

THEME	BASIC COMPLIANCE	VALUE ADD	WORLD CLASS
<p>VISION TOWARDS WORLD CLASS PERFORMANCE DELIVERY OF STRATEGIC LABOUR NEEDS AND TRAINING (SLNT) (40%): The Contractor maximises SLNT opportunities through strategic planning, effective engagement with the supply chain with the Crossrail's jobs brokerage team. Through its corporate apprenticeship scheme and by working closely with its key subcontractors, the contractor aims to influence the standards of apprenticeships for the construction industry in a positive manner.</p>			
<p>SLNT targets and management of the supply chain (overall 25%)</p>			
<p>INPUTS SLNT targets (10%)</p>	<p>Applicable contract clause: <u>(Clause 15.4.3.4.)</u></p> <ul style="list-style-type: none"> The Contractor's SLNT objectives shall include as a minimum delivery against the Employer's priority outputs defined in the SLNT table including assumptions made in delivery of the SLNT objectives. The Responsible Procurement plan (or a separate document) should include details of the personnel responsible for implementing, managing and reporting SLNT activity within the Contractor's organisation and the required administration, management and reporting structures; <p>Example of acceptable evidence to demonstrate compliance:</p> <ul style="list-style-type: none"> Total committed outputs compliant with minimum Works Information requirements Clear ownership of the delivery of SLNT 	<p>The contractor has an ambitious but achievable stretch-target in place for apprentices, which exceeds contractual requirements significantly and is supported by a credible delivery plan.</p> <p>The plan should include in particular:</p> <ul style="list-style-type: none"> an annual forecast (updated when necessary in the course of the year) information on where opportunities may arise from (e.g. packages/activities). <p>It should also take account of the care taking and demobilisation phases. As well as any implication/risks associated with potential changes to the programme of work on the delivery of apprenticeships on the contract.</p>	<p>The Contractor demonstrates its commitment to facilitating access to sustainable employment for work placements through:</p> <ul style="list-style-type: none"> Providing active support to Crossrail-led employment and work placement initiatives - specifically Women Into Construction, Buildforce, unemployed young construction workers (or equivalent initiatives at site level aimed at recruiting individuals underrepresented in the industry and/or with socially disadvantaged background) Providing support for work placements in finding permanent employment following the completion of their placements
<p>Supply chain management in relation to SLNT (15%)</p>	<p>Applicable contract clauses: <u>(Clause 15.4.3.4.)</u></p> <ul style="list-style-type: none"> The Contractor's processes for ensuring the SLNT requirements will be met through the Contractor's Subcontractors including how SLNT considerations will be included in the selection, contracting and management of Subcontractors; (Clause 15.4.3.1.) The Contractor and its subcontractors shall use this jobs and skills brokerage service in the first instance to source all external labour and staff vacancies for this contract. The Contractor shall allow the jobs and skills brokerage service 2 working days to identify potential candidates for a role prior to sourcing candidates for the role through alternative means. <p>Example of acceptable evidence to demonstrate compliance:</p> <ul style="list-style-type: none"> RP questionnaires issued at procurement stage (or equivalent documentation) highlighting SLNT requirements During contract management, responsibilities given to key contract staff to ensure that supply chain related SLNT commitments are implemented and increased where appropriate RP report will be used to determine compliance against the brokerage requirements 	<p>The Contractor is effectively managing its supply chain's performance in relation to job starts and apprenticeships through:</p> <ul style="list-style-type: none"> Demonstrating proportionate engagement with the supply chain regardless of whether contractual targets are self-delivered. Ensuring that all apprenticeship commitments by the supply chain are confirmed in writing and where possible embedded in contracts Monitoring the supply chain's delivery of apprenticeships commitments Actively engaging and managing the supply chain with regards to the use of the jobs brokerage. This should include: <ul style="list-style-type: none"> taking responsibility for introducing the supply chain to the CRL jobs brokerage and related processes at key points of the contracts (i.e. procurement/contract management) through face to face meetings ensuring that the contractor obtains visibility on all vacancies from the supply chain (e.g. establishing information capture systems or ensuring that the tier1 is copied into all vacancies sent by the supply chain) appropriate follow up to identified non-compliances. 	<p>The Contractor can demonstrate that apprenticeships requested from the supply chain are tailored to every package rather than cascaded in a undifferentiated manner (i.e. through the 1 per £3m metric) and that labour intensive packages are targeted for delivering SLNT commitments.</p> <p>In addition, the contractor encourages its supply chain to use the CRL jobs brokerage on other non-Crossrail London jobs. The contractor also utilises the brokerage to advertise vacancies related to corporate schemes (e.g. work placements, graduate schemes etc).</p> <p>The contractor also shares information on their good practices with other CRL Contractors.</p>
<p>OUTPUTS</p>	<p>Implementation of above inputs through submission of relevant evidence, e.g.</p> <ul style="list-style-type: none"> Evidence that the SLNT commitments are on track to be delivered or a plan is in place. Evidence of engagement with the supply chain in relation to SLNT Data from the brokerage and quarterly reports demonstrating compliance with the use of the brokerage 	<p>Implementation of above inputs through submission of relevant evidence, e.g.</p> <ul style="list-style-type: none"> The contract has delivered or is on track to deliver the apprenticeship stretched target. Evidence of management of the supply chain on SLNT and the use of the jobs brokerage in accordance with criteria set above. 	<p>Implementation of above inputs through submission of relevant evidence, e.g.</p> <ul style="list-style-type: none"> Information on destination of all work placements after completion Key labour intensive subcontractors have a target for delivering SLNT regardless of the value of the contract evidence of vacancies advertised through the brokerage on non-Crossrail jobs/for corporate schemes
<p>Quality of apprenticeships(15%)</p>			
<p>INPUTS</p>	<p>Applicable contract clauses: <u>(Clause 15.4.3.4.)</u> [The plan should provide details of]The process for developing training plans for apprentices and trainees]</p> <p>Example of acceptable evidence to demonstrate compliance:</p> <ul style="list-style-type: none"> for apprentices directly employed by principal Contractors (or JV's parent companies): a process map outlines how training plans are developed 	<p>For apprentices directly employed by the Contractor, the Contractor has appropriate processes at corporate level and onsite to supervise the development of apprentices beyond the compulsory elements of their framework i.e</p> <ul style="list-style-type: none"> Significant focus on delivering construction trade/construction professional apprenticeships in line with the contractors' usual areas of work Thorough vetting of candidates at recruitment stage to prevent drop out as much as possible Monitoring the drop out rate for all apprentices onsite including obtaining feedback for apprentices who are leaving the project before the completion of their frameworks and mechanisms to address any potential issues. Initiatives to support learning of apprentices at site level (e.g. structured mentoring, apprentice forums etc) Mechanisms to track the destination of apprentices after they leave the contract Mechanisms to provide continuity of employment beyond the completion of apprenticeships or encourage apprentices to continue their education to a higher level (in particular, EngTech registration) <p>Additionally, the Contractor does not allow the use of shared apprenticeship schemes (or equivalent) on the contract.</p>	<p>The contractor has a commitment to driving high quality standards for apprentices through its own corporate scheme and through engaging effectively with its supply chain.</p> <ul style="list-style-type: none"> For construction apprentices directly employed by the first tier Contractor, pay is aligned with the relevant industry benchmarks The Contractor encourages its supply chain to implement high quality apprenticeship standards. In particular: <ul style="list-style-type: none"> it has processes to engage the supply chain on the value of apprenticeships and embeds apprenticeships in corporate processes used for the management of the supply chain the contractor and its supply chain work in close collaboration to maximise apprenticeships opportunities on the contract and overcome any potential barriers the contractor and its supply chain develop innovative collaborative delivery models the contractor encourages its supply chain to align its pay with industry benchmarks where relevant, the contractor constructively challenges its supply chain in relation to the quality of their apprenticeships (including Eng Tech registration) The Contractor also shares information on their practices with other CRL Contractors Actively collaborating with other Contractors to help apprentices from other contracts complete their frameworks
<p>OUTPUTS</p>	<p>Implementation of above quality inputs through submission of relevant evidence, e.g.</p> <ul style="list-style-type: none"> Training plans available for apprentices on the contract (sample approach to be used). 	<p>Implementation of above quality inputs through submission of relevant evidence e.g.</p> <ul style="list-style-type: none"> Data (and supporting evidence/narrative where applicable) should be available to support the implementation of above processes (e.g. apprentice tracker) 	<p>Implementation of above quality inputs through submission of relevant evidence, e.g.</p> <ul style="list-style-type: none"> Evidence of implementation of the above processes with supply chain partners.

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VISION TOWARDS WORLD CLASS DELIVERY OF EQUALITY AND DIVERSITY (20%): The Contractor takes a proactive stance at considering what equality and diversity mean for a site level environment and is taking action to address key challenges.			
Equality and diversity policy and training (20%)			
INPUTS <i>Equality and Diversity Policy (15%)</i>	<p>Applicable contract clause: <u>(Clause 15.4.2.2)</u> <i>The Contractor shall encourage each of its Subcontractors to adopt and implement an equality and diversity policy which is at least as extensive in scope as the Contractor's equality and diversity policy.</i></p> <p>Example of acceptable evidence to demonstrate compliance:</p> <ul style="list-style-type: none"> • The Contractor's E&D policy is available • Evidence that subcontractor's E&D policies are requested at procurement stage 	<p>The Contractor has taken proactive steps to identify specific site level diversity challenges that could impact the delivery of the contract, has mechanisms to engage the workforce onsite on potential issues and monitors the effectiveness of those processes, e.g.</p> <ul style="list-style-type: none"> • Link between diversity and health and safety • Challenges related to communication of key procedures in different languages • Challenges related to increased turnover of staff onsite including use of migrant labour • Challenges related to the management of the supply chain onsite 	<p>On Crossrail, the Contractor has a plan for encouraging its supply chain (especially labour onlys and construction trade subcontractors) to proactively engage groups traditionally underrepresented in the construction industry.</p> <p>This can include providing access to the supply chain to Crossrail led initiatives in this area (e.g. Women into Construction).</p> <p>Contractor also shares information on their good practices with other CRL Contractors.</p>
<i>Diversity training (5%)</i>	<p>Applicable contract clause: <u>(Clause 15.4.2.3)</u> <i>Contractor's employees in managerial roles on Site shall receive managing diversity training, which shall provide clear guidance on anti-discriminatory practices within recruitment, training and appraisal.</i></p> <p>Example of acceptable evidence to demonstrate compliance:</p> <ul style="list-style-type: none"> • Training material/overview of training content 	<p>The Contractor develops a comprehensive and high quality engagement programme, which ensures that anyone (particularly the onsite workforce) understands any Equality and Diversity issues that may arise on site.</p> <p>In designing this programme, the Contractor:</p> <ul style="list-style-type: none"> • Assesses the extent to which different types of training may be required to suit different roles onsite • Gives serious consideration to the value of face to face training • Embeds relevant messages in existing face to face sessions with the workforce (e.g. toolbox talks, health and safety inductions) • Considers in a holistic manner overlaps between respect, diversity and health and safety 	<p>The Contractor has initiatives to encourage respect for all onsite especially traffic marshals, general operatives, cleaners, security guards etc.</p> <p>Contractor also shares information on their good practices with other CRL Contractors.</p>
OUTPUTS	<p>Implementation of above inputs through submission of relevant evidence, e.g.</p> <ul style="list-style-type: none"> • copy of subcontractors' E&D policies • attendance sheets for E&D training 	<p>Implementation of E&D initiatives demonstrated through submission of relevant evidence, e.g.</p> <ul style="list-style-type: none"> • Language classes/translation support for workforce onsite • Campaigns to raise awareness of disability • Processes translated into different languages • Implementation of relevant equality and diversity standards • Guidance/policy development to address issues onsite/request from employees • Active resolution of employee complains received onsite • Feedback on E&D engagement by the workforce 	<p>Implementation of above inputs through submission of relevant evidence, e.g.</p> <ul style="list-style-type: none"> • Evidence of results from engagement of the supply chain with groups traditionally underrepresented in the construction industry. • Evidence of initiatives having been implemented onsite

THEME	BASIC COMPLIANCE	VALUE ADD	WORLD CLASS
VISION TOWARDS IMPLEMENTATION OF WORLD CLASS LONDON LIVING WAGE COMMITMENT (15%): Processes in place in relation to the London Living Wage are robust and followed through in a systematic manner from procurement through to contract management.			
London Living Wage implementation (15%)			
INPUTS	<p>Applicable contract clauses: (Clause 15.4.2.1) <i>The Contractor shall pay its employees, and shall use reasonable endeavours to ensure that subcontractors and suppliers of any tier pay their employees, an hourly wage (or equivalent of an hourly wage) of not less than the London Living Wage (the basic hourly wage determined by the Greater London Authority (GLA) London Living Wage Unit) for any hours they work on the contract.</i></p> <p><i>The Contractor shall audit the records of subcontractors and suppliers of any tier to ensure compliance with payment of the London Living Wage and notify the Project Manager of any non-compliance.</i> [...]</p> <p><i>In the event that the Contractor or Project Manager discover any non-compliance with this requirement, the Contractor shall co-operate fully with the Project Manager to resolve the non-compliance.</i> (Clause 16.7.1)</p> <p><i>The Contractor and all levels of subcontractor personnel shall only be issued with permanent security passes after they have passed the appropriate background screening checks carried out by the Contractor [including] confirmation of remuneration above London Living Wage.</i></p> <p>Example of acceptable evidence to demonstrate compliance:</p> <ul style="list-style-type: none"> • Evidence of direct employees paid at LLW level or above • Appropriate processes in place covering checks on induction forms, resolution of non-compliances and approach to auditing of subcontractors of all tiers • Question related to the LLW included on induction forms (or other form recording personal information) 	<p>The processes in place for gaining assurance of payment to London Living Wage follow the good practice guidelines outlined below:</p> <p>1. Checks related to procurement and pre-mobilisation</p> <ul style="list-style-type: none"> • During procurement and/or prior to mobilisation Contractor confirms all first tier subcontractors' understanding and intention to comply and, where possible, checks ability to comply. If relevant, this should cover high risk lower tier subcontractors (i.e. including cleaning, catering, security and labour onlys). <p>2. Process related to induction checks:</p> <ul style="list-style-type: none"> • Wording of the question provides the individual with the option of saying "no" • Induction checks are assured by the RP representative <p>3. Process related to auditing</p> <ul style="list-style-type: none"> • Contractor develops and regularly updates an auditing schedule which includes all significant first tier subcontractors and high risk lower tiers. High risk subcontractors including cleaning, catering, security and labour onlys should be subject to audit as a priority, with a first audit undertaken within the first two years of the contract. They should be re-audited in a proportional way throughout the duration of the contract. • The Contractor communicates any remedial actions to the subcontractor in good time, and obtains appropriate evidence in order to verify implementation. • In the event of egregious non-compliances, Contractor gives serious consideration to back pay or similar • The Contractor uses reasonable endeavours to ensure that London Living Wage is paid for employees from the lower tier subcontractors. • In selecting the sample of individuals to be audited, the contractor seeks to audit in particular those individuals that are more likely to be at risk (e.g. lower paid grades and individuals) <p>4. Ongoing communication to subcontractors</p> <ul style="list-style-type: none"> • Contractor issues timely communications advising all first tier subcontractors of any increases to relevant LLW rates 	<p>The Contractor (or its parent companies where operating in JV) demonstrates support for the London Living Wage/ National living wage on other projects beyond Crossrail (regardless of clients' requirements).</p> <p>Contractor also shares information on their good practices with other CRL Contractors.</p>
OUTPUTS	<p>Implementation of above inputs through submission of relevant evidence, e.g.</p> <ul style="list-style-type: none"> • 100% of induction forms checked as demonstrated by electronic or manual records of process having been implemented • Audit records/supporting evidence are made available to Crossrail in a timely manner 	<p>Implementation of above inputs through submission of relevant evidence, e.g.</p> <ul style="list-style-type: none"> • Evidence of procurement checks in line with the above process • Audit reports • Communications to supply chain 	<p>Implementation of above inputs through submission of relevant evidence, e.g.</p> <ul style="list-style-type: none"> • List of sites where the Contractor is supporting the London Living Wage/national living wage.

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VISION TOWARDS WORLD CLASS DELIVERY OF SOCIAL SUSTAINABILITY (25%): Social Sustainability is managed effectively through strategic planning and clear allocation of responsibilities at site level. The contractor works closely with its supply chain and develops its capability in relation to Social Sustainability and influence how they may implement similar requirements on future projects.			
Management, monitoring and reporting (25%)			
INPUTS RP plan (2.5%)	Applicable contract clauses: <u>Clause 15.3</u> <i>The Responsible Procurement Plan (RP Plan) signed off to Code 1 within the required timelines</i> Example of acceptable evidence to demonstrate compliance: <ul style="list-style-type: none"> • RP Plan signed to Code 1 	The Contractor undertakes regular reviews of its Responsible Procurement Plan to ensure that the proposed processes are relevant to the current stage of the project and reflect actual roles and responsibilities onsite.	The Contractor has included relevant Responsible Procurement procedures and processes within procurement and commercial processes. Contractor also shares information on their good practices with other CRL Contractors.
Organisational roles and responsibilities (12.5%)	Applicable contract clause: <u>(Clause 15.3)</u> <i>- The Contractor shall appoint a Responsible Procurement Representative. The Contractor's Responsible Procurement Representative shall be the primary contact for all Responsible Procurement related matters under the contract;</i> <i>- There are management processes and procedures for achieving compliance with each of the applicable Responsible Procurement objectives</i> Example of acceptable evidence to demonstrate compliance: <ul style="list-style-type: none"> • Ongoing communication between Crossrail and the RP representative demonstrate that there is one point of contact for Social Sustainability • Clear description of roles and responsibilities of each individual involved in the delivery of Social Sustainability 	The Contractor demonstrates that there are processes in place to proactively manage Social Sustainability on the contract outside and within the formal Crossrail led Social Sustainability performance improvement meetings, e.g. : <ul style="list-style-type: none"> • The Contractor chairs and leads the quarterly Crossrail Social Sustainability performance improvement meetings • A performance improvement plan is in place using recommendations from the Performance Assurance process. 	The Contractor is able to demonstrate ownership of Social Sustainability at a senior level and close working relationships between the contractors' site level Social Sustainability/Responsible Procurement team and the key delivery functions of the contract, e.g. <ul style="list-style-type: none"> • Evidence that Social Sustainability is given prominence at senior level • Objectives related to Social Sustainability are clearly communicated to commercial and procurement teams and relevance guidance is provided • The Project Director (or relevant senior management staff) can demonstrate appropriate interventions to resolve any performance issues. Contractor also shares information on their good practices with other CRL Contractors and through the Crossrail led quarterly working group.
Supply chain management in relation to Social Sustainability (10%)	Applicable contract clause: <u>(Clause 15.3)</u> <i>- Processes and procedures for achieving compliance with the Responsible Procurement requirements will be imposed in on subcontractors and suppliers</i> Example of acceptable evidence to demonstrate compliance: <ul style="list-style-type: none"> • Examples of subcontracts including RP requirements • Including supply chain questionnaires developed for ITT/PQQ • Processes for monitoring supply chain's ongoing compliance against RP requirements 	The Contractor is engaging with its subcontractors and suppliers on a proportional and relevant basis. Typical evidence may include, e.g.: <ul style="list-style-type: none"> • Differentiated questionnaires for suppliers of materials and subcontractors with a significant labour element • List of forms of engagement with the supply chain • Prioritisation of engagement with first tier subcontractors and suppliers on a risk/opportunity based approach 	The Contractor actively manages the social sustainability performance of its supply chain through relevant initiatives e.g. <ul style="list-style-type: none"> • Mechanism to encourage healthy competition amongst Contractors' first tiers' suppliers and subcontractors (e.g. awards, comparison of performance, league table) • Gaining assurance that the Contractors' first tiers' suppliers and subcontractors manage their own supply chain effectively in relation to RP Contractor also shares information on their good practices with other CRL Contractors and through the Crossrail led quarterly working group.
OUTPUTS	Applicable contract clauses: <u>(Clause 15.5)</u> <i>The Contractor shall submit a Responsible Procurement progress report to the Project Manager at the end of reporting periods one, four, seven and ten each year in accordance with the reporting period cut off dates.</i> <i>The Contractor shall provide as much detail as possible, providing documentary evidence, where necessary, to support each statement made.</i> <u>(Clause 15.5.3)</u> <i>The Contractor and Subcontractors (where deemed required by the Project Manager) shall meet one week following receipt of the Responsible Procurement progress report to review Responsible Procurement activity.</i> Implementation of above inputs through submission of relevant evidence, e.g. <ul style="list-style-type: none"> • Reports submitted on time and with comprehensive and accurate data • Evidence available to support any statement/self-declaration including where relevant evidence of engagement/correspondence with the supply chain • Meetings are organised by the Contractor who ensures that relevant attendees are invited and are able to attend in principle i.e. on the Contractor side: RP manager, Project Director, Procurement and/or commercial manager; on the Crossrail side: the project manager (or lead CA/CA), the social sustainability team 	Implementation of above inputs through submission of relevant evidence, e.g. <ul style="list-style-type: none"> • Demonstrable progress on PAF performance improvement plan • Social Sustainability performance improvement meetings are effectively prepared and chaired and led by the Contractor • Evidence for the PAF assessment is relevant and presented in an organised manner. • Evidence of engagement with high priority supply chain 	Implementation of above inputs through submission of relevant evidence, e.g. <ul style="list-style-type: none"> • Meeting minutes demonstrating attendance of Social Sustainability/RP representatives at internal procurement meetings/supply chain kick off meetings • Visibility of the supply chain onsite for Contractors' second and third tiers provided in the Equality and Diversity/Industrial Relations on the quarterly RP report • Attendance at and active contributions to the quarterly social sustainability working groups or other major Crossrail led events