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**Social Value in Procurement**

# **Selecting Social Value Indicators**

***You should review the Themes, Indicators and guidance below to decide which Indicator(s) are relevant and proportionate to the subject matter of the contract.***

*When using the Indicator Based Model Award Criteria, you should copy the indicator’s “****Social Value Initiatives****” into the Supplier Guidance section of the Indicator Based Model Award Criteria.*

# THEME 1: SECURE EMPLOYMENT AND SKILLS

This theme aims to create employment and training opportunities and contribute to in-work progression and skills development.

## Indicator 1.1 – Create employment, re-training and other return to work opportunities for those furthest from the labour market and/or from deprived areas

### When to include

This indicator is potentially relevant and proportionate to the subject matter of the contract when:

* The contract involves the recruitment, training, retention and/or support of a contract workforce.
* The contract is being delivered in an area where there are high levels of unemployment.
* The contract relates to a high growth sector or there are skills gaps or shortages in the industry.
* The contract relates to a sector with known diversity, equality and inclusion issues (e.g. gender disparity across levels of authority and responsibility).
* The work on the contract is likely to be in an area facing high levels of unemployment and/or deprivation.

### Social Value Initiatives related to this indicator may include, for example:

* Paid employment opportunities for those who face barriers to employment and/or are from deprived areas.
* Apprenticeship opportunities.
* Work experience placements for those who face barriers to employment and/or are from deprived areas.
* Training/support and guidance in place for work experience placement participants, including progression support.
* Support related to skills and educational development designed to encourage people to enter or re-enter employment and training.
* Initiatives which encourage people who face barriers to employment/or are from deprived areas to apply for employment opportunities on the contract.
* Initiatives which encourage people who face barriers to employment/or are from deprived areas to remain in employment opportunities on the contract.
* Initiatives which increase the representation of disabled people in the contract workforce.

## Indicator 1.2 – Create employment and training opportunities in industries with known skills shortages or in high growth sectors

### When to include

This indicator is potentially relevant and proportionate to the subject matter of the contract when:

* The contract relates to a sector with known skills gaps or shortages.
* The contract relates to a high growth sector.
* The contract relates to a sector where the work is traditionally seen as low skilled and there is a lack of in-work progression.
* The contract relates to a sector with known diversity, equality and inclusion issues (e.g. gender disparity across levels of authority and responsibility).

### Social Value Initiatives related to this indicator may include, for example:

* Paid employment opportunities for those who face barriers to employment and/or are from deprived areas.
* Apprenticeship opportunities.
* Work experience placements for those who face barriers to employment and/or are from deprived areas.
* Training/support and guidance in place for work experience placement participants, including progression support.
* Support related to skills and educational development designed to encourage people to consider employment and training opportunities in industries with known skills shortages or in high growth sectors.
* Training and mentoring for disadvantaged groups, including continuous development and progression.
* Initiatives which encourage the retention of disadvantaged groups within the contract workforce.

## Indicator 1.3 – Create employment and training opportunities that support a more resource efficient, greener and low carbon economy

### When to include

This indicator is potentially relevant and proportionate to the subject matter of the contract when:

* The contract relates to a sector which is adapting their working practices and processes to tackle climate change and/or invest in biodiversity.
* The contract relates to a sector which is working to reduce the use of natural resources and/or promote the circular economy.
* The contract relates to a sector which is working to reduce the use of fossil fuels and/or produce renewable energy.
* There are opportunities for staff engaged on the contract to retrain/upskill in areas that will contribute to a greener and low carbon economy.

### Social Value Initiatives related to this indicator may include, for example:

* Support related to skills and educational development designed to encourage people to consider employment and training opportunities in industries that support a more resource efficient, greener and low carbon economy.
* Paid employment opportunities in industries that support a more resource efficient, greener and low carbon economy.
* Apprenticeship opportunities in industries that support a more resource efficient, greener and low carbon economy.
* Work experience placements in industries that support a more resource efficient, greener and low carbon economy.
* Training/support and guidance in place for work experience placement participants, including progression support.
* Training and mentoring for disadvantaged groups, including continuous development and progression, in industries that support a more resource efficient, greener and low carbon economy.

## Indicator 1.4 - Support in-work progression and educational attainment in the workforce, including training schemes that address skill gaps and result in recognised qualifications, to help people to move into higher paid work by developing new skills

### When to include

This indicator is potentially relevant and proportionate to the subject matter of the contract when:

* The contract relates to a sector with known skills gaps or shortages.
* The contract relates to a high growth sector.
* The contract relates to a sector where the work is traditionally seen as low skilled and there is a lack of in-work progression.
* The contract relates to a sector with known diversity, equality and inclusion issues (e.g. gender disparity across levels of authority and responsibility).

### Social Value Initiatives related to this indicator may include, for example:

* Action to understand the issues relating to in-work progression on the contract.
* Initiatives to promote and encourage employees who are disadvantaged to access training schemes that address skills gaps, result in recognised qualifications and contribute to career progression.
* Initiatives that provide opportunities for progression for those who are disadvantaged.
* Initiatives that support employees who are undertaking skills development or management courses.
* Mentoring support for those who face barriers to employment so that they are supported to remain in the workforce.

## Indicator 1.5 – Support in-work progression and training opportunities to help people gain new skills and recognised qualifications that are relevant to a more resource efficient, greener and low carbon economy.

### When to include

This indicator is potentially relevant and proportionate to the subject matter of the contract when:

* The contract relates to a sector which is adapting their working practices and processes to tackle climate change and/or invest in biodiversity.
* The contract relates to a sector which is working to reduce the use of natural resources and/or promote the circular economy.
* The contract relates to a sector which is working to reduce the use of fossil fuels and/or produce renewable energy.
* There are opportunities for staff engaged on the contract to retrain/upskill in areas that will contribute to a greener and low carbon economy.

### Social Value Initiatives related to this indicator may include, for example:

* Work experience placements in industries that support a more resource efficient, greener and low carbon economy.
* Training/support and guidance in place for work experience placement participants, including progression support.
* Initiatives to promote and encourage employees engaged on the contract to access opportunities to gain new skills and recognised qualifications that are relevant to a more resource efficient, greener and low carbon economy.
* Initiatives which support employees engaged on the contract to retrain/upskill in areas that will contribute to a greener and/or low carbon economy.

## Indicator 1.6 – Increase the representation of disabled people in the contract workforce

### When to include

This indicator is potentially relevant and proportionate to the subject matter of the contract when:

* There are equality, diversity and inclusion issues associated with the sector.
* There are opportunities to improve equality, diversity and inclusion of the contract workforce.
* The Contracting Authority has strategies/policies which focus on supporting disabled people into employment.

### Social Value Initiatives related to this indicator may include, for example:

* Paid employment opportunities for disabled people.
* Work experience placements for disabled people.
* Initiatives which support disabled people to develop new skills and recognised qualifications.
* Initiatives which increase the representation of disabled people in the contract workforce.
* Positive outreach activities which aim to increase the representation of disabled people in the contract workforce.
* Equality, diversity and inclusion training for recruitment teams and managers working on the contract.

## Indicator 1.7 – Support disabled people to develop new skills and recognised qualifications

### When to include

This indicator is potentially relevant and proportionate to the subject matter of the contract when:

* There are equality, diversity and inclusion issues associated with the sector.
* There are opportunities to improve equality, diversity and inclusion of the contract workforce.
* The Contracting Authority has strategies/policies which focus on supporting disabled people into employment.

### Social Value Initiatives related to this indicator may include, for example:

* Initiatives which support disabled people to develop new skills and recognised qualifications.
* Initiatives which increase the representation of disabled people in the contract workforce.
* Work experience placements for disabled people.
* Equality, diversity and inclusion training for managers working on the contract.

# THEME 2: BUILDING ETHICAL AND RESILIENT SUPPLY CHAINS

This theme aims to tackle employment inequality, reduce the risk of modern slavery and human rights abuses within the supply chain, and promote diverse and secure supply chains.

## Indicator 2.1 – Collaborate with the contract’s supply chain to ensure fair work and workforce diversity throughout the supply chain

### When to include

This indicator is potentially relevant and proportionate to the subject matter of the contract when:

* There is a risk that there is potential inequalities or unfavourable terms and conditions of employment for the contract workforce.
* The contract relates to a sector where the work is traditionally seen as low skilled and there is a lack of in-work progression.
* The contract may involve the use of labour providers.
* The contract may involve a complex supply chain with subcontractors potentially based outside of the UK.
* There are equality, diversity and inclusion issues associated with the sector.
* There are opportunities to improve equality, diversity and inclusion of the contract workforce.

### Social Value Initiatives related to this indicator may include, for example:

* Initiatives that promote transparency in the contract’s supply chain in relation to identity and geographical location of any subcontractors.
* Initiatives that tackle inequality, promote staff welfare and support staff wellbeing throughout the supply chain.
* Support for employees engaged throughout the contract which is designed to encourage in-work progression and skills development that will address skills gaps and result in recognised qualifications.
* Initiatives that promote the principles of Fair Work throughout the supply chain.
* Initiatives that promote equality, diversity and inclusion throughout the supply chain.

## Indicator 2.2 – Commit to ethical supply chains and practices by identifying and managing risks of modern slavery and human rights abuses in the delivery of the contract, including in the supply chain.

### When to include

This indicator is potentially relevant and proportionate to the subject matter of the contract when:

* Where modern slavery and or human rights abuses are a risk in the contract or in the supply chain. This could be due to the type of employment (for example, seasonal, contract or agency labour, or hazardous or undesirable work), the sector (i.e. the housekeeping/facilities operations sector can include labour contractors, agents or other middlemen in the supply chain and a migrant workforce) or the geography of the supply chain (some countries have heightened risks due to political instability, corruption or lack of legal protections for civil liberties or workers’ rights).

### Social Value Initiatives related to this indicator may include, for example:

* Processes for identifying and managing the risks of modern slavery in the delivery of the Contract, including in the supply chain.
* Mechanisms to empower staff to raise suspicions of unlawful and unethical employment practices and criminal activity within the Contract’s supply chain.
* Training on modern slavery and ethical employment practices for those involved in buying/ procurement and the recruitment and deployment of workers and a record of those that have been trained.
* Procedures for investigating any Supplier identified as high risk, by direct engagement with workers wherever possible, and working with Suppliers to rectify any issues of illegal or unethical employment practice.

## Indicator 2.3 – Create a diverse and innovative supply chain to deliver the contract including new businesses and entrepreneurs, start-ups, SMEs and VCSEs.

### When to include

This indicator is potentially relevant and proportionate to the subject matter of the contract when:

* There is likely to be a reasonable number of supply chain opportunities.
* There is an opportunity to include micro businesses, social enterprises and/or Voluntary and Community organisations in the supply chain of the contract.
* There is a lack of new businesses, entrepreneurs, start-ups, ethnic minority led enterprises, social enterprises and/or Voluntary and Community organisations in the market for the contract opportunity and there is a need to diversify the supply chain.

### Social Value Initiatives related to this indicator may include, for example:

* Inclusion of micro businesses, social enterprises and/or Voluntary and Community organisations in the contract’s supply chain.
* Inclusion of micro or social enterprises that are owned and operated by people who are underrepresented in the sector in the contract’s supply chain.
* Inclusion of minority ethnic led enterprise owners in the contract’s supply chain.
* Positive outreach to promote supply chain opportunities to ensure they are accessible to a wide range of businesses, with a particular emphasis on micro enterprises, social enterprises (including minority ethnic led enterprises) and/or Voluntary and Community organisations.
* Skilled advice and knowledge sharing in an area related to the contract with micro businesses, social enterprises (including minority ethnic led enterprises) and/or Voluntary and Community organisations.

## Indicator 2.4 - Support entrepreneurship and social entrepreneurship, including helping new and small organisations to grow.

### When to include

This indicator is potentially relevant and proportionate to the subject matter of the contract when:

* There is an opportunity to include micro businesses, social enterprises (including ethnic minority led enterprises) and/or Voluntary and Community organisations in the supply chain of the contract.
* Micro businesses, social enterprises (including ethnic minority led enterprises) and/or Voluntary and Community organisations are likely to benefit from pro-bono support in an area related to the contract.
* There is a lack of businesses, entrepreneurs, start-ups, or VCSE organisations in the market for the contract opportunity and there is a need to diversify the supply chain.

### Social Value Initiatives related to this indicator may include, for example:

* Inclusion of micro businesses, social enterprises (including ethnic minority led enterprises) and/or Voluntary and Community organisations in the contract’s supply chain.
* Positive outreach to promote supply chain opportunities to ensure they are accessible to a wide range of businesses, with a particular emphasis on micro enterprises, social enterprises (including ethnic minority led enterprises) and/or Voluntary and Community organisations.
* Positive outreach to micro businesses, social enterprises (including ethnic minority led enterprises) and/or Voluntary and Community organisations to identify needs & potential partners for skilled advice and knowledge sharing in an area related to the contract.
* Skilled advice and knowledge sharing in an area related to the contract with newly established micro businesses, social enterprises (including ethnic minority led enterprises) and/or Voluntary and Community organisations.

## Indicator 2.5 - Maximise security of supply, for example by minimising proximity of supply chains to point of delivery

### When to include

This indicator is potentially relevant and proportionate to the subject matter of the contract when:

* The contract relates to a sector with known issues impacting security of supply, e.g. disruptions in availability of service and / or product.
* There is a lack of new businesses, entrepreneurs, start-ups, or VCSEs in the market for the contract opportunity and there is a need to diversify the supply chain.
* The market for the contract opportunity includes new businesses, entrepreneurs, start-ups, SMEs, VCSEs and mutuals, but the public sector supply chain is less diverse, or there are new tier 1 opportunities.
* There is a requirement to drive greater resilience, capacity, innovation, use of disruptive technologies, green technologies, efficiency, quality, modernisation, productivity and/or collaboration in the supply chain.
* There is an opportunity to reduce the environmental impact of the contract, e.g. initiatives to reduce carbon footprint related to transport and logistics of required services and / product.

### Social Value Initiatives related to this indicator may include, for example:

* Initiatives to increase supply chain visibility and the operational and sustainability risks within it, enabling the Supplier to identify and mitigate risk of disruption.
* Mechanisms to stay up to date on legislation changes relating to products utilised to deliver the Contract and advise the Authority accordingly.
* Modernising delivery by increasing circular solutions throughout the supply chain.
* Promoting and supporting innovation throughout the supply chain to deliver more sustainable goods and services.
* Demonstrating collaboration and knowledge sharing throughout the supply chain to support economic growth and encourage ethical, resilient and environmentally responsible business.
* Maximising security of supply on the contract, for example, by minimising proximity of supply chains to point of delivery.
* Employing low or zero-carbon practices and materials on the contract and support the contract’s supply chain to minimise carbon footprint and emissions.

# THEME 3: DELIVERING CLIMATE ACTION

This theme aims to promote environmental benefits, influence environmental protection and improvement and work towards net zero greenhouse gas emissions.

## Indicator 3.1 – Deliver additional climate action benefits in the performance of the contract including working towards net zero greenhouse gas emissions and/or contributing to climate adaptation measures.

### When to include

This indicator is potentially relevant and proportionate to the subject matter of the contract when:

* The delivery of the contract has a direct impact on the environment.
* The way in which the contract is performed could result in environmental protection and improvement, including working towards net zero greenhouse gas emissions.
* The production/manufacture of the products procured is heavily dependent on energy and resource consumption.
* There is an opportunity to require suppliers to demonstrate how they can minimise the energy/resource intensity of the production process.
* The service procured routinely involves the consumption of energy and there is an opportunity to minimise energy consumption.
* The delivery of the contract requires the use of buildings.
* The contract requires the transportation of goods or people and there are opportunities to minimise the number of journeys and / associated emissions
* The contract requires the use of natural resources, e.g. water, sunlight, fossil fuels, air.
* The contract has an impact on biodiversity, whether in the immediate area or through the supply chain.
* The contract is at risk of operational disruption due to extreme climate events.

### Social Value Initiatives related to this indicator may include, for example:

* Provision and / use of energy efficient equipment in the delivery of the contract.
* Provision and / use of environmentally friendly products in the delivery of the contract.
* Use of renewable energy on the contract.
* Measures to reduce water consumption in the delivery of the contract.
* Measures to adopt circular economy principles on the contract by keeping resources in use as long as possible, extracting maximum value from them, minimizing waste and promoting resource efficiency.
* Reduction of scare materials in the products used on the contract.
* The use of recycled packaging on the contract.
* The use of electric vehicles in the delivery of the contract.
* Awareness and training events on environmental issues related to the contract for the Supplier’s workforce, supply chain and contracting authority.
* Activities to enhance the natural environment.
* Activities to increase biodiversity.
* Measures to improving air quality.
* Implementing both immediate and long-term adaptation measures to increase resilience to climate change.
* Specific steps taken in the design and manufacture of services to work towards net zero greenhouse emissions on the contract.

## Indicator 3.2 - Initiatives that support climate adaptation and mitigation measures to minimise the effects of climate change.

### When to include

This indicator is potentially relevant and proportionate to the subject matter of the contract when:

* The contract is at risk of potential disruption due to climate change impacts, such as weather extremes and hazards, sea-level rise, biodiversity loss, or food and water insecurity.
* The contract’s supply chain is likely to involve countries and communities that will be affected by extreme weather and/or sea level rise
* The delivery of the contract has a direct impact on the environment.
* The production/manufacture of the products procured is heavily dependent on energy and resource consumption.
* There is an opportunity to require suppliers to demonstrate how they can minimise the energy/resource intensity of the production process.
* The service procured routinely involves the consumption of energy and there is an opportunity to minimise energy consumption.
* The contract requires the transportation of goods or people and there are opportunities to minimise the number of journeys and / associated emissions
* The contract requires the use of natural resources, e.g. water, sunlight, fossil fuels, air.

### Social Value Initiatives related to this indicator may include, for example:

* Activities to restore crucial ecosystems related to the contract
* Measures to adopt circular economy principles on the contract by keeping resources in use as long as possible, extracting maximum value from them, minimizing waste and promoting resource efficiency.
* Activities to enhance the natural environment related to the contract.
* Use of renewable energy on the contract.
* Measures to reduce water consumption in the delivery of the contract.
* Measures to adopt circular economy principles on the contract by keeping resources in use as long as possible, extracting maximum value from them, minimizing waste and promoting resource efficiency.
* Implementing both immediate and long-term adaptation measures to increase resilience to climate change.
* Specific steps taken in the design and manufacture of services to work towards net zero greenhouse emissions on the contract.

## Indicator 3.3 – Demonstrate action to maintain and enhance biodiversity and promote the resilience of ecosystems by considering environmental protection and improvement in the delivery of the contract, including the supply chain.

### When to include

This indicator is potentially relevant and proportionate to the subject matter of the contract when:

* The contract has a direct impact on the environment in the delivery of the contract.
* The performance of the contract, or the way in which the contract is performed, could result in environmental protection and improvement
* The contract requires the use of natural resources, e.g. water, sunlight, fossil fuels, air.
* The contract has an impact on biodiversity, whether in the immediate area or through the supply chain.

### Social Value Initiatives related to this indicator may include, for example:

* Measures to reduce water consumption in the delivery of the contract.
* Measures to adopt circular economy principles on the contract by keeping resources in use as long as possible, extracting maximum value from them, minimizing waste and promoting resource efficiency.
* Activities to enhance the natural environment related to the contract.
* Activities to increase biodiversity in relation to the contract.
* Measures to improving air quality in relation to the contract.
* Awareness and training events on environmental issues related to the contract for the Supplier’s workforce, supply chain and contracting authority.

## Indicator 3.4 – Work toward net zero emissions by measuring the contract’s carbon footprint and minimising scope 1, 2 and 3 emissions.

### When to include

This indicator is potentially relevant and proportionate to the subject matter of the contract when:

* Contracts are likely to have significant scope 1 emissions (emissions from sources owned or controlled by the company, e.g. boilers, vehicles).
* Contracts are likely to have significant scope 2 emissions (emissions from the electricity and energy a company purchases).
* Contracts are likely to have significant scope 3 emissions (all other emissions that occur in the value chain of the company, both upstream and downstream, e.g. from buying products from its suppliers and from its products when customers use them).

### Social Value Initiatives related to this indicator may include, for example:

* Implementing mechanisms to establish a carbon baseline for the contract and track reduction of carbon footprint across scope 1, 2 and 3 throughout the lifetime of the contract.
* Provision and/or use of energy efficient equipment in the delivery of the contract.
* The use of local suppliers to reduce the contract’s supply chain mileage.
* Including environmental requirements within supplier selection processes.
* Developing specifications designed to support environmental protection and improvement throughout delivery of the contract.
* Awareness and training events on environmental issues related to the contract for the Supplier’s workforce, supply chain and contracting authority.
* Measures to adopt circular economy principles on the contract by keeping resources in use as long as possible, extracting maximum value from them, minimizing waste and promoting resource efficiency.

## Indicator 3.5 - Initiatives which contribute to improvements of air and water quality and promote nature-based solutions.

### When to include

This indicator is potentially relevant and proportionate to the subject matter of the contract when:

* The contract requires the transportation of goods or people and there are opportunities to minimise the number of journeys and / associated emissions
* The contract requires the use of natural resources, e.g. water, sunlight, fossil fuels, air.
* The contract has an impact on biodiversity, whether in the immediate area or through the supply chain.
* The contract has a direct impact on the environment in the delivery of the contract.
* The performance of the contract, or the way in which the contract is performed, could result in environmental protection and improvement

### Social Value Initiatives related to this indicator may include, for example:

* Activities to restore crucial ecosystems related to the contract
* Measures to reduce air pollution in the delivery of the contract.
* Measures to reduce water consumption in the delivery of the contract.
* Measures to adopt circular economy principles on the contract by keeping resources in use as long as possible, extracting maximum value from them, minimizing waste and promoting resource efficiency.
* Activities to enhance the natural environment related to the contract.
* Activities to increase biodiversity in relation to the contract.
* Measures to improving air quality in relation to the contract.
* Awareness and training events on environmental issues related to the contract for the Supplier’s workforce, supply chain and contracting authority.

## Indicator 3.6 – Demonstrate action that supports the circular economy, by minimising waste and extracting the maximum value of resources in the delivery of the contract, including the supply chain.

### When to include

This indicator is potentially relevant and proportionate to the subject matter of the contract when:

* There is a significant supplies element to the contract, whether as part of the scope or in the delivery of the contract.
* The contract relates to a sector which is mature in the provision of refurbished and/or remanufactured products.
* The contract produces waste and/or involves products which have a reasonably short life cycle.
* Contracts which have a direct impact on the environment in the delivery of the contract.
* The performance of the contract, or the way in which the contract is performed, could result in environmental protection and improvement

contracts which require the use of natural resources, e.g. water, sunlight, fossil fuels, air, in the delivery of the contract.

### Social Value Initiatives related to this indicator may include, for example:

* Use of refurbished and / or remanufactured products in the delivery of the contract.
* Initiatives to promote resource efficiency including selecting products based on durability, repairability, warranty etc.
* Developing specifications designed to support circular economy principles throughout delivery of the contract.
* Use of reusable and/or returnable packing on the contract.
* Donation of items no longer in use on the contract to micro enterprises and voluntary, community and social enterprises to ensure onward use.
* Awareness and training events on opportunity to embed circular economy principles on the contract for the Supplier’s workforce, supply chain and contracting authority.
* Implementation of end-of-life arrangements for supplies on the contract that cannot be reused.

## Indicator 3.7 – Assess and minimise the contract’s embodied carbon emissions by minimising use of virgin materials, effective production techniques and effective recovery systems.

### When to include

**This indicator is potentially relevant and proportionate to the subject matter of the contract when:**

* The scope involves the provision and / use of materials that are considered to contain high levels of embodied carbon.
* There are opportunities through the performance of the contract to minimise embodied carbon.

### Social Value Initiatives related to this indicator may include, for example:

* The reuse of buildings instead of constructing new ones.
* The use of low-carbon concrete materials (e.g. low carbon concrete mixes).
* Limiting the use of carbon-intensive materials such as aluminum, plastics, and foam insulation.
* Selecting materials with lower embodied carbon over the project life-cycle.
* The use of carbon sequestering materials.
* Reusing materials wherever possible.
* Using high-recycled content materials.
* Maximizing structural efficiency.
* Measures to adopt circular economy principles on the contract by keeping resources in use as long as possible, extracting maximum value from them, minimizing waste and promoting resource efficiency.
* Measures to continuously assess and reduce embodied carbon throughout the delivery of the contract.

## Indicator 3.8 – Create Green Jobs and relevant training opportunities that contribute towards a just transition by supporting a more resource efficient, greener and low carbon economy.

### When to include

This indicator is potentially relevant and proportionate to the subject matter of the contract when:

* The contract relates to a sector which is adapting their working practices and processes to tackle climate change.
* The contract relates to a sector which is working to reduce the use of natural resources and/or promote the circular economy.
* The contract relates to a sector which is working to reduce the use of fossil fuels and/or produce renewable energy.

### Social Value Initiatives related to this indicator may include, for example:

* Support related to skills and educational development designed to encourage people to consider employment and training opportunities in industries that support a more resource efficient, greener and low carbon economy.
* Paid employment opportunities in industries that support a more resource efficient, greener and low carbon economy.
* Apprenticeship opportunities in industries that support a more resource efficient, greener and low carbon economy.
* Work experience placements in industries that support a more resource efficient, greener and low carbon economy.
* Training/support and guidance in place for work experience placement participants, including progression support.
* Training and mentoring for disadvantaged groups, including continuous development and progression, in industries that support a more resource efficient, greener and low carbon economy.

# THEME 4: PROMOTING WELLBEING

This theme aims to improve the health and wellbeing of the contract workforce, tackle employment inequality, contribute to in-work progression and skills development, and improve community integration.

## Indicator 4.1 – Build a culture that supports the wellbeing of staff working on the contract

### When to include

This indicator is potentially relevant and proportionate to the subject matter of the contract when:

* The performance of the contract/s is labour intensive.
* The health and wellbeing of the contract workforce is important to the performance of the contract.
* There are opportunities to improve the health and wellbeing of the contract workforce.
* There is a high risk of health and wellbeing issues due to the nature or the contract and / or the sector involved in the delivery of the contract.

### Social Value Initiatives related to this indicator may include, for example:

* Activities to continuously improve the health and wellbeing of the contract workforce.
* Activities to reduce the stigma associated with mental health for employees on the contract.
* Health and wellbeing training for supervisory and management staff to support employees on the contract.
* Activities to measure employee satisfaction on the contract.
* Activities to enhance employee engagement and retention levels on the contract.
* In work development and progression opportunities for the contract workforce.
* Measures to address inequalities including underrepresentation within the contract workforce.

## Indicator 4.2 – Support the wellbeing of staff, suppliers, customers and communities in the delivery of the contract

### When to include

This indicator is potentially relevant and proportionate to the subject matter of the contract when:

* The performance of the contract/s is labour intensive.
* There are opportunities to improve the health and wellbeing of the contract workforce, suppliers, customers and communities.
* There is a high risk of health and wellbeing issues due to the nature or the contract and / or the sector involved in the delivery of the contract.
* The health and wellbeing of communities is impacted through the delivery of the contract.

### Social Value Initiatives related to this indicator may include, for example:

* Activities to improve the health and wellbeing of the contract workforce.
* Community engagement events to promote health and wellbeing including skills development in areas related to the contract.
* Market engagement activities to identify health and wellbeing issues within the supply chain.
* Volunteering activities to organisations within the voluntary, community and social enterprise sector.
* Co-design or creation of services relevant to the contract with relevant community organisations.
* Supporting community-led initiatives relevant to the contract, including opportunities for people to have a say in decisions that impact them.

## Indicator 4.3 – Promote and develop arts and cultural related activities relevant to the contract

### When to include

This indicator is potentially relevant and proportionate to the subject matter of the contract when:

* The contract involves the delivery of community focused services and/or works.
* There is an opportunity to support arts or cultural related activities through the delivery of the contract.

### The Social Value Initiatives related to this indicator may include, for example:

* Community engagement activities to determine the most relevant arts or cultural related activities for the contract.
* Activities to promote the arts or cultural related activities to community groups.
* Activities to promote supply chain opportunities related to the arts or cultural related activities to micro businesses, social enterprises or organisations within the arts, cultural and heritage sectors.

## Indicator 4.4 – Support community cohesion and good relations in areas where the contract is delivered, for example, by ensuring people have a voice in decisions that impact them.

### When to include

This indicator is potentially relevant and proportionate to the subject matter of the contract when:

* Community cohesion and good relations issues exist within the community where the contract is being delivered, such as between people from different religious, political, racial and/or ethnic backgrounds.
* Community cohesion and good relations issues exist within the contract workforce, such as between people from different religious, political, racial and/or ethnic backgrounds.

### The Social Value Initiatives related to this indicator may include, for example:

* Activities that result in the supplier developing an increased level of understanding of the local demographics and related challenges for the community affected by the contract.
* The development of partnerships with organisations in the VCSE sector who work to deliver activities designed to improve good relations within the local community.
* Activities that increase awareness of good relations, equality, diversity and inclusion issues within the contract workforce and provide adequate training for employees and managers engaged on the contract. This training could be delivered by the VCSE sector.
* Activities to promote good relations, including cultural pluralism and respect for diversity, including Northern Ireland’s ethnic, national, linguistic and faith communities so that everyone has a sense of belonging.
* Activities to identify underrepresented groups who are impacted by the contract.
* Outreach to build connections with underrepresented groups who are impacted by the contract.
* Facilitating consultation sessions for underrepresented groups who are impacted by the contract, setting up other mechanisms for underrepresented groups who are impacted by the contract to have their voices heard; and, feeding back to underrepresented groups who are impacted by the contract on the results of consultation exercises.

## Indicator 4.5 – Take action to improve equality, diversity and inclusion in the contract’s workforce and throughout the supply chain

### When to include

This indicator is potentially relevant and proportionate to the subject matter of the contract when:

* There are equality, diversity and inclusion issues associated with the sector.
* There are opportunities to improve equality, diversity and inclusion of the contract workforce.
* The equality, diversity and inclusion of the contract workforce is important to the performance of the contract.

### The Social Value Initiatives related to this indicator may include, for example:

* Continuously developing an understanding of the issues affecting inequality for employees on the contract.
* Increasing awareness and providing training about equality, diversity and inclusion issues within the contract workforce for employees and managers engaged on the Contract.
* Adopting inclusive and accessible recruitment practices to increase equality, diversity and inclusion of the contract workforce in accordance with the [Equality Commission for Northern Ireland’s guidance](https://www.equalityni.org/ECNI/media/ECNI/Publications/Employers%20and%20Service%20Providers/Unifiedguidetopromotingequalopps2009.pdf).
* Undertaking positive action measures to address representation of disadvantaged groups in the contract workforce. (For more info, see: [PositiveActionEmployerGuide.pdf (equalityni.org)](https://www.equalityni.org/ECNI/media/ECNI/Publications/Employers%20and%20Service%20Providers/PositiveActionEmployerGuide.pdf))
* Engage with employees working on the Contract to determine the most important equality, diversity and inclusion issues and undertaking activities to address these.

## Indicator 4.6 – Support local initiatives to reduce poverty and inequality in the area where the contract is delivered.

### When to include

This indicator is potentially relevant and proportionate to the subject matter of the contract when:

* The contract is being delivered in an area or close to an area facing high levels of deprivation.
* The work on the contract is traditionally seen as low-skilled and/or low paid.

### The Social Value Initiatives related to this indicator may include, for example:

* Provide support to organisations within the Voluntary, Community and Social Enterprise sector who work to reduce poverty and inequality in the area where the contract is delivered.
* Provide access to the Supplier’s health and wellbeing programmes for people facing poverty and / inequalities within the area where the contract is delivered.
* Support related to skills and educational development designed to encourage people within the area to enter or re-enter employment and training.
* Apprenticeship opportunities for people within the area.
* Work experience placements for those who face barriers to employment within the area.
* Training/support and guidance in place for work experience placement participants, including progression support for people within the area.
* Paid employment opportunities for those who face barriers to employment within the area.
* Initiatives which encourage people within the area who face barriers to employment to apply for employment opportunities on the contract.
* Initiatives which encourage people within the area who face barriers to employment to remain in employment opportunities on the contract.