

BROADER OUTCOMES GUIDANCE FOR THE CONSTRUCTION SECTOR

June 2022



MINISTRY OF BUSINESS,
INNOVATION & EMPLOYMENT
HĪKINA WHAKATUTUKI

MODULE ONE

MODULE TWO

MODULE THREE



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VERSION	DATE
November 2021	v1.0
June 2022	V1.1

BROADER OUTCOMES GUIDANCE OVERVIEW

The Construction Sector Accord has identified an opportunity to develop 'broader outcomes Guidance' ('Guidance') to support government agencies to embed broader outcomes into their construction procurement activity.

PURPOSE OF THE GUIDANCE:

- **For consistency** in interpretation of broader outcomes
- **Ease of use** for construction sector stakeholders
- **Improved transparency** on what government buyers are looking for
- **To make progress** by all moving in the same direction

THE GUIDANCE SHOULD BE REGARDED AS A LIVING DOCUMENT



GUIDANCE AND MODULE ORIENTATION

WHO ARE YOU?

BUYER



SUPPLIER



WHICH PARTS OF THE GUIDANCE SHOULD YOU LOOK AT?

As a government buyer you can grow you and your team's understanding on what broader outcomes are and get clear on where the priority broader outcomes fit in.



Grow your understanding around what broader outcomes are, de-jargon the procurement world and know what government buyers are looking for when they ask about broader outcomes.

As a government buyer you can get clarity on 'the why' and what broader outcomes delivery may look to achieve.



Get clarity on 'the why' and what broader outcomes delivery may look to achieve.

As a government buyer, understand at a high level how you might embed broader outcomes throughout the procurement process.



As a supplier, you will have transparency on how government buyers are embedding broader outcomes.

As a government buyer, this Guidance may be helpful when drafting RFx, contract documentation, evaluation of tenders and inform negotiations and KPI management.



As a supplier, you will have transparency on what broader outcomes questions government buyers may ask and how you will be evaluated.

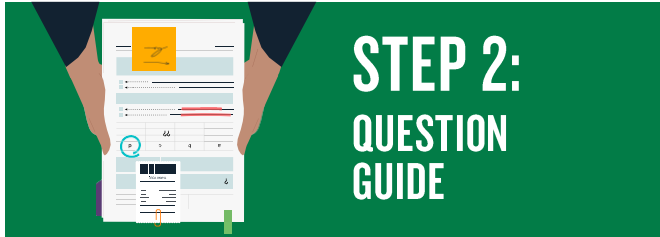
HOW? ME PĒHEA?

Detailed Guide
Tukanga Arataki



HOW TO READ THIS NEXT SECTION:

Step 2, Step 3 and Step 4 are presented together for each of the broader outcomes. See [Module 2](#) for high level supporting Guidance for each step. Note: Step 1 is to be completed in the provided excel spreadsheet (see [Module 2](#)).



STEP 2: QUESTION GUIDE

The 'Question Guide' features a question bank related to the broader outcome category. These are not an extensive list to copy and paste, but are there to provide ideas and likely questions to use. These will be built on and added to over time.

How a buyer and supplier can use this part:

Buyer:

Buyers should select questions under each broader outcome category (recommend 3-5 questions) to go into the RFX document or use these questions to help generate ideas of what to ask for their specific project.

Supplier:

Suppliers can review to understand potential questions that a buyer may ask.



STEP 3: RESPONSE & EVALUATION GUIDE

The 'Response and Evaluation Guide' has advice on what good responses could include in this category

How a buyer and supplier can use this part:

Buyer:

Buyers should refer to this guide during their evaluation of responses.

Supplier:

Suppliers could refer to this guide as they write their responses. This is the same guide that evaluators will review.



STEP 4: KPI MEASUREMENT GUIDE

The 'KPI Measurement Guide' has a range of example KPIs that can be selected from and included in contracts. These will be built on and added to over time.

How a buyer and supplier can use this part:

Buyer:

Buyers should consider and select the best KPIs for the project.

Supplier:

KPI's may be selected from this guide to be included in the proposed contract as part of the tender process.

WE HAVE ORDERED THE BROADER OUTCOMES IN PRIORITY ORDER OF:

1. Priority broader outcomes
2. Designated contract areas
3. Other broader outcomes

Priority broader outcome

Designated Contract

Other



INCREASED SIZE AND SKILL LEVEL OF DOMESTIC CONSTRUCTION SECTOR WORKFORCE (1/2)

NOTE: THIS IS A PRIORITY BROADER OUTCOME COVERED IN GOVERNMENT PROCUREMENT RULE 18: INCREASE THE SIZE AND SKILL OF THE DOMESTIC CONSTRUCTION SECTOR WORKFORCE



STEP 2: QUESTION GUIDE

INCREASED SIZE AND SKILL LEVEL OF DOMESTIC CONSTRUCTION SECTOR WORKFORCE

QUESTION TYPE

Provide details on your organisation's upskilling and career development for **existing workers**. Include whether in-house programmes/ initiatives, upskilling and training is part of the National Qualifications Framework (including micro-credentials) and what supervisory support is available to workers. And what will you do in the project?



What upskilling and career development opportunities can you make available to existing workers in the **construction sector** as part of this project? Please provide any associated costings.



Provide details on what your organisation is doing currently to increase the capacity of the construction workforce through the training and development of **new workers** (e.g. trainees and apprentices who have limited experience).



How many roles are included in your project team for trainees and/or cadets and/or apprentices?



STEP 3: RESPONSE & EVALUATION GUIDE

EVALUATION

Buyers will evaluate the supplier based on the the size and value of the project and the local context (if project is in regions where skills resources are scarce) to understand whether the opportunity to increase the size and skill of the domestic construction sector workforce has been properly leveraged.

Suppliers that invest in developing either their own or the construction sector's future workforce will have an advantage over those that do not.

Further considerations for evaluators:

PAST PERFORMANCE

Existing practices showing commitment to worker development, skills training, and development programmes.

SUPPLY CHAIN

Supplier engagement with their supply chain, including subcontractors, and have their buy-in and support to meet objectives.

LEVEL OF COMMITMENT

Supplier commitment to deliver outcomes and if they are realistic.

STEP 4: KPI MEASUREMENT GUIDE

Provided below are example quantitative and qualitative KPIs. Selection of KPIs should be guided by the RFx question, supplier response and realistic reporting expectations.

Quantitative broader outcome KPIs:

- Number of employees who were provided with and attended training opportunities during the project.
- Number of employees who were provided and attended training opportunities during the project that fall into a priority social group*, specifically:
 - Apprentices/Cadets/Graduates
 - Long-term unemployed
 - Māori
 - Pasifika
 - Criminal history
 - On disability allowance
- Number of project employees and contractors provided with each of the following:
 - General upskilling (NVQ 1-4)
 - Trades specific upskilling (levels 4-6)
 - Tertiary or higher

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*Priority social groups are defined within the Government Procurement Rules as displaced workers and groups with traditionally high rates of unemployment or low labour force participation (specifically women, Māori, Pasifika, disabled people and youth)



INCREASED SIZE AND SKILL LEVEL OF DOMESTIC CONSTRUCTION SECTOR WORKFORCE (2/2)

NOTE: THIS IS A PRIORITY BROADER OUTCOME COVERED IN GOVERNMENT PROCUREMENT RULE 18: INCREASE THE SIZE AND SKILL OF THE DOMESTIC CONSTRUCTION SECTOR WORKFORCE



STEP 2: QUESTION GUIDE

INCREASED SIZE AND SKILL LEVEL OF DOMESTIC CONSTRUCTION SECTOR WORKFORCE

QUESTION TYPE

What training and development opportunities can you make available to **new workers** to the construction sector during this project?

Provide details on any partnerships, initiatives or programmes your organisation has to up skill workers. Include whether any partners are co-funding training or employment.

Provide details on how you intend to work with subcontractors to make sure skills and training requirements are delivered on this project.

How do you incentivise employees to train and increase their skills? Responses may reference pay increases, pay progression policies or other benefits.

STEP 3: RESPONSE & EVALUATION GUIDE

ROBUST PLANS
Robust explanation of how they will meet objectives and demonstrate understanding of the extra support certain target groups and trainees may require.

ASKING FOR HELP
Clear understanding of specific challenges and support needed from relevant government agencies and training organisations.

Further considerations for evaluators:

- Consider whether people from priority social groups* are positively impacted.
- Consider whether the upskilling and training would contribute towards a recognised formal qualification.
- The length of time that the supplier will be providing these upskilling and training opportunities within project and beyond.
- Consider how much the supplier will fund/subsidise the cost of upskilling/training.

STEP 4: KPI MEASUREMENT GUIDE

Qualitative broader outcome KPIs:

- Confirmation of mentors/pastoral care provided to support worker success during project.
- Impact stories from people who have graduated with qualifications as a consequence of the project.

*Priority social groups are defined within the Government Procurement Rules as displaced workers and groups with traditionally high rates of unemployment or low labour force participation (specifically women, Māori, Pasifika, disabled people and youth)



IMPROVED CONDITIONS FOR WORKERS (1/2)

NOTE: THIS IS A PRIORITY BROADER OUTCOME COVERED IN GOVERNMENT PROCUREMENT RULE 19: IMPROVE CONDITIONS FOR WORKERS



STEP 2: QUESTION GUIDE

IMPROVED CONDITIONS FOR WORKERS	QUESTION TYPE
Does your company agree to comply with the Supplier Code of Conduct and make your sub-contractors aware of the code?	
Are all your employees being paid correctly for annual leave, and receiving the bereavement leave, alternate holidays, public holidays, sick leave, and domestic violence leave they are entitled to?	
How will you ensure compliance with legislation around working conditions, employment and health and safety across your supply chain (including subcontractors) for this project?	
Describe the fair work practices you have in place in your organisation, including your domestic supply chain, and how these will be applied to this project. These practises could include setting up a group to focus on labour market issues, creating channels for workers to raise issues about employment rights, providing vocational training, making buildings easier for all workers to access, or paying a living wage.	

STEP 3: RESPONSE & EVALUATION GUIDE

EVALUATION

Buyer will evaluate whether the organisation has systems and processes in place to ensure the fair treatment of workers. At a minimum compliance to employment standards, examples include, but are not limited to: audits and spot checks (including how regularly they are conducted); worker voice tools that qualify audit findings; whistleblower or worker complaint channels; and risk assessments of business and wider supply chain. Also evaluation the health, safety and wellbeing policies and procedures in place at a project and organisational level.

Further considerations for evaluators:

- Consider whether the supplier refers to initiatives broadly within the organisation and if any will specifically apply to the project.
- Evaluate how suppliers ensure compliance to Employment Standards through their supply chains, including subcontractors and third tier subcontractors.

STEP 4: KPI MEASUREMENT GUIDE

Provided below are example quantitative and qualitative KPIs. Selection of KPIs should be guided by the RFx question, supplier response and realistic reporting expectations.

Quantitative broader outcome KPIs:

- Number of employees on living wage in the project
- Average number of paid sick days, annual leave, or other leave types per employee (full time equivalent) taken during project.

Qualitative broader outcome KPIs:

- Evidence of how the programmes or initiatives were made known to employees during project and evidence of employment standards compliance throughout supply chain during project (main contractors to provide evidence from subcontractors).
- Evidence the organisation has systems and processes in place to ensure the fair treatment of workers.
- Evidence of ethical labour and human rights practices across project supply chain.
- Evidence of audits conducted with overseas suppliers used in the project.

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IMPROVED CONDITIONS FOR WORKERS (2/2)

NOTE: THIS IS A PRIORITY BROADER OUTCOME COVERED IN GOVERNMENT PROCUREMENT RULE 19: IMPROVE CONDITIONS FOR WORKERS



PROJECT



ORGANISATION



DESIGN



CONSTRUCTION

STEP 2: QUESTION GUIDE

IMPROVED CONDITIONS FOR WORKERS	QUESTION TYPE
How will you ensure visa conditions and working hours are adhered to for employees on this project, including those employed by subcontractors on this project?	
Explain how you will provide mental health and suicide prevention programmes for all individuals on the construction site (including subcontractors). This could be internal programmes in your organisation, or external services such as EAP or MATEs in Construction.	
Explain the policies or procedures you have in place to provide mental health and suicide prevention literacy, facilitate early intervention and treatment, provide return to work and ongoing support, promote work's impact on mental health	
Provide details on any initiatives/policies that ensure suppliers within your organisation's supply chain do not have any forced labour and other forms of modern slavery and how you will apply these to the project.	

STEP 3: RESPONSE & EVALUATION GUIDE

Further considerations for evaluators:

- Evaluate how suppliers ensure adherence to the health, safety and wellbeing policies or procedures through their supply chains, including subcontractors and third tier subcontractors.
- Evaluate how the health, safety and wellbeing policies and procedures can be monitored or audited.

STEP 4: KPI MEASUREMENT GUIDE

Quantitative broader outcome KPIs:

- Number or percentage of employees that have been through the mental health and suicide prevention programmes.
- Accreditation from "MATEs in Construction" for psychological safety of the construction site.
- Number of counselling sessions provided through EAP programmes or the organisation's internal programmes.

Qualitative broader outcome KPIs:

- Evidence of how the programmes or initiatives were made known to employees during project and evidence of employment standards compliance throughout supply chain during project (main contractors to provide evidence from subcontractors).
- Evidence the organisation has systems and processes in place to ensure the fair treatment of workers.
- Evidence of ethical labour and human rights practices across project supply chain.
- Evidence of audits conducted with overseas suppliers used in the project.



QUALITY EMPLOYMENT OUTCOMES (1/2)

NOTE: THIS IS A PRIORITY BROADER OUTCOME COVERED IN RULE 18A: QUALITY EMPLOYMENT OPPORTUNITIES



STEP 2: QUESTION GUIDE

QUALITY EMPLOYMENT OUTCOMES	QUESTION TYPE
Describe the recruitment process you will use to target and connect with a diverse range of people, including priority social groups* for this project ? Provide details about any particular channels or networks you will use, and how you will remove barriers to recruitment for priority social groups*.	
Describe the existing practises your organisation has in place to create quality employment opportunities for a diverse range of employees and contractors. Provide detail on the recruitment process, and any programmes/initiatives in place to retain, support and upskill these individuals.	
What career progression and/or training opportunities will you provide to attract interest from a wider range of people, including priority social groups*? Provide details on any support you will seek from relevant government agencies and/or training organisations.	

STEP 3: RESPONSE & EVALUATION GUIDE

EVALUATION

Buyers will evaluate the supplier based on the supplier's commitment to delivering quality employment opportunities, in the context of their means, relative to others. Suppliers will have differing means (based on their size, balance sheet etc) and abilities, and not all suppliers will be able to grow their business by taking on new recruits. While this is particularly true for smaller companies, they may be able to invest in upskilling their existing workforce to be more productive.

Consider how the supplier will retain and upskill/promote a more diverse range of employees. This could include ongoing mentorship, training, or support. Arrangements with government groups or training organisations may show that suppliers have asked for support to understand their challenges and create a robust plan.

Further considerations for evaluators:

- Consider how the recruitment processes for the project and/or organisation open up work opportunities to a more diverse range of employees and contractors than suppliers would normally engage. For example, how the supplier intends to market opportunities; consider whether the approach lends itself to a high success rate in targeting a priority social group*. A good approach could outline specific channels and networks used to engage potential candidates, and the suppliers understanding of barriers to recruitment for their target groups.

STEP 4: KPI MEASUREMENT GUIDE

Provided below are example quantitative and qualitative KPIs. Selection of KPIs should be guided by the RFx question, supplier response and realistic reporting expectations.

Quantitative broader outcome KPIs:

- Number of employees from priority social groups* that applied for employment opportunities
- Number of full-time or contract employees on the project or organisation who fall within a priority social group*
- Number of employees who were provided and attended training opportunities during the project that fall into a priority social group*

Qualitative broader outcomes KPIs:

- Evidence of mentoring/pastoral care provided to people from priority social groups* during the project.
- Impact stories from people who have experienced a welcoming and inclusive workplace
- Evidence of recruitment processes that target and connect with priority social groups*
- Evidence of mentoring/pastoral care or training opportunities provided to people from priority social groups* during the project.

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*Priority social groups are defined within the Government Procurement Rules as displaced workers and groups with traditionally high rates of unemployment or low labour force participation (specifically women, Māori, Pasifika, disabled people and youth)



QUALITY EMPLOYMENT OUTCOMES * (2/2)

NOTE: THIS IS A PRIORITY BROADER OUTCOME COVERED IN RULE 18A: QUALITY EMPLOYMENT OPPORTUNITIES



STEP 2: QUESTION GUIDE

QUALITY EMPLOYMENT OUTCOMES	QUESTION TYPE
What training will you provide to new suppliers or staff who are unfamiliar with your activities to help familiarise them and safeguard them from work-related health and safety risks?	
Explain how your organisation (and subcontractors as applicable) will create a welcoming and inclusive workplace culture for a diverse range of people, including priority social groups*.	

STEP 3: RESPONSE & EVALUATION GUIDE

EVALUATION

Further considerations for evaluators:

- Consider how the supplier will create a welcoming and inclusive workplace to a diverse range of employees, in particular priority social groups*. This could include an understanding of the barriers faced with their target groups, and arrangements/facilities/programmes/initiatives designed to remove barriers.

ROBUST PLANS
Suppliers provide a robust explanation of how they will meet objectives, including showing an understanding of the extra support certain target groups and trainees may require.

ASK FOR HELP
Suppliers show a clear understanding of specific challenges, and request support from relevant government agencies and training organisations.

SUPPLY CHAIN
Suppliers show they have engaged with their supply chain, including sub-contractors, and have their buy-in and support to meet your expectations (such as a diverse workforce).

STEP 4: KPI MEASUREMENT GUIDE

*Priority social groups are defined within the Government Procurement Rules as displaced workers and groups with traditionally high rates of unemployment or low labour force participation (specifically women, Māori, Pasifika, disabled people and youth)



INCREASED ACCESS FOR AOTEAROA BUSINESSES (1/2)

NOTE: THIS IS A PRIORITY BROADER OUTCOME COVERED IN GOVERNMENT PROCUREMENT RULE 17: INCREASE AOTEAROA BUSINESSES ACCESS TO GOVERNMENT PROCUREMENT



STEP 2: QUESTION GUIDE

INCREASED ACCESS FOR AOTEAROA BUSINESSES (SUPPLIER DIVERSITY / MARKET ACCESSIBILITY)

QUESTION TYPE

Explain how your organisation (and main contractors/subcontractors, as applicable) will support market accessibility to enable more small-medium businesses to participate in the project with greater ease and fewer barriers to entry.



Provide details of how you will engage with Māori and/or Pasifika-owned businesses to raise awareness of the tender opportunities relevant to their businesses



How will your organisation help to build the capacity or capability of SMEs on this project?



Explain how your organisation (and main contractors/subcontractors, as applicable) will support **local supply chains for key material requirements** on this project.



Provide information on how your organisation validates that goods and services are ethically sourced throughout the supply chain.



STEP 3: RESPONSE & EVALUATION GUIDE

EVALUATION

Buyers will evaluate the supplier based on whether they:

- Engage Māori and/or Pasifika-owned businesses.
- Support SMEs with capability development.
- Use local industry for key material requirements or services.
- Engage a diverse range of business sizes within their supply-chain (e.g. small- medium businesses).
- Improve market accessibility to support supplier diversity (per point above) for:
 - Social enterprises
 - Māori or Pasifika-owned businesses

STEP 4: KPI MEASUREMENT GUIDE

Provided below are example quantitative and qualitative KPIs. Selection of KPIs should be guided by the RFx question, supplier response and realistic reporting expectations.

SUPPLIER DIVERSITY

Quantitative broader outcome KPIs:

- Number of Māori owned businesses engaged and NZD value of work during project.
- Number of small businesses engaged and NZD value of work during project.
- Number of social enterprises engaged and NZD value of work during project.
- Number of Pasifika owned businesses engaged and NZD value of work during project.

Qualitative broader outcome KPIs:

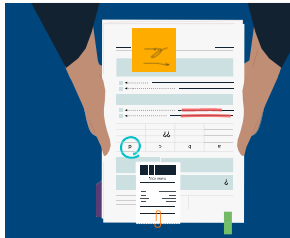
- Partnerships initiated with Māori and/or Pasifika-owned businesses to support project.
- Support provided to SMEs in capability development during project.

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INCREASED ACCESS FOR AOTEAROA BUSINESSES (2/2)

NOTE: THIS IS A PRIORITY BROADER OUTCOME COVERED IN GOVERNMENT PROCUREMENT RULE 17: INCREASE AOTEAROA BUSINESSES ACCESS TO GOVERNMENT PROCUREMENT

STEP 2: QUESTION GUIDE



STEP 3: RESPONSE & EVALUATION GUIDE



STEP 4: KPI MEASUREMENT GUIDE

Further considerations for evaluators:

- Consider whether local industries supported are Māori and/or locally owned, support local employment, and have ethical values.
- Consider whether the supplier suggests options that will provide greater ease and fewer barriers to entry for small-medium businesses, e.g. providing manageable scale and term considerations for smaller businesses to realistically achieve.

MARKET ACCESSIBILITY
Quantitative broader outcome KPIs:

- Number of small-medium businesses on supplier's preferred supplier list.
- Total number of local businesses supported during project for key materials or services:
 - Number of businesses that are New Zealand owned.
 - Number of businesses that are owned within the region of the project.
 - Number of people locally employed.
- List of key material requirements and volumes sourced locally.

Qualitative broader outcome KPIs:

- Evidence of specific mechanisms to support small-medium businesses participating in project.



NET ZERO EMISSIONS ECONOMY (1/2)



PROJECT



ORGANISATION



DESIGN



CONSTRUCTION

NOTE: THIS IS A PRIORITY BROADER OUTCOME COVERED IN GOVERNMENT PROCUREMENT RULE 20: SUPPORT THE TRANSITION TO A NEW ZERO EMISSIONS ECONOMY AND ASSIST THE GOVERNMENT TO MEET ITS GOAL OF SIGNIFICANT REDUCTION IN WASTE BY 2020 AND BEYOND

STEP 2: QUESTION GUIDE

STEP 3: RESPONSE & EVALUATION GUIDE

STEP 4: KPI MEASUREMENT GUIDE

NET ZERO EMISSIONS ECONOMY	QUESTION TYPE
Detail what your organisation is doing as part of business-as-usual to reduce fuel consumption, CO ₂ emissions and overall carbon footprint.	
Explain the measures your organisation (and main contractor/subcontractors) will take to reduce fuel consumption, CO ₂ emissions and limit the project's carbon footprint.	
Provide details on how your organisation plans to achieve energy efficiencies on this project and whether these efficiencies can be measured throughout the life-span of the construction work.	
Detail what carbon tools, approaches and processes your organisation will use to calculate, measure and monitor carbon emissions throughout the project. E.g. Energy modeling tools and Life Cycle Assessment tools. Do you have the capability and capacity to do this?	

EVALUATION

Buyers will evaluate the supplier (main/subcontractors as applicable) based on the initiatives the supplier will undertake to reduce their carbon footprint.

Further considerations for evaluators:

- Consider how verification methodologies such as Living Building Challenge, Passive House and Green Star will be used throughout the construction process to realise the environmental benefits.
- Evaluate how the supplier intends to measure their efficiencies achieved and whether afforestation or other carbon offsetting initiatives will be used.
- Confirm whether this project has a completed Carbon Brief. Does the approach make sense and are the targets for reducing whole-of-life embodied carbon and operational carbon reasonable?
- Has the supplier given consideration to effective management and monitoring of energy and water use? Has the supplier adopted proposed caps set out in the [Building for Climate Change "Transforming Operational Efficiency"](#) framework?
- Whilst the biggest opportunities for savings lie in the design phase, whole-of-life embodied carbon can be lowered through good waste management, using local materials where possible to reduce transport emissions, and making use of off-site construction methods, reducing less efficient on-site activities and site waste.

Provided below are example quantitative and qualitative KPIs. Selection of KPIs should be guided by the RFx question, supplier response and realistic reporting expectations.

Quantitative broader outcome KPIs:

- Calculation of total greenhouse gas emissions (CO₂, methane and others, measured in carbon dioxide equivalent or CO₂-e) up to the end of construction.
- Assessment of future emissions over the life of the building (operational and embodied), measured in kg CO₂-e/m².
- Total supplier energy consumption during contract (MWh), and
 - % of total made up of electricity (MWh) per annum.
 - % of total made up of natural gas consumption (MWh) per annum.
 - % renewable energy sources.
- Number of whole-of-life carbon assessments of buildings carried out during the design process.
- Reduction in project carbon emissions released – [Year 1] versus [Year 2]. Metric tCO₂e (MfE guidelines).
- Carbon emissions offset via high quality carbon offsets plan
- Number of vehicles in supplier transport fleet **supporting project**, including:
 - Supplier transport fleet total CO₂ emissions.
 - Breakdown of distance driven by supplier transport fleet and contractor transport fleet.

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NET ZERO EMISSIONS ECONOMY (2/2)



NOTE: THIS IS A PRIORITY BROADER OUTCOME COVERED IN GOVERNMENT PROCUREMENT RULE 20: SUPPORT THE TRANSITION TO A NEW ZERO EMISSIONS ECONOMY AND ASSIST THE GOVERNMENT TO MEET ITS GOAL OF SIGNIFICANT REDUCTION IN WASTE BY 2020 AND BEYOND

STEP 2: QUESTION GUIDE

STEP 3: RESPONSE & EVALUATION GUIDE

STEP 4: KPI MEASUREMENT GUIDE

NET ZERO EMISSIONS ECONOMY	QUESTION TYPE
Where do you see the biggest opportunities are for reducing whole-of-life embodied carbon and operational carbon in this project?	
Detail how your organisation will leverage the latest thinking and innovation on whole-of-life embodied carbon?	
Explain how the whole-of-life embodied carbon will be reduced. Consideration should be given to the following as applicable: <ul style="list-style-type: none"> • Production of construction materials • Construction process • Construction waste disposal • Disposal at the end of a building's life 	
Detail how you will lower the whole-of-life embodied carbon from on-site construction activities through the project	

- Is the supplier familiar with life cycle assessment, and putting it into practice through use of tools to assess the impacts of their projects?
- Is there evidence the supplier can deliver low carbon buildings and has experience of overcoming barriers, and making most of opportunities?
- How has the supplier evaluated whole-of-life impacts of design decisions, such as building resilience, future flexibility, reuse and recycling of components at end-of-life?
- Does the supplier demonstrate experience in contributing to reporting emissions for the Carbon Neutral Government programme?

- Distance traveled of suppliers of goods, services or products to project site.
 - Number of electric vehicles in supplier fleet.
 - Volume of afforestation achieved (number of trees) during project.
- Employee commutes**
- Average daily distance traveled by employees and/or average daily distance traveled by employees dedicated to project.
 - Mode of transport for each employee and/or dedicated to project.
 - Employee commute data:
 - Mode of transport for each employee, e.g. public transport, carpooling.
 - Average CO₂ emissions per supplier employee and/or dedicated to project.
 - Flight calculator data, including carbon offset purchases.
- Qualitative broader outcome KPIs:**
- Policies or internal documents that support the supplier contributing to reduced carbon footprint.
 - Names of production sites where environmental audits have been conducted (per annum).
 - Evidence of renewable energy sources installed for the project/contract or as business as usual for the organisation. (Evidence may include photographs, procurement documentation.)



REDUCED WASTE FROM CONSTRUCTION SECTOR (1/2)



PROJECT



ORGANISATION

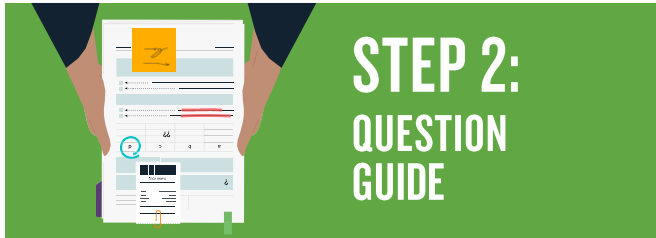


DESIGN



CONSTRUCTION

NOTE: THIS IS A PRIORITY BROADER OUTCOME COVERED IN GOVERNMENT PROCUREMENT RULE 20: SUPPORT THE TRANSITION TO A NEW ZERO EMISSIONS ECONOMY AND ASSIST THE GOVERNMENT TO MEET ITS GOAL OF SIGNIFICANT REDUCTION IN WASTE BY 2020 AND BEYOND



REDUCED WASTE FROM CONSTRUCTION SECTOR	QUESTION TYPE
Provide details on how your organisation will minimise waste to landfill and reduce or eliminate the impacts of hazardous waste on the environment during this project.	

What on-site/ in-house policies and practices do you have to minimise, reduce and divert waste during construction/manufacturing/ service delivery and how will these be applied to this project?	

How will you measure, monitor and report on waste diversion? What capability and capacity do you have to do this during the project?	
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Does your organisation have an environmental policy statement committing to waste reduction and landfill diversion?	
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EVALUATION

Buyers will evaluate based on the measures the supplier (and main contractors/subcontractors, as applicable) will take to ensure waste to landfill is minimised and the impacts of hazardous waste on the environment are reduced.

Further considerations for evaluators:

- Consider how the supplier will communicate the importance of responsible waste management to all involved in the project.
- Consider the type of waste management systems the supplier will be using and their likely effectiveness.
- Consider the suppliers estimated reduced tonnage to landfill as a result of the recycling, up-cycling or similar.
- Evaluate whether any waste management suppliers to be used are locally sourced, ethical and support any sustainable outcome values.



Provided below are example quantitative and qualitative KPIs. Selection of KPIs should be guided by the RFx question, supplier response and realistic reporting expectations.

Quantitative broader outcome KPIs:

- The quantities and types of recycling services used during project.
- Total waste (thousand tonnes) during project.
- The reduced tonnage to landfill through diversion during project.
- Percentage reduction in waste packaging or single use items for office consumables during project.

Qualitative broader outcome KPIs:

- A list of recycled materials procured and volumes during project.
- List of the categories of materials recycled throughout the project.
- Evidence of procurement of waste management services and the specifics on what and how much spent on each during project.
- List of suppliers that removed waste during project.
- Confirmation of eco-friendly methods used to remove waste during project.
- Evidence of supplier ensuring all in the project are aware of waste management guidelines.

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REDUCED WASTE FROM CONSTRUCTION SECTOR (2/2)



NOTE: THIS IS A PRIORITY BROADER OUTCOME COVERED IN GOVERNMENT PROCUREMENT RULE 20: SUPPORT THE TRANSITION TO A NEW ZERO EMISSIONS ECONOMY AND ASSIST THE GOVERNMENT TO MEET ITS GOAL OF SIGNIFICANT REDUCTION IN WASTE BY 2020 AND BEYOND

STEP 2: QUESTION GUIDE

STEP 3: RESPONSE & EVALUATION GUIDE

STEP 4: KPI MEASUREMENT GUIDE

REDUCED WASTE FROM CONSTRUCTION SECTOR	QUESTION TYPE
Provide details on the measures your organisation takes to minimise waste to landfill in your business-as-usual. Detail how your employees and subcontractors (where applicable) are made aware of organisation-wide waste management guidelines?	
How will you ensure that every effort is made to use accurate levels of materials? E.g. use of standard sizes, accurate planning to reduce risk of over-ordering.	
Detail how will you deliver on-site waste separation for diversion activity during project? Do you have partnerships to divert waste on to?	
How will you reuse materials to reduce reliance on virgin materials, reducing overall project carbon?	
What percentage of spoil can you re-purpose?	

Qualitative broader outcome KPIs contd:

- Breakdown of all waste or recycled waste during project:
 - Non-hazardous waste
 - Hazardous waste
 - Recycled waste
 - Incineration waste
 - Landfill waste
 - Other disposal methods



IMPROVED DIVERSITY AND INCLUSION OF ALL ETHNICITIES AND GENDERS



PROJECT



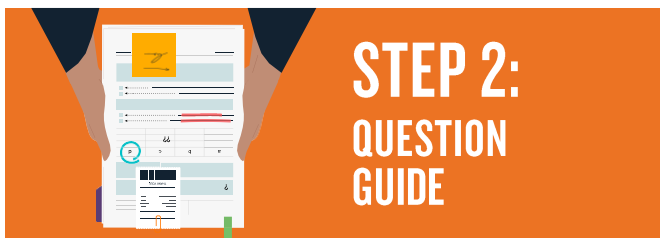
ORGANISATION



DESIGN



CONSTRUCTION



STEP 2: QUESTION GUIDE

IMPROVED DIVERSITY AND INCLUSION OF ALL ETHNICITIES AND GENDERS

QUESTION TYPE

Detail how your organisation demonstrates a commitment to diversity and inclusion, and what initiatives you will apply to this project. Responses may include reference to internal programmes, policies and/or recruitment processes.



If you are a main contractor detail how you support subcontractors to commit to diversity and inclusion.



Demonstrate how your organisation supports equitable gender employment practices and any initiatives in place to support or encourage women into senior leadership or 'non traditional' trades professions (e.g construction, engineering) within the organisation.



What percentage of your management / leadership staff are:

- Female and/or non-binary?
- Māori/ Pasifika?



STEP 3: RESPONSE & EVALUATION GUIDE

EVALUATION

Buyers will evaluate suppliers based on their commitment to valuing diversity and inclusion within their organisation and intended commitment during the project.

Further considerations for evaluators:

- Accreditations, programmes or memberships that the supplier has with formal bodies that support diversity and inclusion (for example, 'tick' Accreditations).
- Consider whether the supplier supports inclusion/equal opportunities as part of their recruitment advertising process, company website and/or organisation intranet.
- Consider the efforts the supplier has made to advertise itself as having an attractive, safe, inclusive and diverse environment and any repercussions for anti-inclusion behaviours to employees.
- Consider the percentage of females involved in the project and/or in senior positions.
- Evaluate whether there are any initiatives in place to support or encourage women into leadership roles and/or 'non-traditional' trades professions (e.g. construction or engineering).
- Evaluate whether there are any initiatives that support non-binary individuals.



STEP 4: KPI MEASUREMENT GUIDE

Provided below are example quantitative and qualitative KPIs. Selection of KPIs should be guided by the RFx question, supplier response and realistic reporting expectations.

Quantitative broader outcome KPIs:

- Percentage of employees (organisation or dedicated to project) that identify as:
 - Female
 - Māori
 - Pasifika
- Number of female/Māori/Pasifika employees in:
 - Senior leadership positions
 - Executive Board positions
 - Non-traditional trades roles (as applicable)

Qualitative broader outcome KPIs:

- Proof of diversity and inclusion support, including:
 - Supplier website blurbs
 - Company intranet
 - Recruitment advertisements
 - Details of 'Tick' Accreditations the supplier supports
 - Evidence of standard diversity and inclusion phrases the supplier uses for recruitment advertising
 - Internal education measures
 - Details of any anti-inclusion behaviour repercussions within staff employment contracts/company policies



EMPOWERED AND CONNECTED LOCAL STAKEHOLDERS



PROJECT



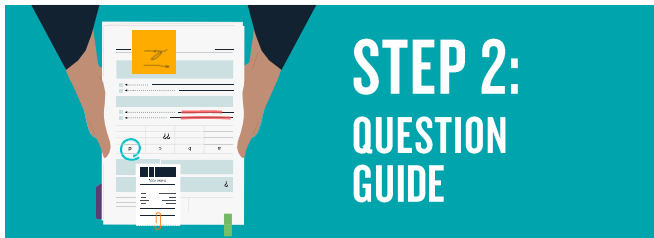
ORGANISATION



DESIGN



CONSTRUCTION



STEP 2: QUESTION GUIDE

EMPOWERED AND CONNECTED LOCAL STAKEHOLDERS

QUESTION TYPE

Detail your organisation's proposed stakeholder engagement approach for this project.



Detail your understanding of the key stakeholders and their potential issues and/or key risks. How will you mitigate these issues and/or risks?



Are there any priority social groups* that should be engaged throughout this project?



Detail any informal consultation and/or engagement plans that look at initiatives within the community over and above legislative requirements.



Detail how your organisation will support broader outcomes within the community through such things as volunteering, charity support or support to social enterprises. Provide specific details.



STEP 3: RESPONSE & EVALUATION GUIDE

EVALUATION

Buyers will evaluate the supplier based on how the supplier will support, consult or engage with any local groups or stakeholders that have an interest in the project.

Examples of stakeholders may include, but are not limited to: Community groups, local boards, and local schools. Consider whether any stakeholders are in a priority social group*.

Further considerations for evaluators:

- Local stakeholders the supplier will engage with and the degree of positive social impact likely to occur from these stakeholders.
- The degree/level of engagement. For example, communication updates, one-off engagement, ongoing consultation, or opportunity to be involved in project.
- The likely impact of positive social outcomes to be achieved through the supplier's suggested support, consultation or engagement level.
- How effective the supplier is likely to be in engaging with local stakeholders based on their proposal and knowledge displayed.



STEP 4: KPI MEASUREMENT GUIDE

Provided below are example quantitative and qualitative KPIs. Selection of KPIs should be guided by the RFx question, supplier response and realistic reporting expectations.

Quantitative broader outcome KPIs:

- Number and frequency of engagements with nominated stakeholder groups during project.
- Net Promoter Score (NPS) rating, feedback reports or similar on stakeholders engagement experience with supplier during project.
- NZD value given to charities / social enterprises during project.
- Number of community volunteer hours during project.
- Number of supplier employees engaged in voluntary work during project.
- Average number of paid volunteer hours used per employee during project.

Qualitative broader outcome KPIs:

- Local stakeholder engagement register.
- Confirm high-level stakeholder engagement plan.

*Priority social groups are defined within the Government Procurement Rules as displaced workers and groups with traditionally high rates of unemployment or low labour force participation (specifically women, Māori, Pasifika, disabled people and youth)



MORE PEOPLE HAVE THE FINANCIAL MEANS TO LIVE WELL



PROJECT



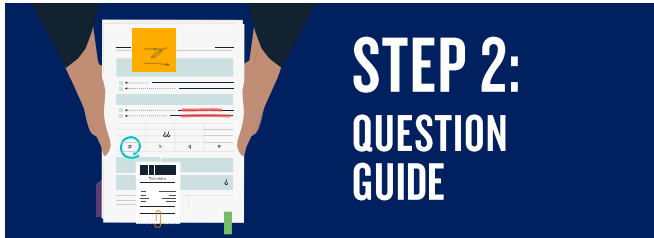
ORGANISATION



DESIGN



CONSTRUCTION



STEP 2: QUESTION GUIDE

MORE PEOPLE HAVE THE FINANCIAL MEANS TO LIVE WELL

QUESTION TYPE

Detail how many employees (and main contractor/subcontractors employees, as applicable) involved in the **project** will be paid the Living Wage or higher and any that will not.



Detail what percentage of your **organisation's** employees are paid the Living Wage or higher and any that are not.

If not all staff are paid the Living Wage, detail any strategies you have in place to achieve the Living Wage for all staff.



STEP 3: RESPONSE & EVALUATION GUIDE

EVALUATION

Buyers will evaluate the supplier based on the number of employees (and main/subcontractors employees, as applicable) involved in the project that will be paid the Living Wage or higher and the number that will not.

Further considerations for evaluators:

- Evaluate whether new recruits have a salary review plan which aims to bring their overall rate up to the minimum requirement by a set acceptable date.
- Evaluate whether the supplier encourages its main contractor and/or subcontractors to provide the Living Wage.



STEP 4: KPI MEASUREMENT GUIDE

Provided below are example quantitative and qualitative KPIs. Selection of KPIs should be guided by the RFx question, supplier response and realistic reporting expectations.

Quantitative broader outcome KPIs:

- Percentage of project employees and contractors paid the Living Wage.



IMPROVED WATER PROTECTION



PROJECT



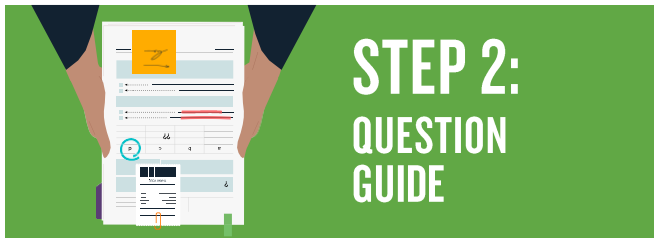
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CONSTRUCTION



STEP 2: QUESTION GUIDE

IMPROVED WATER PROTECTION QUESTION TYPE

Explain your organisation's (and main contractors/subcontractors, as applicable) plan to ensure that waste water, storm-water and/or run-off has the least negative impact on the environment.



Explain any water related innovations that will be implemented to support protection of the natural environment and its resources during this project/contract.



Detail how you will monitor water quality and mitigation plans to ensure thresholds for water quality are not exceeded.



STEP 3: RESPONSE & EVALUATION GUIDE

EVALUATION

Buyers will evaluate the supplier based on how they will ensure that waste water, storm-water and/or run-off has the least negative impact on the environment and any water related innovations that will be implemented to support protection of the natural environment and its resources.

Further considerations for evaluators:

- Evaluate based on the measures the supplier will take to address:
 - waste water going straight out to sea or into the natural environment
 - whether waste water will be treated/filtered before disposal
 - water consumption and recycling measures the supplier will be using
 - including use of green-space infrastructure to reduce run-off
 - methods to recycle grey water
 - use of storm-water collection tanks and filtration
 - and/or any initiatives that support water resource or recycling



STEP 4: KPI MEASUREMENT GUIDE

Provided below are example quantitative and qualitative KPIs. Selection of KPIs should be guided by the RFx question, supplier response and realistic reporting expectations.

Quantitative broader outcome KPIs:

- Water use during project (m³).
- Water resource management plan and specific outcomes achieved (volumes).
- Waste water during project (m³).

Qualitative broader outcome KPIs:

- Waste water management plan, evidence of execution (upon completion) and outcomes achieved.
- Evidence of water quality monitoring and mitigations to ensure thresholds for water quality are not exceeded (for example, Australian and New Zealand Environment and Conservation Council Guidelines).



IMPROVED ENVIRONMENTAL GUARDIANSHIP



PROJECT



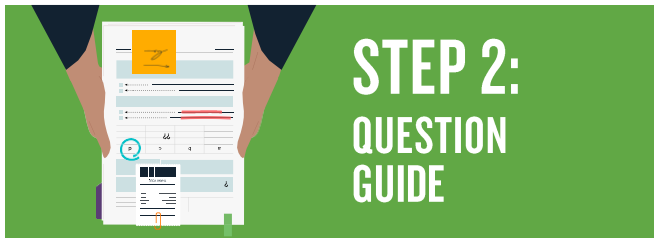
ORGANISATION



DESIGN



CONSTRUCTION



STEP 2: QUESTION GUIDE

IMPROVED ENVIRONMENTAL GUARDIANSHIP

QUESTION TYPE

Provide details on how your organisation (and main contractors /subcontractors, as applicable) will support the protection and enhancement of the natural environment **during this project** (noting the natural environment includes wildlife, fauna and flora).



Provide details on how your organisation supports the protection and enhancement of the natural environment (noting the natural environment includes wildlife, fauna and flora) **on an ongoing basis**.



STEP 3: RESPONSE & EVALUATION GUIDE

EVALUATION

Buyers will evaluate the supplier based on the measures the supplier will take to retain, protect and/or enhance the natural environment during this project and specific details of how they intend to do this. (Note, the natural environment includes wildlife, fauna and flora.)

Examples include, but are not limited to:

- Environmental education/communication/programmes.
- Community driven environmental protection projects.
- Partnering with bodies that invest in and promote ecological conservation and natural heritage enhancements.
- Recycling or up-cycling /use of biodegradable products.
- Fundraising for environmental protection causes.
- Providing funding or volunteers to organisations that protect or enhance the natural environment (e.g. NZ Government Billion Trees project or similar, wildlife protection initiatives, supporting or contributing to a Predator Free 2050 for Aotearoa).



STEP 4: KPI MEASUREMENT GUIDE

Provided below are example quantitative and qualitative KPIs. Selection of KPIs should be guided by the RFx question, supplier response and realistic reporting expectations.

Quantitative broader outcome KPIs:

- Number of environmental complaints received over course of contract or per annum as relevant.
- Number of volunteers provided to environmental guardianship causes and to which organisations.
- Percentage of the project budget allocated to environmental guardianship.
- Actual spend on environmental guardianship during project as a percentage of the project budget.
- Hours allocated to environmental guardianship and key achievements from this investment.

Qualitative broader outcome KPIs:

- Names of organisations supplier has supported that promote or protect the natural environment and value of funding.
- Supplier Environmental Sustainability Index.
- Details of any significant initiatives that protect the environment.
- Number of trees planted, location and species (note, native species preferred).
- Names of the organisations supported that promote or protect the natural environment.
- Details on the number of volunteers provided (if any) and to which organisations (per annum).