



University of
Nottingham

UK | CHINA | MALAYSIA

University of Nottingham: **Slavery Free Campus**

SUPC/LUPC Responsible Procurement Event

10th November 2021





University of
Nottingham
Rights Lab

Modern Slavery: University Research and Action





- 40 million people in slavery worldwide
- 136,000 people in slavery in the UK
- \$150 billion a year
- 70% female, 25% children
- 50% forced labour, 38% forced marriage, 12% forced sexual exploitation



Bellagio-Harvard Guidelines on the Legal Parameters of Slavery:

Slavery is the status or condition of a person over whom any or all of the powers attaching to the right of ownership are exercised



An Act to make provision about slavery, servitude and forced or compulsory labour and about human trafficking.....

An organisation's slavery and human trafficking statement:

- its due diligence processes in relation to slavery and human trafficking in its business and supply chains;
- the parts of its business and supply chains where there is a risk of slavery and human trafficking taking place, and the steps it has taken to assess and manage that risk;
- its effectiveness in ensuring that slavery and human trafficking is not taking place in its business or supply chains...

A Global Goal to
end slavery by
2030 (SDG 8.7)

Evidence-based
strategies for a
Freedom
Blueprint



Five multidisciplinary research programmes delivering new discoveries and impact

Data

Communities

Ecosystems

Law

Business



Answering the important questions.....

1. How many people are enslaved, and where?
2. Why does slavery persist and what underpins antislavery resilience?
3. How is environmental change interconnected with slavery?
4. How do we close the implementation gap between policy and practice?
5. What are the impacts of slavery on our economies and how can businesses tackle slavery?
6. What works to end slavery?

Snapshot of discoveries

More than a third of the world's slavery—**40 million people**—is visible from space

Half of all countries have not yet made it a crime to enslave people

Slavery is the third largest **emitter of CO₂** after China and the United States

90% of the **3,000 conflicts** since World War II have involved slavery

ISIS could not have operated without using slave sales for its financing

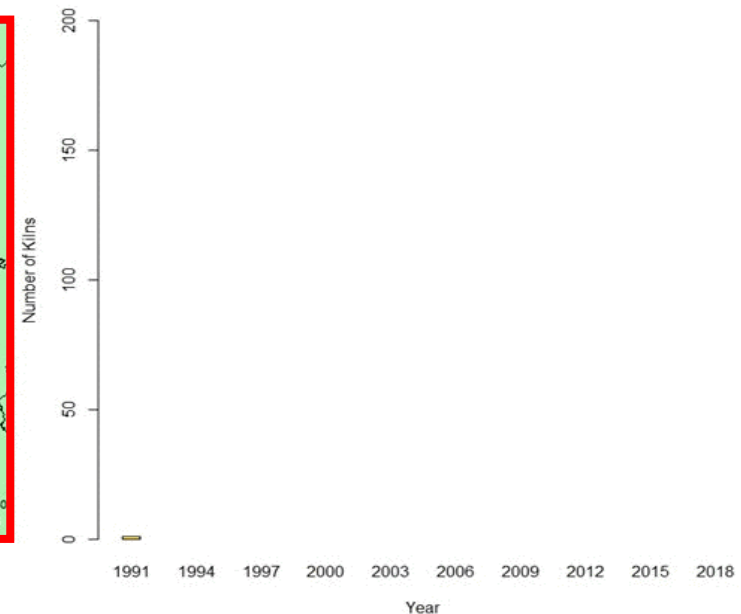
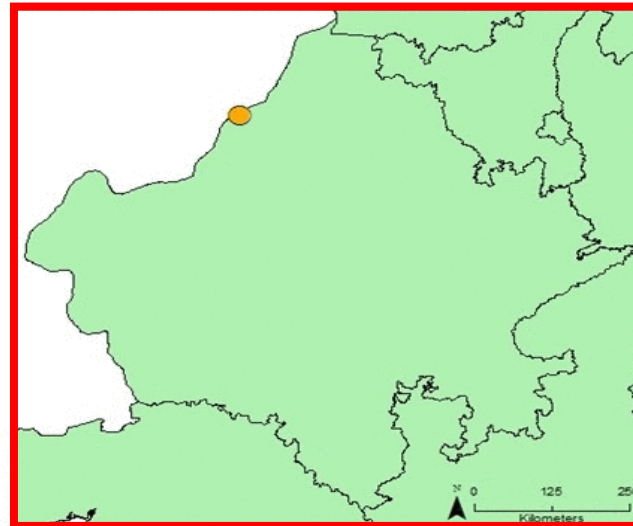


High levels of **globalization** and **democracy** are linked to lower levels of slavery

Modern slavery makes a major contribution to **deforestation** and **tree loss** globally

Modern slavery is linked to **environmental decline** in **marine fisheries**

Multiple Systems Estimation generates a reliable estimate of **slavery numbers in developed countries** and even at city level

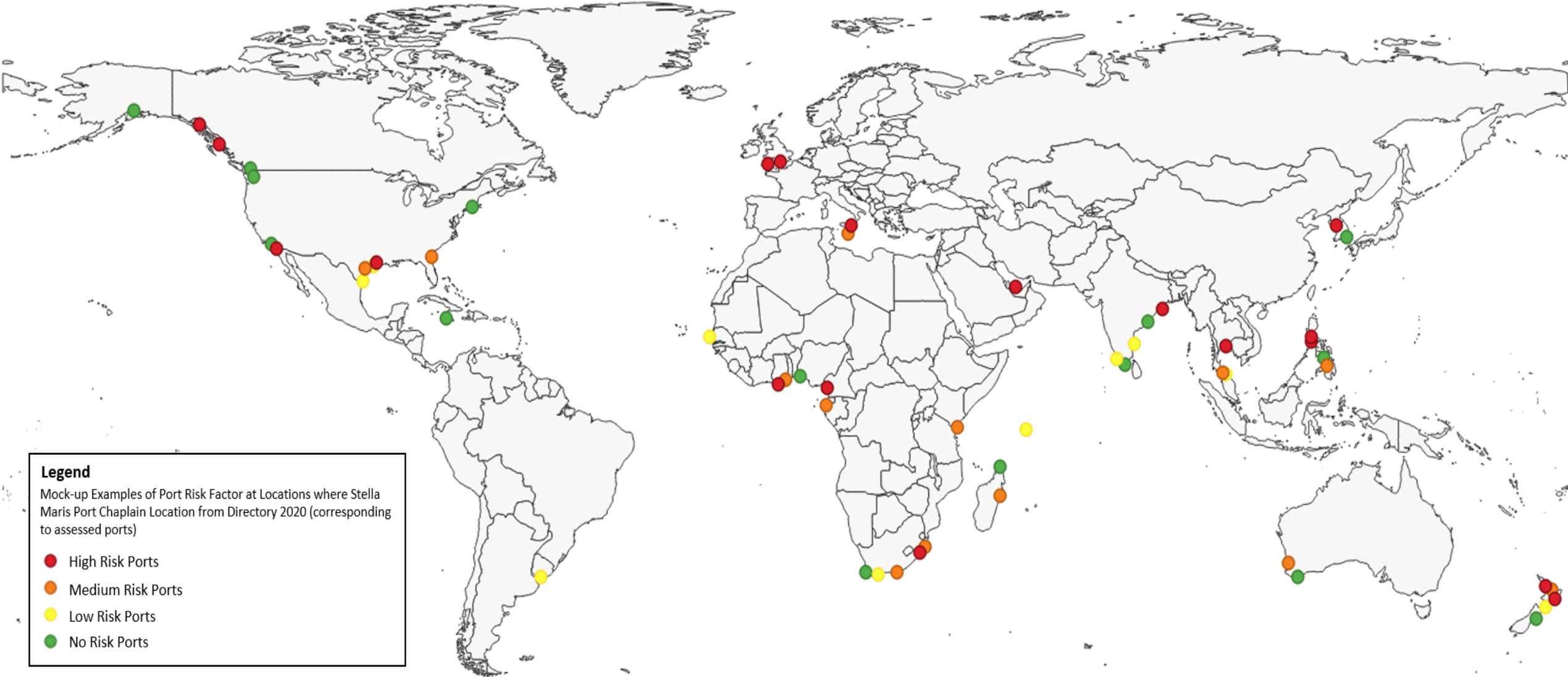


1991





Level of Port Risk and Chaplain Location 2020 (Example Mock-Up Data)



Legend

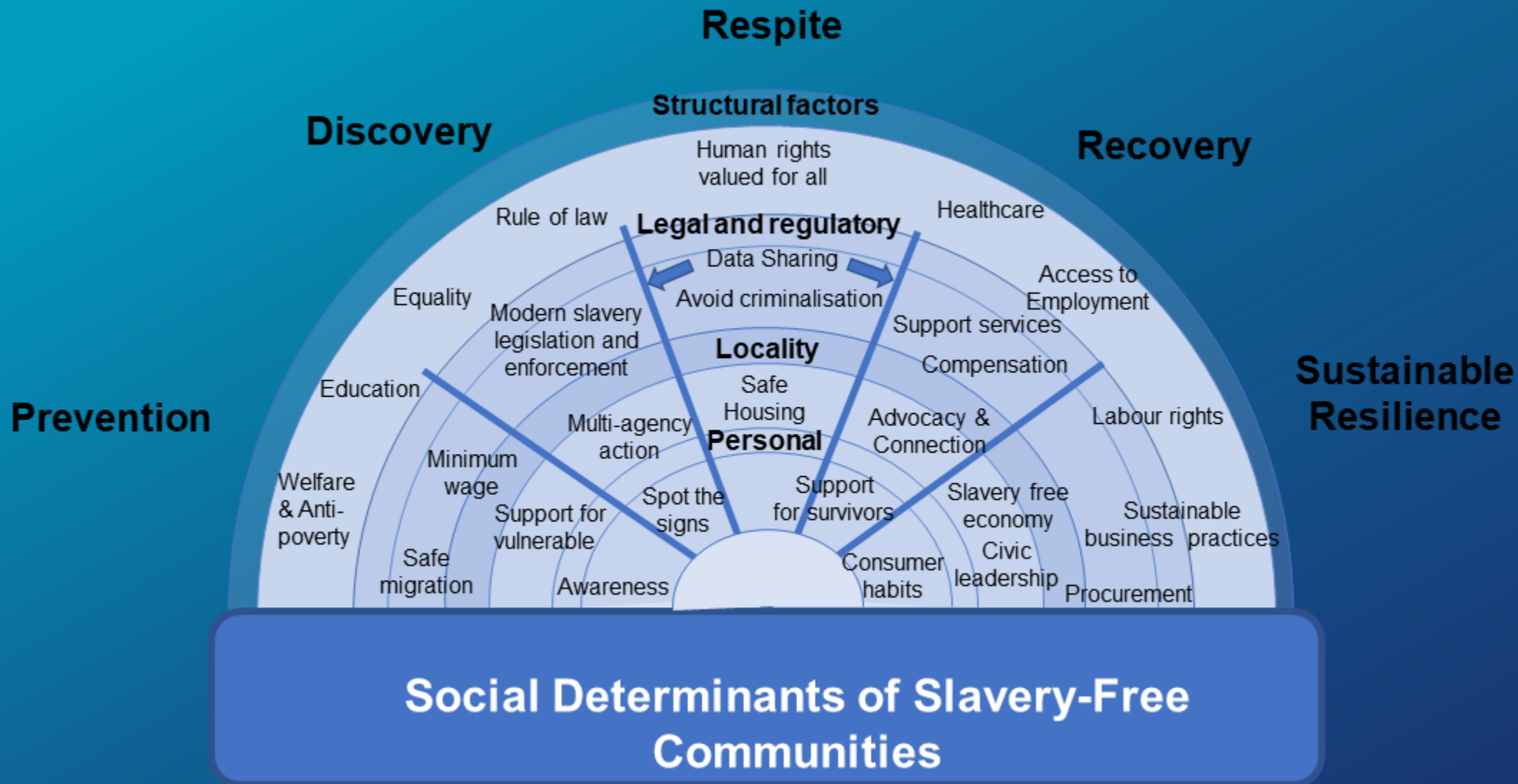
Mock-up Examples of Port Risk Factor at Locations where Stella Maris Port Chaplain Location from Directory 2020 (corresponding to assessed ports)

- High Risk Ports
- Medium Risk Ports
- Low Risk Ports
- No Risk Ports





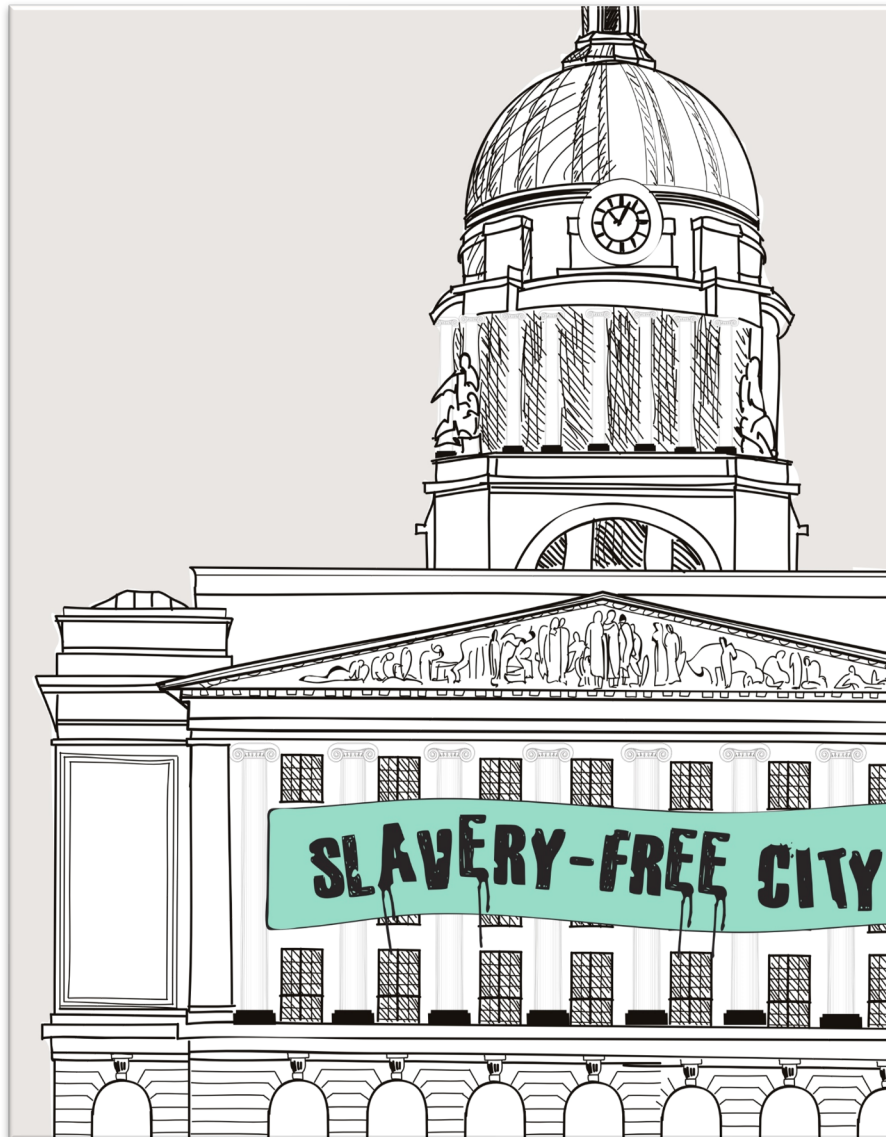
Flagship Output: Communities Programme Resilience Factors: The Slavery-Free Cities Index





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The Slavery-Free City and... the Slavery-Free Campus?



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The Slavery-Free Campus:

A blueprint for university action
against modern slavery

July 2021





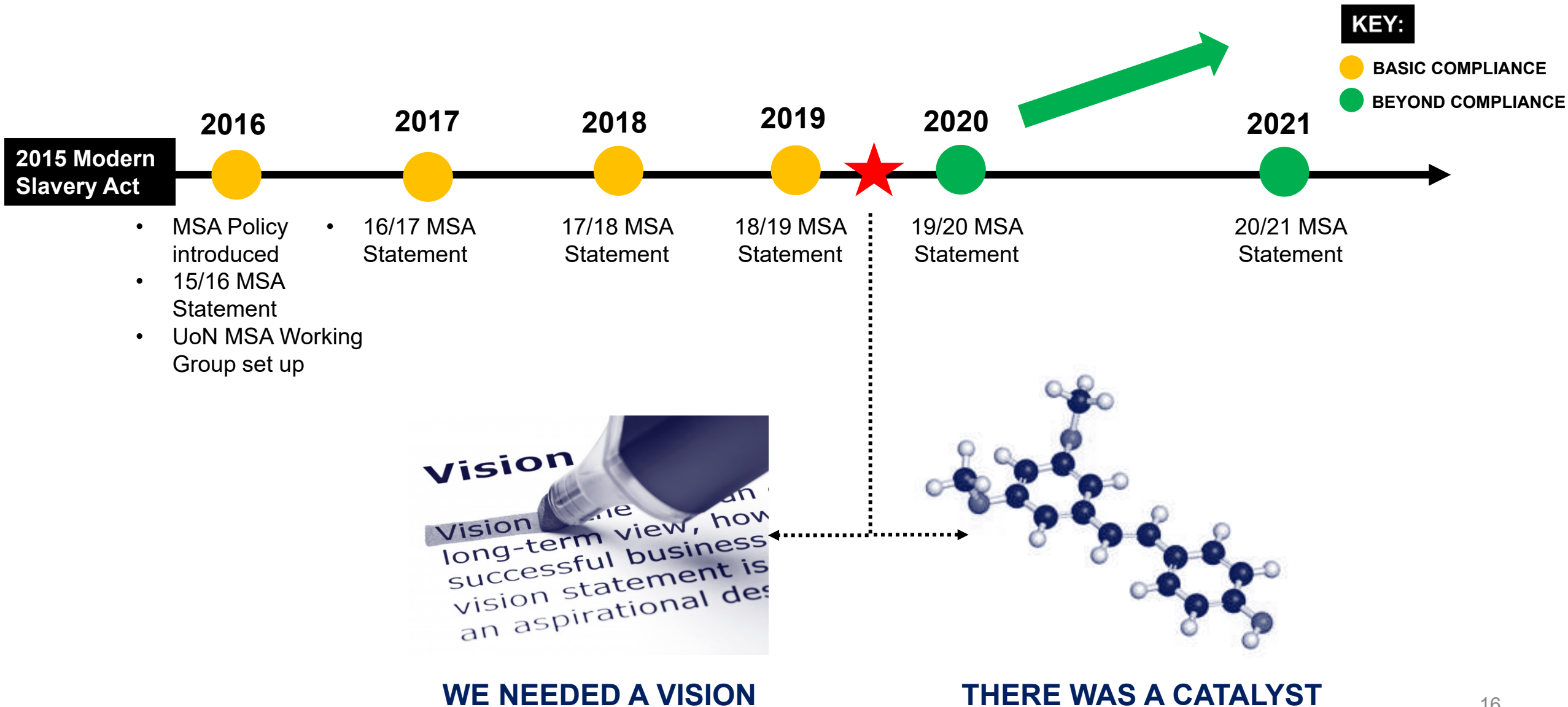
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The Anti-Slavery Tipping Point....





UoN MSA Working Group: Our journey so far...





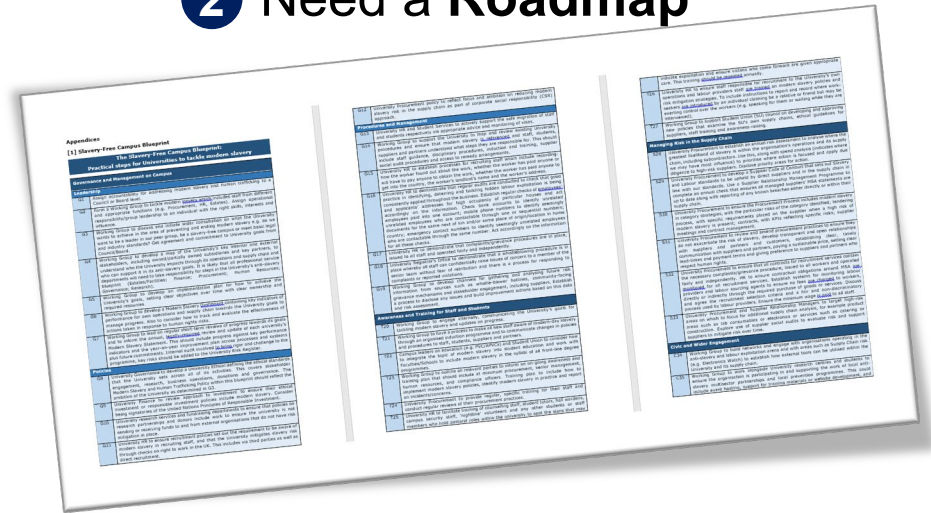
Our ingredients to enable success

1 Need a Vision and a Purpose

- Align the UoN MSA working group ambition with the UoN Rights Lab
- Leverage our capability to contribute to solving a global challenge

YEAR:	20/21	21/22	22/23	23/24	24/25	25/26
AMBITION:	LEADING IN UK HE SECTOR	LEADING IN GLOBAL HE SECTOR	LEADING IN UK PUBLIC SECTOR	LEADING IN UK ALL SECTORS		

2 Need a Roadmap



3 Need overt Sponsorship

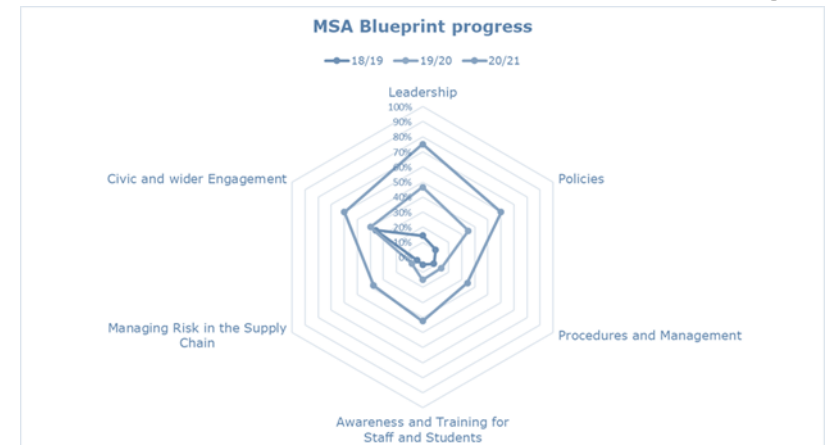


4 Need the Right Team

Aligned to supply chain ✓

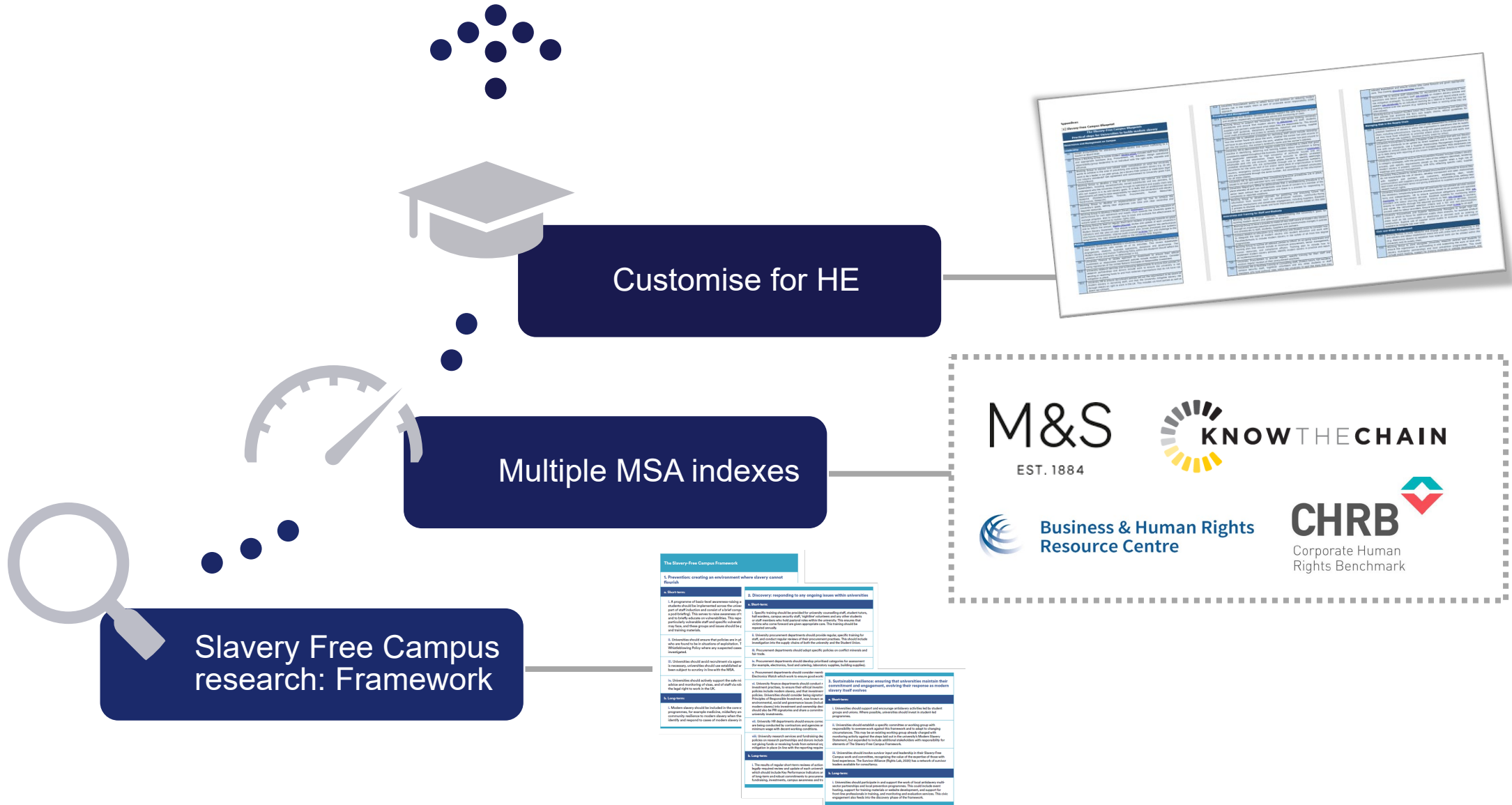
Clear accountability ✓

5 Need to measure Delivery





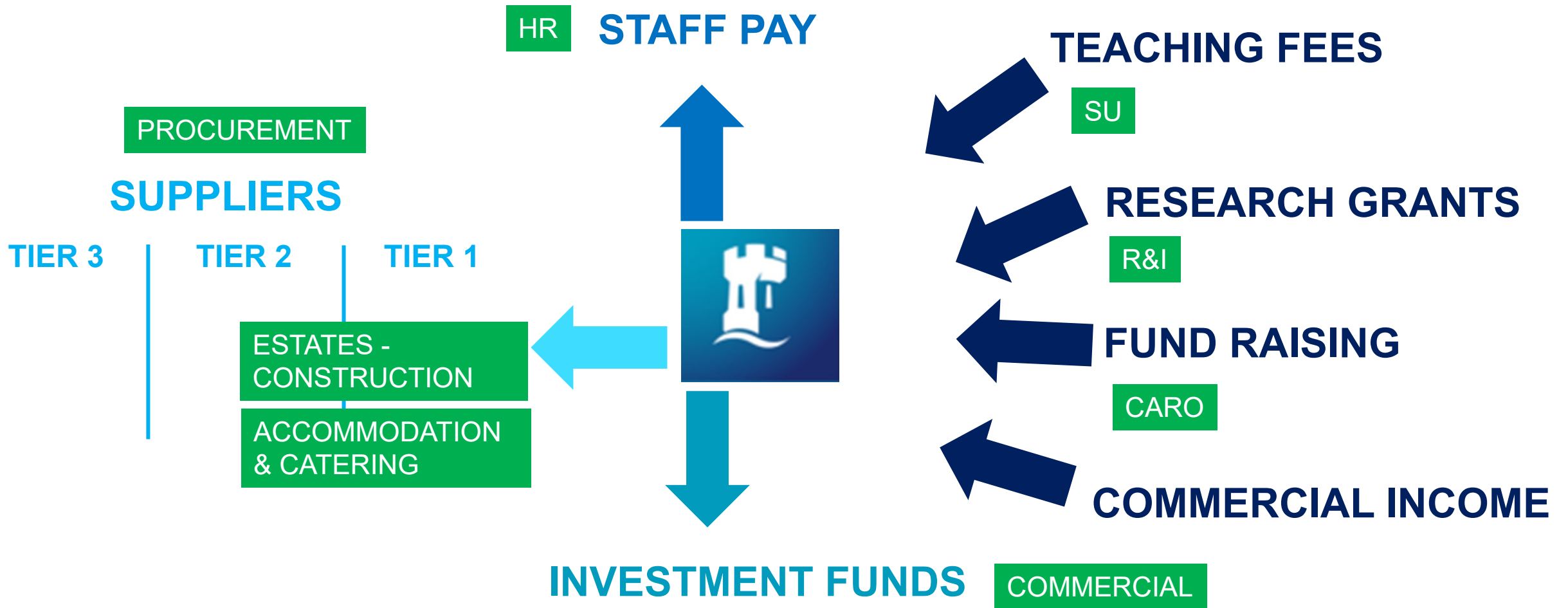
Developing the Blueprint roadmap



The Slavery-Free Campus Framework	
<p>1. Prevention: creating an environment where slavery cannot flourish</p> <p>1.1 Objectives</p> <p>1. A programme of basic level awareness training should be implemented across the entire part of staff education and control of staff across a full range of roles. This covers an awareness of what slavery is and how it can be identified, including the role of the modern slave and human trafficking and training materials.</p> <p>2. Awareness should be raised through a range of activities to be undertaken by all staff, including the use of social media and other digital platforms.</p> <p>3. Awareness should be raised through a range of activities to be undertaken by all staff, including the use of social media and other digital platforms.</p> <p>4. Awareness should be raised through a range of activities to be undertaken by all staff, including the use of social media and other digital platforms.</p> <p>1.2 Long term</p> <p>1. Slavery should be included in the core curriculum for all students, including the use of social media and other digital platforms.</p> <p>2. Slavery should be included in the core curriculum for all students, including the use of social media and other digital platforms.</p>	
<p>2. Discovery: responding to any ongoing issues within universities</p> <p>2.1 Objectives</p> <p>1. Specific training should be provided to ensure that all staff, including those in senior roles, are able to identify and respond to any ongoing issues within universities.</p> <p>2. Specific training should be provided to ensure that all staff, including those in senior roles, are able to identify and respond to any ongoing issues within universities.</p> <p>3. Specific training should be provided to ensure that all staff, including those in senior roles, are able to identify and respond to any ongoing issues within universities.</p> <p>2.2 Long term</p> <p>1. The results of regular short-term reviews of all areas should be used to inform the development of long-term strategies and policies to ensure that universities are able to respond to any ongoing issues within universities.</p>	
<p>3. Sustainable resolution: ensuring that universities maintain their commitment and engagement, evolving their response to modern slavery risk profiles</p> <p>3.1 Objectives</p> <p>1. Universities should support and encourage activities led by student groups and unions. Where possible, universities should fund or support such activities.</p> <p>2. Universities should support and encourage activities led by student groups and unions. Where possible, universities should fund or support such activities.</p> <p>3. Universities should support and encourage activities led by student groups and unions. Where possible, universities should fund or support such activities.</p> <p>3.2 Long term</p> <p>1. Universities should participate in and support the work of all relevant trade union partners and their partner organisations. This could include joint working, support for training, ongoing research, and support for the development of the Slavery-Free Campus Framework.</p>	



UoN Supply Chain: Build the **Right Team**





Our Slavery Free Campus Blueprint Accountability

GOVERNANCE

G2	Form a Working Group to tackle modern slavery that includes staff from different and appropriate functions (e.g. Procurement, HR, Estates). Assign operational responsibility/group leadership to an individual with the right skills, interests and influence.
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POLICY

G10	University research services and fundraising departments to ensure that policies on research partnerships (including industry partnerships) and donors include work to ensure the university is not sending or receiving funds to and from external organisations that do not have risk mitigation in place.
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PROCEDURES

G15	University HR to establish processes for recruiting staff which include recording: how the worker found out about the work, whether the worker has paid anyone or will have to pay anyone to obtain the work, whether the worker has paid anyone to get into the country, the worker's landlord's name and the worker's address.
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TRAINING

T21	Working Group to have a process to make all new staff aware of modern-day slavery through an organised induction programme and to communicate changes in policies and procedures to staff, students, suppliers and partners.
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TRAINING

T22	Campus leaders on education (e.g. PVC/APVCs) and Student Union to consider how to integrate the topic of modern slavery into student education and work with Faculties/Schools to include modern slavery in the syllabi of all front-line degree programmes.
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SUPPLY CHAIN

S33	University Procurement and Supplier Relationship Managers to target high-risk areas on which to focus for additional supply chain analysis, for example product areas such as lab consumables or electronics or services such as catering or construction. Explore use of supplier social audits to evaluate risk and support suppliers to mitigate risk over time.
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CIVIC

C36	Working Group to help the University develop a partnership approach to modern slavery in the local area with other local universities, to share best practice and work towards to goal of creating slavery-free cities.
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EXAMPLE EXTRACTS

R&I CARO

HR

HR

PROCUREMENT

SU RIGHTS LAB

PROCUREMENT

ESTATES

CATERING

WORKING GROUP



Procurement Actions to support the blueprint

Strategy

- Development of Responsible Procurement strategy and policy

Optimise

- Optimisation of our supply base – analyse, review, consolidate

Prioritise

- Focus our approach based on risk assessment of product codes combined with spend data to give priority areas

Standardise

- Refreshed tender documentation for all procurements and high priority areas

Monitor

- Assess and drive on-going engagement and action in the supply base



Optimising the supply base

Our goal is to manage the risk in the supply chain

- In 2019 our supply base was complex with c12,000 suppliers – we have reduced this by 40% over 2 years to c7,000
- Reduction in numbers will not continue as objective was to optimise to a manageable number

How have we optimised the supply base?

- **Short term** – Implemented automated removal of suppliers with no spend in 2 years in early 2020 (now increasing to 3 years based on analysis of reopening suppliers and tender pipeline analysis)
- **Medium term** - Consolidation of large tail end spend into fewer but more manageable contracts to reduce risk e.g. our Estates framework strategy
- **Preventative measures** - Other improvements have reduced new supplier requests as part of managing the supply base, such as;
 - Implementation of Amazon business
 - Refreshed purchase card policy
 - Clear guides to central contracts – direct stakeholders to how to buy effectively



Assessing Risk in the Supply Chain to inform prioritisation

S28 University Procurement to **establish an annual risk assessment** to analyse where the greatest likelihood of slavery is within the organisation's operations and its supply chain, including subcontractors. Use this, along with spend analysis (indicates where we may have most influence) to prioritise where action is focused and apply due diligence to high-risk suppliers. Disclose priority areas for action.

RESPONSIBLE PROCUREMENT COMMODITY CODING RISK ANALYSIS

Com Code	Commodity Code Description	Relevance / Risk		19/20		20/21	
		Modern Slavery Risk	No. of Suppliers	Spend	No. of Suppliers	Spend	
L	Laboratory/Animal House Supplies & Services		2876	£16,872,330	3419	£22,250,356	
LA	Lab Support Equipment, Accommodation and Accessories	H	19	£178,623	18	£317,143	
LB	Laboratory Animals	H	16	£264,678	16	£389,906	
LC	Laboratory Small Apparatus and Equipment Purchase and Hire	H	314	£2,697,954	365	£3,562,280	
LE	Laboratory Blood Products Human Organs, Tissue, Body Parts and Cadavers	L	8	£7,595	10	£13,067	
LF	Laboratory Bonded Alcohol	L	3	£636	1	£754	
LG	Laboratory, Capital Equipment	H	56	£6,440,105	76	£4,622,615	
LH	Laboratory Chemicals	H	578	£2,132,909	575	£3,315,676	
LI	Research Services	L					
LJ	Laboratory Clothing	H	15	£11,306	29	£27,392	
LK	Laboratory Consumables and Sundries, incl. Disposables	H	801	£2,259,602	832	£4,004,291	
LL	Laboratory Diagnostic Testing and Analysis Services	L	59	£238,550	55	£177,567	
LM	Laboratory Equipment Maintenance and Repair	L	108	£887,736	130	£1,158,916	
LN	Laboratory Gases Purchase and Associated Rentals	L	40	£171,022	46	£168,450	
LP	Laboratory Glassware	L	183	£57,819	169	£55,735	
LQ	Pharmaceuticals - Non-veterinary	M	5	£10,077	10	£25,396	
LR	Pharmaceuticals, Veterinary	M					
LS	Laboratory Plasticware	M	214	£241,951	233	£974,697	
LT	Laboratory Controlled Chemicals & Drugs	M					
LX	Tissue Culture, Bacteriological Media and Insects	M	35	£77,527	28	£86,204	
LZ	Other and General Laboratory	/	411	£981,165	417	£1,417,259	

- University annual spend and number of suppliers used was mapped against each commodity.
- High risk commodity areas were then assessed where >10 suppliers and >£250k spend was considered high risk
- Upcoming procurements in these H/H/H commodities incorporate enhanced MSA questions which are scored as part of the supplier selection process
- Ongoing contract management factors in continued monitoring of MSA with suppliers



Mitigating risk in the supply chain through action

S31

University Procurement to review and amend procurement practices to ensure they do not exacerbate the risk of slavery, develop transparent and open relationships with suppliers and partners and customers, establishing clear, timely communication with suppliers and partners, paying a sustainable price, setting clear lead-times and payment terms and giving preference to suppliers and partners who respect human rights.

Maturity assessment:

0 = No evidence/Ad Hoc

1 = Little evidence/limited processes

2 = Some evidence/defined processes

3 = Strong evidence/Quantitatively managed

4 = Full evidence/Optimised

2019/20

- Standard go/no go in tender – initial questions
- Standard Terms & Conditions in contract

2020/21

- Supply chain risk assessment highlighted construction and lab consumables
- Included Modern Slavery as part of the scored evaluation criteria with the Rights Lab supporting the evaluation process:
 - Lab consumables c£28m
 - Hall refurbishment c£10m
 - Minor Works - Building Framework £18m

2021/22 onwards

- Code of conduct launched
- Digital Core investment – enhance contract management capability
- SRM programme launched - add more structure and governance

Level 1?

Level 2?

Level 3+?



In summary

- At the University of Nottingham we are working towards a Slavery Free Campus
- This requires ambition, a committed team enabled to deliver change, sponsorship by the University leadership and a roadmap to follow

- We hope you have found this informative and that it can help with your improvement journey
- We would also like to learn from others so together we accelerate towards our campuses being slavery free

<https://www.nottingham.ac.uk/fabs/procurement/documents/uon-msa-statement-2021.pdf>





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END

Any questions?

