

Supplier Engagement HE Tool

Action Plan for University of Worcester

We have used the issues you have selected to suggest some actions to help improve your sustainability performance. You can remove actions if they are not relevant to your business, or add your own actions to this list. The action plan is likely to form part of discussions between the purchasing consortia and clients during contract review meetings. We encourage you to update your progress on these actions and to add evidence that demonstrates how you are demonstrating progress and improvement. Please feel free to share this action plan with colleagues within your business and your clients.

Social Impacts

Actions you select here will help increase your NETpositive impact on society. Select actions from this list that you have in progress, are ready to start or have already completed.

Your issues

1 Modern slavery is an issue for every business and we need to explore it
 The Modern Slavery Act requires organisations with a turnover of over £36 million to produce a public statement outlining how the risk of slavery and human trafficking is managed throughout the business and supply chain. However, issues relating to Modern Slavery can impact businesses of any size.

Your action plan

- **Publish a Modern Slavery Statement** Completed
- A responsible business is transparent and understands that Modern Slavery is more than a compliance issue. Legislation has driven rapid progress in this area and best practice is developing quickly. Businesses obliged to produce a transparency statement are encouraged to provide evidence of their commitments including appropriate governance and reporting mechanisms. Some guidance and examples [[can be found here]] <http://www.modernslaveryregistry...>
- Evidence**
 The University has published a Modern Slavery and Human Trafficking policy that can be accessed via the following link: <https://www.worcester.ac.uk/docu...> This statement is reviewed on an annual basis
- Engage with your suppliers about Modern Slavery** In progress
- Provide your own suppliers with modern slavery information or guidance and ask them about their own approach and any assurances they can provide. A good starting point for resources and best practice is [[here]] <http://www.ethicaltrade.org/issu...>
- Evidence**
 We encourage our suppliers to engage with the On-Line NetPositives Tool , to help them consider Modern Slavery, NetPositives tool gives suppliers access to a range of resources to become more knowledgeable on Modern Slavery and considers ways of ensuring that it is eradicated from the supply chain. The following link provides some examples of the types of information available to the suppliers <https://www.ethicaltrade.org/iss...>
- Provide Modern Slavery training for staff** In progress
- Training staff about issues relating to Modern Slavery including how to identify signs of slavery and human trafficking will help reduce the risk of Modern Slavery occurring in your business. For staff in some roles this might need to include how to practically manage any issues identified in your supply chains.
- Evidence**
 The procurement team at the University of Worcester is the most actively engaged in the Universitys active response to Modern Slavery, all procurement staff have completed the HEPA training - Protecting Human Right in the Supply Chain. The Procurement team are looking at training options available through CIPS such as <https://www.cips.org/learn/e-lea...>

2 We could do more to engage and develop our staff

Engaged staff are assets to your business; when they understand what you are trying to achieve they can help make it happen. Sustainability is linked to staff development as it forms part of organisational process and practice.

→ **Support staff to shape sustainability strategy and drive implementation** Completed
Help your staff understand what sustainability means and how their professional practice contributes to broader strategic ambitions. Systems and processes can be developed to include sustainability formally across the business or a network of 'champions' might be supported to drive progress less formally. Reporting on progress and impact should be part of either approach.

Evidence

University Staff have often taken a lead in encouraging and promoting sustainability. There is a wide cross section of staff from across the University who sit on the Sustainability Strategy Group. The University of Worcester sees its commitment to society to be much broader than mitigating its negative impacts and focuses its resources on positive societal impacts of activities. The assessment of what is material is a matter of professional judgement and we have utilised the wisdom of the Sustainability Strategy Group to help set and identify these over a series of workshops to keep this continuously under review.

3 We should know more about where the things we buy come from and how they are made

Every product we buy has a story attached to it; how it is made, what it is made from, who has made it and where it has travelled from. These stories all have both positive and negative impacts. Select this issue to explore how to embed responsible purchasing in your business or to share your own approach.

→ **Make a public commitment relating to ethical or responsible purchasing** Completed
A simple sustainable procurement commitment (buying 'greener' or more ethical products or services) can be used to communicate what is important to your business. You may use certified products or services or choose to have your own certified. A public commitment demonstrates to your customers how you consider and address the impacts within your supply chain. Include them as part of your sustainability approach and report on progress accordingly.

Evidence

The University is one of the largest procurers in the county of Worcestershire and recognises that it has a responsibility to minimise the environmental and social impact of purchased goods and services. The Purchasing strategy which runs alongside the University Strategy Plan provides a commitment to responsible procurement. With an aim to reduce the negative impacts and increase the positive impacts when purchasing items <https://www.worcester.ac.uk/docu...>

Develop your suppliers don't just assess them! In progress

Develop ways to train, support and engage your suppliers on sustainability that go beyond simply assessing them via your tender or contract management processes. Find out about their needs and support them to develop for mutual benefit.

Evidence

We engage with our suppliers and support them through regular contact. We build relationships to encourage them to consider their business impact. Sustainability is a subject matter discussed at regular CRM meetings.

4 Our activities have an impact in our immediate locality

Businesses often have a range of positive or negative impacts on the immediate locality; an efficient and responsible business will strive to understand what these impacts are. They will then seek to reduce any negative impacts and make the most of opportunities to enhance the positive impacts they could have.

→

1 We are interested in (or are currently) employing apprentices

Employing apprentices equips young people with vital skills and supports social cohesion within the local community. Your business may be able to get funding to pay for the training of an apprentice.

→ **Join an apprentice scheme** Completed
Offering apprenticeships can be a great way for a business to grow talent and expand their staff base at low cost and risk. A great place to start if you want to find out if it is for you is [[here]] <https://www.gov.uk/government/pu...> or [[here]] <https://www.gov.uk/take-on-an-ap...>

Evidence

The University directly employs Vikki Greenfield within the Directorate, her role is Head of Apprenticeships & Work Based Learning. The University has in place a number of apprenticeship schemes accessible to the students: <https://www.worcester.ac.uk/jour...> The University also supports opportunities for members of the local community to complete work experience within various University departments.

2 Customer feedback is important to us

All businesses are subject to customer scrutiny. An efficient and responsible business will understand the importance of responding positively to feedback from its customers. Negative feedback will be viewed as an opportunity to improve processes or practices and positive feedback as a success story to share.



Regularly publish customer feedback Completed

Transparency is crucial for all organisations. Regularly publishing customer feedback can build trust with clients and consumers as well as enhancing your brand value.

Evidence

The University values the feedback from students and utilises the information to make positive improvements, feedback data is available as follows:

<https://www.worcester.ac.uk/disc...> Feedback from the Sustainability surveys can be easily accessed as follows: <http://susthingsout.com/wp-conte...>

Have a meaningful process for dealing with customer feedback. Completed

A meaningful process for dealing with customer feedback will be clear and transparent for your customers as well as your staff. It will be clear what actions and responses have been provided and there will be a culture of learning from negative feedback as well as sharing positive feedback broadly.

Evidence

The Students at The University are our main customers, feedback is taken on a regular basis to assess satisfaction <https://www.worcester.ac.uk/disc...> Ross Renton is a Pro Vice Chancellor for Students at theThe University of Worcester, he is very active in working with the students to enhance and deliver an outstanding experience for them. The University also takes part in The National Student Survey

<https://www.worcester.ac.uk/disc...> The results from the surveys are then reviewed to make positive change. The Sustainability Department frequently gathers data to monitor the progress of embedding a culture of sustainability across the curriculum and campus. Further details can be found at: <http://susthingsout.com/index.ph...>

3 We have a focus on Health, Safety and Wellbeing

All businesses have obligations to meet Health and Safety requirements but an efficient and responsible business really understands the difference a happy and healthy workforce can make - not least to its bottom line! Select this issue to explore actions to help you go beyond compliance or to share your existing good practice in this area.



Plan to get the best from your staff Completed

Effective people management will help you to promote staff wellbeing alongside safety and risk management. From support to stop smoking, promoting healthy eating or encouraging physical activity to flexible working and family friendly policies, a responsible business understands the positive benefits of considering health and wellbeing holistically. You can access ideas and inspiration for how to bring this to life in your workplace [[here]] <https://www.investorsinpeople.co...> You could also get your work in this area externally accredited.

Evidence

We understand that our employment policies need to be flexible and responsive in order to promote diversity and equality and to attract and retain the highest quality work force. We help staff balance the demands of work and personal life in many different ways, including flexible working hours, job sharing and many other schemes to help staff achieve a healthy balance. We're keen to support all our staff to help them stay healthy and happy and fulfill their potential. The University's wellbeing plan is already changing working life at Worcester - from creating allotments to improving sporting facilities. We're also using the results of the wellbeing survey to make the University a better, healthier place for staff to work. <https://www.worcester.ac.uk/comm...> The University is proud to have been shortlisted for Outstanding Support to Students Award <https://www.worcester.ac.uk/disc...> The University recognises that student mental health is a top priority, promoted through its unique 'Suicide Safer' initiative.

4 We make work accessible to people from all backgrounds

Discriminating against potential job candidates, or employees based on the protected characteristics detailed in the Equality Act 2010 including: age, sexual orientation, gender, disability, race and socio-economic background leads to an unequal workplace environment and is breaking the law. An equitable workplace will generally have a high level of morale, which leads to better customer satisfaction



Train staff on equality, diversity and social inclusion Completed

Employers can host workshops within their workplace, which educate staff on issues of equality, diversity and inclusion. This can improve the overall workplace culture and reduce an organisation's exposure to disciplinary actions - stemming from discrimination - as well as increasing staff retention. For guidance on equality and diversity for employers see: <http://www.equalityhumanrights.c...>

Evidence

The University of Worcester is committed to equality of opportunity and is opposed to all forms of discriminatory practices and attitudes. The University acknowledges its legal obligations to provide equal opportunities for staff and student members of its community. The University has policies in place covering Diversity and opportunity in the workplace. <https://www.worc.ac.uk/personnel...> All new employees are made aware of the policy on commencement in their role and carry out HR training as part of the induction process.

Employ an Equality and Diversity Co-ordinator *In progress*

Larger businesses should consider developing an equality and diversity strategy. Developing such a strategy will demonstrate that the company takes social inclusion seriously and is working to embed such principles in its daily activities.

Evidence

The Vice Chancellor and Chief Executive is responsible to the Board of Governors for the development, promotion and implementation of the equality of Opportunity policy, within the resources available, working with the senior management team, the Academic Board and the Personnel Committee

Economic Impacts

Actions you select here will help increase your financial resilience, reduce your business risk and generate a positive impact on the wider economy. Select actions from this list that you have in progress, are ready to start or have already completed.

Your issues

1 We could do more to maintain good relationships with our suppliers

Ensuring strong business relationships are formed with suppliers is key to maintaining and developing trust along your supply chains. An effective and responsible business will be keen to share its values with its suppliers for mutual benefit.



Your action plan

Guarantee suppliers a payment date *Completed*

Businesses can ensure payments are met by a specified date, and offer compensation or another gesture if this deadline is not met. Guaranteeing suppliers a date of payment builds trust across your supply chain as suppliers feel they will suffer less financial risk when carrying out business with you.

Evidence

The University is committed to paying valid invoices within agreed timescales. The University has standard payment terms of 30 days net of invoice being received. Alternative payment terms to be agreed and formalised via negotiation with the contract manager.

Ask suppliers for feedback *In progress*

There are a range of ways you can ask your suppliers for feedback. As well as using this to inform your business development it can also be something you publish to attract new business.

Evidence

Procurement engage with suppliers at various stages of the tender process subject to strict regulations. Supplier engagement is encouraged at various points of a tender process depending on the specific requirements. Recently catering companies had been invited to site before the tender documents had been finalised and published to engage with the suppliers and give an opportunity to gain feedback from existing suppliers in the catering market to use their expertise to help build the tender documents.

Find ways to support local SMEs as part of your procurement processes *In progress*

It can often be harder for SMEs to negotiate the procurement processes of larger businesses. Find ways to work with local and smaller suppliers to ensure they are not inadvertently excluded from your supply chain.

Evidence

The University would encourage local suppliers of all sizes to quote/ tender for opportunities at the University. Advice can also be provided on how to complete a tender. A number of events are also run in the Worcestershire area to encourage SME'S to engage with local business, such as <https://www.finditinworcestershi...>
<https://www.worcester.ac.uk/disc...>

1 We are keen to communicate with our customers

An effective and responsible business understands that customers can be your biggest supporters and so it is important to communicate openly and honestly with them.

→ Communicate sustainability to your customers Completed

Including the benefits of sustainability and how you integrate it into your business practice can help build a stronger customer base. Considering sustainability in your business and communicating it is now becoming normal business practice, ensure you are part of this growing trend!

Evidence

The University takes its sustainable responsibilities extremely seriously and has received high recognition as a result. The Sustainability Team are very proud to have been shortlisted for another year for their reporting on sustainability, in the Green Gown Awards. There are a number of events held throughout the year such as Go green week to gain students attention and to get them involved. Students are encouraged to get involved in many ways throughout the year by volunteering with the green impact team, student switch off. <https://www.worcester.ac.uk/disc...>

Environmental Impacts

Actions selected in this sector will help increase your environmental sustainability. Select actions from this list that you have in progress, are ready to start or have already completed.

Your issues

1 Our business activities generate food waste

Organic waste being sent to landfill has been clearly linked to climate change due to the methane released. Food considered as waste is often fit for consumption and so diverting it to re-use is often perfectly possible.

Your action plan

→ Divert excess food In progress

The number of schemes promoting food redistribution is growing. Small scale projects such as [[The People's Fridge]] <http://www.crowdfunder.co.uk/peo...> could be replicated locally and [[Olio]] <https://olioex.com/about/#about> is an app suitable for individuals so appropriate for both smaller scale food re-use or something to promote with staff. Those with more significant food waste volumes might like to investigate a scheme like [[Fareshare]] <http://www.fareshare.org.uk/>

Evidence

The contractor responsible for the catering is also responsible for the shop. Any fruit/vegetables that are coming to the end of life in the shop will be utilised by the catering team to avoid wastage. The University is keen to reduce food waste where possible: <https://www.worcester.ac.uk/disc...>

Consider composting Completed

Composting is possible for food waste volumes large and small. If your organisation produces significant volumes of food waste that is not suitable for re-distribution then composting should be considered as part of your waste management plans. If you produce significant quantities of food waste think about sending waste to bio-digesters for energy production.

Evidence

Compost bins and food waste bins are widely available across the University Campuses. The catering facilities at the University have food waste digesters in the Kitchens to enable the breakdown of biodegradable kitchen waste. Further details can be found at: <https://www.worcester.ac.uk/disc...>

2 Our business generates different types of (non-food) waste

Excellent businesses understand their waste streams and take steps to manage them proactively. This is not only better for the environment, as resources can be re-used or recycled rather than being sent to landfill but better waste management is also likely to save you money. Waste may also actually be a procurement issue; looking at purchasing choices to reduce waste at source can result in less waste being produced (which would reduce associated waste disposal costs). Select this issue to explore actions to help you think about understanding and managing waste or to provide information about how you already do this effectively.

→ Report on your waste management progress Completed

Excellent businesses can demonstrate appropriate governance and transparent reporting with a focus on impacts. Ensure your approach to waste management maximises opportunities to inspire confidence in your process and practice and demonstrates clear progress over time.

Evidence

The University of Worcester annually reports on waste management progress: <https://www.worcester.ac.uk/disc...>

Could your waste become a resource? In progress

Waste from one activity might be considered a resource for another. Clothing, textiles, electricals and furniture can all be re-used. Investigate how your own waste materials might be utilised in other processes or given to re-use projects before they are recycled. There is more information and support offered via WRAP that [[can be accessed here]] <http://www.wrap.org.uk/waste-as-...>

Evidence

The Sustainability team run a go Green week which encourages students to reuse textiles and highlight ways in which to reduce waste. When offices are being refurbished, if furniture is being removed from a workspace, if it is of sound condition it will be taken to stores. When University staff require furniture they can access the furniture in stores. The University also sends furniture to charities in need, reducing the impact on landfill.

Engage for waste reduction success In progress

Helping your staff, customers or other stakeholders understand how you are trying to reduce waste will help them to help you. Encouraging re-use or sharing can create a culture of efficiency and reduce running costs. Consider who can help think about waste at the point of purchasing to reconsider use of disposables or to avoid over-ordering. Celebrating progress along the way can also help maintain engagement.

Evidence

The University has clear posters highlighting which waste can be recycled/reused reducing waste to landfill. <https://www.worcester.ac.uk/docu...> The University is looking at different ways in which it can account for furniture disposal costs when staff request new furniture, so that the full cost is taken into consideration, to make staff more mindful of waste.

Map your waste streams Completed

Understanding your waste streams and how they are generated is a vital first step in managing them effectively. [[This might be a helpful place to find out more:]] <http://www.wrap.org.uk/content/w...>

Evidence

The University reviews and frequently maps its waste stream, the University has a clear waste strategy which can be found here: <https://www.worcester.ac.uk/disc...> Progress against the waste targets can be found here: <https://www.worcester.ac.uk/docu...>

Plan for waste reduction Completed

Understanding your waste streams will help you work out how to reduce the amount you produce. This could mean buying different products, finding ways to re-use certain items or increasing recycling rates. Having a plan to reduce waste will help you monitor progress and you can share it with others. [[This guidance]] <http://www.wrap.org.uk/sites/fil...> from WRAP might help you get started.

Evidence

The University of Worcester has a Waste Strategy plan as follows: <https://www.worcester.ac.uk/docu...> The University is dedicated to reducing waste.

3 Our business activities use natural resources (energy, water, mined materials, plant or animal products)

All businesses use natural resources! Excellent businesses strive to use natural resources efficiently and responsibly. Limiting the use of finite materials and opting for renewable or sustainable alternatives can help you future-proof your business. Select this issue to explore actions to help you think about understanding and managing resources or to provide information about how you already do this effectively.



Report on your environmental performance Completed

Excellent businesses demonstrate appropriate governance and transparent reporting with a focus on impacts. Ensure your approach to resource efficiency maximises opportunities to inspire confidence in your process and practice and demonstrates clear progress over time. You may also demonstrate participation in appropriate accreditation programmes offering external validation.

Evidence

Since 2007 the university has had an Environmental Management System (EMS) EcoCampus, to provide a framework for managing our environmental responsibilities efficiently in a way that is integrated into all our operations. In May 2010 the university became the first in England to achieve the EcoCampus Platinum Award for the whole campus, its highest award. EcoCampus is specifically designed for Higher Education <https://www.worcester.ac.uk/disc...> The University also has a dedicated website for Sustainability <http://susthingsout.com/index.ph...> to actively engage with our customers - the students on sustainability.

Generate your own energy Completed

An increasing number of larger organisations are making commitments either to source 100% of their energy from renewables or to generate their own. Consider the feasibility of generating your own renewable energy.

Evidence

The University has installed solar panels at the St Johns and Severn Campus to generate sustainable energy. <https://www.worcester.ac.uk/disc...> The University set a target of 2% for generating renewable energy. We beat this target, the results can be found at: <https://www.worcester.ac.uk/docu...>

Measure your progress Completed

If you are committing to reducing your energy, water or other natural resources you will need to measure changes in usage over time to engage your staff and also communicate with your customers. Ensure your plans include details of how you measure and monitor your progress over time.

Evidence

The University has set clear targets, these are reviewed on an annual basis and reported on. Details can be found as follows: <https://www.worcester.ac.uk/docu...> For further details on the targets set please refer to: <https://www.worcester.ac.uk/disc...>

4 Our goods (or our people) travel

Whether your people or your goods travel there are impacts on health and wellbeing, the environment and, of course, the bottom line. Select this issue to explore actions suggesting sustainable travel options for your business or to provide information about your existing activities in this area.



Understand the travel impacts of your business In progress

Determine what moves from A to B as part of your business operations and exactly how things are transported. This will help you develop a baseline for your sustainable travel plan or simply help you make the most obvious changes to your business practice.

Evidence

The University has commissioned an external company to complete a travel plan: <https://www.worcester.ac.uk/docu...> The University will soon be undergoing another review period to keep the data up to date.

Explore your sustainable travel options Completed

An efficient and responsible business will be striving to reduce dependence on polluting vehicles, exploring low carbon options and sourcing goods and services locally where possible. This will have environmental benefits, promotes health and wellbeing as well as impacting on your bottom line. Start by considering if the need for travel is business critical and then explore the most sustainable options that meet your needs. Useful starting points for your planning include [\[\[Sustrans\]\] http://www.sustrans.org.uk/](http://www.sustrans.org.uk/) and the [\[\[Energy Saving Trust\]\] http://www.energysavingtrust.org...](http://www.energysavingtrust.org...)

Evidence

Transport related carbon emissions account for the second largest contribution to carbon at the University, consequently the University has set specific targets to reduce this impact. The Sustainability team has explored various methods of sustainable travel as detailed later in this report. <https://www.worcester.ac.uk/disc...> The University has explored alternatives to petrol and Diesel vehicles, the University has invested in electrical charge points for vehicles for the use of staff/students.. In addition to the above the University has also invested in some electrical vehicles to be utilised by estates and facilities staff when completing jobs across campus, minimising carbon usage.

Offer sustainable travel options Completed

Whether updating your fleet, encouraging lift sharing or remote working for your staff or incentivising certain kinds of travel there are ways to make travelling sustainably part of your culture. Highlighting public transport options for your visitors, having somewhere for staff to store bikes securely or considering a government-supported [\[\[cycle-to-work scheme\]\] https://www.gov.uk/government/pu...](https://www.gov.uk/government/pu...) might all be ways you can support sustainable travel. Try to extend the range of sustainable travel options you promote over time and think about linking to regional plans where possible.

Evidence

The University promotes sustainable travel for students, staff and visitors. We have car share, Woo Bike share so staff/students can have worry free cycling for a year, cycle to work to help staff purchase their own bike and subsidised bus tickets. Academic year-long bus tickets for staff and students' are valid on all First Bus Worcester City services <https://www.worcester.ac.uk/disc...> Staff within the estates and facilities team now have access to electrical vehicles, for use when completing jobs across the University estate, minimising carbon emissions.

Report your sustainable travel impacts and progress Completed

Ensure that sustainable travel is part of your sustainability reporting. Excellent sustainability reporting will consider the carbon reduction targets and progress made alongside benefits to staff health and wellbeing resulting from flexible working practices adopted to reduce travel.

Evidence

The University sets targets for travel as can be found at the following link: <https://www.worcester.ac.uk/disc...> The progress against these targets can be found in the following report: <https://www.worcester.ac.uk/docu...> Targets are reviewed on a regular basis and then measured and reported against to review progress.

1 We set (or want to set) targets to improve our sustainability

Setting clear, measurable targets is an important element of any organisation's commitment to sustainability. Targets to reduce your negative impacts will be important but a more holistic view will also demonstrate your commitment to society and the economy. Select this issue to consider how best to use targets in your business or to capture how you already do this effectively.



Co-ordinate your sustainability activity Completed

To demonstrate progress against targets outlined in your sustainability policy or strategy will require individuals across the business to co-ordinate efforts. Consider how best to do this across your business. This might be a sustainability working group consisting of representatives from across different departments, a network of champions supporting organisational efforts or with a dedicated sustainability team resourced to implement your plans.

Evidence

Katy Boom is Director of Sustainability at the University of Worcester, she has a small team of employees working with her. The University operates a Sustainability Strategy Group which meets on a regular basis throughout the year, the terms of reference are below: <https://www.worcester.ac.uk/docu...>

2 We are keen to manage our response to the challenge of sustainability in a structured and transparent manner

How an organisation manages its response to sustainability is an important indicator of its commitment. It also demonstrates an understanding of how sustainability interacts with core business practice. Governance structures need to include sustainability, which may require adapting them or even creating new ones. A well-developed governance structure usually makes it easier to set targets and report on and celebrate your sustainability activities.



Publicly report on your sustainability performance Completed

Excellent businesses demonstrate appropriate governance and transparent reporting with a focus on impacts. Regular public reporting of your sustainability performance should be part of business-as-usual for larger organisations. Any public reports will carry more weight if they are externally verified or scrutinised.

Evidence

The Sustainability Team regularly report on sustainability performance against the targets set. <https://www.worcester.ac.uk/docu...> The Sustainability team also communicate directly with the customers - our students via the dedicated website <http://susthingsout.com/index.ph...>

Complete a materiality analysis Completed

A materiality assessment is a systematic review of your business impacts. It is generally considered a key activity in the development of a sustainability strategy and subsequent action or implementation planning.

Evidence

The Sustainability Strategy Group has completed a materiality analysis to help identify the material aspects of the University which have the greatest societal impacts, a series of workshops have been carried out to help set and identify these <https://www.worcester.ac.uk/disc...> <https://www.worcester.ac.uk/docu...> The University has undergone a review of all activities and completed an impact analysis for each category area in 2016, In 2018 a member of the procurement team has revisited the highest risk areas and completed an updated Impact analysis in these areas, identifying opportunities. All data is available on request.

Ensure high-level ownership of your sustainability activity Completed

To successfully embed sustainability within an organisation requires high-level ownership and accountability for any targets that are set. Appointing a senior member of staff to be responsible for your approach to sustainability will encourage buy-in across the organisation, provide profile for related activity and ensure plans are developed and delivered in line with your existing business practices.

Evidence

Sustainability is embedded into the University of Worcester's strategic plan which originates from the Vice Chancellor and Chief Executive David Green <https://www.worc.ac.uk/documents...>

3 We are keen to communicate our environmental or sustainability commitments and performance



Having sustainability policies and plans embedded within your business provides an opportunity for you to communicate your ambition and progress. This might help you demonstrate leadership in your sector, align with your customers' values or simply enhance your position in the marketplace. Select this issue to explore ways to communicate your sustainability journey or to share your existing good practice.