updated on basis of progress so far and communicate to key staff and suppliers. Strategy to deliver Policy is developed. Analysis of potential benefits to BSU undertaken.	Review and enhance the Sustainable Procurement strategy to include Whole-life-costing methodology. Strategy linked to EMS and endorsed by Senior Management. Strategy included in overall corporate strategy and communicated to all staff and key suppliers.	Strategy is reviewed regularly and updated where improvements can be found. Benefits to BSU communicated. Benefits to BSU communicated.
Procurement Process	Basic-level expenditure analysis undertaken to identify major areas of spend for BSU. Key Sustainability impacts identified. Recorded method to award key contracts on the basis of value-for-money, not lowest price.	Detailed expenditure analysis undertaken, key Sustainability risks assessed and used for prioritisation. Sustainability is considered at an early stage in the procurement process of major contracts which begin to include general Sustainability criteria.	Whole-life Costing analysis adopted on major contracts and procurement decisions. Major contracts (threshold TBA) are assessed for general Sustainability risks and management actions identified.	Sustainability risks assessed for high impact contracts. Life-cycle analysis has been undertaken for key commodity areas. Sustainability Key Performance Indicators agreed.
Engaging Suppliers	Key supplier spend analysis undertaken and high sustainability impact suppliers identified. Key suppliers targeted for engagement and views on procurement policy sought.	Detailed supplier spend analysis undertaken. General programme of supplier engagement initiated.	Targeted supplier engagement programme in place, promoting continual Sustainability improvement. Supply chains for key spend areas have been mapped.	Supply chain sustainability audits in place. Achievements are formally recorded. Evidence available of sustainability improvements with key suppliers, either by improvements of change of supplier.
Measurements and results	Key Sustainability impacts of procurement activity have been identified and recorded. Training records in place.	Sustainable procurement risk and prioritisation recorded. Measures developed and recorded to manage the identified high risk impact areas. Supplier engagement log in place.	Whole-life Costing analysis recorded. Foundation and Embed-level recording up-to-date. Sustainability profile of key suppliers recorded. Key supply chain sustainability indicators recorded.	System independently audited as part of ISO14001 audit process. Progress formally benchmarked with peer organisations via Green League. Benefits from Sustainable Procurement are evidenced and communicated.