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| *Responsible Procurement / Supply Chain Guide*  *Estates: Furniture, Textiles & Electrical Items (White Goods)* | *APUC_logo* |

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| Aim and Benefits of this guide |
| There is scope through the way we manage our supply chain, to create a positive impact on carbon reduction, the environment, society and the economy in every procurement exercise that is undertaken. Equally, it is important to address and minimise any harm that could result from our procurement activity.  This guide aims to help fully explore the possibilities as part of the strategy development, tendering, call-off and contract management stages of the procurement cycle to enhance the delivery of sustainable, Responsible Procurement.  This guide uses information from the APUC Marrakech prioritisation to highlight key areas of sustainability to focus on. It provides key sustainability considerations and links to more detail information and advice.  This is written as a general guide and is applicable to contracts, frameworks and call-off contracts. Users are encouraged to further explore issues specifically relevant to their circumstances. For example, there may be risks specifically related to food traceability (think Horse Meat Scandal). Or there may be an opportunity to boost local employment directly as a result of a contract.  It is intended that these guides will be updated on an ongoing basis so feedback is sought on them from end-users, including on relevance of content and suggested additional aspects to include. |

**Carbon Reduction**

In the context of climate change, "carbon" is commonly used as a shorthand for carbon dioxide, the most important greenhouse gas released as a result of human behaviour.

Our increasing carbon footprint (carbon dioxide created and emitted during the life of a particular product or service) is having profound effects on the environment. Rising temperatures and shifting precipitation patterns are changing the growing patterns of plants and result in indigenous vegetation moving to increasingly cooler climates. Sea levels are rising as the temperature of our planet increases--warmer water occupies more space than cooler water, causing potential land displacement.

By understanding direct (on-site, internal) and indirect emissions (off-site, external, embodied, upstream, downstream etc.) in a category area we can seek reduce or minimise carbon footprint as part of a procurement exercise.

**Economic, Social and Environmental Wellbeing**

As well as carbon there are other sustainability issues that need to be considered as part of the procurement cycle.

The Sustainable Procurement Duty states that public bodies should ensure that, before carrying out a regulated procurement, they consider how it can—

* Identify the opportunities to improve the economic, social and environmental wellbeing of the area in which your organisation operates
* Facilitate  the [involvement of small and medium enterprises, third sector and supported businesses](http://www.gov.scot/Publications/2016/03/8410/3)
* Promote innovation

Responsible Procurement can enhance sustainability in a variety of ways. The broad impacts of sustainable / responsible procurement can be seen in fig 1. The guide aims to look in more depth at how to embed sustainability into procurement and examine individual category areas.

**Slavery and Human Trafficking**

Human rights in supply chains is an increasing area of concern, with the rise of slavery, forced labour and human trafficking in both international and UK supply chains. There are particular risks where intermediaries (employment agencies, gangmasters etc) are involved in the employment of labour. This is becoming a more common labour supply model. It would be easy to assume that well-known brands are immune to abuse of workers or employment rights in their supply chains but this is not necessarily the case.

The Modern Slavery Act 2015 Act and Human Trafficking and Exploitation (Scotland) Act have been introduced to tackle [slavery](https://en.wikipedia.org/wiki/Slavery) in the UK and consolidates previous offences relating to trafficking and slavery. They introduce provisions that affect both businesses in supply chains and public bodies as buyers.

**Scottish Government Targets and wider context**

Action to mitigate climate change is a key component of the Scottish Government’s aim to create a growing, sustainable and inclusive economy. APUC will endeavour to assist Universities and Colleges in meeting this aim. This will be through guidance, support and communication via the eZine and Procurement Strategy Groups.

Each university and college has a corporate responsibility to measure and reduce carbon footprint across their institution. In addition to this there are a number reporting requirements on Universities and Colleges relating to Responsible Procurement;

* The Climate Change (Duties of Public Bodies: Reporting Requirements) (Scotland) Order 2015. This includes a section on procurement.
* Procurement Reform Act Reporting - including compliance with Procurement Strategy, Community Benefits summary and Supported business efforts summary
* Higher Education Statistical Agency - Mandatory data items on Carbon emission data.
* Modern Slavery Act – Modern Slavery in supply chains statement
* PCIP Sustainability Question – Flexible Framework and Sustainability Outcomes
* BT14 benefits reporting
* All HE/FE institutions in Scotland have committed to the [Universities and Colleges Climate Commitment for Scotland](https://www.google.co.uk/url?sa=t&rct=j&q=&esrc=s&source=web&cd=1&cad=rja&uact=8&ved=0ahUKEwjJkYa-udPQAhUZOsAKHc2TCTMQFggfMAA&url=http%3A%2F%2Fwww.eauc.org.uk%2Fscotland%2Fhome&usg=AFQjCNHd9xtadoNv90R-ymQfD1DZarGlFA&sig2=loKZ6KaFG6zuv6L4tHOP0g) (UCCCfS)
* APUC Ltd understand that each institution has a devolved obligation as part of its outcome agreement to deliver a Climate Change Action Plan (CCAP).

***Embedding Responsible Procurement in the procurement journey***

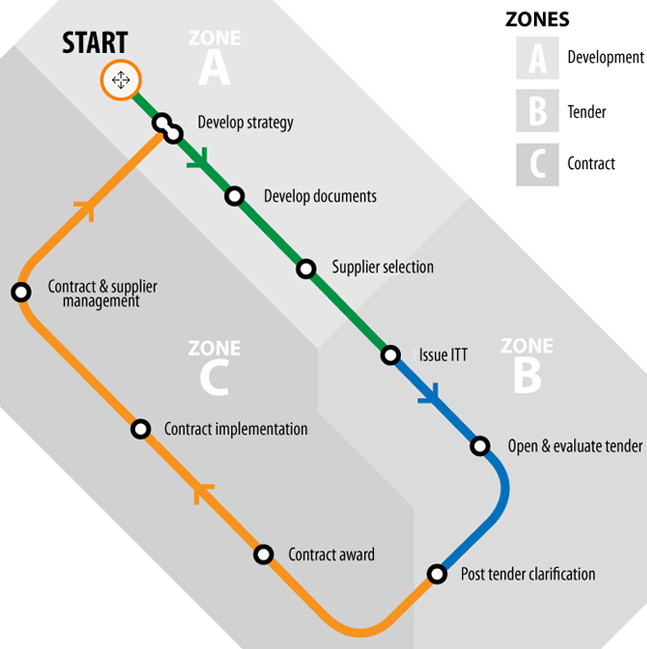
The diagram below highlights where in the procurement cycle sustainability considerations can be addressed.

Zone A – Development

Scope for innovation.  
Route to market – sustainable supply base? SMEs?  
Stakeholder mapping. Who will be impacted/benefitted?  
Life-Cycle Impact – Carbon Reduction, Energy Efficiency

Zone B - Tender

Sustainable selection/award criteria  
Minimum Standards  
Sustainability targets - Carbon  
Mechanism for delivery of benefits - KPIs/SLAs



Zone C - Contract

Contract Management - Sustain   
Monitoring and delivery –metrics  
How will benefits be delivered?  
Carbon Management

***Life-Cycle Impacts***

The flow-chart below demonstrates what life-cycle impacts of the good/service/work being procured might include – this can help inform the Strategy Development, Tender and Contract phases of the procurement.

The content in the Life Cycle Impact chart below provides generic ‘topic areas’ in order to aid your initial thinking – by carrying out this assessment specifically for the goods/services being procured you can identify risks to be addressed through the tender lifecycle and opportunities to be achieved.

***Prioritisation Methodology***

APUC uses an adapted version of the Scottish Government ‘Sustainability Test’ to prioritise ethical, social and environmental issues and opportunities in its contracts, and also to identify which contracts carry greater risk or opportunity than others.

You can access the APUC prioritisation tool template [here](https://apucscot.sharepoint.com/DS/_layouts/15/WopiFrame.aspx?sourcedoc=%7B0F06A132-DD0D-4919-B966-2E73193A6905%7D&file=APUC%20Prioritisation%20Tool%202017%20(20%20Columns).xlsx&action=default)

The prioritisation has been carried out for this category and the results (and guidance) follow.

***Estates and Facilities - Furniture, Textiles & Electrical Items (White Goods)***

Prioritisation

The APUC Prioritisation for this category has identified sustainability risks and/or opportunities relating to the following areas.

Note the table below used a Red-Yellow-Green colour-scale based on the number of risks/issues identified (where Red=most and Green=fewest). Boxes in blue mean that no risk/opportunities have been identified in this area.

The colour coding is intended to highlight the key areas of focus for this category.

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| **KEY ISSUES/OPPORTUNITIES** | Relevant 1 (low) to 5 (high) |

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| --- | --- |
| ***Climate Change*** | ***4*** |
| ***Biodiversity*** | ***1*** |
| ***Communities and Crime/Security*** |  |
| ***Employment, skills and training*** | ***5*** |
| ***Equalities*** |  |
| ***Fairly and Ethically Traded (including Fair Work)*** | ***3*** |
| ***Hazardous materials/ emissions*** | ***2*** |
| ***Health and wellbeing*** | ***1*** |
| ***Heritage*** |  |
| ***Materials scarcity and security*** | ***3*** |
| ***Waste production*** | ***3*** |
| ***Water*** | ***1*** |

Market Position (from Prioritisation)

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| --- | --- |
| RISKS IDENTIFIED | **Medium** |
| SCOPE TO DO MORE | **Medium** |
| INFLUENCE IN MARKETPLACE | **High** |

Key Considerations for Development, Tender and Contract

The table that follows provides guidance on the key issues/opportunities scored above, split into the areas of:

* Carbon / Environmental
* Socio-Economic

**Carbon and Environmental Considerations**

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| **Prioritisation Area** | **Guidance** | **Prioritisation Risk** |

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| ***Climate Change*** | Development Stage  There are many elements associated with the procurement of furniture and Electrical Goods where the effect on climate change should be considered. This includes the **type and finish of a product**. Where this is known to involve **heavy production processes and high wastage** consider alternative products.  Think about whether existing furniture be **refurbished** economically. Institutions should engage with and challenge their supply chain to find out what they can do to assist them in reducing carbon and environmental impacts.  Can goods be **reused or recycled** by the manufacturer, supplier or institution |  |
| Tender Stage  Ask suppliers whether goods will be **manufactured from sustainable sources.**  Ask suppliers about **transport planning** that promotes reduction of carbon emissions and use of effective and efficient mode of transport(s) and routes.  Think about **product Life Span** – ensure you are considering the ability of the product to last the required period (warranty and fitness for purpose). Do not under or over specify.  Specify **Energy Rating** (for White Goods consider A+ rated goods).  Details on EU Green Public Procurement criteria for Furniture. can be found [here](http://ec.europa.eu/environment/gpp/pdf/toolkit/furniture_gpp.pdf)  Details on EU Green Public Procurement criteria for Textiles and Services can be found [here](http://ec.europa.eu/environment/gpp/pdf/criteria/textiles_2017.pdf)  Details on UK Government Green Buying Standards for Furniture can be found [here](https://www.gov.uk/government/publications/sustainable-procurement-the-gbs-for-furniture)  Details on UK Government Green Buying Standards for Electical Goods can be found [here](https://www.gov.uk/government/publications/sustainable-procurement-the-gbs-for-electrical-goods)  Details on UK Government Green Buying Standards for ICT Equipment can be found [here](https://www.gov.uk/government/publications/sustainable-procurement-the-gbs-for-office-ict-equipment) |
| Contract Stage  Think about **frequency of delivery/ability to consolidate** deliveries.  Use of **reverse logistics** – collection or transfer existing product to another site/point of recycling at time of delivery  Consider **Carbon Offsetting Schemes** – measuring true effectiveness and relevance to nature of Contract  Consider **Consumables** (availability, frequency of replacement & impacts associated with consumable and disposal)  Consider and **plan service requirement** (No. of Visits) to maximise efficiency and reduce miles travelled. |
| Where next?  For advice on relevant selection/award criteria, relevant labels and suggested wording that might be helpful developing procurement documents follow this [**Link**](https://apucscot.sharepoint.com/DS/_layouts/15/WopiFrame.aspx?sourcedoc=%7B93DE7B48-A17B-4181-A68C-66DEB92E15F9%7D&file=Climate%20Change.xlsx&action=default) |
| ***Biodiversity*** | Development Stage  Consider if in the delivery of a service, there is a risk that **ecosystems** will be damaged.  Can an **alternative product** be sourced that will have less impact? |  |
| Tender Stage  Ask supplier to identify and b products or within production, processing or delivery derived from **potentially vulnerable ecosystems** or where biodiversity is at risk.  Require that all timber and fibre products used in manufacture or delivery of products are derived from **sustainable sources** (i.e. FSC accredited <http://www.fsc-uk.org/en-uk> ) |
| Contract Stage  **Challenge suppliers** to demonstrate how they are addressing biodiversity on an ongoing basis and moving away from products derived from potentially vulnerable ecosystems. |
| Where next?  For advice on relevant selection/award criteria, relevant labels and suggested wording that might be helpful developing procurement documents follow this [**Link**](https://apucscot.sharepoint.com/DS/_layouts/15/WopiFrame2.aspx?sourcedoc=%7BB4B979C8-35FF-4B06-AB50-C1A90713CDFD%7D&file=Biodiversity.xlsx&action=default) |
| ***Hazardous materials/ emissions*** | Development Stage  Think about the emissions associated with the products manufacture, operation and disposal. Can it be **re-used or recycled** efficiently and with minimum impact to the environment?  Think about risks in the lifecycle associated with hazardous materials and emissions; **Worker Safety, Environmental pollution**.  What scope is there to eradicate hazardous materials or reduce emissions? |  |
| Tender Stage  Ask suppliers what efforts are made to reduce the amount of **hazardous materials/ emissions** during production. |
| Contract Stage  Look at company reporting regarding **environmental management** and **health and safety.** |
| Where next?  For advice on relevant selection/award criteria, relevant labels and suggested wording that might be helpful developing procurement documents follow this [**Link**](https://apucscot.sharepoint.com/DS/_layouts/15/WopiFrame.aspx?sourcedoc=%7BE72D923E-6395-4196-AB4E-51D240107FCE%7D&file=Haz%20Materials.xlsx&action=default) |
| ***Materials scarcity and security*** | Development Stage  Does the product to be procured potentially include the use of materials that are known to be **scarce or unsustainable.**  Are there **alternative products** from natural or man-made materials that are more sustainable? |  |
| Tender Stage  Ask suppliers if there is a potential **opportunity to minimise** the use of such materials or use sustainably managed materials. |
| Contract Stage  Can an existing item be **reconditioned** or could a reconditioned product meet the requirement. |
| Where next?  For advice on relevant selection/award criteria, relevant labels and suggested wording that might be helpful developing procurement documents follow this [Link](https://apucscot.sharepoint.com/DS/_layouts/15/WopiFrame.aspx?sourcedoc=%7B6476C0FD-6DFB-4966-BD2A-431E93E5ED8D%7D&file=Materials.xlsx&action=default) |
| ***Waste production*** | Development Stage  Consider the **waste hierarchy** for both produce purchased and materials used in their production and delivery. Does a new product have to be procured?  Can an existing item be **re-used, sourced through Warp-it or the supply chain.** Many contracted suppliers can supply refurbished or reconditioned goods.  What is the **life span** of the current product? Can spares and replacement parts be sourced over a sufficient period to **extend the life of a product**?  The target should be to **minimise or negate disposal to landfill** wherever possible and ensure compliance with relevant legislation. All electrical items will be covered by WEEE Regulations 2006 and may also be subject to The Restriction of the Use of Certain Hazardous Substances (RoHS) in Electrical and Electronic Equipment Directive (2011/65/EU). The supply chain can offer advice and guidance on this as well as the links given below. |  |
| Tender Stage  **Challenge your supply chain** on what they do to promote:   * **Reduce** * **Reuse** * **Recycle** * **Recover** |
| Contract Stage  If an item is no longer required can it **be re-used, re-engineered or recycled**? Can it be offered for use to within the institution or sector? Many contracted suppliers can arrange collection and transfer of items to third sector bodies with **chain of custody certification.** |
| Where next?  For advice on relevant selection/award criteria, relevant labels and suggested wording that might be helpful developing procurement documents follow this [**Link**](https://apucscot.sharepoint.com/DS/_layouts/15/WopiFrame.aspx?sourcedoc=%7B42D0A19E-2946-412B-AA78-E5774FBF3223%7D&file=Waste.xlsx&action=default) |
| ***Water*** | Development Stage  The processing of many chemicals and materials are intensive in both water consumption and the creation of and pollution of wastewater. Consideration should be given to the use of products or practices that minimise these and avoid potential contamination to the supply of **clean drinking water.**  There is considerable carbon associated with **wastewater treatment.** Consideration should be given to  • Water re-use within operation of equipment where feasible  • The minimisation of consumption and generation of wastewater and effluent in operation of equipment and buildings  • Alternative to return to sewer for wastewater |  |
| Tender Stage  Ask what suppliers can do to **reduce to use of clean water** in their processes. Ask suppliers about what they do to promote **efficient production processes** and limit harmful emissions or by products that could contaminate the local water table.  Consider selecting suppliers with low impact processes or rewarding suppliers who operate **assurance schemes** to limit impact. |
| Contract Stage  Through robust contract management set and monitor progress on key objectives including assistance in achieving water and wastewater efficiencies, ensuring full advantage is taken on any added value services that will assist towards these objectives that may be provided free of charge or at a reduced rate. |
| Where next?  For advice on relevant selection/award criteria, relevant labels and suggested wording that might be helpful developing procurement documents follow this [**Link**](https://apucscot.sharepoint.com/DS/_layouts/15/WopiFrame.aspx?sourcedoc=%7B0D5413F3-9709-4C15-A5E4-C25E564202C7%7D&file=Water.xlsx&action=default) |

**Socio-Economic Considerations**

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| ***Employment, skills and training*** | Development Stage  Can any of the requirement(s) be met by a **supported business** offering employment and training to disabled and disadvantaged who account for at least 30% of their workforce?  One of the appointed Contractors to **APUC Ltd Furniture Framework Agreement** (City Building LLP) is a supported business and the Scottish Government established a Framework Agreement to facilitate access to **supported businesses** (See links below) |  |
| Tender Stage  What support can or does the supplier and their supply chain offer or provide to the local economy – ask suppliers what they could deliver through the contract for example through **apprenticeships, training schemes, support of research etc.** |
| Contract Stage  Think about what monitoring needs to take place in tracking **benefits** have been delivered. |
| Where next?  For advice on relevant selection/award criteria, relevant labels and suggested wording that might be helpful developing procurement documents follow this [**Link**](https://apucscot.sharepoint.com/DS/_layouts/15/WopiFrame.aspx?sourcedoc=%7B8FE8052E-A5FE-44A9-BF0B-E206BA647606%7D&file=Employment.xlsx&action=default) |
| ***Fairly and Ethically Traded (including Fair Work)*** | Development Stage  Identify the areas where high risk exists and consider **Fair Trade and / or ethically traded products,** as these can offer fairer reparation schemes within the supply chain and not carry membership or accreditation fees.  Consider risks relating to **modern slavery and human trafficking** in supply chains. What types of labour makes up the supply chain? Are these at risk of human rights abuse either in the UK or overseas.  Request supplier’s **Modern Slavery** statement and compliance with Act. Ask them how they **guard against** modern slavery and human trafficking in their supply chain. |  |
| Tender Stage  Ask suppliers what they are doing to address **Ethical Trade** in their supply chains. |
| Contract Stage  Consider suppliers approach to eradicating modern slavery and human trafficking in their recruitment**. Look at to what extent suppliers monitor whether employee or agency staff are being coerced, abused or other signs their rights are being abused**.  Where such issue pose key risks in a tender, look to mandate the suppliers participation in **Sustain** post award.  *There is a link below to a video produced by the Gangmasters Licensing Authority which can be useful in providing a background on how some of the human trafficking and slavery is occurring in the UK.* |
| Where next?  For advice on relevant selection/award criteria, relevant labels and suggested wording that might be helpful developing procurement documents follow this[**Link**](https://apucscot.sharepoint.com/DS/_layouts/15/WopiFrame.aspx?sourcedoc=%7B381A5213-1B59-461C-803B-9FCC026C678D%7D&file=Fair%20and%20Ethical%20Trade.xlsx&action=default)  Please also watch the following [Gangmasters Licensing Authority Video on Human Trafficking](http://www.gla.gov.uk/who-we-are/modern-slavery/) |
| ***Health and wellbeing*** | Development Stage  Is the payment of a **living wage** liable to be an issue within the supply chain? Can suppliers be rewarded for supporting this without distorting the marketplace? |  |
| Tender Stage  Consider **Fair Working Practices** – ask suppliers what policies and procedures exist?  In the case of fabric providers has their supply chain been audited by the **Workers’ Rights Consortium** (see link below) or other applicable bodies?  Is any part of the supply chain vulnerable to **Human Tracking / Modern Slavery** (Migrant workforces, Pickers; Factory processors, etc.) and how does the supplier work with their supply chain partners to audit and prevent any such issues. |
| Contract Stage  Think about any monitoring required for suppliers related to **Fair Work and the Living Wage.**  How does the supply chain continue to audit and monitor partners to prevent **Human Trafficking / Modern slavery** (Migrant workforces, Pickers; Factory processors, etc.) |
| Where next?  For advice on relevant selection/award criteria, relevant labels and suggested wording that might be helpful developing procurement documents follow this [**Link**](https://apucscot.sharepoint.com/DS/_layouts/15/WopiFrame.aspx?sourcedoc=%7B025EC8F5-FD43-4946-9109-979D66ED3EA5%7D&file=Health%20and%20Wellbeing.xlsx&action=default) |

To access the Prioritisation carried out for this category please follow this [link](https://apucscot.sharepoint.com/DS/SitePages/Category%20Information.aspx)

For more guidance on Sustainable Procurement visit the [APUC Sharepoint site](https://apucscot.sharepoint.com/DS/SitePages/Sustainable%20Procurement.aspx)

***Useful Contacts***

Support on **Human Rights** in Procurement

<https://www.business-humanrights.org/>

<http://www.hrprocurementlab.org/hubs/>

**Circular Economy** and Resource Efficiency Support

<http://www.zerowastescotland.org.uk/content/who-we-are>

Support on Sustainability Issues from a Higher/Further Education perspective  
<http://www.eauc.org.uk/home>

***Further resources***

For information on Circular Economy visit the Ellen MacArthur Foundation

<https://www.ellenmacarthurfoundation.org/>

For advice on getting the most out of **resources** visit Resource Efficient Scotland

<http://www.resourceefficientscotland.com/>

For guidance on Resource efficiency visit WRAP  
<http://www.wrap.org.uk/content/approach-procurement-resource-efficiency>

For information on Student led campaigns on sustainability issues via People and Planet  
<https://peopleandplanet.org/>

Useful briefing note on Conflict Materials for the Higher Education Sector  
[Conflict Minerals Briefing for the Higher Education Sector](http://www.ed.ac.uk/files/atoms/files/conflict_minerals_briefing_for_he_sector_v2_march_2017.pdf)

Information about the Forest Stewardship Council

<http://www.fsc-uk.org/10-good-reasons-to-choose-fsc.90.htm>

Information on the Supported Employment Sector and link to Scottish Government Supported Business Framework

<https://www.base-uk.org/member-organisations>

<http://www.gov.scot/Topics/Government/Procurement/directory/frameworksupportedfactbus/fsfbbuyersguide>

Information on Sustainable Textiles and Electricals.

<http://www.wrap.org.uk/sustainable-textiles>

<http://www.wrap.org.uk/sustainable-electricals>  
<http://www.hse.gov.uk/waste/waste-electrical.htm>   
<http://www.electricalsafetyfirst.org.uk/guides-and-advice/electrical-items/recycling-electrical-items/?gclid=CjwKEAjwgtTJBRDRmd6ZtLrGyxwSJAA7Fy-h5N2CkCCjWlPQ6XSSgwZxfIsy2FWp9Ri22fxo4JYaNxoCO5Tw_wcB>

Information about Restriction of Hazardous Substances Directive

<https://www.gov.uk/guidance/rohs-compliance-and-guidance>

***Collaborative Estates & Facilities Category team***

The Collaborative Procurement Estates & Facilities team can provide specific advice and guidance relating to their portfolio areas, including details of various added value services available through the collaborative contracts and Framework Agreements that may assist in the delivery of carbon management and sustainability.

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| --- | --- |
| Andy_Anderson | **Andy Anderson** Head of Category - Estates and Facilities Click to [**Email**](mailto:aanderson@apuc-scot.ac.uk) Telephone: 07766 070781 Based St Andrews. Mailing address Room 404, 101 George Street, Edinburgh EH2 3ES. **Clients:** Glasgow School of Art, Royal Conservatoire of Scotland **Portfolio:** Estates Category lead - Utilities (Gas, Electricity & Water), Liquid Fuels, Fire Fighting Equipment & Services, Facilities Management Services, Furniture, Construction Related Services. |
| Milena_Bandere | **Milena Bandere** Procurement Manager - Estates Click to [**Email**](mailto:mbandere@apuc-scot.ac.uk) Telephone: 0131 442 8960 Based in [**Glasgow**](http://apuc-scot.ac.uk/#!/contactus.php&a=gla)  **Portfolio:** Catering Consumables and Services including Water Coolers and TUCO Agreements, Janitorial Goods & Services - Cleaning Materials, Washroom Services, PPE and Clothing, Estates Services - Road Maintenance Services and Materials (including Salt for Winter Maintenance) |
| Vanessa_Fordyce | **Vanessa Fordyce** Procurement Manager - Estates Click to [**Email**](mailto:vfordyce@apuc-scot.ac.uk) Telephone: 0131 442 8938 Based in [**Glasgow**](http://apuc-scot.ac.uk/#!/contactus.php&a=gla) **Portfolio:** Maintenance Goods & Trade Supplies, Floorcoverings (Goods & Services), Mail Room & Postal Services including Franking Machines, Signs & Signage, Estates Services (including Door Maintenance & Pest Control Services), Vehicles (Purchase, Lease and Short & Long Term Hire). Waste Management Services |
|  | **Jason Brown** Procurement Manager Click to [**Email**](mailto:cfraser@apuc-scot.ac.uk) Telephone: 0131 442 8930 Based in [**Stirling**](http://www.apuc-scot.ac.uk/#!/contactus.php&a=sti) **Portfolio:** Estates Maintenance Services (PPM & Reactive), Recycling Bins & Street Furniture, Soft Furnishings, Window Coverings, White Goods, Security Services & Equipment. |

***APUC Development and Sustainability team***

The Development and Sustainability team can provide general advice and guidance relating to sustainability

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| Emma_Nicholson | **Emma Nicholson** Head of Development and Sustainability Click to [**Email**](mailto:enicholson@apuc-scot.ac.uk) Telephone: 0131 442 8951 Based in [**Edinburgh**](http://apuc-scot.ac.uk/#!/contactus.php&a=edi) |
| Stephen_Connor | **Stephen Connor** Development and Sustainability Manager Click to [**Email**](mailto:sconnor@apuc-scot.ac.uk) Telephone: 0131 442 8954 Based in [**Edinburgh**](http://apuc-scot.ac.uk/#!/contactus.php&a=edi) |