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**Model Text for inclusion in the**

**Procurement Documents**

**Fixed Social Value Indicator Approach for Construction Related Professional Services Contracts**

* **SOCIAL VALUE REQUIREMENTS SHOULD BE TAILORED FOR EACH CONTRACT**
* **UNDER THE FIXED INDICATOR APPROACH, THE AUTHORITY WILL SELECT THE MOST RELEVANT SOCIAL VALUE THEME(S) AND INDICATOR(S) FROM PPN 01/21 BASED ON THE RISKS AND OPPORTUNITIES ANALYSIS, THE PRIORITIES SET OUT IN THE DEPARTMENTAL SOCIAL VALUE STRATEGY AND THE SUBJECT MATTER OF THE CONTRACT.**
* **ONLY INCLUDE THE THEME, INDICATOR AND RELEVANT CLAUSES IN LINE WITH THE SOCIAL VALUE AWARD CRITERIA – DELETE ALL OTHER CLAUSES**

**REMOVE THIS TEXT BOX AND ALL COMMENTS PRIOR TO PUBLICATION**

# SCHEDULE Click here to enter text.: SOCIAL VALUE

# Background

In accordance with the [Procurement Policy Note (PPN) 01/21 (Social Value in Procurement)](https://www.finance-ni.gov.uk/publications/ppn-0121-scoring-social-value), the successful Supplier will be required to deliver measurable social value outcomes.

In support of the PPN 01/21, and in light of the subject matter of the contract, the Authority has selected theme Theme 1: Increasing secure employment and skills / Theme 2: Building ethical and resilient supply chains / Theme 3: Delivering climate action / Theme 4: Promoting Wellbeing as the most relevant social value theme to include in this contract.

**Theme 1 – Increasing secure employment and skills** – aims to create employment and training opportunities, contribute to in-work progression and skills development, create opportunities for entrepreneurs and support economic growth.

The New Decade, New Approach Deal emphasised the importance of access to good jobs, where workers have a voice that provides a level of autonomy, a decent income, security of tenure, satisfying work in the right quantities and decent working conditions. Creating good jobs and protecting workers’ rights impacts upon better health and wellbeing by tackling inequalities, building self-efficacy and combating poverty and also helps employers to attract and retain the talent they need to grow and thrive.

**Theme 2 – Building ethical and resilient supply chains** – 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.

Doing business with respect for human rights is linked to business opportunities such as: improved employee retention and recruitment rates; greater access to customers and buyers who increasingly value ethical practices; and, improved relationships with workers, communities and stakeholders, resulting in a stronger business reputation. Ensuring supply chains are ethical contributes to sustainable development, protects the human rights of individuals, provides job opportunities and brings families out of poverty. By providing decent work and demanding suppliers do the same, organisations invest in the future of communities.

**Theme 3 – Delivering climate action**  – aims to promote environmental benefits, influence environmental protection and improvement and work towards net zero greenhouse gas emissions.

The Executive’s Green Growth Strategy aims to ensure the sustainability of Northern Ireland’s natural environment, while fostering the necessary conditions for innovation, investment and competition that can give rise to new sources of economic growth, while building resilient ecosystems. By doing so, we can create jobs, reduce carbon, enhance profitability, lower waste, increase efficiency and protect our environment and climate for future generations.

**Theme 4 – Promoting wellbeing** – 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.

The Public Health Agency (PHA)[[1]](#footnote-1) recognises that using the workplace as a setting to promote and support health and wellbeing makes good business sense and has many benefits for both employers and employees which is especially important as workplaces emerge from the COVID-19 pandemic. According to the World Health Organisation, the definition of a healthy workforce is: ‘... one in which workers and managers collaborate to use a continual improvement process to protect and promote the health, safety and wellbeing of all workers and the sustainability of the workplace’.[[2]](#footnote-2)

To help achieve these objectives and address the strategic aims, it is required that the successful Supplier will deliver measurable social value outcomes linked to the Social Value Indicators as set out in the Invitation to Tender.

**X.0 Social Value Delivery**

**Theme 1 - the Supplier will deliver the employment and skills related initiatives** **in line with the activities identified within their tender methodology and the requirements set out in XX or as otherwise agreed by the Authority, at the Authority’s discretion.**

**Indicator 1.1 Create employment, retraining and other return to work opportunities for those furthest from the labour market and/or from deprived areas.**

## X.0 Paid Employment Opportunities

Where the Supplier selects to deliver this social value initiative within its methodology submitted at tender stage, the Supplier will provide paid employment opportunities on the contract for people who are furthest from the labour market and/or from deprived areas[[3]](#footnote-3). The Supplier must ensure that they satisfy one of the following categories:

* a person who is in education or has left education in the last 12 months and is seeking employment;
* people who are long-term unemployed[[4]](#footnote-4)
* people who have a disability
* people who are located in deprived areas
* people who are underrepresented in the contract's workforce
* another person who faces barriers to employment or who is at risk of social exclusion, as accepted by the Authority, at the Authority’s discretion

Each employment vacancy must be notified to [www.jobapplyni.com](http://www.jobapplyni.com) and one or more organisations registered on the Social Value Unit website ([www.socialvalueni.org/contractors/find-a-broker/](http://www.socialvalueni.org/contractors/find-a-broker/)) and/or equivalent agencies named by or agreed with the Authority for this purpose. Sufficient time must be allowed for information on vacancies to be made available and applications submitted.

**X.1 Support and Training**

Each beneficiary must be:

* provided with the opportunity to obtain training and accreditation relevant to the tasks they are expected to perform;
* asked if they would like to receive support with numeracy, literacy and information technology, and those that do must be signposted to sources of training and accreditation for these Essential Skills;
* supported in undertaking training e.g. through flexible working arrangements, where practicable; and
* supported in developing soft skills relevant to the workplace (e.g. communication, teamworking, time management, problem-solving etc.).

The costs of training and accreditation/registration must be covered by the Supplier either directly or through public or industry sources that they identify.

## X.0 Unwaged work placements

Where the Supplier selects to deliver this initiative within its methodology submitted at tender stage, it will provide unwaged work placements on the contract for people who face barriers to employment and/or who are located in deprived areas. This can include for example, people who are long-term unemployed, people who are located in deprived areas[[5]](#footnote-5), people who have a disability and people who are underrepresented in the contract’s workforce.

The Supplier is to provide work placement participants with meaningful work experience, training, development and mentoring which will enhance their opportunities for future employment.

Each unpaid work placement opportunity must be notified to one or more organisations registered on the Social Value Unit website ([www.socialvalueni.org/Suppliers/find-a-broker/](http://www.socialvalueni.org/Suppliers/find-a-broker/)) and/or equivalent agencies named by or agreed with the Authority for this purpose.

The Department of Communities works with employers to offer meaning work placements. Learn more about the support available [here](https://www.nibusinessinfo.co.uk/content/work-experience-programme).

## X.0 Skills development and educational attainment

Where the Supplier selects to deliver this initiative within its methodology submitted at tender stage, the Supplier will provide skills development and educational attainment support in areas related to the contract to an education provider or organisation within the Voluntary, Community and Social Enterprise sector to aid the career development of people who are considered to be disadvantaged in the labour market or at risk of social exclusion. This can include for example, people who are long-term unemployed, people who are located in deprived areas, people who have a disability and people who are underrepresented in the contract’s workforce.

This support can include, for example: vocational talks, curriculum support, careers guidance, workplace visits, mentoring or as otherwise agreed by the Authority. The Supplier shall agree the scope of activities with the Authority prior to delivery.

Each opportunity must be notified to one or more organisations registered on the Social Value Unit website ([www.socialvalueni.org/Suppliers/find-a-broker/](http://www.socialvalueni.org/Suppliers/find-a-broker/)) and/or equivalent agencies named by or agreed with the Authority for this purpose.

## X.0 Financial support for attainment of industry related qualifications

Where the Supplier selects to deliver this initiative within its methodology submitted at tender stage, the Supplier will provide financial donations to support people within Northern Ireland who face barriers to employment to gain recognised industry related qualifications. This may include, for example, people who are long-term unemployed, young people who are Not in Education, Employment or Training (NEET), people who are located in deprived areas[[6]](#footnote-6) and are new to the sector, people who are from ethnic minority communities and are new to the sector and people from an underrepresented gender group within the sector, or another group who face barriers to employment as agreed with the Authority, at the Authority’s discretion.

The financial support can include donations towards tuition fees and relevant resources (e.g. course textbooks) or as otherwise agreed by the Authority. The Supplier shall agree the scope of financial donations with the Authority prior to delivery.

Each financial support opportunity must be notified to one or more organisations registered on the Social Value Unit website ([www.socialvalueni.org/Contractors/find-a-broker/](http://www.socialvalueni.org/Contractors/find-a-broker/)) and/or equivalent agencies named by or agreed with the Authority for this purpose.

## X.0 Positive action outreach plan –People with Disabilities

Where the Supplier selects to deliver this initiative within its methodology submitted at tender stage, the Supplier will develop and deliver a plan for lawful positive action for the contract which aims to increase applications for employment and training positions on the contract from people who have a disability and are seeking employment. This positive action plan can include, for example, attending meetings and developing partnerships with potential brokers who work with people who have a disability, the preparation and delivery of engagement activities to people who have a disability, a plan to ring-fence employment opportunities for people with a disability, or other activities as agreed by the Authority, at the Authority’s discretion.

You will find further information on lawful positive action from the Equality Commission for Northern Ireland [here](https://www.equalityni.org/Employers-Service-Providers/Recruiting-people-with-disabilities/Positive-action-(1)). You will find further information on making your services accessible to people with disabilities [here](https://www.equalityni.org/everycustomercounts). Further detailed guidance on developing and implementing lawful positive action outreach is available from the Equality Commission of NI: [PositiveActionEmployerGuide.pdf (equalityni.org)](https://www.equalityni.org/ECNI/media/ECNI/Publications/Employers%20and%20Service%20Providers/PositiveActionEmployerGuide.pdf)

X.0 Equality, diversity and inclusion positive action

Where the Supplier selects to deliver this initiative within its methodology submitted at tender stage, the Supplier will develop and deliver a lawful outreach plan for positive action for the Contract which aims to increase applications for the Contract’s employment opportunities from individuals who face barriers to employment. This can include the preparation of a positive action plan, attending meetings and developing partnerships with potential brokers, the preparation and delivery of engagement activities, or other activities as agreed by the Authority, at the Authority’s discretion.

You will find further information on lawful positive action from the Equality Commission for Northern Ireland [here](https://www.equalityni.org/Employers-Service-Providers/Recruiting-people-with-disabilities/Positive-action-(1)). Further detailed guidance on developing and implementing lawful positive action outreach is available from the Equality Commission of NI: [PositiveActionEmployerGuide.pdf (equalityni.org)](https://www.equalityni.org/ECNI/media/ECNI/Publications/Employers%20and%20Service%20Providers/PositiveActionEmployerGuide.pdf)

**X.0 Mentoring/pastoral support for those employees engaged on the contract who are disadvantaged to** **remain in employment**

Where the Supplier selects to deliver this initiative within its methodology submitted at tender stage, the Supplier will provide mentoring/pastoral support for those employees engaged on the contract who are disadvantaged. This could include, for example, people who were long-term unemployed, people who have a disability, looked after children/care leavers and people who are underrepresented in the contract’s workforce.

The supplier shall deliver mentoring/pastoral support initiatives which will support the employee to address issues which may be a barrier to their ability to remain in employment. The Supplier shall agree the scope of activities with the Authority prior to delivery.

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

**[See drafting note – if including indicator 1.2, use the clauses set out above for indicator 1.1]**

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

According to DAERA’s Green Growth Strategy, green jobs should focus on developing a low carbon, skilled workforce with more people working in jobs that contribute to climate action and a clean environment.

## X.0 Paid Employment Opportunities - Green Jobs & Skills

Where the Supplier selects to deliver this initiative within its methodology submitted at tender stage, the Supplier will provide paid green employment opportunities on the contract for a person/people from one of the following categories:

* a person who is in education or has left education in the last 12 months and is seeking employment;
* people who are long-term unemployed[[7]](#footnote-7)
* people who have a disability and are seeking employment
* people who are located in deprived areas[[8]](#footnote-8) and are seeking employment
* people who are underrepresented and new to the sector and are seeking employment
* people who are unemployed and have skills and experience in industries which are likely to be negatively impacted by the transition to a low carbon economy
* another person who faces barriers to employment or who is at risk of social exclusion and is seeking employment, as accepted by the Authority, at the Authority’s discretion

Each employment vacancy must be notified to JobApplyNI ([www.jobapplyni.com](http://www.jobapplyni.com)) and one or more organisations registered on the Social Value Unit website ([www.socialvalueni.org/contractors/find-a-broker/](http://www.socialvalueni.org/contractors/find-a-broker/)) and/or equivalent agencies named by or agreed with the Authority for this purpose. Sufficient time must be allowed for information on vacancies to be made available and applications submitted.

**X.1 Support and Training**

Each beneficiary must be:

* provided with the opportunity to obtain training and accreditation relevant to the tasks they are expected to perform;
* asked if they would like to receive support with numeracy, literacy and information technology, and those that do must be signposted to sources of training and accreditation for these Essential Skills;
* supported in undertaking training e.g. through flexible working arrangements, where practicable; and
* supported in developing soft skills relevant to the workplace (e.g. communication, teamworking, time management, problem-solving etc.).

The costs of training and accreditation/registration must be covered by the Supplier either directly or through public or industry sources that they identify.

## X.0 Unwaged work placements – Green Jobs & Skills

Where the Supplier selects to deliver this initiative within its methodology submitted at tender stage, the Supplier will provide unwaged work experience placements on the contract for people who face barriers to employment and/or who are located in deprived areas[[9]](#footnote-9). This can include people who are long-term unemployed, people who are located in deprived areas, people who have a disability, people who are unemployed and have skills and experience in industries which are likely to be negatively impacted by the transition to a low carbon economy and people who are underrepresented in the contracts workforce.

The Supplier is to provide work placement participants with meaningful work experience, training and development which will enhance their opportunities for future employment. The work placements must focus on the provision of skills, training and technical knowledge required within the field of green jobs focused on contributing to climate action and a clean environment.

Each unpaid work placement opportunity must be notified to one or more organisations registered on the Social Value Unit website ([www.socialvalueni.org/contractors/find-a-broker/](http://www.socialvalueni.org/contractors/find-a-broker/)) and/or equivalent agencies named by or agreed with the Authority for this purpose.

The Department of Communities works with employers to offer meaning work placements. Learn more about the support available [here](https://www.nibusinessinfo.co.uk/content/work-experience-programme).

## X.0 Green Skills development and educational attainment

Where the Supplier selects to deliver this initiative within its methodology submitted at tender stage, the Supplier will provide green skills development and educational attainment in areas related to the contract to an education provider or organisation within the Voluntary, Community and Social Enterprise sector to aid the career development of people who are considered to be disadvantaged in the labour market or at risk of social exclusion. This can include, for example, people who are long-term unemployed, people who have skills and experience in industries which are likely to be negatively impacted by the transition to a low carbon economy, people who are located in deprived areas[[10]](#footnote-10), people who have a disability and people who are underrepresented in the contract workforce.

This support can include formal and informal training focused on the development of green skills, vocational talks focused career development within the green jobs sector, curriculum support in the area of green skills and knowledge, careers guidance on opportunities within the area of green jobs, workplace visits to raise awareness of the opportunities within the green jobs sector, mentoring or as otherwise agreed by the Authority. The Supplier shall agree the scope of activities with the Authority prior to delivery.

Each opportunity must be notified to one or more organisations registered on the Social Value Unit website ([www.socialvalueni.org/Contractors/find-a-broker/](http://www.socialvalueni.org/Contractors/find-a-broker/)) and/or equivalent agencies named by or agreed with the Authority for this purpose.

**X.0 Mentoring/pastoral support for those employees engaged on the contract who are disadvantaged**

Where the Supplier selects to deliver this initiative within its methodology submitted at tender stage, the Supplier will provide mentoring/pastoral support for those employees engaged on the contract who are disadvantaged. This could include, for example, people who were long-term unemployed, people who have a disability, looked after children/care leavers and people who are underrepresented in the contract’s workforce.

The supplier shall deliver mentoring/pastoral support initiatives which will support the employee to address issues which may be a barrier to their ability to remain in employment and to help them gain new skills and recognised qualifications that are relevant to a more resource efficient, greener and low carbon economy.

The Supplier shall agree the scope of activities with the Authority prior to delivery.

**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**

## X.0 In-work progression and skills development for employees who are disadvantaged

The New Decade, New Approach Deal emphasised the importance of access to good jobs, where workers have a voice that provides a level of autonomy, a decent income, security of tenure, satisfying work in the right quantities and decent working conditions. The Skills Strategy for Northern Ireland (Skills for a 10x Economy) sets out the importance of tackling social and educational inequality, ensuring appropriate pathways are in place to enable all our citizens to reach their potential, benefitting from and contributing to a stronger, more prosperous, more resilient Northern Ireland. Creating good jobs and protecting workers’ rights impacts upon better health and wellbeing by tackling inequalities, building self-efficacy and combating poverty and also helps employers to attract and retain the talent they need to grow and thrive.

Where the Supplier selects to deliver this initiative within its methodology submitted at tender stage, the Supplier will provide activities to promote and support In-work Progression and Skills Development in the contract’s workforce for those employees who are disadvantaged. This could include, for example, people who were long-term unemployed, people who have a disability, looked after children/care leavers and people who are underrepresented in the contract’s workforce.

The Supplier will be required to report on scope of activities delivered, number of participants, number of training hours delivered, qualifications and learning outcomes.

**X.0 Mentoring and training support for those employees engaged on the contract who are disadvantaged**

Where the Supplier selects to deliver this initiative within its methodology submitted at tender stage, the Supplier will provide training and mentoring support for those employees engaged on the contract who are disadvantaged. This could include, for example, people who were long-term unemployed, people who have a disability, looked after children/care leavers and people who are underrepresented in the contract’s workforce.

The supplier shall deliver training and mentoring support initiatives which focus on, for example, supporting the employee to address issues which may be a barrier to their ability to remain in employment; promoting and encouraging employees who are disadvantaged to access training schemes that address skills gaps, result in recognised qualifications and contribute to career progression; providing opportunities for progression for those who are disadvantaged; and supporting employees who are undertaking skills development or management courses.

The Supplier shall agree the scope of activities with the Authority prior to delivery.

## 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.

## X.0 In-work progression and training opportunities relevant to a more resource efficient, greener and low carbon economy

The New Decade, New Approach Deal emphasised the importance of access to good jobs, where workers have a voice that provides a level of autonomy, a decent income, security of tenure, satisfying work in the right quantities and decent working conditions. The Skills Strategy for Northern Ireland (Skills for a 10x Economy) sets out the importance of tackling social and educational inequality, ensuring appropriate pathways are in place to enable all our citizens to reach their potential, benefitting from and contributing to a stronger, more prosperous, more resilient Northern Ireland. Creating good jobs and protecting workers’ rights impacts upon better health and wellbeing by tackling inequalities, building self-efficacy and combating poverty and also helps employers to attract and retain the talent they need to grow and thrive.

## Where the Supplier selects to deliver this initiative within its methodology submitted at tender stage, the Supplier will provide activities to promote and support in-work progression and skills development in the contract’s workforce designed to help people gain new skills and recognised qualifications that are relevant to a more resource efficient, greener and low carbon economy.

The Supplier will be required to report on scope of activities delivered, number of participants, number of training hours delivered, qualifications and learning outcomes.

**X.0 Mentoring and training support for those employees engaged on the contract who are disadvantaged**

Where the Supplier selects to deliver this initiative within its methodology submitted at tender stage, the Supplier will provide training and mentoring support for those employees engaged on the contract who are disadvantaged to help them gain new skills and recognised qualifications that are relevant to a more resource efficient, greener and low carbon economy.

This could include, for example, people who were long-term unemployed, people who have a disability, looked after children/care leavers and people who are underrepresented in the contract’s workforce.

The supplier shall deliver training and mentoring support initiatives which focus on, for example, supporting the employee to address issues which may be a barrier to their ability to remain in employment; promoting and encouraging employees who are disadvantaged to access training schemes that address skills gaps, result in recognised qualifications and contribute to career progression; providing opportunities for progression for those who are disadvantaged; and supporting employees who are undertaking skills development or management courses.

The Supplier shall agree the scope of activities with the Authority prior to delivery.

## X.0 Green Skills development and educational attainment for the contract workforce

Where the Supplier selects to deliver this initiative within its methodology submitted at tender stage, the Supplier will provide green skills development and educational attainment support by the Supplier in areas related to the contract workforce.

This support can include formal and informal training focused on the development of green skills, vocational talks focused career development within the green jobs sector, curriculum support in the area of green skills and knowledge, careers guidance on opportunities within the area of green jobs, mentoring or as otherwise agreed by the Authority. The Supplier shall agree the scope of activities with the Authority prior to delivery.

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

## X.0 Paid Employment Opportunities

Where the Supplier selects to deliver this initiative within its methodology submitted at tender stage, the Supplier will provide paid employment on the contract for people with Disabilities who are seeking employment.

Each employment vacancy must be notified to Job Apply NI ([www.jobapplyNI.com](http://www.jobapplyNI.com)) and one or more organisations registered on the Social Value Unit website ([www.socialvalueni.org/contractors/find-a-broker/](http://www.socialvalueni.org/contractors/find-a-broker/)) and/or equivalent agencies named by or agreed with the Authority for this purpose. Sufficient time must be allowed for information on vacancies to be made available and applications submitted.

**X.1 Support and Training**

Each beneficiary must be:

* provided with the opportunity to obtain training and accreditation relevant to the tasks they are expected to perform;
* asked if they would like to receive support with numeracy, literacy and information technology, and those that do must be signposted to sources of training and accreditation for these Essential Skills;
* supported in undertaking training e.g. through flexible working arrangements, where practicable;
* supported in developing soft skills relevant to the workplace (e.g. communication, teamworking, time management, problem-solving etc.).

The costs of training and accreditation/registration must be covered by the Supplier either directly or through public or industry sources that they identify.

To maximise employment opportunities on the contract for people with a disability suppliers are encouraged to consider positive action measures to address representation of people with disabilities in the workforce, such as ring fencing jobs, guaranteed interview schemes, job trials, flexible working arrangements: [PositiveActionEmployerGuide.pdf (equalityni.org)](https://www.equalityni.org/ECNI/media/ECNI/Publications/Employers%20and%20Service%20Providers/PositiveActionEmployerGuide.pdf)

## X.0 Unwaged work placements

Where the Supplier selects to deliver this initiative within its methodology submitted at tender stage, the delivery of unwaged work experience placements on the contract for people with disabilities. The Supplier is to provide work placement participants with meaningful work experience, training and development which will enhance their opportunities for future employment.

Each unpaid work placement opportunity must be notified to one or more organisations registered on the Social Value Unit website ([www.socialvalueni.org/contractors/find-a-broker/](http://www.socialvalueni.org/contractors/find-a-broker/)) and/or equivalent agencies named by or agreed with the Authority for this purpose.

The Department of Communities works with employers to offer meaning work placements. Learn more about the support available [here](https://www.nibusinessinfo.co.uk/content/work-experience-programme).

## X.0 Positive action outreach activities

Where the Supplier selects to deliver this initiative within its methodology submitted at tender stage, the Supplier will develop and deliver a plan for lawful positive action for the contract which aims to increase applications for employment and training positions on the contract from people who have a disability and are seeking employment. This positive action plan can include, for example, attending meetings and developing partnerships with potential brokers who work with people who have a disability, the preparation and delivery of engagement activities to people who have a disability, a plan to ring-fence employment opportunities for people with a disability, or other activities as agreed by the Authority, at the Authority’s discretion.

You will find further information on lawful positive action from the Equality Commission for Northern Ireland [here](https://www.equalityni.org/Employers-Service-Providers/Recruiting-people-with-disabilities/Positive-action-(1)). You will find further information on making your services accessible to people with disabilities [here](https://www.equalityni.org/everycustomercounts). Further detailed guidance on developing and implementing lawful positive action outreach is available from the Equality Commission of NI: [PositiveActionEmployerGuide.pdf (equalityni.org)](https://www.equalityni.org/ECNI/media/ECNI/Publications/Employers%20and%20Service%20Providers/PositiveActionEmployerGuide.pdf)

**X.0 Training and mentoring support for people with disabilities on the contract workforce**

Where the Supplier selects to deliver this initiative within its methodology submitted at tender stage, the supplier will deliver training and mentoring support for people with disabilities within the contract workforce which will support the employee to address issues which may be a barrier to their ability to remain in employment. The Supplier shall agree the scope of activities with the Authority prior to delivery.

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

## X.0 Unwaged work placements

Where the Supplier selects to deliver this initiative within its methodology submitted at tender stage, the Supplier will provide unwaged work experience placements on the contract for people with disabilities. The Supplier is to provide work placement participants with meaningful work experience, training and development which will enhance their opportunities for future employment.

Each unpaid work placement opportunity must be notified to one or more organisations registered on the Social Value Unit website ([www.socialvalueni.org/contractors/find-a-broker/](http://www.socialvalueni.org/contractors/find-a-broker/)) and/or equivalent agencies named by or agreed with the Authority for this purpose.

The Department of Communities works with employers to offer meaning work placements. Learn more about the support available [here](https://www.nibusinessinfo.co.uk/content/work-experience-programme).

## X.0 Skills development and educational attainment

Where the Supplier selects to deliver this initiative within its methodology submitted at tender stage, the Supplier will provide skills development and educational attainment support in areas related to the contract to an education provider or organisation within the Voluntary, Community and Social Enterprise sector to aid the career development of people with a disability.

This support can include vocational talks, curriculum support, careers guidance, workplace visits, mentoring or as otherwise agreed by the Authority. The Supplier shall agree the scope of activities with the Authority prior to delivery.

Each opportunity must be notified to one or more organisations registered on the Social Value Unit website ([www.socialvalueni.org/contrators/find-a-broker/](http://www.socialvalueni.org/contrators/find-a-broker/)) and/or equivalent agencies named by or agreed with the Authority for this purpose.

## X.0 Financial support for attainment of industry related qualifications for people with disabilities

Where the Supplier selects to deliver this initiative within its methodology submitted at tender stage, the Supplier will provide financial donations to support people with disabilities within Northern Ireland who face barriers to employment to gain recognised qualifications.

The financial support can include donations towards tuition fees and relevant resources (e.g. course textbooks) or as otherwise agreed by the Authority. The Supplier shall agree the scope of financial donations with the Authority prior to delivery.

Each financial support opportunity must be notified to one or more organisations registered on the Social Value Unit website ([www.socialvalueni.org/Contractors/find-a-broker/](http://www.socialvalueni.org/Contractors/find-a-broker/)) and/or equivalent agencies named by or agreed with the Authority for this purpose.

**Theme 2 - the Supplier will deliver initiatives to build ethical and resilient supply chains in line with the activities identified within their tender methodology and requirements as set within XX, or as otherwise agreed by the Authority, at the Authority’s discretion.**

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

## X.0 Supply Chain Map for the contract

Where the Supplier selects to deliver this initiative within its methodology submitted at tender stage, the Supplier shall undertake a supply chain mapping exercise to ascertain where ethical sourcing risks exist within the supply chain of goods being used on the Contract within Click here to enter text. days of contract commencement. The supply chain map will include a review of expenditure and a risk assessment on the findings to identify products and/or services where there is a risk of modern slavery, human rights abuses and/or illegal or unethical employment practices within the supply chain.[[11]](#footnote-11)

## The supply chain map will be submitted to the Authority for review within Click here to enter text. days of contract commencement.

## X.0 Fair Work Charter

The New Decade, New Approach Deal emphasised the importance of access to good jobs, where workers have a voice that provides a level of autonomy, a decent income, security of tenure, satisfying work in the right quantities and decent working conditions. Creating good jobs and protecting workers’ rights impacts upon better health and wellbeing by tackling inequalities, building self-efficacy and combating poverty and also helps employers to attract and retain the talent they need to grow and thrive.

Where the Supplier selects to deliver this initiative within its methodology submitted at tender stage, the Supplier will develop, implement and maintain a Fair Work Charter in relation to this contract, including its supply chain, which demonstrates the Supplier’s commitment to ensuring that workers employed on this contract are treated fairly, humanely and equitably. This should be submitted within Click here to enter text. days of contract award.

The Fair Work Charter must at least include and address among other things, how the supplier will:

* provide a decent standard of living and income:
* offer security of contract, including hours;
* foster an environment where workers views are actively sought, listened to and can make a difference;
* give opportunities for all to learn, develop and progress;
* create a healthy and safe environment, where individuals' wellbeing is actively supported;
* enable people to have a good work-life balance; and
* support people to feel valued and respected.

The Supplier shall submit an annual progress report to the Authority. The report shall be in writing and shall detail the actions taken by the Supplier and its subcontractors (if any) to implement the Fair Work Charter in the delivery of the Contract, as well as setting out quarterly actions for the year ahead.

The Authority reserves the right to survey workers on workforce matters such as access to terms and conditions, staff policies such as grievance procedures and how payment for services is managed.

**X.0 Training in Fair Work**

Where the Supplier selects to deliver this initiative within its methodology submitted at tender stage, the supplier will deliver training in fair work for employees working in a management or supervisory capacity on the contract (including the contract’s supply chain). The training will be designed to inform and support staff to understand fair work requirements and how to ensure that employees on the contract and in the supply chain are treated fairly, humanely and equitably.

The Supplier will establish a relevant baseline of employees understanding of fair work before delivery of each training event and measure and report the impact of the training post-delivery.

The Supplier shall agree the scope of the training with the Authority prior to delivery.

X.0 Equality, diversity and inclusion positive action

Where the Supplier selects to deliver this initiative within its methodology submitted at tender stage, the Supplier will develop and deliver a lawful outreach plan for positive action for the Contract which aims to increase applications for the Contract’s employment opportunities from individuals who face barriers to employment or who are underrepresented in the Contract’s workforce, This can include the preparation of a positive action plan, attending meetings and developing partnerships with potential brokers, the preparation and delivery of engagement activities, or other activities as agreed by the Authority, at the Authority’s discretion.

You will find further information on lawful positive action from the Equality Commission for Northern Ireland [here](https://www.equalityni.org/Employers-Service-Providers/Recruiting-people-with-disabilities/Positive-action-(1)). Further detailed guidance on developing and implementing lawful positive action outreach is available from the Equality Commission of NI: [PositiveActionEmployerGuide.pdf (equalityni.org)](https://www.equalityni.org/ECNI/media/ECNI/Publications/Employers%20and%20Service%20Providers/PositiveActionEmployerGuide.pdf)

## X.0 In-work progression and skills development for employees who are disadvantaged

The New Decade, New Approach Deal emphasised the importance of access to good jobs, where workers have a voice that provides a level of autonomy, a decent income, security of tenure, satisfying work in the right quantities and decent working conditions. The Skills Strategy for Northern Ireland (Skills for a 10x Economy) sets out the importance of tackling social and educational inequality, ensuring appropriate pathways are in place to enable all our citizens to reach their potential, benefitting from and contributing to a stronger, more prosperous, more resilient Northern Ireland. Creating good jobs and protecting workers’ rights impacts upon better health and wellbeing by tackling inequalities, building self-efficacy and combating poverty and also helps employers to attract and retain the talent they need to grow and thrive.

Where the Supplier selects to deliver this initiative within its methodology submitted at tender stage, the Supplier will provide activities to promote and support In-work Progression and Skills Development in the contract’s workforce for those employees who are disadvantaged. This could include, for example, people who were long-term unemployed, people who have a disability, looked after children/care leavers and people who are underrepresented in the contract’s workforce.

# 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.

**X.0 Tackling Modern Slavery Training Initiatives for all employees**

Where the Supplier selects to deliver this initiative within its methodology submitted at tender stage, the Supplier will deliver tackling modern slavery training for all employees working on the contract. The training will be designed to inform and support staff to understand what modern slavery, forced labour and labour exploitation is and how to deter, detect and deal with modern slavery.

The Supplier will establish a relevant baseline of employees understanding of how to deter, detect and deal with modern slavery before delivery of each training event and measure and report the impact of the training post-delivery.

The Supplier shall agree the scope of the training with the Authority prior to delivery.

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

## X.0 Inclusion of VCSEs, Micro Enterprises or Minority Ethnic Led Social and Micro Enterprise in the contract’s supply chain

The Supplier will include micro businesses, or voluntary, community and social enterprise (including minority ethnic led enterprises), in the supply chain in relation to any sub-contracting or other business opportunities available as a result of this contract.   The Supplier should ensure this is a meaningful opportunity for the VCSE or micro business.

Social Enterprise NI (SENI) (<https://www.socialenterpriseni.org>) is the representative body for social enterprises in Northern Ireland. SENI connect, support, develop and sustain vibrant businesses to create social change. SENI can provide advice and guidance to help businesses who want to explore opportunities to work with social enterprises in Northern Ireland.

Any action taken by the Authority or their agents to broker relationships between the Supplier and local individuals/firms/agencies does not imply and should not be deemed to imply that they or their agents consider the individual/firm/agency as suitable for engagement by the Supplier.

## X.0 Business development and knowledge sharing with a voluntary, community and social enterprise organisation, a microenterprise (including minority ethnic led enterprises)

The Supplier will deliver skilled advice in an area related to the contract to:

* an organisation/organisations within the Voluntary, Community and Social Enterprise (VCSE) sector; or
* micro businesses or
* Minority ethnic led social or micro enterprise

Each skilled advice opportunity should be developed in collaboration with the relevant beneficiary organisation.

Each skilled advice opportunity must be notified to one or more organisations registered on the Social Value Unit’s website ([www.socialvalueni.org/contractors/find-a-broker/](http://www.socialvalueni.org/contractors/find-a-broker/)) and/or equivalent agencies named by or agreed with the Authority for this purpose.

## X.0 Positive action to promote inclusion of Social Enterprises and Micro Businesses (including Minority Ethnic Led Enterprise Owners) in the contract’s supply chain

Where the Supplier selects to deliver this initiative within its methodology submitted at tender stage, the Supplier will develop, implement and maintain an action plan to promote the inclusion of social enterprises[[12]](#footnote-12) or micro businesses or minority ethnic led social and micro enterprise owners in relation to any sub-contracting or other business opportunities available as a result of this Contract. This should be provided within 60 days of award of the Contract and must at least include and address among other things the Supplier’s actions to:

* Understand the capability and capacity of micro businesses and social enterprises (includingminority to deliver any sub-contracting or other business opportunities available as a result of this Contract;
* Promote supply chain opportunities on the Contract to micro businesses and social enterprises (including minority ethnic led enterprises) For example, meet the buyer events, pre-market engagement activities, awareness raising by guidance or events of how to tender effectively for supply chain opportunities;
* Advertise supply chain opportunities openly to ensure they are accessible to micro businesses and social enterprises (includingminority ethnic led enterprises);
* Structure the supply chain selection process in a way that ensures fairness (e.g. anti-corruption) and encourages participation by a diverse range of micro businesses and social enterprises (includingminority ethnic led enterprises);
* Ensure prompt payment of micro businesses or social enterprises (including minority ethnic led enterprises) included within the supply chain on this Contract and appropriate commercial arrangements;
* Increase supply chain resilience and capacity; and
* Seek feedback from micro businesses and social enterprises (includingminority ethnic led enterprises) on the effectiveness of the action plan and to utilise results to improve outcomes.

The Action Plan must identify:

* the specific initiatives that will be delivered to promote inclusion of social enterprises and micro businesses (including minority ethnic led enterprises) in the contract’s supply chain including any relevant targets;
* timeframe for each initiative; and
* resources allocated to the delivery of each initiative including overall ownership.

At end of year review meetings, the Supplier will submit an annual progress report to the Authority, detailing the progress made in relation to the action plan and setting out the quarterly actions for the year ahead. The report shall be in writing and shall detail the steps taken by the Supplier and its subcontractors (if any) to implement the Supply Chain Action Plan. The Authority reserves the right to request an updated progress report at interims throughout the Contract.

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

[If using this indicator, use the clauses from indicator 2.3]

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

## X.0 Supply chain resilience and capacity

As set out in the Programme for Government, the Executive aim to develop a regionally-balanced economy that is globally competitive and carbon neutral and to build a place where everyone can reach their potential. The Executive’s Green Growth Strategy aims to ensure the sustainability of Northern Ireland’s natural environment, while fostering the necessary conditions for innovation, investment and competition that can give rise to new sources of economic growth, while building resilient ecosystems. By doing so, we can create jobs, reduce carbon, enhance profitability, lower waste, increase efficiency and protect our environment and climate for future generations.

The Supplier will develop, implement and maintain an Action Plan to continuously monitor and improve the supply chain’s resilience and capacity on this Contract. This should be provided within Click here to enter text. days of award of the Contract and must at least include and address among other things the Supplier’s actions to:

* Understand the risks affecting the contract, including those affecting the market, industry, sector and country (of origin or of source), and the actions taken to mitigate and manage them.
* Maximise security of supply on the contract, for example, by minimising proximity of supply chains to point of delivery.
* Explore the development of scalable and future-proofed new methods to modernise delivery and increase productivity.
* Identify and promote opportunities to open sub-contracting under the contract to a diverse range of businesses, including new businesses, entrepreneurs, start-ups, SMEs, VCSEs, minority led ethnic enterprise owners and mutuals
* Promote and support innovation throughout the supply chain to deliver more sustainable goods and services including circular solutions throughout the supply chain.
* Demonstrate collaboration and knowledge sharing throughout the supply chain to support economic growth and encourage ethical and resilient business.
* Employ low or zero-carbon practices and materials on the contract and support the contract’s supply chain to minimise carbon footprint and emissions.
* Assess risks to resilience of supply, services, assets as a result of known or anticipated climate change including measures undertaken during contract delivery to minimise such risks (e.g. design standards, supply chain management or other)
* Identify and manage cyber security risks in the delivery of the contract including in the supply chain

The Action Plan must identify as a minimum:

* the specific activities that will be implemented including all relevant targets (e.g. target value of subcontracting opportunities to be awarded to new businesses and entrepreneurs, start-ups, SMEs, VCSEs, minority ethnic led enterprise owners and mutuals within the supply chain on this contract);
* timeframe for each activity;
* resources allocated to delivery of each activity including overall ownership; and
* reporting metrics for the Supply Chain and Resilience Action Plan

At end of year review meetings, the Supplier will submit an annual progress report to the Authority, detailing the progress made in relation to the Supply Chain Resilience and Capacity Action Plan and setting out the quarterly actions for the year ahead.

The report shall be in writing and shall detail the steps taken by the Supplier and its subcontractors (if any) to implement the Supply Chain Resilience and Capacity Action Plan on the Contract. The Authority reserves the right to request an updated progress report at interims throughout the Contract.

**THEME 3: DELIVERING CLIMATE ACTION**

**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.**

## X.0 Environmental Initiatives

The Supplier is required to deliver the contract with due diligence, in an efficient and environmentally responsible manner. Throughout duration of the contract, the Supplier will deliver relevant and quantifiable environmental initiatives designed to 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.

Throughout delivery of the environmental initiatives, the Supplier must demonstrate a commitment to:

* Continuously review and improve environmental performance across the contract, including its supply chain
* Assign relevant and experienced resources to oversee delivery and management of environmental initiatives
* Develop and promote a culture of responsible environmental behaviour across the contract workforce and supply chain
* Share best practice with the Authority to improve the environmental performance of the contract
* Provide all required reporting information including details on the specific actions taken to reduce the environmental impact

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

## X.0 Environmental Initiatives

The Supplier is required to deliver the contract with due diligence, in an efficient and environmentally responsible manner. Throughout duration of the contract, the Supplier will deliver relevant and quantifiable environmental initiatives designed to support climate adaptation and mitigation measures to minimise the effects of climate change.

Throughout delivery of the environmental initiatives, the Supplier must demonstrate a commitment to:

* Continuously review and improve environmental performance across the contract, including its supply chain
* Assign relevant and experienced resources to oversee delivery and management of environmental initiatives
* Develop and promote a culture of responsible environmental behaviour across the contract workforce and supply chain
* Share best practice with the Authority to improve the environmental performance of the contract
* Provide all required reporting information including details on the specific actions taken to reduce the environmental impact

**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.**

## X.0 Environmental Initiatives

The Supplier is required to deliver the contract with due diligence, in an efficient and environmentally responsible manner. Throughout duration of the contract, the Supplier will deliver relevant and quantifiable environmental initiatives designed 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.

Throughout delivery of the environmental initiatives, the Supplier must demonstrate a commitment to:

* Continuously review and improve environmental performance across the contract
* Assign relevant and experienced resources to oversee delivery and management of environmental initiatives
* Develop and promote a culture of responsible environmental behaviour across the contract workforce and supply chain
* Share best practice with the Authority to improve the environmental performance of the contract
* Provide all required reporting information including details on the specific actions taken to reduce the environmental impact

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

## X.0 Environmental Initiatives

The Supplier is required to deliver the contract with due diligence, in an efficient and environmentally responsible manner. Throughout duration of the contract, the Supplier will deliver relevant and quantifiable environmental initiatives designed to work toward net zero emissions by measuring the contract’s carbon footprint and minimising scope 1, 2 and 3 emissions.

Throughout delivery of the environmental initiatives, the Supplier must demonstrate a commitment to:

* Continuously review and improve environmental performance across the contract
* Assign relevant and experienced resources to oversee delivery and management of environmental initiatives
* Develop and promote a culture of responsible environmental behaviour across the contract workforce and supply chain
* Share best practice with the Authority to improve the environmental performance of the contract
* Provide all required reporting information including details on the specific actions taken to reduce the environmental impact

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

## X.0 Environmental Initiatives

The Supplier is required to deliver the contract with due diligence, in an efficient and environmentally responsible manner. Throughout duration of the contract, the Supplier will deliver relevant and quantifiable environmental initiatives designed to contribute to improvements of air and water quality and promote nature-based solutions.

Throughout delivery of the environmental initiatives, the Supplier must demonstrate a commitment to:

* Continuously review and improve environmental performance across the contract
* Assign relevant and experienced resources to oversee delivery and management of environmental initiatives
* Develop and promote a culture of responsible environmental behaviour across the contract workforce and supply chain
* Share best practice with the Authority to improve the environmental performance of the contract
* Provide all required reporting information including details on the specific actions taken to reduce the environmental impact

**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.**

## X.0 Environmental Initiatives

The Supplier is required to deliver the contract with due diligence, in an efficient and environmentally responsible manner. Throughout duration of the contract, the Supplier will deliver relevant and quantifiable environmental initiatives designed to support the circular economy, by minimising waste and extracting the maximum value of resources in the delivery of the contract, including the supply chain.

Throughout delivery of the environmental initiatives, the Supplier must demonstrate a commitment to:

* Continuously review and improve environmental performance across the contract
* Assign relevant and experienced resources to oversee delivery and management of environmental initiatives
* Develop and promote a culture of responsible environmental behaviour across the contract workforce and supply chain
* Share best practice with the Authority to improve the environmental performance of the contract
* Provide all required reporting information including details on the specific actions taken to reduce the environmental impact

**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.**

## X.0 Environmental Initiatives

The Supplier is required to deliver the contract with due diligence, in an efficient and environmentally responsible manner. Throughout duration of the contract, the Supplier will deliver relevant and quantifiable environmental initiatives designed to assess and minimise the contract’s embodied carbon emissions by minimising use of virgin materials, effective production techniques and effective recovery systems.

Throughout delivery of the environmental initiatives, the Supplier must demonstrate a commitment to:

* Continuously review and improve environmental performance across the contract
* Assign relevant and experienced resources to oversee delivery and management of environmental initiatives
* Develop and promote a culture of responsible environmental behaviour across the contract workforce and supply chain
* Share best practice with the Authority to improve the environmental performance of the contract
* Provide all required reporting information including details on the specific actions taken to reduce the environmental impact

**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.**

According to DAERA’s Green Growth Strategy, green jobs should focus on developing a low carbon, skilled workforce with more people working in jobs that contribute to climate action and a clean environment.

**[Insert clauses from indicator 1.3]**

THEME 4: PROMOTING WELLBEING

**The Supplier will deliver the wellbeing initiatives in line with the activities identified within their tender methodology and the requirements set out in this Schedule, or as otherwise agreed by the Authority, at the Authority’s discretion.**

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

**X.0 Wellbeing initiatives to support employees including those working remotely on the contract.**

The Public Health Agency (PHA) recognises that using the workplace as a setting to promote and support health and wellbeing makes good business sense and has many benefits for both employers and employees. According to the World Health Organisation, the definition of a healthy workforce is: ‘... one in which workers and managers collaborate to use a continual improvement process to protect and promote the health, safety and wellbeing of all workers and the sustainability of the workplace’.[[13]](#footnote-13)

Where the Supplier selects to deliver this initiative within its methodology submitted at tender stage, the Supplier will provide initiatives that are designed to support the wellbeing of employees working on the contract, including those who are working remotely. These initiatives should address specific wellbeing risks and/or opportunities on the contract.

The [Mental Health Charter](https://www.equalityni.org/MentalHealthCharter) for employers and service providers provides a framework for working towards mentally healthy workplaces and has been jointly produced by the Equality Commission NI, Action Mental Health, Disability Action, Mind Wise, Mental Health Foundation and Inspire.

**X.0 Mentoring/pastoral support for those employees engaged on the contract who are disadvantaged**

Where the Supplier selects to deliver this initiative within its methodology submitted at tender stage, the supplier will provide mentoring/pastoral support for those employees engaged on the contract who are disadvantaged. This could include, for example, people who were long-term unemployed, people who have a disability, looked after children/care leavers and people who are underrepresented in the contract’s workforce.

The supplier shall deliver mentoring/pastoral support initiatives which will support the employee to address issues which may be a barrier to their ability to remain in employment. The Supplier shall agree the scope of activities with the Authority prior to delivery.

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

**X.0 Initiatives to support the wellbeing of staff, suppliers, customers and communities in the delivery of the contract**

Where the Supplier selects to deliver this initiative within its methodology submitted at tender stage, the Supplier will deliver initiatives that are designed to influence suppliers, customers and communities through the delivery of the contract to support wellbeing, including physical and mental health.

Initiatives must focus on the wellbeing risks and opportunities on the contract and allow for codesign and coproduction with the intended beneficiaries.

Initiatives can be run in partnership with an organisation from the Voluntary, Community and Social Enterprise sector or as part of a company programme.

The [Mental Health Charter](https://www.equalityni.org/MentalHealthCharter) for employers and service providers provides a framework for working towards mentally healthy workplaces and has been jointly produced by the Equality Commission NI, Action Mental Health, Disability Action, MindWise, Mental Health Foundation and Inspire.

**X.0 Initiatives to reduce the stigma of mental illness and increase awareness of health and well-being issues among employees and managers engaged on the Contract.**

Where the Supplier selects to deliver this initiative within its methodology submitted at tender stage, the Supplier will deliver initiatives to reduce the stigma of mental illness and increase awareness of health and well-being issues among employees and managers engaged on the Contract. These initiatives will be designed to support all employees working on the Contract, including those with mental health problems, to remain in and thrive through work.

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

**T**he Supplier will support initiatives to promote and develop arts and cultural related activities relevant to the contract.

The supplier shall agree the scope of the activities with the Authority prior to delivery.

## 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.

The Together: Building a United Community Strategy outlines a vision of “a united community, based on equality of opportunity, the desirability of good relations and reconciliation - one which is strengthened by its diversity, where cultural expression is celebrated and embraced and where everyone can live, learn, work and socialise together, free from prejudice, hate and intolerance.”

The New Decade, New Approach Deal further emphasised the need to encourage and promote reconciliation, tolerance and meaningful dialogue between those of different national and cultural identities in Northern Ireland with a view to promoting parity of esteem, mutual respect, understanding and cooperation.

The supplier will deliver initiatives that are designed to improve good relations between people from different religious, political, racial and/or ethnic backgrounds in the contract workforce and/or communities affected by the contract.

The supplier shall agree the scope of the activities with the Authority prior to delivery.

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

## X.0 Equality, Diversity and Inclusion Action Plan

The New Decade, New Approach Deal emphasised the importance of access to good jobs, where workers have a voice that provides a level of autonomy, a decent income, security of tenure, satisfying work in the right quantities and decent working conditions. Creating good jobs and protecting workers’ rights impacts upon better health and wellbeing by tackling inequalities, building self-efficacy and combating poverty and also helps employers to attract and retain the talent they need to grow and thrive.

Where the Supplier selects to deliver this initiative within its methodology submitted at tender stage, the Supplier will develop, implement and maintain an action plan to continuously monitor and improve equality, diversity and inclusion on this Contract, including throughout the supply chain. This should be provided within 60 days of award of the Contract and must at least include and address among other things the Supplier’s actions to:

* continuously develop an understanding of the issues affecting inequality in employment, skills and pay in the market, industry or sector relevant to the Contract including within the Supplier’s supply chain;
* increase awareness of equality, diversity and inclusion issues within the contract workforce and provide adequate training for employees and managers engaged on the Contract;
* adopt inclusive and accessible recruitment practices to increase equality, diversity and inclusion of the contract workforce in accordance with the Equality Commissions guidance [Equality Commission for Northern Ireland’s guidance](https://www.equalityni.org/ECNI/media/ECNI/Publications/Employers%20and%20Service%20Providers/Unifiedguidetopromotingequalopps2009.pdf) consider positive action measures to address representation of people with disabilities in the workforce, such as ring fencing jobs, guaranteed interview schemes, job trials, flexible working arrangements: [PositiveActionEmployerGuide.pdf (equalityni.org)](https://www.equalityni.org/ECNI/media/ECNI/Publications/Employers%20and%20Service%20Providers/PositiveActionEmployerGuide.pdf)
* identify and address inequality in employment, skills and pay in the contract workforce;
* provide working conditions which promote an inclusive working environment and promote retention and progression;
* support in-work progression to help people, including those from disadvantaged or minority groups, to move into higher paid work by providing reasonable adjustments for people with disabilities and developing new skills relevant to the Contract .
* engage with employees working on the Contract to determine the most important equality, diversity and inclusion issues to address; and
* measure and evaluate initiatives to continuously improve equality, diversity and inclusion on the Contract.

The Action Plan must identify:

* the equality, diversity and inclusion initiatives that will be delivered including all relevant targets;
* timeframe for each initiative;
* resources allocated to the delivery of each initiative including overall ownership of the Equality, Diversity and Inclusion Action Plan for the contract; and
* mechanisms to review the effectiveness of the equality, diversity and inclusion practices and ensure continuous improvement throughout the lifetime of the contract.

At end of year review meetings, the Supplier will submit an annual progress report to the Authority, detailing the progress made in relation to the Equality, Diversity and Inclusion Action Plan and setting out the quarterly actions for the year ahead. The report shall be in writing and shall detail the steps taken by the Supplier and its sub-Suppliers (if any) to implement the Equality, Diversity and Inclusion Action Plan on the Contract. The Authority reserves the right to request an updated progress report at interims throughout the Contract.

X.0 Equality, diversity and inclusion positive action

Where the Supplier selects to deliver this initiative within its methodology submitted at tender stage, the Supplier will develop and deliver a lawful outreach plan for positive action for the Contract which aims to increase applications for the Contract’s employment opportunities from individuals who face barriers to employment or who are underrepresented in the Contract’s workforce. This can include the preparation of a positive action plan, attending meetings and developing partnerships with potential brokers, the preparation and delivery of engagement activities, or other activities as agreed by the Authority, at the Authority’s discretion.

You will find further information on lawful positive action from the Equality Commission for Northern Ireland [here](https://www.equalityni.org/Employers-Service-Providers/Recruiting-people-with-disabilities/Positive-action-(1)). Further detailed guidance on developing and implementing lawful positive action outreach is available from the Equality Commission of NI: [PositiveActionEmployerGuide.pdf (equalityni.org)](https://www.equalityni.org/ECNI/media/ECNI/Publications/Employers%20and%20Service%20Providers/PositiveActionEmployerGuide.pdf)

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

The Supplier will support initiatives to reduce poverty and inequality in the area where the contract is delivered.

The Supplier shall agree the scope of activities with the Authority prior to delivery.

**General Requirements**

## X.0 Positive Action to maximise employment opportunities

All employment vacancies on the contract are to be notified by the Supplier to ([www.jobapplyni.com](http://www.jobapplyni.com)) and one or more organisations registered on the Social Value Unit website ([www.socialvalueni.org/contractors/find-a-broker/](http://www.socialvalueni.org/contractors/find-a-broker/)) and/or other agencies named by or agreed with the Authority for this purpose. Sufficient time must be allowed for information on vacancies to be made available and applications submitted.

## X.0 Security clearance *(only include when Theme 1 selected)*

The Supplier shall obtain security clearance for all persons visiting the workplace in relation to employment, work experience or site visits to the same standard as all other personnel involved in the contract in accordance with the Contract Information.

## X.0 Data Protection *(only include when Indicators 1.1, 1.2, or 1.5 selected)*

Where the Supplier has selected to provide paid employment opportunities for people who face barriers to employment the following Data Protection arrangements will apply.

A Data Protection Consent Form (as provided) must be completed by each person in the Supplier’s Social Value Monitoring Report and therefore counted towards the Social Value target for the contract. Consent shall be provided on a voluntary basis and can be withdrawn at any time (as noted within the Data Protection Consent Form). Completed Consent Forms must be sent to the Strategic Investment Board.  Notwithstanding the above, the Supplier shall ensure it satisfies itself in respect of its obligations under the Data Protection Act 2018 (as may be amended from time to time) and the General Data Protection Regulation (UK GDPR).

The Supplier, at contract award, shall enter into a Data Processing Agreement with the Strategic Investment Board. This is to enable the sharing of personal information (provided in the Social Value Monitoring Report) for the purposes of checking and verification.

The Supplier must only engage a Sub-processor, in relation to the Social Value requirements, with the prior consent of the Strategic Investment Board and must enter into a Data Processing Agreement with any Sub-processor with whom the information in the Supplier’s Social Value Monitoring Report is shared.

## X.0 Health and Safety *(only include when Theme 1 selected)*

It is the responsibility of the Supplier to ensure that persons recruited or otherwise visiting the worksite in relation to the social consideration requirements has or is supported to obtain the necessary health and safety accreditation or other appropriate measures and appropriate personal protective equipment if necessary.

## X.0 Connecting with Voluntary, Community and Social Enterprise organisations

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Organisations who are based in Northern Ireland and are interested in partnering with suppliers to deliver social value requirements are listed on the Social Value Unit website ([www.socialvalueni.org/Suppliers/find-a-broker/](http://www.socialvalueni.org/Suppliers/find-a-broker/)).Social Enterprise NI has also established an online directory (https://socialenterpriseni.org/directory/) of Social Enterprises which could be included in your public contract's supply chain.

Responsibility for sourcing social value beneficiaries remains with the Supplier.

Any action taken by the Authority or their agents to broker relationships between the Supplier and local individuals/firms/agencies does not imply and should not be deemed to imply that they or their agents consider the individual/firm/agency as suitable for engagement by the Supplier.

## X.0 Costs

The Supplier shall deliver the social value requirements within their tender sum (omitting any grants or other public funding that will be obtained to offset the costs of delivering the social value requirements).

## X.0 Sub-contractors

It is the Supplier’s responsibility to develop a working method and where necessary secure sub-contractor co-operation in order to achieve the Authority’s social value requirements.

## X.0 Connecting with Voluntary, Community and Social Enterprise organisations

Organisations who are based in Northern Ireland and are interested in partnering with suppliers to deliver social value requirements are listed on the Social Value Unit website ([www.socialvalueni.org/Suppliers/find-a-broker/](http://www.socialvalueni.org/Suppliers/find-a-broker/)).Social Enterprise NI has also established an online directory (https://socialenterpriseni.org/directory) of Social Enterprises which could be included in your public contract's supply chain.

Responsibility for sourcing social value beneficiaries remains with the Supplier.

Any action taken by the Authority to broker relationships between the Supplier and local individuals/firms/agencies does not imply and should not be deemed to imply that they or their agents consider the individual/firm/agency as suitable for engagement by the Supplier.

## X.0 Monitoring Information

The Supplier shall provide a completed Social Value Monitoring Report every month / quarter / six months / year. The Authority retains the right to request interim reports.

The supplier shall update the social value monitoring system with the metrics below in accordance with the clauses set out above and the initiatives the supplier committed to in their award response. The Authority retains the right to request interim reports and additional information on social value delivery, including for case studies.

* Number of weeks of paid employment opportunities on the contract for relevant the groups set out at clause at X.X.
* Number of weeks of unwaged work placements delivered on the contract.
* Number of hours of skills development and educational attainment delivered in areas related to the contract.
* Number of hours of in-work progress and skills development for employees who are disadvantaged on the contract.
* Number of VCSEs, Micro Enterprises or Minority Ethnic Led Enterprises in the contract’s supply chain.
* Number of hours of skilled advice in an area related to the contract which were delivered to VCSEs, Micro Enterprises or Minority Ethnic Led Enterprises.
* Details of specific environmental initiatives delivered in areas related to the contract, including scope of initiative, number of hours (where relevant) delivered
* Details of specific wellbeing initiatives delivered in areas related to the contract, including scope of initiative, number of hours (where relevant) delivered
* Details of specific Equality, Diversity and Inclusion initiatives delivered in areas related to the contract, including scope of initiative, number of hours (where relevant) delivered

The Supplier shall provide all information necessary, including obtaining it from sub-suppliers and agencies, and cooperate with the Authority's Project Manager to review progress on delivering the overall Social Value requirement as set out within the procurement documents.

The Supplier should not record any activities on the Social Value Monitoring Reports to the extent that they are delivered [wholly or in part] for a purpose other than satisfying the requirements specified in this Schedule.

1. The Public Health Agency has developed a resource guide to support employers and employees to access information on improving health and wellbeing at work which can be accessed [here](https://www.publichealth.hscni.net/sites/default/files/2020-09/WorkWell_LiveWell_Resource_Guide_09_20%20no%20appendix.pdf) [↑](#footnote-ref-1)
2. [healthy\_workplaces\_model\_action.pdf (who.int)](https://www.who.int/occupational_health/publications/healthy_workplaces_model_action.pdf) [↑](#footnote-ref-2)
3. NISRA’s multiple deprivation measures (NIMDM 2017) provide a mechanism for ranking the 890 Super Output areas (SOAs) in Northern Ireland from the most deprived (rank 1) to the least deprived (rank 890).  A list of the 100 most deprived areas can be found here [Top100 (nisra.gov.uk)](https://eu-west-1.protection.sophos.com?d=nisra.gov.uk&u=aHR0cHM6Ly93d3cubmlzcmEuZ292LnVrL3NpdGVzL25pc3JhLmdvdi51ay9maWxlcy9wdWJsaWNhdGlvbnMvVG9wJTIwMTAwJTIwU09Bcy5wZGY=&i=NjU1NTQ1Y2Y2MjBmMmMyMzA0ZGU2NDU3&t=TzJsTXdhR293VnMxRmpxVytWYUIxQUluUGdMeHB2RjUxeFVtTm5Ub2VPWT0=&h=061e1c16a85645a4b5adb906c2dcf83d&s=AVNPUEhUT0NFTkNSWVBUSVbyj4lJ0E4Q0g9dojt2up-KGFIfrQfI3fFj36Vhyj3c3Q) For more information see [Northern Ireland Multiple Deprivation Measure 2017 (NIMDM2017) | Northern Ireland Statistics and Research Agency (nisra.gov.uk)](https://eu-west-1.protection.sophos.com?d=nisra.gov.uk&u=aHR0cHM6Ly93d3cubmlzcmEuZ292LnVrL3N0YXRpc3RpY3MvZGVwcml2YXRpb24vbm9ydGhlcm4taXJlbGFuZC1tdWx0aXBsZS1kZXByaXZhdGlvbi1tZWFzdXJlLTIwMTctbmltZG0yMDE3&i=NjU1NTQ1Y2Y2MjBmMmMyMzA0ZGU2NDU3&t=SEk4K2FpNEg5NTVSK3lDZ1BmOS8xZkJ6bUViall4U2ZUdXFid3BGN1plVT0=&h=061e1c16a85645a4b5adb906c2dcf83d&s=AVNPUEhUT0NFTkNSWVBUSVbyj4lJ0E4Q0g9dojt2up-KGFIfrQfI3fFj36Vhyj3c3Q) [↑](#footnote-ref-3)
4. a person aged under 25 that has been unemployed for more than 26 weeks and is seeking employment; or

   a person aged 25 or over that has been unemployed for more than 52 weeks and is seeking employment. [↑](#footnote-ref-4)
5. NISRA’s multiple deprivation measures (NIMDM 2017) provide a mechanism for ranking the 890 Super Output areas (SOAs) in Northern Ireland from the most deprived (rank 1) to the least deprived (rank 890).  A list of the 100 most deprived areas can be found here [Top100 (nisra.gov.uk)](https://eu-west-1.protection.sophos.com?d=nisra.gov.uk&u=aHR0cHM6Ly93d3cubmlzcmEuZ292LnVrL3NpdGVzL25pc3JhLmdvdi51ay9maWxlcy9wdWJsaWNhdGlvbnMvVG9wJTIwMTAwJTIwU09Bcy5wZGY=&i=NjU1NTQ1Y2Y2MjBmMmMyMzA0ZGU2NDU3&t=TzJsTXdhR293VnMxRmpxVytWYUIxQUluUGdMeHB2RjUxeFVtTm5Ub2VPWT0=&h=061e1c16a85645a4b5adb906c2dcf83d&s=AVNPUEhUT0NFTkNSWVBUSVbyj4lJ0E4Q0g9dojt2up-KGFIfrQfI3fFj36Vhyj3c3Q) For more information see [Northern Ireland Multiple Deprivation Measure 2017 (NIMDM2017) | Northern Ireland Statistics and Research Agency (nisra.gov.uk)](https://eu-west-1.protection.sophos.com?d=nisra.gov.uk&u=aHR0cHM6Ly93d3cubmlzcmEuZ292LnVrL3N0YXRpc3RpY3MvZGVwcml2YXRpb24vbm9ydGhlcm4taXJlbGFuZC1tdWx0aXBsZS1kZXByaXZhdGlvbi1tZWFzdXJlLTIwMTctbmltZG0yMDE3&i=NjU1NTQ1Y2Y2MjBmMmMyMzA0ZGU2NDU3&t=SEk4K2FpNEg5NTVSK3lDZ1BmOS8xZkJ6bUViall4U2ZUdXFid3BGN1plVT0=&h=061e1c16a85645a4b5adb906c2dcf83d&s=AVNPUEhUT0NFTkNSWVBUSVbyj4lJ0E4Q0g9dojt2up-KGFIfrQfI3fFj36Vhyj3c3Q) [↑](#footnote-ref-5)
6. NISRA’s multiple deprivation measures (NIMDM 2017) provide a mechanism for ranking the 890 Super Output areas (SOAs) in Northern Ireland from the most deprived (rank 1) to the least deprived (rank 890).  A list of the 100 most deprived areas can be found here [Top100 (nisra.gov.uk)](https://eu-west-1.protection.sophos.com?d=nisra.gov.uk&u=aHR0cHM6Ly93d3cubmlzcmEuZ292LnVrL3NpdGVzL25pc3JhLmdvdi51ay9maWxlcy9wdWJsaWNhdGlvbnMvVG9wJTIwMTAwJTIwU09Bcy5wZGY=&i=NjU1NTQ1Y2Y2MjBmMmMyMzA0ZGU2NDU3&t=TzJsTXdhR293VnMxRmpxVytWYUIxQUluUGdMeHB2RjUxeFVtTm5Ub2VPWT0=&h=061e1c16a85645a4b5adb906c2dcf83d&s=AVNPUEhUT0NFTkNSWVBUSVbyj4lJ0E4Q0g9dojt2up-KGFIfrQfI3fFj36Vhyj3c3Q) For more information see [Northern Ireland Multiple Deprivation Measure 2017 (NIMDM2017) | Northern Ireland Statistics and Research Agency (nisra.gov.uk)](https://eu-west-1.protection.sophos.com?d=nisra.gov.uk&u=aHR0cHM6Ly93d3cubmlzcmEuZ292LnVrL3N0YXRpc3RpY3MvZGVwcml2YXRpb24vbm9ydGhlcm4taXJlbGFuZC1tdWx0aXBsZS1kZXByaXZhdGlvbi1tZWFzdXJlLTIwMTctbmltZG0yMDE3&i=NjU1NTQ1Y2Y2MjBmMmMyMzA0ZGU2NDU3&t=SEk4K2FpNEg5NTVSK3lDZ1BmOS8xZkJ6bUViall4U2ZUdXFid3BGN1plVT0=&h=061e1c16a85645a4b5adb906c2dcf83d&s=AVNPUEhUT0NFTkNSWVBUSVbyj4lJ0E4Q0g9dojt2up-KGFIfrQfI3fFj36Vhyj3c3Q) [↑](#footnote-ref-6)
7. a person aged under 25 that has been unemployed for more than 26 weeks and is seeking employment; or

   a person aged 25 or over that has been unemployed for more than 52 weeks and is seeking employment. [↑](#footnote-ref-7)
8. NISRA’s multiple deprivation measures (NIMDM 2017) provide a mechanism for ranking the 890 Super Output areas (SOAs) in Northern Ireland from the most deprived (rank 1) to the least deprived (rank 890).  A list of the 100 most deprived areas can be found here [Top100 (nisra.gov.uk)](https://eu-west-1.protection.sophos.com?d=nisra.gov.uk&u=aHR0cHM6Ly93d3cubmlzcmEuZ292LnVrL3NpdGVzL25pc3JhLmdvdi51ay9maWxlcy9wdWJsaWNhdGlvbnMvVG9wJTIwMTAwJTIwU09Bcy5wZGY=&i=NjU1NTQ1Y2Y2MjBmMmMyMzA0ZGU2NDU3&t=TzJsTXdhR293VnMxRmpxVytWYUIxQUluUGdMeHB2RjUxeFVtTm5Ub2VPWT0=&h=061e1c16a85645a4b5adb906c2dcf83d&s=AVNPUEhUT0NFTkNSWVBUSVbyj4lJ0E4Q0g9dojt2up-KGFIfrQfI3fFj36Vhyj3c3Q) For more information see [Northern Ireland Multiple Deprivation Measure 2017 (NIMDM2017) | Northern Ireland Statistics and Research Agency (nisra.gov.uk)](https://eu-west-1.protection.sophos.com?d=nisra.gov.uk&u=aHR0cHM6Ly93d3cubmlzcmEuZ292LnVrL3N0YXRpc3RpY3MvZGVwcml2YXRpb24vbm9ydGhlcm4taXJlbGFuZC1tdWx0aXBsZS1kZXByaXZhdGlvbi1tZWFzdXJlLTIwMTctbmltZG0yMDE3&i=NjU1NTQ1Y2Y2MjBmMmMyMzA0ZGU2NDU3&t=SEk4K2FpNEg5NTVSK3lDZ1BmOS8xZkJ6bUViall4U2ZUdXFid3BGN1plVT0=&h=061e1c16a85645a4b5adb906c2dcf83d&s=AVNPUEhUT0NFTkNSWVBUSVbyj4lJ0E4Q0g9dojt2up-KGFIfrQfI3fFj36Vhyj3c3Q) [↑](#footnote-ref-8)
9. NISRA’s multiple deprivation measures (NIMDM 2017) provide a mechanism for ranking the 890 Super Output areas (SOAs) in Northern Ireland from the most deprived (rank 1) to the least deprived (rank 890).  A list of the 100 most deprived areas can be found here [Top100 (nisra.gov.uk)](https://eu-west-1.protection.sophos.com?d=nisra.gov.uk&u=aHR0cHM6Ly93d3cubmlzcmEuZ292LnVrL3NpdGVzL25pc3JhLmdvdi51ay9maWxlcy9wdWJsaWNhdGlvbnMvVG9wJTIwMTAwJTIwU09Bcy5wZGY=&i=NjU1NTQ1Y2Y2MjBmMmMyMzA0ZGU2NDU3&t=TzJsTXdhR293VnMxRmpxVytWYUIxQUluUGdMeHB2RjUxeFVtTm5Ub2VPWT0=&h=061e1c16a85645a4b5adb906c2dcf83d&s=AVNPUEhUT0NFTkNSWVBUSVbyj4lJ0E4Q0g9dojt2up-KGFIfrQfI3fFj36Vhyj3c3Q) For more information see [Northern Ireland Multiple Deprivation Measure 2017 (NIMDM2017) | Northern Ireland Statistics and Research Agency (nisra.gov.uk)](https://eu-west-1.protection.sophos.com?d=nisra.gov.uk&u=aHR0cHM6Ly93d3cubmlzcmEuZ292LnVrL3N0YXRpc3RpY3MvZGVwcml2YXRpb24vbm9ydGhlcm4taXJlbGFuZC1tdWx0aXBsZS1kZXByaXZhdGlvbi1tZWFzdXJlLTIwMTctbmltZG0yMDE3&i=NjU1NTQ1Y2Y2MjBmMmMyMzA0ZGU2NDU3&t=SEk4K2FpNEg5NTVSK3lDZ1BmOS8xZkJ6bUViall4U2ZUdXFid3BGN1plVT0=&h=061e1c16a85645a4b5adb906c2dcf83d&s=AVNPUEhUT0NFTkNSWVBUSVbyj4lJ0E4Q0g9dojt2up-KGFIfrQfI3fFj36Vhyj3c3Q) [↑](#footnote-ref-9)
10. NISRA’s multiple deprivation measures (NIMDM 2017) provide a mechanism for ranking the 890 Super Output areas (SOAs) in Northern Ireland from the most deprived (rank 1) to the least deprived (rank 890).  A list of the 100 most deprived areas can be found here [Top100 (nisra.gov.uk)](https://eu-west-1.protection.sophos.com?d=nisra.gov.uk&u=aHR0cHM6Ly93d3cubmlzcmEuZ292LnVrL3NpdGVzL25pc3JhLmdvdi51ay9maWxlcy9wdWJsaWNhdGlvbnMvVG9wJTIwMTAwJTIwU09Bcy5wZGY=&i=NjU1NTQ1Y2Y2MjBmMmMyMzA0ZGU2NDU3&t=TzJsTXdhR293VnMxRmpxVytWYUIxQUluUGdMeHB2RjUxeFVtTm5Ub2VPWT0=&h=061e1c16a85645a4b5adb906c2dcf83d&s=AVNPUEhUT0NFTkNSWVBUSVbyj4lJ0E4Q0g9dojt2up-KGFIfrQfI3fFj36Vhyj3c3Q) For more information see [Northern Ireland Multiple Deprivation Measure 2017 (NIMDM2017) | Northern Ireland Statistics and Research Agency (nisra.gov.uk)](https://eu-west-1.protection.sophos.com?d=nisra.gov.uk&u=aHR0cHM6Ly93d3cubmlzcmEuZ292LnVrL3N0YXRpc3RpY3MvZGVwcml2YXRpb24vbm9ydGhlcm4taXJlbGFuZC1tdWx0aXBsZS1kZXByaXZhdGlvbi1tZWFzdXJlLTIwMTctbmltZG0yMDE3&i=NjU1NTQ1Y2Y2MjBmMmMyMzA0ZGU2NDU3&t=SEk4K2FpNEg5NTVSK3lDZ1BmOS8xZkJ6bUViall4U2ZUdXFid3BGN1plVT0=&h=061e1c16a85645a4b5adb906c2dcf83d&s=AVNPUEhUT0NFTkNSWVBUSVbyj4lJ0E4Q0g9dojt2up-KGFIfrQfI3fFj36Vhyj3c3Q) [↑](#footnote-ref-10)
11. More information on ethical supply chains and supply chain mapping is available for Suppliers at: [Suppliers - Social Value NI](https://socialvalueni.org/contractors/#supplier-resources) [↑](#footnote-ref-11)
12. Social Enterprise NI (SENI) (<https://www.socialenterpriseni.org>) is the representative body for social enterprises in Northern Ireland. SENI connect, support, develop and sustain vibrant businesses to create social change. SENI can provide advice and guidance to help businesses who want to explore opportunities to work with social enterprises in Northern Ireland. [↑](#footnote-ref-12)
13. [Healthy workplaces: a model for action (who.int)](https://www.who.int/publications/i/item/healthy-workplaces-a-model-for-action) [↑](#footnote-ref-13)